USA VOLLEYBALL BOARD OF DIRECTORS

MINUTES August 25-26, 2018 Anaheim, California

Saturday, August 25: 8:00 a.m. – 3:30pm

I. CALL TO ORDER

a. Roll Call and Declaration of Quorum

Kerry Klostermann

Present: C. Reynaud, K. Shropshire, L. Okimura, S. Hughes, B. Rasmussen, T. Rogers, T Haneef-Park, S. Mailhot, D. Peixoto, D. Donaghy, K. Shoji (arrived late ____ due to practice)

Absent: K. Fasbender, D. Gentile, M. Stemm

Staff: J. Davis, K. Klostermann, K. Kiraly, R. Stafford, A. Scott

Guests: Dr. W. Briner, J. Lee

b. Board Directory

Kerry Klostermann

Mr. Klostermann circulated the Board Directory for updating.

c. Introduction of Members/Guests/Attendance

Ms. Okimura introduced the guests: A. Reitinger, Drew Rasmussen

Ms. Stafford announced that Ashley Dombkowski has resigned as a Board member an Chair of AFB. Ms. Okimura recognized this, noting this is a big loss for the Board.

II. ADMINISTRATIVE ACTION

a. Board administrative actions, as needed

Ms. Okimura noted that there had been some confusion over the process for vacancies in the Independent Director positions. Ms. Dombkowski had been re-elected, thus making her resignation necessary. Ms. Okimura also reminded members of the Board that they must register to be members of USAV, which will also transfer to their respective regions. Further, the Board is currently 100% SafeSport certified, and all members will need to take the new module that is available. Mr. Davis noted that there are three modules in the program, and all three must be completed to accomplish certification.

Mr. Klostermann noted that J. Sander's responsibilities have been split among three people, and he encouraged Board members to try to be responsive to their requests around meetings.

III. APPROVED MINUTES

- a. May 14, 2018 Special Meeting. Approved electronically prior to the Board meeting.
- b. May 16, 2018 Annual Meeting. Approved electronically prior to the Board meeting.

IV. APPROVAL OF AGENDA AND UPCOMING MEETINGS

Ms. Donaghy asked when the meeting agenda can be passed along to the RVA. Ms. Okimura responded that it could be circulated once a Board member receives the draft Agenda, noting that it is only a draft. Ms. Okimura further stated that the more important date to communicate to the constituents is the deadline for agenda items. Ms. Okimura then asked for the Agenda for upcoming meetings to be posted in a prominent place on the USAV website, such as the governance page where minutes are posted.

Ms. Okimura asked that the Board Chair report be moved to the end of the day, and to be flexible with the athlete reports, since Kawika will be delayed due to practice. Under new business, the Q&A about the joint venture between the USOC and LA2028 for marketing the Olympics & Paralympics has been cancelled. Finally, the Adversity Volleyball Presentation will be moved to Executive Session.

Motion # 1 to approve agenda. Made by Reynaud, seconded by Rasmussen. Approved unanimously.

Ms. Okimura discussed the options for 2019 meetings. Ms. Reynaud indicated that she feels it is important to hold one Board meeting in conjunction with the RVAA. February 22-23 was taken off the table. Ms. Okimura indicated that she would do some research on January 25-26 and February 8-9 and will get back to the Board to make a decision.

For the Annual Meeting, Ms. Okimura noted that it has historically been difficult to squeeze the Board into the room block at these events. Also, the Board meetings can sometimes interfere with other activities if the days overlap. On the plus side, it does allow for interaction with the RVAA, but with the current schedule, RVAA meetings will end at least a day before Board members arrive. One option is June 21-22 in conjunction with the Men's VNL, and a second option is April 26-27 in conjunction with the Girl's 18s national championship in Dallas, and option three would be in conjunction with the Opens. Ms. Okimura advised the Board of a potential scheduling conflict if the Annual Meeting was held end of May due to her attendance at the NORCECA Board of Administration meeting. If the Board chooses that date, she will assign an interim Chair to preside. Mr. Peixoto proposed that the Board meet on May 18-19, which is the weekend prior to the RVAA meeting in Columbus, but it was noted that this would depend on availability of meeting rooms and accommodation.

For the Fall Meeting, Ms. Okimura proposed leaving this to the new Chair.

