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I. Executive Summary

As the steward of the Olympic and Paralympic Movements in the United States, the U.S. Olympic Committee [USOC] recognizes the need to achieve increased diversity. The organization needs to exercise appropriate leadership by prioritizing diversity and inclusion in its own policies, practices and programs, and to help U.S. National Governing Bodies [NGBs] for sport achieve their own diversity objectives.

The Diversity Working Group, a volunteer group representing a range of opinions, experiences and demographic characteristics within itself, was charged with formulating diversity strategies for the U.S. Olympic and Paralympic Family¹ in the United States. The Working Group developed the following vision statement for diversity and inclusion to guide the U.S. Olympic and Paralympic Family and the development of their recommendations:

“The U.S. Olympic and Paralympic Family embraces the spirit of differences for better athletic performance and business results.”

Incorporating greater diversity into the U.S. Olympic and Paralympic Movements serves several long-term goals. Reaching new communities grows elite athlete and membership pipelines, revenue, audiences, and leadership talent.

Through analysis, research and interviews, the Diversity Working Group formulated four recommendations for the USOC to consider for the creation of long-term value for the members of the U.S. Olympic and Paralympic Family.

1. The USOC and NGBs should actively reach out to and partner with relevant organizations to widen pathways for leaders, athletes and program development.
2. The USOC and NGBs should strive to create and cultivate an inclusive environment by adopting strategies and procedures in enlisting, hiring, training and retaining a diverse talent base.
3. The USOC and NGBs should proactively identify stories and successful programs that celebrate and encourage underrepresented athlete participation within the U.S. Olympic and Paralympic Movements and develop a marketing and communication plan to support these initiatives.
4. The USOC and NGBs should focus on fundraising initiatives for diversity program development. These efforts should be led by the USOC and supported by the NGBs to ensure the sustainability of the focus on diversity.

The Diversity Working Group recognizes that implementing these recommendations and achieving meaningful results will require resources, staff and long-term commitment from USOC and NGB leadership. The Working Group recommends hiring a director of diversity and inclusion to build upon these suggestions and exercise his or her own leadership vision.

¹ For the purposes of the Diversity Working Group report, the U.S. Olympic and Paralympic Family includes Olympic and Paralympic constituents, including National Governing Bodies, Multi-Sport Organizations, sponsors, donors and other Olympic and Paralympic supporters and partners.

II. Definition and Vision

Definition of Diversity and Inclusion

Diversity has many different definitions. The Diversity Working Group has selected a definition for diversity and inclusion that reflects the aims of creating an inclusive culture, which benefits from all the differences among its constituents.

Diversity is about differences among people, whether they work for, are served by or otherwise have a stake in the organization itself. These differences among stakeholders include but are not limited to race, ethnicity, gender, sexual orientation, socio-economic status, age, geographic location, national origin, religious beliefs, language, veteran status and physical abilities. Diversity is invaluable because it generates differing points of view, leads to innovation, fosters an understanding and acceptance of individuals from different backgrounds, and recognizes the contributions that a variety of individuals and groups can make.²

Inclusion is about creating and maintaining an environment in which people are not excluded or marginalized because of their difference. It means promoting an environment in which contributions and strengths are recognized, optimized and valued in a way that generates opportunities for adaptability, problem solving, growth and ultimately increased success.

Vision for Diversity and Inclusion

Diversity extends beyond race, ethnicity and gender and includes less measurable qualities such as perspective and experience. Furthermore, to be sustainable, diversity initiatives need to connect with business benefits. Being diverse to demonstrate the appearance of a cross-section of individuals in the room was not a sufficient reason by itself to focus attention and limited resources on the issue. Rather, diversity should extend beyond demographic categories and be connected to identified business reasons for the USOC and NGBs before undertaking diversity and inclusion initiatives.

It is in that vein that the Diversity Working Group established the vision for diversity and inclusion within the U.S. Olympic and Paralympic Movements in the United States:

“The U.S. Olympic and Paralympic Family embraces the spirit of differences for better athletic performance and business results.”

The vision serves as the foundation for the priorities and recommendations developed by the Working Group.

² Definition attributed to “Diversity Strategic Plan,” The PA State System of Higher Education, 2005.

III. Business Case

Throughout the last decade, U.S. demographics have become more racially and ethnically diverse. Further, the percentage of women in the work force (47 percent), management occupations (51.5 percent) and the graduation rates are continuing grow in the United States³. Women also comprise 58 percent of the nation’s college students. In the spring of 2006, 55 percent of the students graduating from Harvard with honors were women compared to barely half of the male student body⁴. To reflect the changing demographics of the country, the USOC and U.S. Olympic and Paralympic Movements must similarly embrace change.

State of Population Diversity in the United States

The United States reflects an amalgamation of individuals with varied backgrounds, and the country has achieved even greater diversity over the last 10 years through growth in minority populations.

Population by Race, Ethnicity and Hispanic/Latino Descent, 2000-2010 (3)

Population (MM)	2000	2010	Change	% U.S. in 2010
White	211.5	223.6	+ 5.7%	72.4%
African American/Black	34.7	38.9	+ 12.3%	12.6%
Asian	10.2	14.7	+ 43.3%	4.8%
Other	25.1	31.5	+ 25.5%	10.2%
*Hispanic	35.3	50.5	+ 43.0%	16.3%

Between 2000-2010, the U.S. population grew overall by 9.7 percent. Meanwhile, the total percentage of Americans who considered themselves white-only dropped from 75.1 to 72.4 percent, representing only a 5.7 percent absolute growth in the number of white Americans. The percentage of black or African Americans grew from 12.3 to 12.6 percent, representing a 12.3 percent increase in the total number of individuals indicating black or African American. Other minority races also grew at a significantly greater rate than whites alone, including 43.3 percent growth of individuals considering themselves Asian, 35.4 percent for Native Hawaiians or other Pacific Islanders, 24.4 percent for any other single race and 32 percent growth for individuals of two or more races.

Of the total growth in the United States between 2000-2010, more than 50 percent is derived by the growth in individuals from Hispanic or Latino origin. The number of individuals of Hispanic or Latino origin grew by 43 percent, now representing 16.3 percent of the population, rather than 12.5 percent in 2000.⁵

Diversity in the United States extends beyond racial and ethnic descriptions. Other minority populations represent a large percentage of Americans and should be considered as part of the

³ United States Department of Labor, Women’s Bureau, 2010

⁴ New York Times, “The New Gender Divide at Colleges, Women Are Leaving Men in the Dust”, July 2006

⁵ Statistics on Hispanic and Latino origin were separated from racial statistics in the 2010 Census. Thus, Hispanic and Latino response may represent individuals from a white or non-white racial background.



diversity strategy. For instance, more than 15.1 percent of U.S. citizens have a disability of some kind; 9.4 percent have a physical disability.

