

ACBL MANAGEMENT REPORT

Fall 2022

(Revised 11/17/22)

Bridge Services

Club and Membership Services

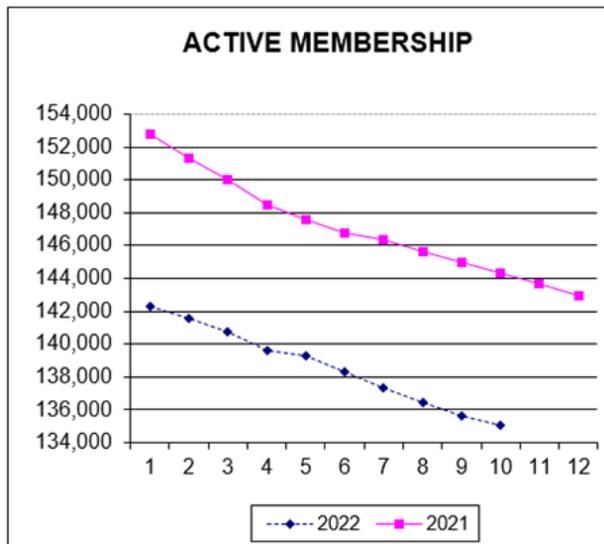
MEMBERSHIP ACTIVITY

ACBL's membership count has continued to decline monthly and is now down to just over 135,000 members. This is 6.4% lower than it was one year ago. Note that the chart below does not include our Guest Members. On a more positive note, our new member recruitment is recovering somewhat with 4483 new paid members recruited this year, which is up almost 23% over this time last year.

Active Membership Statistics

as of Nov 1,
2022

<u>Membership Category</u>	<u>2022</u>	<u>2021</u>	<u>Change</u>	<u>%</u>
Life Masters	42,457	44,589	(2,132)	-4.8%
Non-Life Masters	88,767	95,381	(6,614)	-6.9%
Total Paying Members	131,224	139,970	(8,746)	-6.2%
Active Unpaid LM	3,806	4,336	(530)	-12.2%
Total Members	135,030	144,306	(9,276)	-6.4%



	2022	2021	Change	%
New Members YTD	4,483	3,648	835	22.9%
New Guest Members YTD	1,304	1,669	(365)	-21.9%

CLUB ACTIVITY

Virtual Club table count has continued to decline, seeing a particularly large drop in September. We are not seeing this loss of table count as being because members are moving to face-to-face games or even to BBO’s ACBL-sanctioned games – it appears that more and more of our online players are opting for unsanctioned bridge activities. The table count for Bridge Base Online (BBO) operating as a club was stable, factoring in seasonal trends. Face-to-face tables continue to grow slowly, as does the number of clubs running face-to-face games.

Monthly Table Count

	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>
Virtual Clubs	42,684	44,159	34,836	33,608
F2F Clubs	62,888	68,731	64,815	66,826
BBO	200,810	203,309	188,018	195,104
Clubs running F2F games	1497	1498	1558	1574

Field Operations

The Field Operations team ran an online regional in September that was very successful – table count was 3495, up from 2586 for the previous online tournament in March, which is almost a 40% increase. This brought in a gross revenue of \$208,000, a net of \$149,000 after BBO fees.

The Field Operations team has added four new roles to our Tournament Director staff. McKenzie Myers has accepted the new role of Senior Manager of Field Operations, reporting directly to the Director of Operations. The other 3 roles; Manager of NABC Operations, Training Coordinator and Scheduling Coordinator will all continue to work as Tournament Directors but will assist in an official capacity in their areas of responsibility.

ACBL Tournament Directors continue to provide live help on BBO and online Zoom sessions to assist players with playing online. However, we have cut back these hours to reduce overtime.

Meeting Services

Summer NABC in Providence

The Summer NABC in Providence continued the return of in-person workshops and receptions. These included the Goodwill Reception, the Club and Teachers Reception, Hall of Fame and a number of meetings.

Here is a breakdown of the numbers:

Total room nights: 9301

Total tables: 7463

Total individuals that won master points: 3223

Net profit/loss: \$(67,839)

The loss includes a VERY HIGH shipping and travel cost to the Northeast due to increased demand as well as extremely high gas prices.

Fall NABC in Phoenix

OPERATIONS

Sara Beth Raab has left the ACBL to pursue an opportunity with St. Jude Global; however, members and volunteers can expect a seamless transition as Mary Stratton takes over leadership. Additionally, the event management team has well over 100 collective NABCs under their belts, so all can be assured that the Fall NABC will be well run. Interviews for a replacement have already begun.

At the Fall NABC, the ACBL will continue to use VOW Digital Health for vaccination clearance. There will be two Vaccination Verification Stations with multiple lines for members to get wristbands after they show their VOW clearance. We will continue to have a medic on site for medical emergencies.

HOUSING

There are three host hotels in Phoenix. Like in Providence, we will have an NABC Welcome Hub in each hotel complete with Daily Bulletins to create a universal experience for all NABC attendees.

Room pick-up numbers are soft for Phoenix, and proactive early negotiations have begun to mitigate risks of attrition charges. Over a year ago, efforts were made to reduce risks by reducing room blocks by 1300 room nights (saving an estimated \$250,000 in attrition risk). Attempts were also made a year ago to reduce room rate costs as Event Management and Conference Direct both feared the potential of members booking outside of the room block due to high room night costs. However, efforts were not rewarded, and the room cost remained high due to existing signed contracts. It is Management's opinion and estimation

that though the room nights may be soft due to members booking outside of the room blocks, the table count could be strong.