Ms. Okimura will get back to the Board on her research and there will be an electronic vote on these dates.

V. BOARD ADMINISTRATIVE OVERVIEW

a. Proposed 2019 Meeting Schedule discussion & confirmation

VI. BOARD CHAIR REPORT

VII. CEO REPORT

Mr. Davis stated that we've completed the first year of the USA National Beach Tour. We held 70 BRQs within 22 regions, which was less than hoped. We are working on ways to increase that. The events that were held were of strong quality. The goal is to get closer to the 200 target number. The next level up is the BNQs, held by USAV. We held 15 events (one was cancelled). We are working to revise the agreements for this year. The was followed up by the USA Beach National Championship - 382 teams there with three divisions. We were happy with the numbers. Overall it was a good first year. We have participants from 33 Regions and 36 States. Adult Regional Beach Championships are upcoming September 29-30 in Ft. Lauderdale.

For Indoor Eighteens, 290+ teams were in Anaheim, and the venue was well received. Junior Girls were in Detroit. The feedback on Detroit was very positive. 1276 teams participated, about the same as last year. The 11s division was filled with 48 teams in its first year. One issue moving forward is that Girls Volleyball has become so popular, there are only a few cities that are capable of handling this size. We may need to hold different age groups in different cities in the future. The event will be in Indianapolis next year. Mr. Rogers asked if there were hotel issues in Detroit. Mr. Davis noted that there are not a lot of hotels in central Detroit, but there were few concerns raised, especially compared to the prior year. Mr. Rogers and Ms. Okimura indicated that they heard that one or more hotels were double booked and the athletes were bussed 30 miles or more away. Mr. Davis indicated that hotels were assigned based on lottery, which in his view is the fairest for all. Ms. Okimura noted the logistical issue for latequalifying clubs sometimes have to split between hotels. She also noted that she heard a lot of compliments on Detroit. Ms. Reynaud asked if teams are given an evaluation form after the event. Mr. Klostermann and Mr. Davis indicated they were not aware of such an evaluation. Ms. Donaghy noted that the different age group competitions are held at different times over 10-12 days. Mr. Davis noted that this is also held at a popular time of year. Mr. Davis noted that Minneapolis indicated that the economic impact in 2017 was \$50M.

For the Boys, their event took place in July in Phoenix. We had 577 teams, which was a 13% jump (67 more teams), which is very exciting. Next year the event will be held in Dallas. Ms. Haneef-Park asked if the increase in the Boys event is impacting NCAA men's teams. Mr. Davis responded that this information is being used to encouraged more collegiate men's volleyball. Ms. Okimura asked how JVA's entry into Boys' volleyball has impacted the Regions and events. Mr. Davis responded that, based on membership, our numbers are growing, but it could be that Boys are doing both USAV and JVA.

USAV has standardized its agreements for all of the qualifiers. He also noted that this is the last year of the Disney qualifier, and in the future USAV will be the owner and operator of the event.

The Sitting Men had their best finish ever at the World Championships, finishing 8th. The Women finished second, losing to Russia, they retained their #1 World Ranking and qualified for the 2020 Paralympics.

On Beach, the women have won three golds, and the men have won two golds and one bronze. He noted that there is a very strong and young men's team from Norway.

On Indoor, the Women won the VNL, the men finished third. The women went 13-2 and the men went 12-4 in preliminaries. Both are preparing for the World Championships. Because the U.S. will be hosting the men's event for the next three years, they will automatically make the finals in those three years. Ms. Haneef-Park asked about distribution of the prize money, and Mr. Davis responded this was done by a formula where money went to the athletes, the coaching staff and USAV. Mr. Davis said, in the future, all payouts will be transparent. Ms. Reynaud asked how this would be communicated. Mr. Davis responded that this would be done through the coaches because it is very hard to get all of the players together. While FIVB has yet to announce qualifiers for 2020 Games, we've heard that there will only be two opportunities: the first will be

in August, 2019, and the last chance will be in the Confederations. USAV will be looking to host both the men's and women's first qualifiers in the U.S.

Volleyball Nations League - USAV just signed the contract with FIVB, so we will be hosting the men's finals for the next three years. The women's event will be held June 4-6. The City of Lincoln, Nebraska did not submit a bid because they lost some money last year. However, the University may take this on. The FIVB invested \$35M in the VNL this year. The timing of the VNL is also being discussed. Ms. Okimura asked about the impact with more European airlines discontinuing service into Tehran. Mr. Davis explained that changes had to be made to the pools to address this, but Iran will be hosting two preliminary rounds. FIVB will be eliminating the requirement for venues to have warmup courts.