State of Diversity within U.S. Olympic Movement

While the demographic composition within the U.S. Olympic and Paralympic Movements has shown some change over the last few quadrennials as well, the trends are not consistent. By reviewing the 2011 composition compared with the 1997-2000 quad, we can understand where to focus future diversity efforts.

The U.S. Olympic Committee should focus on diversity within mid-management and senior leadership.

- Gender diversity on the USOC board of directors has improved and remains strong among staff below manager level. However, a smaller percentage of women (36 percent) occupy positions above the manager level.
- Racial diversity is less balanced. In particular, 91 percent of employees holding positions manager-level and above consider themselves white, while the number is closer to 80 percent among the remainder of the staff and board members.

NGBs have the opportunity to improve the composition among their boards, coaches, membership pipelines and Olympic Winter Games participants to better represent the U.S. population.

- NGB boards of directors and Olympic Winter Games athletes tend to be disproportionately white, 91 and 89 percent, respectively.
- There is a balance between genders within NGBs across all staff, with 49 percent of staff being comprised of females. However, only two NGBs have females in the position of CEO.
- Racial composition of national team coaches has become less diverse, and among coaches of women's sports, only 25 percent are female.
- Increasing diversity among NGB membership remains an opportunity with only 15 percent of members being non-white and only 43 percent being female.
- Largely due to the growth of U.S. Paralympics, the number of physically disabled athletes reported in the surveys of NGBs between 1997-2000 and 2011 is not directly comparable. The number of NGB board members with a disability has grown from 2 in the 1997-2000 quadrennium to 12 in 2011.

Business Benefits

The U.S. Olympic and Paralympic Movements strive to enhance diversity reaching the full composition of the U.S. through the members of NGBs, elite level athletes and coaches, fans and supporters while bringing business benefits that translate into financial and competitive results for the USOC and NGBs.

1. Diversity drives growth in athletic and membership pipelines

With the continued threat of greater international competitiveness, Team USA needs to tap into all sources of athletic talent to drive competitive athletic excellence.

Without the ability to reach all athletes and coaches, athletic potential may be stunted. High potential athletes may either not be afforded the opportunity to participate, aware of the option to do so, or may be drawn to other activities that offer a more inclusive environment. Furthermore, growing

participation will lead to membership revenue for NGBs and a wider base of future talent, sustaining interest and competitiveness in Olympic and Paralympic sports for the long-term.

Peter Westbrook Foundation

- A not-for-profit organization founded by 6x time U.S. Olympian Peter Westbrook to enrich the lives of children through the Olympic sport of fencing.
- Currently, ~200 girls and boys between the 9 and 18
 - 85% are African-American and Latino
- The program has led to diversity within the sport of fencing and positioned the U.S. for international competitive success through athletes such as:
 - Keeth & Erinn Smart winning Silver Medals at the 2008 Beijing Olympics
 - Nzingha Prescod three time Junior World Champion (2008 & 2009)
 - PWF National Champion Gold Medal Teams in M. Sabre, and W. Foil (2010)



2. Diversity leads to new revenue and audiences for the USOC and NGBs

Success of the Olympic and Paralympic Movements in the United States is contingent upon securing the resources to afford athletes the opportunity to reach their potential. Expanding the reach of the Olympic and Paralympic fan base enables the USOC and NGBs to reach a new set of donors, a wider audience that may drive value to sponsors and broadcasters, and potential participants who may grow the membership bases of NGBs. Corporate partners are actively seeking opportunities to help them activate their own diversity marketing initiatives.

3. Diversity of leadership when managed effectively drives improved organizational performance

“Developing talent diversity in the Olympic Family is important because it provides different perspectives, provides new access points to different communities, demonstrates commitment to corporate partners and suppliers and attracts others to become members of the Olympic [Movement].”

**Joe Bailey, Managing Partner, Global Sport Leadership Advisory Group,
Heidrick & Struggles**

As a complex, stakeholder-based ecosystem, the U.S. Olympic and Paralympic Movements are better able to serve their wide constituency bases if they can attract high caliber talent, whether paid or volunteer, which reflects diversity of thought and experiences. Incorporating diverse leadership perspective could lead to new and better ways of doing business and developing training to manage diversity, which will also enhance overall management capabilities.

Beyond the business reasons, the U.S. Olympic and Paralympic Movements are based on the premise of inclusivity and inspiring all Americans. The USOC mission⁶, the Ted Stevens Olympic

⁶ “To support U.S. Olympic and Paralympic athletes in achieving sustained competitive excellence and preserve the Olympic ideals, and thereby inspire all Americans.” – Mission statement of the U.S. Olympic Committee

and Amateur Sports Act, and the Olympic Charter emphasize creating opportunities for all, regardless of background, and embracing the spirit of Olympism⁷.

IV. Diversity Working Group

Objectives of the Working Group

To create an inclusive, competitive and progressive diversity management approach, the USOC formed a Diversity Working Group comprised of staff members from the USOC, members of the U.S. Olympic and Paralympic Family, and independent volunteer advisors charged with formulating diversity strategies. The Working Group, chaired by Denise Parker, CEO of USA Archery, was focused on two objectives:

- Develop and make recommendations relative to the model, strategies and near-term tactics to enhance diversity in the U.S. Olympic and Paralympic Movements. The strategies should be developed for initial implementation in 2012, and be broad enough to span three to five years.
- Report results to the USOC board at the U.S. Olympic and Paralympic Assembly in September 2011.

Composition of Diversity Working Group

Considerable thought was given to the formulation of the Diversity Working Group by the USOC to ensure the Working Group itself reflected a range of backgrounds and opinions to generate diversity of perspective. To ensure the relevance of the recommendations across the U.S. Olympic and Paralympic Family, two members of the Athletes' Advisory Council, three leaders of NGBs and one representative recommended by the Multi-Sport Organization Council were selected. Three independent members were selected by the USOC with expertise in diversity and inclusion issues, including one with particular focus on disability initiatives.