NEW PATRON LOUNGE

Well received in Providence, the Patron Lounge will continue to be open from 1-3 p.m. daily with free coffee and snacks for Patron Members only. In Phoenix the lounge will be in the North Building Lobby.

Spring NABC in New Orleans

Room night pick up is at 2662 as of October 25.

Schedule for the 2023 NABC room blocks:

Dates	City	Hotel/Playing Site	Room Rates	Patron Open	Regular Open	Non-refundable Cancel Date
Spring (3/9-3/19)	New Orleans	Marriott 555 Canal Street New Orleans LA 70130	\$225	7/11/2022	9/13/2022	1/10/2023
		Sheraton 500 Canal Street New Orleans LA 70130	\$225			
Summer (7/13-7/23)	Chicago	Sheraton (Traditional) 301 E. N Water St Chicago IL 60657	\$209	11/15/2022	1/17/2023	5/16/2023
		Sheraton (Deluxe)	\$239			
		Sheraton (Club)	\$259			
		Intercontinental 505 Michigan Ave Chicago IL 60657	\$204			
Fall (11/23-12/3)	Atlanta	Marriott 265 Peachtree Ctr. Ave Atlanta GA 30303	\$155	3/7/2023	5/23/2023	9/26/2023

Future NABC Locations

The NABC Site Selection Committee has begun working through recommendations to bring

additional site selection decisions to the Board for 2027. The Minneapolis site was approved for Summer of 2026 by the Board of Directors, and we have signed the letter of intent with the Convention Center. Next steps are to draft, review and sign the hotel agreements. The team will be working to complete these after the Fall NABC in Phoenix.

Finance

Overall, and with help from the online Regional September was a good month. Revenue and expenses were both slightly lower than budgeted. Compared to prior year, September's overall revenue was \$381,000 higher, and overall expenses were (\$167,000) higher. For the month, the operating gain of \$198,000 was \$46,000 more than budgeted.

Tournament revenue overall was lower than budget expectations. Club revenue and tournament fees were slightly better than budget, while tournament director revenue was (16%) below budget. For regionals and sectionals, the numbers of tables and sessions were lower than expected. Meanwhile, tournament director expense was \$7000 or 4% lower than budget.

For the year-to-date, revenue was (4%) below budget expectations, while expense was 4% below. Membership dues are down (2.9%) compared to budget. The YTD loss from operations of (\$715,000) is \$64,000 better than the budget. This was the result of a \$524,000 decrease in overall expenses netted against (\$460,000) shortfall in overall revenue.

The 2021 401k retirement plan audit and information return were filed timely to meet the required deadline. All 2021 required tax filings for the ACBL, the ACBL Charity Foundation and the ACBL Educational Foundation are in the review process and expected to be filed by the required deadline.

Human Resources

Staffing

HEADCOUNT

Headquarters: 49 full time

Field: 115 part time, 17 full time

OPEN POSITIONS

Director of Information Technology

Events Manager

Accounting Specialist

Enterprise Architect

Project Manager

NEW HIRE

Liz Erling has joined the directing staff as a Local Director. Liz is in Phoenix/District 17 and brings experience as a Life Master and as a club director.

Healthcare Benefits

Cigna will continue to provide our medical, dental and vision insurance in 2023. After nominal pricing changes, medical premiums are increasing by 12.55%. Dental premiums are increasing by 4.5%, and this pricing will remain in place for two years. Vision premiums will go up by 3% and will be locked in for three years.

Headquarters and Facilities

Sometime during the October 15 weekend, a crack in an Instahot water filter (in the kitchen) caused water damage in the southwest area of Headquarters. Since discovering the problem on October 17, the following actions have been taken:

ServPro dried the affected area and removed carpet and kitchen cabinets.

Allianz Insurance assigned an adjuster who has completed a claims report, pending review of the water mitigation expenses.

Office Interiors has provided a quote to remove and rebuild cubicles.

Two general contractors are completing quotes to submit to insurance to remove/replace wiring and fiber from cubicles, replace carpet, replace drywall, paint and rebuild the kitchen.

Employees in Club and Member Services, Meeting Services, Bridge Administration and Accounting have temporarily moved out of their cubicles and are productively working in other areas of the building.

Information Technology

Overview

In July and August, IT operations underwent a review by a Board-appointed volunteer committee that identified areas of high risk and set current priorities. Subsequently, a consultant was engaged to help move the recommendations forward. We are currently conducting a search for a new IT Director, who will bring the needed leadership and skills to successfully execute the committee's recommendations. We are also recruiting for two additional critical roles, a Project Manager and an Enterprise Architect.

The top priority identified by the volunteer committee was modernizing the applications residing on the AS400. An inventory of the AS400 application estate is complete, and the search is underway for an AS400 preferred partner. Once selected, we will have two concurrent workstreams: one focused on ongoing support and the other on the AS400 modernization plan. In terms of support, there will be an intensive knowledge-transfer process and a transition of day-to-day support duties. We will work with the partner to provide guidance on a modernized technical approach and a phased, prioritized roadmap.