High Performance - Heath Hoke has been named director of HP. USAV is working with the Regions to come up with a definition of what an HP program should be on the Regional level. Mr. Davis also noted that he is seeing more synergy between the HP and Events groups. We're also seeing more cooperation between the Beach and Indoor HP groups. We are now working with Hudl (formerly Volley Metrics), which provided video for regional HP events.

Membership - USAV's full membership has topped 350,000 for the first time, which is 3.4% growth over last year, which is the largest since 2013. Mr. Davis thinks there is still a lot of room for growth. He noted that a key to achieving this is to keep 18-year-olds from leaving, which means more adult programming, and different types of memberships. Total members is now just short of 375,000, which represents 3% growth over last year and the highest growth since 2013-14. Junior Boys had the highest growth at 7.5%. Ms. Donaghy noted that the Regions were helpful in this growth, with which Mr. Davis agreed, noted that it is a collective effort between 40 Regions and USAV.

Member Club Logo - 31 clubs have signed up for the right to use the member club logo, which Mr. Davis finds to be disappointing. Mr. Peixoto noted that his region gave a \$2 per person incentive to clubs to sign up for this. Mr. Rasmussen asked why this is the case. Mr. Peixoto thinks that this does not trickle down to the right person who is ordering the uniforms. Mr. Davis noted that Regions don't like USAV to communicate with clubs, so this falls largely on Regions to communicate on this. Ms. Donaghy noted that there are some communications between USAV and clubs, like newsletters. Mr. Klostermann noted that clubs have to run across this rather that USAV notifying them directly. The Board discussed possibly offering an opportunity to add patches to the uniforms at qualifiers.

Member Management System - Joint Task Force with staff and members from the Regions. The Task Force's findings was presented at the RVA meetings and was well received. The final decision is close to being made. If a change is made, those changes would be made in August, 2019. Mr. Davis noted that, for the three Regions that don't use Webpoint, staff must spend 7 times more time on processing for those Regions.

Digital Magazine - A year ago, Mr. Davis reported that USAV would be changing to a digital experience. He has been working with an RVA Committee, and everyone agreed we have to move away from paper. USAV has partnered with Trefoil to put this together. The product will come out quarterly, with more timely updates on the website. 72 percent of USAV's membership is 18 and under.

Website - The website surpassed 1.5M visitors, which is key for qualifying for the highest payment from the USOC. Unfortunately, USAV does not get any additional payments for the rest of the year. USAV has a contract with the USOC to run our website through 2020.

Social Media - We have 500,000 Instagram followers, which puts USAV third among NGBs. We have 1.75M social media followers across all platforms, which is 4th among all NGBs. We've had 700,000 plays and 220,000 viewers for the events that we streamed.

Officials - Pati Rolf has taken over as Director, Officials Development. When Mr. Davis arrived, we had 40 independent contractors in the officials' department, but that number has plummeted. We've enhanced the education program, giving more opportunities for education. Pati also suggested that we build the officials program around the High Performance program. Ms. Mailhot also complimented Pati on the work she has done. Ms. Okimura asked if Pati had to retire as an international official. Mr. Davis indicated that USAV agreed to let her complete her existing obligations, and then she would retire. Ms. Okimura asked if we should nominate her for the NORCECA Officials Commission now that she is retired from international refereeing.

Finance - Right now, USAV is trending about \$300,000 favorable to budget, which includes a \$75,000 grant to NORCECA to host an event in Veracruz, Mexico. We are starting the budget process now, but Mr. Davis wanted to let the Board know that we may need to dip into the surplus from 2017 and 2018 since we will be hosting seven significant events in the U.S. in 2019. Mr. Rogers noted that a lot of the events being hosted are indoor events, and asked about the beach program and whether dollars are being invested on the beach side. Mr. Davis responded that the beach side model is different - the beach side currently has three promoters hosting events in the U.S. hosting 3-star and 4-star events, and Mr. Davis has had meetings with other promoters about hosting even more events. Also, USAV has invested money in improving the beach coaching and other areas that are not directly event-related. Ms. Reynaud asked Mr. Rogers if there is something he'd like to see money invested in. Mr. Rogers mentioned more opportunities on the beach side. Mr. Davis reiterated that he is open to other areas where USAV can invest on the beach side. Ms. Okimura noted that USAV often doesn't have any say or input into events on the beach side, as the promoters work directly with the FIVB. Mr. Rasmussen also said that more money should be allocated to beach and sitting, noting that it is easier to spend money on indoor sine it has been around longer. Mr. Davis responded that USAV is spending money on all three disciplines, but because of the difference in models, more money goes to indoor events. He also noted that there is a good chance that the 2021 Beach World Championships will be in the U.S.