Working Group members include:

- Denise Parker: Working Group Chair, CEO of USA Archery and three-time Olympic archer
- Joe Bailey: CEO, Global Sport 360 and former Managing Partner, Global Sport Leadership Advisory Group, Heidrick & Struggles
- Judi Brown Clarke: Director of the Office of Multicultural Affairs and Inclusion at Michigan State University and a silver medalist at the 1984 U.S. Olympic Track & Field Team
- Max Cobb: President and CEO of U.S. Biathlon
- Tonie Leatherberry: Principal at Deloitte Consulting LLP and chairperson of Deloitte Consulting's Diversity and Inclusion Committee

⁷ Olympism is a philosophy of life, exalting and combining in a balanced whole the qualities of body, will and mind. Blending sport with culture and education, Olympism seeks to create a way of life based on the joy found in effort, the educational value of good example and respect for universal fundamental ethical principles. The goal of Olympism is to place sport at the service of the harmonious development of man, with a view to promoting a peaceful society concerned with the preservation of human dignity." (Olympic Charter 2004, Fundamental Principles, paragraph 1, 2)

- Kerry McCoy: Head wrestling coach at the University of Maryland, coach of the 2008 Olympic men's freestyle wrestling team, member of the 2000 and 2004 U.S. Olympic Teams
- Whitney Ping: Associate Consultant at Bain & Company and member of the 2004 U.S. Olympic Table Tennis Team
- Chuck Wielgus: CEO of USA Swimming
- Duncan Wyeth: Executive Director of the Michigan Commission on Disability Concerns and member of the 1988 Paralympic Cycling and Track & Field Teams

In addition to the core members of the Diversity Working Group, several advisors were instrumental to facilitating the process and developing actionable recommendations:

- Rick Adams: USOC Director of National Governing Body Organizational Development
- Douglas Freeman: CEO of Virtcom Consulting, a strategy management consultancy focused on solving complex global diversity management challenges
- Pam Sawyer: USOC Managing Director of Human Resources

Scope of Working Group

The topics of diversity and inclusion are sufficiently broad and could encapsulate matters ranging from board composition to licensing to minority and women-owned business. To develop the most relevant and actionable recommendations for the USOC and NGBs, the Diversity Working Group narrowed the scope to the issues that the Working Group believed would have the greatest impact on the U.S. Olympic and Paralympic Movements and are the most common issues addressed across U.S. Olympic and Paralympic Family members. In particular, the Working Group focused on the following four topics as it developed its recommendations:

- **Internal Talent Reflective of the U.S. Population:** Grow the demographic diversity within the NGBs and USOC to reflect the composition of the United States by focusing on the recruitment and retention of high-performing and diverse talent, creating an inclusive environment and growing the capability of leadership in managing organizational diversity.
- **Revenue & Services:** Identify opportunities for sponsors, donors and/or foundations to associate with the NGBs' diversity proposition.
- **Athlete Pipeline:** Create outreach programs and partnerships to tap into diverse communities in order to identify and cultivate new athletic talent.
- **Membership Pipeline:** Create outreach programs and partnerships to tap into diverse communities to cultivate new members.



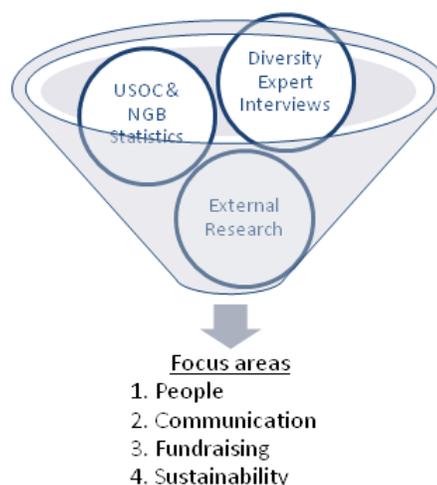
Out of Scope

Meanwhile, several topics were deemed to be out of the primary scope of the Working Group but could be considered in the future. For example, there may be other means to increase diversity among athletes beyond outreach programs, including creating more inclusive training environments or by organizing an Olympic and Paralympic festival highlighting the diversity across the U.S. Olympic and Paralympic Movements. The focus of the Working Group regarding revenue emphasized alignment among NGBs, the USOC and existing corporate partnerships rather than the pursuit of new diverse sponsors and suppliers. The Working Group also recognizes that the Olympic and Paralympic Movements internationally reflect substantial diversity outside the country. However, to keep the recommendations actionable and relevant to U.S. Olympic and Paralympic Family, the recommendations do not address the relevance of international relations on diversity.

Methodology

The Diversity Working Group undertook a multi-pronged approach to gathering relevant statistics, case studies, industry research and expert opinions to formulate potential recommendations. U.S. Olympic and Paralympic Family demographic data was gathered through previous quadrennial surveys of NGBs and the USOC and a 2011 survey collecting comparable information. Members of the Working Group interviewed diversity professionals and leaders across the U.S. and in a range of industries, from sports to manufacturing. Further, the Working Group reviewed existing research and case studies to understand effective diversity initiatives.

Once the supporting information was collected and analyzed, the Working Group divided into four subgroups to develop strategies and recommendations focused on topics raised through the background research.



1. **People Strategies:** The people strategies subgroup focused on how to attract, retain and train a diverse talent and athletic pool, initiatives needed to focus on reaching all levels of the athletic pipeline and developing processes and programs to expand USOC and NGB leadership talent and abilities.
2. **Communication Strategies:** The communication strategies subgroup recognized that the U.S. Olympic and Paralympic Teams embed inspiring stories of a diverse set of athletes, which can be used to reach wider audiences and appeal to new communities.
3. **Sustainable Model:** The sustainable model subgroup considered the structure and process to implement how to ensure long-term success and the sustainability of initiatives. In particular, the subgroup looked at staffing and scalable approaches to disseminate knowledge.

4. **Funding:** The funding subgroup considered both the resources required to support the identified recommendations and approach to generate funds to offset the resources required, especially for NGBs.

The recommendations of the subgroups were then integrated to form one comprehensive short-term and long-term approach to achieving diversity and inclusion within the U.S. Olympic and Paralympic Movements.

V. Key Takeaways from Chief Diversity Officer Interviews

The Diversity Working Group members interviewed diversity professionals across the U.S. and in a variety of industries to collect best practices and interacted with diverse current Olympic and Paralympic athletes to understand their perspectives on diversity and inclusion in their athletic careers. A list of the diversity professionals and athletes are located in the appendix recognizing contributors.