The move to AWS Cloud environment has resulted in the proliferation of unnecessary infrastructure and increased costs. The environment has been audited, and the team is currently implementing a series of optimizations, including the deprecation of unused or redundant environments. It will be necessary to implement a standard DevOps process so that moving forward all environments are provisioned through a centralized function within the infrastructure team.

Application Development Projects

MYACBL 2.0

Discontinued the MyACBL 2.0 initiative which would have included re-writing most of the functionality in MyACBL. Some initial planning was initiated but work never started. Following the advice of the volunteer committee who reviewed IT, the focus will be on improving the existing PHP codebase and integrating older code (Web3, Live, Zend) into MyACBL. Also, will identify and integrate AS400 RPG programs into MyACBL and eliminate any duplicated processes.

MASTERPOINT® ENGINE V2

Expect to be able to process clubs' regular pair games (65% of volume) by year-end. Additional club pair and team games will be added early in the first quarter. At that time, an evaluation will be made to decide how to move forward with tournament games.

Resources

NEW HIRE

Onboarded new software developer, Austin Ridings. The onboarding phase is complete, and he is working on multiple support projects (MyACBL, Trax, EntryExpress, MP Engine).

VENDOR PARTNERSHIPS UPDATES

Vendor partnership with CodeMotion has been terminated. Our partnership with Escolasoftware has been effective in both the Masterpoint Engine V2 project and assisting with MyACBL support tickets.

Infrastructure Projects and Support

INFRASTRUCTURE

The IT Department continued performing weekly maintenance and monthly operating system and cyber security updates, continually monitoring and managing data backups, performing break/fix and resolving issues. Continuing to work collaboratively with the IT Development team in support of production and infrastructure related issues.

In addition, the Amazon AWS resources, users and API access associated with the account were mapped out. The team is putting a plan together to limit and control access to ensure proper management and security of assets. We assisted third-party developers with configuration of the environment and compute resources to support the engaged initiatives.

The team assisted the Board's volunteer committee in evaluating the IT environment with specific focus on the AS400 and associated processes.

TD SUPPORT

We have been supporting the return to face-to-face play by bringing TDs back into the ACBL domain and providing new hardware purchases and configuration or updates to existing devices.

NABCS

The team provided support for successful Summer NABC and is preparing for Phoenix.

IT SERVICE DESK

We provided direct support to ACBL employees at Headquarters and in the field, both remotely and locally.

Helpdesk Tickets, June 15 – Oct 17

- Created 275
- Solved 270

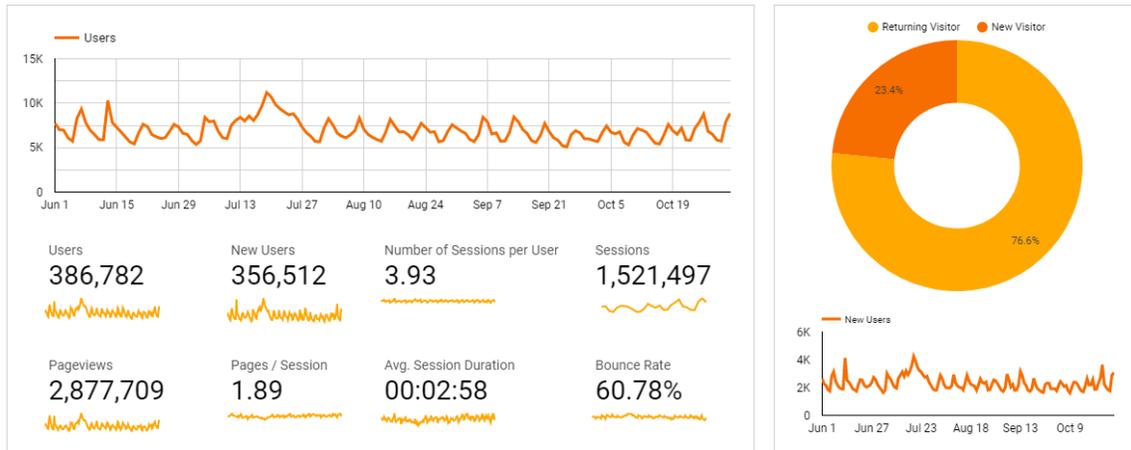
Marketing

Digital Marketing Efforts

ACBL WEBSITE

Metrics for the website remain consistent and strong across the board. Page and content refinements are ongoing based on business owner and member feedback.