Safe Sport - Under the requirements of new Congressional legislation, NGBs and local affiliated organizations are required to implement policies on one-on-one interactions between adults and minors. This applies to the Regions; USAV will have to require the Regions to implement and then certify that the clubs have done this. Further, as a result of the audit completed by the USOC that barred someone who failed the background screen would be automatically disqualified, while the Sports Act requires an NGB provide an opportunity for a hearing. Ms. Stafford explained the new process for such a hearing. USAV will notify the Region when it receives an appeal request. Ms. Stafford responded to questions on the Safe Sport program.

Congressional Testimony - Mr. Davis thanked Ms. Stafford and Mr. Smith for help in preparation for his testimony before Congress. He noted that USAV took a different approach in its opening statement than the other NGBs, focusing on our efforts to be proactive. Congress did indicate that they would be inviting the NGBs back after six months to see what progress they've made. He also noted that there is a Senate hearing coming up, and USAV has <u>not</u> been asked to appear.

Hiring - Mr. Davis indicated that there are three positions open - CMO, Director of Development, and Senior Director of National Teams. We are close to hiring a CMO. The Director of Development process is ongoing. The Senior Director of National Teams position will be vetted and hired in the Fall. Mr. Shoji asked what criteria Mr. Davis is looking for. Mr. Davis indicated it was someone who has a high volleyball IQ but is not someone who would come in and tell coaches how to do things, but rather to support them. Ms. Okimura also encouraged Board members to forward names to Mr. Davis if you would like those people to be considered.

VIII. GENDER COMMISSION REPORT & TRANSGENDER DISCUSSION

- a. Dr. William Briner, Chair of Gender Committee joined the meeting and presented.
- b. Dr. Breiner went through a Power Point presentation, which is attached to these Minutes.
- c. Mr. Kiraly addressed the Board on his perspective as the Women's National Team coach. For Mr. Kiraly, this is a difficult issue, but this boils down to (1) what is fair competition, (2) should biological women have their own spaces (without men), and (3) where and how do we allocate our compassion. There are innate physiological differences between men and women. So, since the '20s, we've had men and women's competitions. There is the case of Tiffany Abreu, who is playing in the Brazilian (Women's) Pro League, and who played in men's professional leagues previously. All of the women players Mr. Kiraly has spoken to about the Tiffany case think the idea of someone making that switch is unfair and absurd. One player was originally agnostic on the issue and competed against Abreu, and after that felt that this person was on a totally different level and it would be unfair to compete against her. This also creates concerns about sexual harassment in the locker room and other areas where there is no sexual reassignment surgery. Also, given that 72% of the IOC is male, there is a question of whether they are taking the female perspective into account. There is also a strong incentive to cheat to win a gold medal (East German swimmers, Russian doping). Therefore, it is his conclusion that fair competition gives women their spaces free of men. It is inevitable that this issue is going to come up. Also, when someone like Abreu is on a team, that is taking a spot away from a biological female.
- d. Ms. Reynaud asked if the AAC or USOC have taken a position. Ms. Okimura responded that she has not been able to find an official updated position of either group. She also noted that Tiffany Abreu was on the roster for the Pan Am Cup, and NORCECA disqualified her. Mr. Davis indicated that NORCECA has adopted a policy on transgender eligibility. They offer a transgender tournament, based on advice of counsel, and also do the ______ smear test. Brazil did not fight this decision by NORCECA. Per Mr. Kiraly, Abreu is not on the Brazilian's World Championship roster.
- e. Mr. Smith raised the provision of the Sports Act, which prohibits an NGB from having eligibility criteria for the Olympics, Paralympics and Pan American Games that are more restrictive than the IF, and indicated there could be a problem if FIVB does nothing or adopts the IOC standard. Ms. Okimura suggested that there be some attempt to convince FIVB to adopt a policy. Ms. Reynaud suggested that Mr. Kiraly put together a proposal, as Mr. Kiraly is on the FIVB Coaches' Commission. Mr. Peixoto suggested that other coaches around the world would agree with Mr. Kiraly.
- f. Ms. Stafford reminded the Board that there are three different pockets of individuals who are impacted (13-18, over 18 and National Team), and she encouraged USAV to have very clear messaging and policies on this. She indicated that 10 individuals approached the National Office, 4 applied for approval, one was denied, three were approved, and six others didn't follow though. It is up to the Region to set the policy. A few Regions have come back and said they will follow the USAV Commission decision. The Regions need to consider that the Commission's decision may not be following a particular state's laws. There are a number of other logistics that USAV will continue to evaluate and follow.