The core messages the Working Group heard:

- **Business impact of diversity programs needs to be articulated.** The days of implementing diversity as the “the right thing to do” are over. Organizations and business leaders must be convinced that there is substantial return on investment to commit funding to support diversity initiatives. Diversity can lead to better talent, greater revenue opportunities and new markets. Identifying and communicating the business objectives met by the programs is critical to their success and for buy-in.
- **Don’t be trapped by metrics; diversity extends beyond demographic statistics.** Measuring demographics statistics can be a useful way to gauge progress but can also lead to confining diversity programs to only focusing on ethnic and racial diversity. Diversity programs should focus on diversity of experiences and perspectives, which will lead to greater business impact and athletic performance through innovation.
- **Not one and done.** A single diversity initiative is not going to change the culture of an organization. Rather, a focus on diversity across the organization requires a shift in mentality and incorporating a focus on diversity into daily actions.
- **Success within diversity and inclusion requires senior champions.** In order for a diversity and inclusion initiative to be successful, a mandate must be put into place by the CEO and supported by the actions of senior leadership. Additionally, diversity champions and mentors who understand diversity and inclusion are needed in the athletic pipeline.
- **Someone must be tasked with leading diversity as their primary job function.** Without a dedicated leader, diversity and inclusion is likely to fall to the backburner of a list of priorities. A well-connected, influential individual should be front and center, making internal and external connections to drive forward diversity. The diversity position is already common within corporate America and also within sport organizations.

VI. Recommendations

After review and discussion, the Diversity Working Group has prepared the following recommendations for action by the USOC board of directors. These items are meant to be a starting point and not a comprehensive strategy. Diversity and inclusion is an ongoing process and the strategy should be molded and shaped over time. The recommendations provided by the group are meant to be actionable, realistic and results oriented. The Diversity Working Group believes very strongly that the following recommendations and actions will contribute to increased athletic performance and business results within the U.S. Olympic and Paralympic Movements.

Connecting with supporters and participants who reflect the composition of the United States requires leadership, tools and programs that can attract a wider base of constituents. The Diversity Working Group has prepared four primary recommendations for consideration by the USOC.

1. **The USOC and NGBs should actively reach out to and partner with relevant organizations to widen pathways for leaders, athletes and program development.**

Hiring a diverse and talented set of employees, enlisting an inclusive set of volunteers and creating programs which attract diverse athletes begins with creating connections within diverse pipelines. Several approaches could lead to an increase in awareness, interest and consideration among a wider set of potential contributors.

The USOC should have a strong and ever-present external advocate who would spend a significant percentage of time seeking out new networks and contacts that could open the door to diverse candidate pools. This individual should be a passionate and motivated internal advocate and inspiring storyteller who should keep diversity on the forefront of the minds of members of the Olympic and Paralympic Family and partners.

The USOC should play a leading role in recruiting and cultivating talent from a broader range of diverse sources, including F.L.A.M.E. and the Olympian and Paralympian alumni groups, who can feed into both USOC and NGB staff and board of directors' positions.

To facilitate the involvement of diverse individuals, the USOC should maintain a database of potential board and staff diversity candidates that could be accessed by the USOC and NGBs.

Upon the creation of a database, the USOC should monitor usage of this service. If NGBs are not accessing this service and progress is not being made in getting NGBs access to better and more qualified diverse talent, the USOC should look at mandating a minimum number of diversity candidates for executive and board positions. However, the Diversity Working Group suggests that the tools first be created, an advocate put in place as a liaison and resource to NGBs, and progress be monitored prior to implementing such a policy.

The USOC should have consistent outreach to diversity affinity and affiliation groups and encourage NGBs and athletes to also create those connections. Potential partnerships could be facilitated with members of the U.S. Olympic and Paralympic Family, including such organizations as the YMCA or Boys and Girls Club, or new connections such as colleges known to reach minority students.

2. The USOC and NGBs should strive to create and cultivate an inclusive environment by adopting strategies and procedures in enlisting, hiring, training and retaining a diverse talent base.

Managing inclusive diversity requires a different set of core competencies than just managing diverse individuals who share the same perspective, experiences and/or backgrounds. The USOC should see itself as a facilitator of diversity across the U.S. Olympic and Paralympic Movements and play a leading role in creating awareness around diversity principles, especially concerning human resources and general business practices. Many NGBs would not have the resources to develop their own pools of candidates or the tools for training for diversity management. Thus, the Working Group suggests the adoption of scalable tools and processes that would allow the USOC's practices to reach NGBs as well.

Capable diversity leaders can effectively manage a variety of personalities and tension among groups, and are able to reduce unintended bias. The developed skill -set for diversity will also better equip the USOC and NGB leadership and management in all of their daily operations. Trainings and material implemented at the USOC should be available for NGBs as well.

Factors that affect retention rates among diverse employees may not be much different than non-diverse employees. Retention programs should allow individuals to continue growing, to connect with mentors and to be rewarded for performance. Special attention should be paid toward monitoring the opportunities available.

3. The USOC and NGBs should proactively identify stories and successful programs that celebrate and encourage underrepresented athlete participation within the Olympic and Paralympic Movements in the United States and develop a marketing and communication plan to support these initiatives.

There remains potential to grow interest among diverse audiences for the U.S. Olympic and Paralympic Movements. Sharing the stories of athletes and programs that represent diversity in their sports can help draw new participants and encourage further diversity program development. The USOC and NGBs should take an active leadership role in identifying and communicating these stories.

The USOC and NGBs should seek to incorporate an inclusive lens on every day practices, making diversity a key consideration in disseminating athlete stories and building Olympic and Paralympic brand association and activations for marketing and communications.

The USOC should develop an umbrella marketing and communications plan that celebrates and brands the diversity efforts within the U.S. Olympic and Paralympic Movements. The USOC should leverage partnerships with sponsors, community organizations, athletes, and the broadcast partners to meet mutual diversity objectives and maximize diversity campaign initiatives.

4. The USOC and NGBs should focus on fundraising initiatives for diversity program development. These efforts should be led by the USOC and supported by the NGBs to ensure the sustainability of the focus on diversity.

Through the growth of membership and seeking grant opportunities, diversity initiatives could increase revenue for NGBs, allowing them to create sustainable diversity programming.

The USOC should facilitate opportunities for NGB and USOC fundraising staff to learn diversity fundraising channels and best practices.

The USOC should seek to provide grant funding for NGBs to activate diversity program development that has potential to generate revenue and support diverse athlete recruitment long-term.

The suggested revenue goal for NGBs would be to offset any costs assumed by enacting diversity initiatives with incremental membership and grant revenue. Without achieving that goal, the Diversity Working Group understands that the programs may not be sustainable.

The USOC may also realize direct revenue benefits, potentially from foundations and/or donors who are particularly interested in expanding the base of athletes exposed to Olympic and Paralympic sport. Such revenue could help fund the recommended actions or be coordinated with NGB programs.