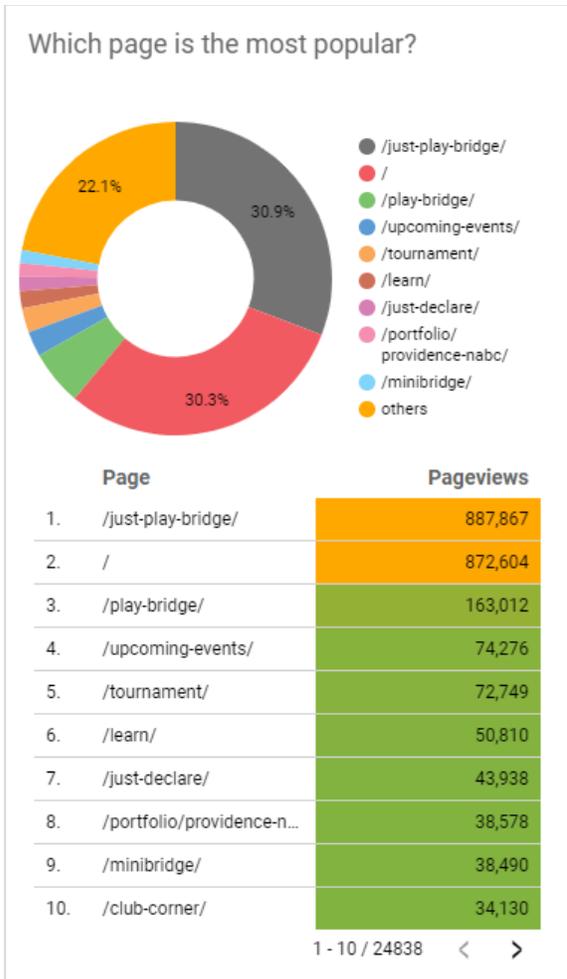
Audience (June 1 to November 1)



Search

TOP SEARCHES		TOP SEARCH CLICKS	
convention card	511	Document Library	701 >
stac	301	Just Play Bridge	438 >
convention	209	Club Corner	405 >
acbl	159	Home	402 >
acblscore	136	Play Bridge	386 >
club results	136	Club Results	357 >
nap	136	ConventionCard	330 >
live	105	Masterpoints	268 >
club	103	Tournaments	229 >
royal stac	101	ACBL Live	226 >

Popular Pages



EMAIL MARKETING AND COMMUNICATIONS

As of November 1, 564 email campaigns have been sent in 2022 (not including automated emails), averaging about two per day. The average open rate was 53%, and the average click-through rate was 3.5%. Recent industry benchmarks show that nonprofits have an average 26% open rate and 2.7% click-through rate, so we are ahead in both measurements.

Emails that received the most engagement (opens and clicks) were those targeted at ACBL Intro to Bridge students, Patron Members and Guest Members. Emails that received the least engagement were those targeted at lapsed members.

The Bridge Tips automated email series, which is sent to Guest Members on a weekly basis, has been extended to last all 18 weeks of guest membership. In addition, the design has been upgraded and the automation process improved. Each email in the series features a playing tip from Patty Tucker and a reminder of the \$29 upgrade deal only available to Guest Members.

With the assistance of Creative Services, a thorough map of the touchpoints and content for prospects, Guest Members, new members and lapsed members was created. This will shape the development of new content, such as future automated email series.

SOCIAL MEDIA

The ACBL continues to utilize multiple social media platforms (Facebook, Instagram and Twitter, primarily Facebook) to engage with current members and others interested in bridge.

As of November 10, the ACBL Facebook page has increased to 11,976 followers. In an average week, posts reach more than 7000 people. GIFs, short videos and bridge-themed memes are being incorporated more often due to the increased engagement of these posts.

Photo albums of candid pictures and event winners from the Summer NABC, Youth NABC and Collegiate Bridge Bowl were posted to Facebook and linked to in subsequent emails to membership.

Following finalized totals from The Longest Day, the Alzheimer’s Association dedicated a video post to the success of ACBL members and tagged our Facebook page in the post, which was then seen by followers of the Alzheimer’s Association Facebook page. Additionally, links to coverage of The Longest Day efforts across the country were highlighted on ACBL’s Facebook page.

Twitter posts are similar to Facebook posts but are tailored to fit the platform. As of November 10, our Twitter account increased to 4081 followers.

We have continued to grow the ACBL’s Instagram page, as well. Posts range from member-submitted photos, promotions of upcoming online events and more. The use of hashtags (such as #playbridge #bridge or #cardgame) continues to be refined. As of November 10, ACBL’s Instagram account has increased to 2175 followers.



Public Relations

Obsidian Public Relations assisted with various media relations and digital advertising campaigns.

MEDIA RELATIONS

The firm coordinated interview requests with winners of the 2022 Spring NABC. This included connecting the Community Advocate in Massachusetts to interview the youngest NABC winners on record, Eric Xiao and Jeff Xiao. The estimated audience reach for the article is 4191 readers.

The firm led various efforts to garner media coverage for the 2022 Summer NABC, which resulted in several live interviews with select ACBL staff, including Stephanie Threlkeld, during ABC6 Providence's morning news program. The channel's coverage of the NABC is estimated to have reached approximately 198,000 local viewers.

After the NABC, Obsidian developed news releases announcing winners of the Collegiate Bridge Bowl and distributed them to the students' hometown newspapers. Publications covering winners include the following, with a similar story in Ann Arbor News set to run in the near future:

- Mercury News (Sunnyvale CA; ~357,000 readers)
- News & Record (Greensboro NC; ~55,000 readers)
- Register-Star (Hudson NY; ~4900 readers)
- Union News Daily (Union City NJ; unknown number of readers)
- Watauga Democrat (Blowing Rock NC; ~5400 readers)
- WY Daily (Williamsburg & Yorktown VA; ~5300 readers)

Finally, the firm developed a news release announcing the organization's success in The Longest Day fundraising campaign. The release was distributed to Memphis-area news publications, as well as newspapers in towns of the top performing clubs. Obsidian coordinated an interview for Stephanie Threlkeld with Memphis television station ABC24, which reached approximately 10,200 viewers, and Memphis Magazine, for an article set to run in the near future. Additionally, the Great Neck Record of Great Neck NY interviewed a club owner in their area.