IX. ATHLETE REPORTS

a. Beach Athlete report

Mr. Rogers reported on the world rankings of U.S. Men and Women and performances at recent competitions.

Mr. Rogers also raised the question of whether athletes should receive support from USAV for competitions that are not point tournaments. Ms. Hughes agreed, and indicated it would be helpful to know in advance whether support would be provided and whether certain expenses would be covered. As an example, she shared that while she and her partner, Summer Ross, were the only USA team to qualify for the FIVB World Tour Finals in Hamburg, Germany, they were not provided with any staff support nor financial assistance for achieving a top finish for the season. Mr. Rogers expressed that the handbook should be clearer on this. Mr. Davis stated that he would check with Sean Scott, USAV Director, Beach National Programs, and get back to them.

Mr. Rogers asked about foreign player sanctioning fees and how those are determined. Mr. Davis responded that AVP has exclusive agreements with U.S. players for certain events. When a new tour P1440 came into being, they realized the need to open their events to foreign players due to the AVP exclusivity. USAV decided that a cap of 8 per gender on the number of foreign players would allow them access to enough star players. The \$5,000 fee was imposed to generate funds that could be put back into the beach program. Mr. Klostermann noted that FIVB sent this policy out to all other federations. Mr. Rogers indicated concern that this might open USAV to more litigation. Mr. Davis noted that this is an opt-in situation, and no organizer is required to participate in this; if they don't, then USAV would not write an invitation letter to the athlete's host federation. This policy has been in place for six months, and it was circulated to the Board. Mr. Rogers noted that, on the one hand, this takes money away from U.S. athletes, but on the other hand, bringing better ranked foreign players to the events gets U.S. athletes better competition.

Mr. Rogers asked about P1440 putting on Olympic qualifying competitions and whether there might be a conflict of interest for the owner, who might want to qualify and compete in the Olympics. Mr. Davis noted that promoters often go directly to the FIVB and bypass USAV. Mr. Davis stated he would look into the wild card issue. Ms. Okimura explained how the process works and the pitfalls involved. She also noted that USAV has very little ability to impose restrictions directly on the promoter. Mr. Davis promised to follow up right away with the FIVB on this.

b. Indoor Athlete report

T. Haneef-Park/Kawika Shoji

Ms. Haneef-Park reported that most of the concerns of the female athletes involves housing and the cost for it. Some standard of quality control by USAV would be helpful. Consistency of apartments, and/or hotel accommodations is also an issue. For example, she noted that in some cases during the same training block, athletes staying in one hotel may receive free wireless internet, but athletes housed in another hotel may have to pay out of pocket daily to access the internet. Mr. Klostermann reported that USAV is transitioning from one apartment complex to another, which creates some of the problems and should be fixed soon. She also asked about the athlete discount for adidas. Mr. Davis reported that they have reached an agreement with adidas reps on a significant discount. Mr. Peixoto asked about athlete appearances. Mr. Shoji noted that a lot of players' careers don't end the way they want (cut, injury, etc.), so we need to brainstorm how to address that and find ways to involve those players.