VII. Action Items – 2012

To initiate progress in achieving diversity and inclusion, the Diversity Working Group recommends implementing the following actions during 2012:

1. The Working Group recommends the USOC hire a talented individual to serve as the Director of Diversity and Inclusion. The individual should have a strong background in diversity initiatives, the ability to assist NGBs in grant writing and the responsibility to advise the marketing teams of ways to incorporate diversity into sponsorship sales and activation. Members of the Diversity Working Group would also be glad to serve as advisors throughout the implementation progress and to support the director of diversity and inclusion in getting started.
2. The Working Group recommends the USOC invest in technology to create a resource to assist in recruiting, searching and researching diverse candidates that can be shared between the USOC and NGBs.
3. The Working Group recommends the USOC create an NGB toolkit, including successful case studies, best practices, a self-assessment and grant writing opportunities.
4. The Working Group recommends the information and resources developed within the toolkit should be presented within the NGB workshop in 2012 to kick off NGB diversity efforts. After which time, the USOC should actively work with NGBs to develop their diversity plans.

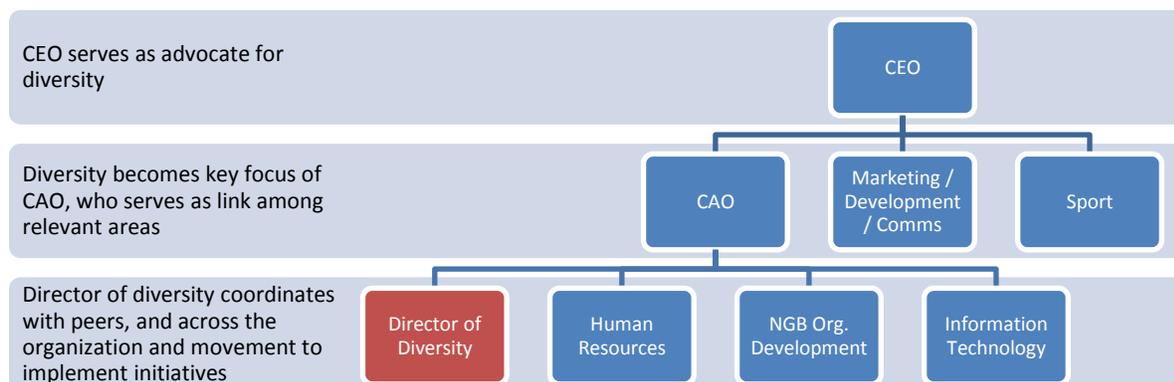
- The USOC should collect successful NGB athlete and program stories to initiate a diversity campaign with supporting collateral material to brand the diversity initiatives across sports.

VIII. Resources Required

To implement the recommended initiatives, the Working Group acknowledges the responsibilities require additional resources.

Suggested Reporting Structure

The Working Group suggests that the director of diversity and inclusion report to the chief administrative officer, as displayed in the reporting structure below. Since the director of diversity and inclusion will work most closely with human resources and NGBs to implement the recommendations, reporting to the same supervisor could increase communication among those departments, align goals and create efficiencies. There was much debate within the Diversity Working Group as to whether or not the staff position should report directly to the CEO. After current staff structure and budgets were considered, the group finalized on the current recommendation. However, for the director of diversity and inclusion to be successful, senior leadership, and the CEO in particular, must serve as champions of diversity and inclusion to establish diversity as a priority that extends across the organization. With the support of vocal leaders, the Working Group feels that the director title is sufficient to create meaningful change and impact.



Budget

The recommended resources would require additional human resources, marketing and technology investment. At the same time, the Diversity Working Group believes that funding for these investments should not reduce the amount of funding to NGBs or be viewed as detrimental to sport.

Total recommended: \$350,000, which includes two FTEs and the following components:

Budget Item	2012 Cost
Director of Diversity and Inclusion & Support Staff	\$200,000
Annual Operating Costs	\$150,000
Total	\$350,000

These recommendations are meant to provide initial priorities for a director of diversity and inclusion but allow for the new leader to set a long-term direction for diversity within the U.S. Olympic and Paralympic Movements. Furthermore, the Diversity Working Group would gladly serve as advisor to this individual as the director of diversity and inclusion becomes comfortable in the new role.

IX. Success Means...

Achieving a meaningful shift in the composition of the Olympic and Paralympic Movements in the United States may take years to recognize. Yet, several short-term achievement goals can indicate the path toward success and can be used to gauge progress.



X. Key Considerations

As the USOC plans to roll out the recommendations, there are several considerations to take into account that may affect the ability of the USOC and NGBs to achieve diversity.

The recommendations in this report depend on the commitment of USOC senior leadership and NGBs. The implementation of the recommendations requires more than a one-time commitment. To affect the culture of the U.S. Olympic and Paralympic Movements, there needs to be continuous progress and long-term commitment. Early wins may help gain support.

There are some aspects to diversity that may seem outside the control of the USOC and NGBs. For instance, an often cited reason for limited diversity within the USOC and NGBs is the composition of Colorado Springs. Working together with Colorado Springs, the USOC should seek ways to ensure that diversity is celebrated in the community to reduce any hurdles in attracting diverse talent.

XI. Conclusion

By increasing the focus on diversity and inclusion within the U.S. Olympic and Paralympic Movements, the U.S. Olympic and Paralympic Family has the opportunity to increase its impact within the international sports arena and position itself for success within the changing U.S. landscape. Extending the reach of the movement in the United States will lead to long-term positive impact on elite athlete and membership pipelines, revenue and leadership talent.

The Diversity Working Group is grateful for the opportunity to present its recommendations to the USOC leadership. By adopting the recommendations of the Diversity Working Group, the USOC can demonstrate its own commitment to diversity through such initiatives as creating partnerships, implementing human resources policies and programs, sharing best practices, communicating stories and ensuring the sustainability of the recommended initiatives, thus positioning the Olympic and Paralympic Family for the future.

XII. Appendix

- A. Biographies of Diversity Working Group**
- B. Director of Diversity and Inclusion Job Description**
- C. Contributors to Diversity Working Group Report**

Biographies of Diversity Working Group

DENISE PARKER

Working Group Chair; USA Archery, CEO

Denise Parker was named CEO of USA Archery (USAA) in February 2009 by a unanimous vote from the USA Archery board of directors; she previously served USA Archery as acting CEO. Prior to working for USA Archery, Parker served as an archery analyst and commentator for NBC during the 2004 and 2008 Olympic Games and for ABC and ESPN during the 2005 Great Outdoor Games. She has also served as the editor of *Archery Focus*, marketing manager for Hoyt USA and vice president of the Archery Trade Association.