For the 2022 Fall NABC, the agency is currently distributing media materials, including a news release for the tournament, calendar listings for the Learn Bridge in a Day course and a media advisory for the charity check presentation ceremony.

DIGITAL ADVERTISING CAMPAIGNS

Obsidian completed digital ads in the Meta platform (the parent company for Facebook and Instagram) and on Google for the final ACBL Intro to Bridge courses. From June 1 to the

close of the campaign on Sept. 7, the Meta ads resulted in 9496 link clicks, 177,893 unique viewers and 344,785 impressions. For the same time period in Google, the ads had 1,492,722 impressions and 13,041 clicks as well as 11,093 actions on the ACBL website once clicking through the ad.

MEMBER COMMUNICATION

Obsidian continued to assist with various member communication efforts, including developing more tutorial videos for the latest iteration of Entry Express.

Creative Services

Creative Services has finished the redesign of the new member packet and contracted with printer services for the necessary materials. The new packet features a simulated bidding box highlighting aspects of membership as well as a welcome letter, list of helpful links and “goodies” that include an updated logo decal, handy instant scorer and the redesigned membership card.

The redesign of the membership card has been finalized, and the in-house printer has been installed. This will minimize costs while still allowing for high-quality materials and design. Printing can be done on-demand, which will allow for greater control and reduce excess usage of materials.

NABC signage and paper materials continue to be updated, improved and replaced as needed. Following recent NABCs, adjustments to the amount and kinds of signage have been made. Signage and other printed materials have been developed for display.

Support for Email Services has included the expansion of the Bridge Tips series for Guest Members, the creation and incorporation of GIFs, and the early stages of design for a reimaged new member email series.

Printed rank certificates for ranks of Life Master and above have been redesigned with a more regal flair that coordinates with ACBL’s current branding. Special modifications have been made for the ranks of Life Master and Grand Life Master to heighten the celebration of the achievement. This includes special seals on the certificate, a congratulatory letter and a portfolio to hold both items.

The commemorative pins for both the Goodwill Committee and the renamed Charity Recognition Award have been redesigned and ordered.

A thorough map of the touchpoints and content for various member profiles was created with assistance from other members of the department. The thorough catalogue will shape the development of new content.

Guest Membership Program

We continue to promote and grow guest memberships, and so far, more than 3053 Guest Members have come through the program. There are currently 881 active Guest Members. The \$29 first-year annual membership promotion was launched in 2021 and has led to 1542 Guest Members converting to full ACBL membership. This promotion will continue to be offered and promoted to Guest Members leading up to the expiration of their trial membership term as well as lapsed Guest Members who did not renew.

Along with emails about their trial membership and upgrade deal, Guest Members continue to receive monthly reminders when the online Bridge Bulletin is available to them. These emails highlight articles that would be of particular interest to newer players. Guest Members also are enrolled in the automated Bridge Tips email series, which has been expanded to 18 weekly emails (one email for each week of guest membership). Guest Members continue to be one of the most engaged with ACBL email communications.

Recruitment Incentives

ACBL's Recruiter Incentives program pays teachers and club managers for bringing in new members. Recruiters receive \$10 when someone joins and \$10 each year when the member renews for years two and three. Third quarter payments totaling \$4940 were sent in October, bringing the 2022 YTD total to \$22,770 sent to 565 recruiters. Note that this total includes payments for fourth quarter of 2021 as these payments are sent in January of the following year.

Cooperative Advertising Program

The Cooperative Advertising Program (CAP) reimburses 50% of the cost of an ad campaign up to a maximum \$500 reimbursement per campaign. Qualifying ads must promote bridge lessons and/or newcomer programs. We are seeing an increase in requests and ad approvals as clubs have started to reopen. Through the last week of October, the team has already processed \$19,263.24 in reimbursements, which is nearly double the total reimbursements for 2021, but still only 42% of the reimbursements processed during the same period pre-pandemic in 2019.

Alzheimer's Association Partnership

In 2022, about 350 units and clubs raised \$1,003,075 for The Longest Day, the yearly fundraiser that supports patients, caregivers and researchers, which brings the total raised by ACBL thus far to just over \$8.8 million. Clubs that have returned to face-to-face play were able to choose a day during the week of June 19-26 to hold their events and offer upgraded

Alzheimer's games; in addition, all Virtual Club games held the weekend of June 18 and 19 were considered Alzheimer's games. As before, donations could also be made directly to The Longest Day. Along with these direct donations, \$28,000 in table fees were donated by ACBL, and BBO gave an additional \$5000.

In October, the Alzheimer's Association held an exclusive informational webinar just for ACBL members about the latest scientific research in the field. Additionally, our team is working with the Alzheimer's Association national office to finalize options for curated caregiver and patient support opportunities for ACBL members. The specially designed support system will include a mix of on-demand and scheduled resources. Another exclusive research update webinar is planned for Spring 2023.

Find a Tournament

The new and improved Find a Tournament platform featuring Entry Express was launched to tournament sponsors and members in October. A dedicated landing page showcasing the benefits of the new system was created and includes descriptions, helpful videos, FAQ and comparison of benefits with the legacy system.