Mr. Shoji reported that the men are "fired up" about the VNL finals. He also reported that the upgrades in travel booking for the athletes have been a huge plus for the players, and he thanked staff for all of their efforts. Mr. Davis reported that the group check-in issue has not yet been solved and may not be fixable because of a need for flexibility in the roster. The players feel very strongly about coming up with an injury policy that supports athletes who are injured while playing for Team USA. Mr. Davis indicated that they are looking at this, but indicated we must have the same policy across all disciplines.

c. Sitting Athlete report

Brent Rasmussen

Mr. Rasmussen reported that the women's sitting team qualified for the Olympics and the men finished 8th at the World Championships. About a month before the Worlds, the USOC told the men that they would lose their insurance if they did not finish at least sixth, but the USOC changed their mind and the insurance will go through Lima in 2019. If they qualify for the Olympics, then insurance will continue through 2020. The men must finish at least sixth in Tokyo to get funding through the Paris quad. Mr. Rasmussen discussed what it would take to finish 6th in Tokyo. The flight situation is better due to the upgrades, but there may be ways to save money that could be used for other programs. Flight booking is also a challenge. Mr. Klostermann emphasized that the program is not set up to cut support for other program expenses if we go over on travel costs for the World Championships, for example. Mr. Rasmussen also reported that Chris Seilkop, the USOC AAC rep to USAV, is working with World ParaVolley's new standing beach commission to add three-on-three standing beach as an event in the Los Angeles 2028 Paralympics.

d. USAV AAC report

Brent Rasmussen

Mr. Rasmussen reported that the group met yesterday (August 24th) and created a smaller working group to discuss athlete injuries, disabilities, etc. and what athletes may want. The group also talked about travel issues, SafeSport, diversity, the transition program and other topics. The group hoped to be able to schedule a forum for athletes soon. Mr. Rogers thanked Katie Holloway for getting this accomplished. Mr. Klostermann indicated that he would be updating the manual, which would then go to the Commission for vetting and approval, and then to the Board for approval, hopefully within the next 30-60 days.

X. BYLAWS & GOVERNANCE

a. Board Policy Updates

Klostermann/Stafford

- i. Results of electronic voting between meetings.
- ii. Policy Manual discussion moved to Executive Session
- b. Governance Committee Report

Donaghy/Reitinger*

- 1. Bylaws revisions (if applicable) -.
- 2. Board evaluation reports these were distributed in writing
- 3. ACTION interim change to the Bylaws 6.02, I. 8 (Coach Director election) TABLED
- c. Board Committee Report TABLED.

d. Assembly Updates - TABLED

i. Administrative Council Chris Clauss*

ii. Beach Assembly Chris Brown*

iii.Junior Assembly David Gentile

iv. Officials Assembly Devonie McLarty*

Ms. Mailhot reported that she thinks by May there will be some updates to the manual.

v. RVA Assembly

Ken Cain*

Ms. Donaghy reported that Andy Reitinger was elected Associate Chair of the RVA Assembly (Reitinger also serves as Chair of the USAV Foundation, Chair of the Governance Committee, a member of the Beach Assembly Administrative Council and Audit, Budget & Finance Committee as well as being an independent contractor to USAV national team events). The RVA is using Slack for communication. Fall meetings with be held October 11-12, 2019. This Fall's meetings will be held September 28-29. Finally, a motion was passed to remove the wording to take out the reference to representatives on the Board voting in the best interests of the RVA, and it was changed to "best interests of volleyball."

e. Board constituent group updates **TABLED** By member.

f. Commission Reports - TABLED

i. USAV Sitting Commission Report Brent Rasmussen

XI. NEW BUSINESS

Ms. Okimura reported on the NGB Board Chair summit. She noted that she had sent around a written report on this summit. The USOC established this ad hoc group of Board Chairs & Presidents of the 50 national governing bodies, to discuss and advise on best practices.

Sunday, August 26, 2018: 8:00 a.m. to 12

XII. EXECUTIVE SESSION

Motion #2 to go into Executive Session, made by Reynaud, seconded by Haneef-Park, approved unanimously.

Motion #3 to come out of Executive Session, made by Reynaud, seconded by Peixoto, approved unanimously.

Ms. Okimura reported that the Board discussed the following matters in Executive Session:

a. Adversity Volleyball Presentation

- b. Corporate Ethics & Eligibility Report

- c. Legal Review
 d. SafeSport Report
 e. Audit, Finance & Budget Committee Report
 f. Personnel Committee Report
 g. Board Succession Report

XIII. ADJOURNMENT

Motion #4 to adjourn. Approved by acclimation.