A three-time U.S. Olympic archer, Parker took home a team bronze medal as the youngest member of the 1988 Olympic Games in Seoul; she was 14. Parker is also a five-time national outdoor archery champion and a seven-time national indoor archery champion. To document her Olympic experience, she co-authored *Denise Parker: A Teenage Archer's Quest for Olympic Glory* (Woods and Water Press, 2007).

Parker has a bachelor's degree in marketing from Westminster College (Salt Lake City, Utah).

RICK ADAMS

Director, USOC NGB Organizational Development

Rick Adams was named director of National Governing Body (NGB) organizational development for the U.S. Olympic Committee (USOC) in September 2010. Adams took this position after serving as the CEO of USA Weightlifting (USAW) from 2009-10. During his tenure with USAW, Adams led the organization through a transformation, in which the NGB increased membership, established several grassroots programs and generated new sponsorship revenue. Adams also spearheaded other projects, including a code of conduct and a new background screening policy, as well as working with the USOC to secure additional high performance funding.

Previously, Adams was the chief operating officer for Beyond Meetings & Incentives (BMI), a New York-based company that specializes in full-service event planning for corporate meetings, incentive travel and sports marketing. From 2002-06, Adams was president and managing partner for RBC Sports, LLC., a sports entertainment company that co-owned and operated four members of the East Coast Hockey League (ECHL). From 1994-2002, Adams was president and CEO of the ECHL.

Adams is a graduate of the University of California, Los Angeles (UCLA) and obtained his law degree from Rutgers University.

JOE BAILEY

CEO, Global Sport 360

Joe Bailey has been a successful CEO who has led sport-oriented enterprises in the US and internationally. As Founder and Chief Executive Officer of Global Sport 360, Joe advises businesses in the global sport industry, developing strategies and tactics to maximize profitability through development of leadership talent and strategic relationships.

Prior to his Global Sport 360, Joe Bailey was managing partner of the Global Sport Leadership Advisory Group at Heidrick & Struggles. The group advised on effective leadership and solving complex problems which involve vision, strategic alignment, general management/execution and talent management.

Prior to joining Heidrick & Struggles, Bailey also held leadership roles – both global and domestic – with the Dallas Cowboys, the National Football League/World League, the National Thoroughbred Horseracing Association, and the InterCompete Group. He was CEO of Dolphins Enterprises, the Miami Dolphins and Dolphins Stadium. Earlier in his career, Bailey spent 10 years in executive search consulting where he built and led the media, sport and entertainment practice of a global search firm. He was called the “most influential recruiter in sports” by *Sporting News* and included on its list of *The 100 Most Powerful People in Sports*.

Currently, Bailey serves on the advisory board of Duke University’s Fuqua Business School’s Center of Leadership and Ethics, is an adjunct professor at Duke Sports Medicine Center, sits on the advisory board of Beyond Sport, and is the relationship partner for the International Academy of Sport, Technology, and Science in Lausanne, Switzerland.

Bailey attended the University of North Carolina where he received a bachelor’s degree in political science. He also completed the advanced management program at Harvard Business School.

JUDI BROWN CLARKE
Michigan State University, Director, Office of Multicultural Affairs and Inclusion

Judi Brown Clarke has been a director in the office of multicultural affairs and inclusion at Michigan State University (MSU), her alma mater, since January 2007. In this role, she is responsible for helping the university become a more diverse and multicultural organization through a diverse student body, staff and faculty. She also serves on several boards, including Children’s Central, Girls 2 Women Conference, Great Lakes Girls Collaborative Project, Ingham County Women’s Commission, Ingham County Women’s Foundation, Michigan After-School Partnership, Michigan Women’s Commission, Obesity Action Coalition, and the U.S. Olympians and Paralympians Association.

From 2000-07, Brown Clarke served as a policy/program/contract administrator in the Children’s Services Bureau at the Michigan Department of Human Services and from 1997-2000 she was a welfare services specialist. She also held positions as director of women’s track & field at MSU, customer service manager at American Express and corporate spokesperson and representative at Nike, Inc.

Brown Clarke won a silver medal in the 400 meter hurdles at the 1984 Olympic Games and was a four-time U.S. national champion in the event. She received a bachelor’s degree in audiology and speech science and a master’s in education from Michigan State in 1983 and 1995, respectively. She continued her education at Western Michigan University and received a Ph.D. in public policy and administration in 2007.

MAX COBB
US Biathlon, President and CEO

After working in and around the sport of biathlon for more than 20 years, Max Cobb was named president and CEO of US Biathlon on July 29, 2010. Under Cobb’s leadership, the U.S. Biathlon Team emerged for the first time ever as one of the top programs in the world when American Tim Burke wore the yellow bib as the world’s top ranked biathlete. Cobb has also put together a world-class staff, forged a solid partnership with the U.S. Olympic Committee and earned the trust and respect of the International Biathlon Union and corporate partners.

Cobb first joined the US Biathlon Association in 1989 as the head of domestic race series and was promoted in 1990 to assistant coach and manager of the National Team. He also served as US Biathlon’s program director beginning in 1994 and executive director in 2006. Cobb has been a part of every Olympic Winter Games since 1992 when he marched in the Albertville Opening Ceremony with the



U.S. Biathlon Team. At the 2002 Olympic Winter Games, Cobb served as competition chief for the biathlon events and was responsible for all technical details of running the competitions.

Cobb has a bachelor's degree from Dartmouth where he competed in club biathlon.

DOUGLAS C. FREEMAN
Virtcom Consulting, CEO

Douglas C. Freeman is the CEO of Virtcom Consulting, a strategy management consultancy focused on solving complex global diversity management challenges. He is also the founder of the World Diversity Leadership Summit, the premier gathering of senior global diversity executives. Prior to working for Virtcom, Freeman served as the head of business development and operations for Mondus, where he was involved with raising more than \$170 million in private equity financing. He was also a senior consultant at Deloitte, and an investment banker at JP Morgan Chase.

Freeman has a bachelor's degree from the University of California at Berkeley and a master's in public policy from Harvard University, where he was a Woodrow Wilson Fellow.

ANTOINETTE LEATHERBERRY
Deloitte Consulting LLP, Principal

Antoinette (Tonie) Leatherberry is a principal (equity owner) at Deloitte Consulting LLP and is the business analytics practice leader in the consumer and industrial products practice. In her current role, she serves Fortune 100 clients in retail and consumer business and develops business solutions that address information technology (IT) challenges, specializing in IT strategy, business analytics and information management. Leatherberry is also the chairperson of Deloitte Consulting's Diversity and Inclusion Committee, a national initiative dedicated to improving organizational strength by recognizing diverse individual perspectives and providing equitable advancement opportunities for all. She has fostered strategic relationships with organizations such as the National Black MBA (NBMBA), National Society of Hispanic MBAs, League of Black Women, and the Hispanic Scholarship Fund.