The new Find a Tournament's functionality has been built to improve member experience with features like simplified browsing, bookmarking upcoming tournaments, sending RSVPs to tournament sponsors, a mobile-friendly interface, buying entries online ahead of time, reminder emails, seat assignment emails and transactional records. Direct links to view event results have also been added. All of this leads to a personalized experience for the member while also allowing tournament sponsors to better prepare for upcoming events.

Following the launch emails to tournament sponsors, the team held a webinar for all unit and district presidents and tournament coordinators. The webinar was recorded and sent to this same audience.

The launch email sent to members had a 4% click-through rate, which is higher than the average ACBL email campaign. The new Find a Tournament has also been featured in multiple times in the ACBL Speakeasy, and targeted follow-up emails are being developed. Along with this, an initial article accompanying the launch was published in the November Bridge Bulletin, and a more detailed story will be included in the December issue.

Boost Face-to-Face Bridge

The new joint initiative, Boost Face-to-Face Bridge, was developed with the ACBL Education Foundation and started in August. The initiative is designed to support a return to face-to-face bridge through supporting teachers offering in-person, beginning bridge classes and their affiliated clubs by running social media advertising campaigns to generate leads.

In the pilot round we worked with 30 teachers, representing 14 districts. The campaigns generated more than 1200 leads for the group, which translated to almost 100 new students for their fall classes. In addition, 146 leads expressed an interest in a future class. The total amount spent on the 30 campaigns was \$17,211.83.

As part of this initiative, teachers are to sign up their students for guest memberships. Thirteen of the pilot round's classes have been completed as of November 1. The corresponding campaigns for these completed classes generated 613 leads, which ultimately translated into 39 students. Of these 39 students, 8 have signed up to be Guest Members.

Education

ACBL Intro to Bridge (Online)

Our last online ACBL Intro to Bridge course of 2022 finishes on November 10. At that time, we will have delivered 48 courses to nearly 1600 students (not including the 100+ students who have taken the course a second and even third time).

Since 2022's final online ACBL Intro to Bridge class, which started in early September, nearly 200 prospective students have signed up to be notified when new course dates are listed.

ACBL Intro to Bridge students are encouraged to sign up for guest memberships. Typically, about 32% of the ACBL Intro to Bridge students are already ACBL members, but of the eligible students who completed their courses in the last four months, 65 have become new Guest Members.

Since the inception of ACBL Intro to Bridge, almost 250 students (27%) have become Guest Members, and 170 students (19%) became full members.

Students are given access to a private Facebook group exclusive to graduates of the program in order to ask bridge questions and connect with other graduates to play bridge. The group currently has 300 members.

Graduating students are encouraged to find teachers in their area by using the Find a Teacher directory or connecting with one of the teachers in the online teacher list on ACBL's website so that they can continue their bridge journey. Previously, ACBL surveyed club managers and teachers to compile a list of face-to-face and online games for 0-5 and 0-20 masterpoint players, and this list is shared with all ACBL Intro to Bridge graduates.

When surveyed after the class, 91% of respondents strongly agree that they would recommend the course to their friends and family, 57% definitely plan to take more lessons and 30%

probably will. 75% of students said they prefer online lessons over in person.

- *“Thank you for a fabulous intro to bridge class. I am so impressed with how well organized and thorough it was”*
- *“I loved the materials that were provided with course.”*
- *“The class was run so professionally and smoothly. The play time was really fun and well organized.”*
- *“The materials were excellent, and the presentation was very clear.”*
- *“I loved the ease of the course and interaction with a great instructor.”*
- *“I thought the book was excellent. I was able to play mini bridge the first night which was really cool.”*

ACBL Intro to Bridge (Face-to-Face)

As part of our efforts to support a return to face-to-face bridge, we have adapted the successful instructional design from the online ACBL Intro to Bridge course into an in-person course. The new course is split into two segments with a combined total of 18 two-hour classes. The goal is to provide a cards-in-hand, best practices approach that enables students to learn and enjoy the game and be ready to start playing at the newcomer level in their local clubs.

The first 10 face-to-face classes are currently being piloted in Florida, and we have received positive feedback from both the teacher and the students. The remaining eight classes are currently being finalized and will be piloted in first quarter 2023.

The face-to-face version of ACBL Intro to Bridge is meant to be a supplementary resource for teachers to support their in-person beginning bridge classes. Teachers and their classes are independent. For the first pilot we offered a \$350 stipend, similar to what is offered to our Lifelong Learning and School Bridge Program teachers, with reimbursement for printing costs for the student materials.

Allison Freeland is currently piloting ACBL Intro to Bridge at the Key Biscayne Yacht Club in Miami FL. [Here](#) is a recap sent by the club after the first class.

Henry Meguid plans to use the course early next year. Kristen Onsgard and Stefanie Scott are also looking for an opportunity in the new year to run the course. These parties have been offered an opportunity to participate in the Boost Initiative to advertise the courses but will not be given additional compensation.

The course materials will be offered as a free benefit to those teachers earning Best Practices Teacher certification, along with teacher who run College Bridge and Lifelong Learning programs.

Online Teacher Certification Program

The ACBL, with support from the ACBL Educational Foundation, developed the ACBL Online Teacher Certification Workshop, which was launched in August 2020. This workshop focuses on how to use online tools in the most effective and engaging way to teach bridge online. It also teaches best practices that also apply in face-to-face classes.

Similar to the in-person Best Practices Teacher Workshop, the online program is highly interactive for the participants and stresses limiting “teacher talking” time in favor of active student participation. Since the program began, 213 teachers have graduated, and 129 have earned certification. As more teachers have returned to face-to-face classes, demand for this course has slowed. However, we have a waiting list of teachers interested in attending the online program, so we plan to offer a course in the first quarter of 2023.

Best Practices Teacher Certification Program

The Best Practices Teacher Certification workshop was rolled out in early 2018 to replace the previous Teacher Accreditation Program (TAP) and focuses on training teachers how to teach rather than what to teach.

Certification is not guaranteed, and proficiency assessments are offered after each workshop to allow participants to earn the Best Practices Teacher Certification. Best Practices teachers receive a gold pin and exclusive marketing materials and are also highlighted in the Find a Teacher search results on ACBL’s website.

Workshops are held at the three NABCs, the Gatlinburg Regional and when requested by clubs, units or districts. Two districts have already planned workshops for 2023, the Houston Regional in District 16 in January and the Hilton Head Region in District 7 in February.

School Bridge Program

<i>Programs</i>	2017		2018		2019		2020		2021		2022	
	Spring	Fall										
College	15	29	3	20	15	29	9	4	1	3	6	6
High	20	11	11	29	20	11	6	0	0	1	1	1
Middle	32	43	57	68	32	43	10	0	3	4	4	8
Elementary	66	47	14	99	66	47	30	1	4	1	1	1
Total	263		309		225		60		17		28	

<i>Teacher Stipends</i>	2017	2018	2019	2020	2021	2022
US	\$46,686	\$43,950	\$33,300	\$15,050	\$4200	\$5600
Canada	\$27,665	\$20,650	\$14,000	\$4550	\$350	\$0
Total	\$74,351	\$64,600	\$47,300	\$19,600	\$4550	\$5600

Covid caused the School Bridge Program to dwindle in 2020 and 2021, but we have seen a gradual uptick in supply orders and expect to have more programs starting in Spring 2023.

College Programs

Thanks to a generous grant from the ACBL Educational Foundation, we can support student bridge clubs and coaches with stipends and bridge supplies. Currently more than 20 colleges and universities are being supported with supplies, books and stipends, including some new student clubs at the University of Georgia, Duke, Emory and Princeton.

The department recently held a Zoom roundtable for college students interested in or already starting student bridge clubs. Panelists were students from successful programs, and topics included how to get started, how to recruit members and how the ACBL could support their program. One of the panelists has started a Discord channel for college program participants with helpful links, an event planning section for scheduling games and tournaments and more. So far, more than 50 students have joined.

Through a partnership with BBO, college students have access to the College Bridge Online (CBO) Club, a free and exclusive online bridge club which offers daily individual practice tournaments, free robot rental and bimonthly special tournaments with masterpoint prizes. Since they began in October 2017, CBO members have logged over 133,500 individual entries, over 1.1 million boards and over 14 million tricks in these tournaments.

In 2022, the ACBL and the ACBL Educational Foundation awarded travel packages to six teams and 12 pairs to travel to Providence for the 2022 Collegiate Bridge Bowl. In addition, the ACBLEF agreed to offer travel packages to the 2020 pair and team winners, whose Bridge Bowl was canceled due to Covid. Two teams and six pairs accepted this offer. A grant from Mitch Dunitz allowed an additional six pairs to attend the Bridge Bowl, bringing the total number of participating college students to 80, the largest we've ever hosted. Results and links to photos can be found on our website at acbl.org/bridgebowl.

2022 Youth NABC

More than 100 students attended the 2022 Youth NABC in Providence. Featuring both pair and team events, the Youth NABC gave players aged 20 and younger the opportunity to play for fun, trophies and scholarships. Baron Barclay and Master Point Press returned as sponsors for the Open Pairs and Sportsmanship Award scholarships. This year included a new sponsor, the ACBL Educational Foundation, which funded the scholarship prize for the Team tournament. The three-day event was capped off with a closing reception for players and their families.

Lifelong Learning

The ACBL is an officially recognized Osher Lifelong Learning Institute curriculum resource, but the department also supports bridge instruction through several other unassociated lifelong learning programs. Though face-to-face continuing education declined during the Covid-19 pandemic, since January 2022, the department has supported 25 Lifelong Learning classes with materials and/or stipends. We expect to add more programs in the Spring. Lifelong Learning teachers are encouraged to sign their students up for guest membership.

Editorial

The 2022 July-August-September issues of the Bridge Bulletin featured stories on the upcoming Fall NABC in Phoenix, 2022 King of Bridge Arthur Zhou, the USBF Team Trials, results from the Summer NABC in Providence, ACBL Educational Foundation updates, a report on the 2022 Youth NABC and continued coverage of the new ACBL convention card.

Feature stories included the history of how bridge influenced women's progress in the 20th Century, how Covid-19 impacted the world team championships in Salsomaggiore Italy, a profile of noted computer scientist Barbara Liskov, a report on the success of youth programs for top-level Junior players, the Hall of Fame induction ceremony, the ABTA Teacher of the Year, Junior star Olivia Shireson and new players at the Youth NABC.

The July issue included minutes of the Summer Board meetings.

The Phoenix Restaurant Guide and Pre-Bulletin have been created.