She also serves on the Deloitte Consulting Board of Directors, Deloitte Foundation's Board of Directors and the advisory boards for the League of Black Women and the Network of Executive Women, a non-profit organization whose goal is to attract, retain and advance women in the retail and consumer products industry sectors. She has also previously served on the boards of the Greater Philadelphia Urban Affairs Coalition (GPUAC) and C.A.R.I.E. the Center for the Advocacy, Rights and Interests of the Elderly.

In 2008 she was nominated for the Computerworld Magazine Premier 100 IT Leaders award and was named one of the top 25 consultants in the world by Consulting Magazine. She has also been recognized as a Top 100 under 50 Leader by Diversity MBA Magazine in 2008, one of Pennsylvania's Top 50 Women in Business for 2009, recognized as one of the "women worth watching" in the Diversity News Journal Magazine in 2009, and one of the Top 100 Most Influential Blacks in Corporate America by Savoy Magazine in spring 2010.

Leatherberry has a bachelor's degree in manufacturing engineering from Boston University and an MBA in operations from Northeastern University.

KERRY MCCOY
University of Maryland, Head Wrestling Coach



Kerry McCoy became head coach of the University of Maryland wrestling program on May 12, 2008. Since then, the former All-American and Olympic wrestler has guided the Terrapins to back-to-back top-20 finishes at the NCAA Championships and has coached three wrestlers to All-American status.

Prior to coaching at Maryland, McCoy coached the U.S. Olympic Men's Freestyle Wrestling Team, including Henry Cejudo who won a gold medal at the 2008 Olympic Games in Beijing. McCoy also spent three seasons as head coach at Stanford, five seasons as an assistant coach at Lehigh – where he mentored 14 All-Americans and a pair of NCAA Champions – and three seasons as an assistant at Penn State. While at Lehigh, McCoy also served as the director of wrestling and head coach of the Lehigh Valley Athletic Club where he was responsible for conducting clinics in the local area, promoting the sport of wrestling, and fundraising.

McCoy received a bachelor's degree in marketing from Penn State in 1997 where he was a three-time All-American for the Nittany Lions. He is also a two-time U.S. Olympian and took fifth place at the 2000 Olympic Games and seventh in 2004.

WHITNEY PING
Bain & Company, Associate Consultant

Since 2010 Whitney Ping has served as an associate consultant for Bain & Company in Los Angeles. In her current role, Ping is responsible for creating strategic recommendations for companies to improve internal and external effectiveness and to drive growth. She has worked with clients across several industries to design and/or improve growth strategy, sales force effectiveness, customer segmentation and operations structure.

Previously, Ping served as a grant development assistant for Right to Play China in Beijing, director of partnerships for Hope Phones and a research assistant for the Center on Democracy, Development and the Rule of Law. In 2004, Ping was a member of the U.S. Olympic Table Tennis Team and an alternate to the 2008 U.S. Olympic Team. Currently, Ping is an athlete ambassador for Right to Play and an athlete advisor for the U.S. Olympic Committee and USA Table Tennis.

Ping received a bachelor's degree in international relations and master's degree in sociology from Stanford University.

PAM SAWYER
USOC Managing Director, Human Resources

Working with the senior leadership team, Sawyer is responsible for the people and talent strategies that drive organizational effectiveness and high performance – which in turn, lead the development of a world-class organization in support of world-class athletes. As part of her role, Sawyer is the functional leader overseeing all HR programs and systems within the USOC, including organizational development, talent development, compensation and benefits, talent acquisition, HR information systems, USOC policies and procedures, and employee relations.

Sawyer first joined the USOC in January 2009 as director of HR. Previously, she worked for The Weather Channel, Inc. in Atlanta, Ga., from 2000-08. Sawyer held multiple roles at The Weather Channel including HR manager, vice president of HR and director organizational development and diversity.

Prior to The Weather Channel, Sawyer served from 1993-95 as an HR manager for Turner International, Inc. in London, and then as an HR director from 1995-2000 at Turner Entertainment Networks in Atlanta. While in the cable industry, Pam was a fellow in the Women in Cable & Telecommunications (WICT) Betsy Magness Leadership Institute, and served in volunteer roles with WICT and the National

Association of Multi-ethnicity in Communications (NAMIC). She currently serves on the Board of Directors for Colorado Springs' Diversity Forum, a nonprofit advocating for diversity issues in the community.

She has a bachelor's degree in business administration/marketing from the University of Georgia.

CHUCK WIELGUS **USA Swimming, CEO**

Since joining USA Swimming in 1997, Chuck Wielgus has provided extraordinary vision and leadership to the organization, making USA Swimming an exemplary National Governing Body (NGB) among the nation's Olympic sports. During the course of his tenure, he has introduced a fresh approach to marketing the sport of swimming with the launch of *Splash* Magazine, creation of the Mutual of Omaha Duel in the Pool and the development of strong corporate and television partnerships to leverage support and raise visibility of the U.S. Olympic Team Trials. Leading the effort to strengthen USA Swimming financially, Wielgus restructured membership programs and spearheaded the creation of the USA Swimming Foundation and its signature event, the Golden Goggle Awards.

Prior to his work at USA Swimming, Wielgus was the executive director of the Senior PGA TOUR Tournament Association and executive director of the U.S. Canoe and Kayak Team. Wielgus has a bachelor's degree in history from Providence College and a master's in education from Springfield College. He also attended the Virginia Military Institute and was recognized as a Sports Ethics Fellow at the Institute for International Sport in 1996 by the University of Rhode Island.

DUNCAN WYETH **Michigan Commission on Disability Concerns, Executive Director**

Executive director of the Michigan Commission on Disability Concerns (MCDC) since 2003, Duncan Wyeth has been a consumer advocate for disability issues for more than 30 years, serving in a wide range of professional and volunteer roles. Wyeth has served as a board member to the U.S. Olympic Committee, the National Association of Protection and Advocacy Services (NAPAS), the American Association of People with Disabilities, and United Cerebral Palsy Associations. He co-founded the Coalition on Sexuality and Disability and was chair of the Michigan Commission on Handicapper Concerns. In 1988 Duncan was a part of the U.S. Paralympic Cycling and Track & Field Teams.