With the return of many cruise advertisers, the magazine has increased page count from 84 pages to 88 pages to accommodate this. Ad revenue has increased this quarter.

The 2023 budget for Editorial has been submitted with increases in paper, ink and freight costs.

Office of National Recorder

The Office of National Recorder team consists of National Recorder Jeff Edelstein, Assistant National Recorder Justin Coniglio and Administrative Coordinator Sabrina Goley. Nancy Strachan (District 2) manages Player Memo files, and Mark Smith (District 9) helps investigate Player Memos and prepare evidence for hearings. Franco Baseggio and Brian Platnick, creators of EDGAR, assist the office by providing statistical analyses and complete hand record spreadsheets. The team continues to provide phone and email support to members and district officials involved in the disciplinary process. Brian Platnick, Justin Coniglio and Edelstein also serve as Charging Party Advocates.

Since assuming the role of National Recorder in mid-April, Edelstein sent Executive Director Joseph Jones recorder complaints for 53 ACBL members for online cheating. All 53 recorder complaints have led to formal charges being filed against those members. Twenty-one of the charges have resulted in Negotiated Resolutions (six are awaiting approval by Appeals and Charges), 11 have resulted in hearings in front of OEOC, 18 have resulted in scheduled hearings in front of OEOC and three have resulted in Resignations to Avoid Discipline.

The office has also been actively involved in district disciplinary hearings by providing direction and assistance and has prosecuted three conduct cases stemming from the Summer NABC in Providence. These three conduct cases have all resulted in findings of responsibility against the Charged Parties. Furthermore, the office is currently investigating more than 20 members for online cheating.

The Recorder's Office has implemented several changes regarding methodology and practices. A standing practice now employed is to process each new Player Memo within 24-48 hours. We have standardized the formatting of evidence as it is presented to the OEOC for hearing consideration, while endeavoring to evolve packet submissions to become more panel-friendly over time.

The case turnover time has been cut dramatically; advancement of a player memo to formal charges can happen in as little as 10 days if necessary. Additionally, the office has shifted from using volunteers to using EDGAR as an investigatory and data retrieval tool.

The team is now continuing to aggressively weed out current cheaters while also prosecuting cheaters from 2020 and 2021. In older cases, EDGAR is being used not only to investigate the pairs but also to provide a complete collection of hands for the Charged Parties to access for their defense. In current cases, our focus is to use current hands because the Charged Parties can easily access the hand records and, theoretically, can better remember the hands. We believe this last point is very important as it is the fairest way for Charged Parties to mount a defense against cheating charges.

These new aggressive approaches allows the office to rapidly prosecute current cheating cases, and access to EDGAR data facilitates pursuit of older cases more easily. These changes also create a more level playing field for Charged Parties to defend themselves. In 2022, there will be all-time highs for Negotiated Resolutions, OEOC hearings and disciplined ACBL members.

There are two serious issues that must be resolved moving forward. The primary issue is EDGAR; while our office works closely and effectively with the EDGAR team, we still face

challenges as to how to scale up, what type of EDGAR evidence will be sufficient to prove culpability and what type of guidance can we expect from the BOD and the CDR. The other issue is the implementation of the IBA. Currently, the IBA does not exist as a functioning disciplinary body, yet any pair who cheated exclusively after February 1, 2022, must be tried in front of the IBA or an OEOC with severely limited disciplinary discretion. To date, there has been only one pair charged under the February 1, 2022, or July 15, 2022, CDR, but we can expect that number to increase.

To date, 360 Player Memos have been logged for 2022. This includes 14 from the Spring NABC in Reno, 11 from the Summer NABC in Providence, 41 that have been referred to District Recorders and the remainder stemming almost entirely from online play.

(See following page for Disciplinary Hearing statistics.)

DISCIPLINARY HEARINGS AS OF OCTOBER 31, 2022								
	2016	2017	2018	2019	2020	2021	2022	
Appeals and Charges Committee	13	8	7	8	22	23	19	
Automatic Review	6	5	2	3	7	10	6 ^(*)	
Automatic Review and Appeal	2	0	0	1	0	0	N/A	
Appeal	3	2	2	0	0	0	0	
Request for CDR 9.2 Hearing	2	1	0	1	0	0	0	
Negotiated Resolution	0	0	1	1	15	13	12	
Request for Readmission	0	0	1	2	0	0	0	
Violation of Discipline	0	0	1	0	0	0	0	
Original Jurisdiction under CDR 304	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1
National Committees	5	10	10	9	12	11	11	
ACBL Disciplinary Committee	1	5	6	4	2	1	1	
ACBL Management	0	4	4	0	1	1	1	
Ethical Oversight Committee	3	0	0	3	1	0	0	
NABC Tournament Conduct Committee	1	1	0	2	0	1	2	
Online Ethical Oversight Committee	N/A	N/A	N/A	N/A	8	8	7	
District Appellate Committee	6	0	1	1	1	0	0	
District Disciplinary Committee	20	11	20	16	6	0	6	
Endnotes:								
(*) One matter was heard by the BODs								
Cases in progress (Charge Letters, Notice of Hearing and/or Appeal Received):								
Appeals and Charges	1	Automatic Review						
District Disciplinary Committee	1							
Online Ethical Oversight Committee	9							
Recorder Complaints								
	10							