His previous work experiences include: consumer customer relations specialist for Rehabilitation Services (1997-03); director of the Client Assistance Program within Michigan Rehabilitation Services (1984-97); director of the Consumer Activities Department within the national office of United Cerebral Palsy Associations, Inc. (1980-84); director of the Center of Handicapper Affairs (1978-80); coordinator of services and resources for the Center of Handicapper Affairs (1977-78); and teacher and administrator in the Lansing Catholic School system (1969-77). Wyeth was inducted into the Michigan Athletes with Disabilities Hall of Fame in 2001 and is a tireless proponent of athletics and people with disabilities.

Wyeth has a bachelor's and master's degree from Michigan State University and is currently an instructor at his alma mater.

Director of Diversity and Inclusion Job Description

The Director of Diversity and Inclusion has responsibility for creating and managing the USOC's diversity & inclusion initiatives including talent pipeline development, training, program development, grant writing, and D& I consulting within the Olympic Family. The position reports to the Chief Administrative Officer and is based in Colorado Springs, Colorado.

ESSENTIAL FUNCTIONS:

Strategic & Organizational Development

- Launch the USOC's diversity and inclusion programs which include the implementation and customization of the diversity & inclusion strategies as recommended by the Diversity Working Group.
- Assist in developing and implementing strategies to monitor and evaluate institution-wide progress in creating a diverse and inclusive work environment
- Coordinate the development, implementation, and monitoring of diversity working groups, committees and councils
- Develop and implement processes to track and monitor trainings and presentations
- Collaborate with senior leaders to integrate diversity and inclusion practices into institutional workplace practices

Education

- Design and deliver cross-cultural, diversity and inclusion presentations, workshops, and learning modules
- Creates and delivers diversity toolkits that encompass best practices for businesses to adopt when launching and growing diversity & inclusion within their organization
- Build diversity recruiting tools for implementation within the Olympic Movement.
- Provide consultation in designing and implementing institution-wide changes to ensure diversity, equity, and respect for all employees
- Provide technical assistance, advice, coaching, and consultation to individuals and groups regarding cross-cultural conflicts and disputes, as well as policies and practices that might have an adverse impact on a particular group(s)

Recruitment

- Create and build network of diverse talent for staff and leader positions for the Olympic Family.
- Monitor and report on employment activities such as applicant flow, new hires, terminations, transfers, and promotions to identify potential areas of focus and other opportunities to promote diversity initiatives

Business Development

- Develop and maintain strategic partnerships with diverse groups and communities
- Assist NGBs with grant writing opportunities
- Partner as appropriate with Marketing & Sales team for sponsor diversity and inclusion presentations and sales.

Reporting & Compliance

- Partner with Human Resources team and other internal partners on the compilation and reporting of required AAP statistics, other governmental reports and other statistical reports for management
- Perform other duties as assigned to ensure efficient workflow in department including administrative tasks.
- Stay abreast of regulatory and policy developments affecting areas of responsibility
- Maintain confidentiality of all protected information/records.

Leadership

- Direct the day to day activities of the diversity assistant including job responsibilities, development, and motivation.

MINIMUM QUALIFICATIONS

Education

Bachelor's Degree in business, Human Resources or related field

Experience

- 7-10 years progressive business experience with an emphasis in human resources, diversity and inclusion or multicultural marketing.

Business Skills

- Strong business acumen and judgment
- Demonstrated presentation and communication skills
- 2-3 years' experience with writing professional business proposals and/or grants
- Experience in initiation, leadership and execution of projects and programs of significant size and scope
- 2-3 years' experience with recruiting through the full cycle
- Ability and willingness to execute strategy to tactical level

Diversity

- Demonstrated ability to work effectively with a culturally diverse workforce and provide leadership in organizational change
- Demonstrated ability to influence and partner with business leaders to assist in the development and maintenance of a corporate Diversity strategy that aligns with business initiatives
- High proficiency and understanding of cross-cultural, international, and diversity communication theories
- Presentation skills with sufficient knowledge and experience to provide counsel and recommendations to managers and HR in the area of EEO and diversity program initiatives
- Excellent interpersonal, cross-cultural communication, diversity, organizational, and problem-solving skills

Leadership

- Exceptional interpersonal and people leadership skills
- Skills in leading/influencing as an individual contributor and project leader
- Ability to deal effectively with all employees and external business contacts while conveying a positive, partner/service orientation
- Ability to maintain confidentiality and discretion in business relationships

Desired Qualifications

- 1-3+ years' experience with managing budgets
- Prefer candidates with employment knowledge/experience in Colorado, New York or California

Contributors to Diversity Working Group Report

Jacklyn Angel	USOC Communications Intern	USOC Team Member
Carolina Bayon	USOC International Relations	USOC Team Member
Jesse Beckom	USA Bobsled & Skeleton	Athlete
Fran Carrick	USOC Facility Management	USOC Team Member
Mike Chernoff	Assistant General Manager	Cleveland Indians
Chevy Cleaves	VP of Diversity	Boston Scientific
Lois Cooper	VP of Inclusion and Social Responsibility	Adecco
Melanie Dammel	USOC NGB Organizational Development	USOC Team Member
Rana Dershowitz	General Counsel & Chief Legal Officer	USOC Team Member
Jackie Glenn	CDO and Senior Director of HR	EMC
Robert Gulliver	EVP & CDO	NFL
Charlie Huebner	Chief of Paralympics	USOC Team Member
Leigh Jaynes	USA Wrestling	Athlete
Kathy Johnson	President	National Association of Multi-Ethnicity in Communications Olympian
Ivan Lee	USA Fencing	NBC
Wendy Lewis	SVP Diversity and Strategic Alliances	MLB
Paula Madison	Chief Diversity Officer	USOC Team Member
Alicia McConnell	Director of Athlete Services and Programs	Athlete
Jimmy Moody	USA Fencing	Athlete
John Orozco	USA Gymnastics	Athlete
Jason Pryor	USA Fencing	Athlete
Patrick Sandusky	Chief Communications Officer	USOC Team Member
Holly F. Sateia	VP for Institutional Diversity and Equity	Dartmouth College
Richard Smith	Global Director of Diversity and Inclusion	Terex Corp
Elizabeth Stone	USA Swimming	Para-Athlete
Chris Sullivan	Chief Bid Officer, International Relations	USOC Team Member
Sherry Von Riesen	Coordinator, Athlete Services	USOC Team Member
Chester Wheeler	Director of Marketing	USOC Team Member
Heather Wishik	Global Diversity and Inclusion Director	TJX Companies
Jenny Withycombe	Chief Executive Officer	Withycombe Consulting
Jill Zeldin	Director of Strategic Planning	USOC Team Member 2011 F.L.A.M.E. Participants

... And countless others who were gracious to lend their time, expertise and input in supporting the development of the Diversity Working Group's recommendations.