

EXECUTIVE SUMMARY

On the fields of play, in communities throughout the U.S., and within the levels of sports administration, the 2005-08 quadrennium was the most successful ever for America's athletes, the United States Olympic Committee (USOC) and the U.S. National Governing Bodies (NGBs) for sport. We believe this strong performance has positioned the USOC well to implement important changes in the future that will help the USOC realize even greater results in the next quadrennium.

Athletic Performance

The quadrennium began with a record-setting performance by the U.S. Olympic Team at the 2006 Olympic Winter Games in Torino, Italy, where Team USA won 25 medals (9 gold, 9 silver, 7 bronze) – the most ever for a U.S. Team competing in a Winter Games outside the United States.

The U.S. Paralympic Team won 12 medals (7 gold, 2 silver, 3 bronze) and finished seventh in the overall medal standings at the 2006 Paralympic Winter Games.

Two years later, as China welcomed the world for the historic 2008 Olympic Games in Beijing, America's athletes delivered yet another record-setting performance by winning 110 medals (36 gold, 38 silver, 36 bronze) – the most ever for a U.S. team in a full participation Games. It was the fourth consecutive Games in which the United States led the overall medal count.

The U.S. Paralympic Team won 99 medals (36 gold, 35 silver, 28 bronze), a double-digit improvement over its performance from 2004, and finished third in the overall medal standings at the 2008 Paralympic Games. The Paralympic Team also included 15 veterans and one active-duty military officer.

Financial Performance

The USOC delivered its strongest financial performance in at least two decades during the 2005-08 quadrennium by accomplishing the following:

- 1) Increasing direct financial support provided to athletes and NGBs - from \$11.4 million in 2005 to \$20.0 million in 2008 for athletes and from \$32.6 million in 2005 to \$38.5 million in 2008 for the NGBs.
- 2) Increasing the amount of funding allocated to U.S. Paralympics - from \$3.1 million in 2005 to \$11.1 million in 2008.
- 3) Increasing total revenue - from \$490 million in the last quadrennium to \$617 million in this quadrennium.
- 4) And, for the first time in at least two decades, not requiring a line of credit to fund operations in the final year of the quadrennium.

As a result, the USOC began the 2009-12 quadrennium with an operating cash reserve of \$106 million – a \$64 million turnaround from the previous quadrennium.

International Relations

Beginning in 2006, the USOC reaffirmed its commitment to serve as an active, engaged partner in the world of international sport. Through a comprehensive international outreach program, the USOC welcomed more than 3,000 athletes and coaches from other countries for training and competition at U.S. Olympic Training Centers and Sites during the 2005-08 quadrennium. The USOC partnered with the NGBs to attract and host an unprecedented series of international sport competitions and meetings in the United States. The USOC has also provided grant support to assist the International Paralympic Committee in building its program infrastructure. Our goal is to expand our technical assistance in collaboration with the IPC and partner organizations to assist developing countries and war-torn nations with developing Paralympic programs.

One of the most visible aspects of the USOC's commitment to international relations is the partnership with Chicago 2016, America's Candidate City to host the 2016 Olympic and Paralympic Games. For more than two years, the USOC and Chicago 2016 have worked in lock-step in the highly competitive effort to bring the Olympic and Paralympic Games back to America.

National Governing Body Reform

The USOC completed a comprehensive reorganization of its governance structure in 2004 -- a process that reduced the size of the USOC Board of Directors from 125 to 11, reduced the number of standing committees from 23 to 4, and created greater clarity in the roles of management and governance. The USOC is now working with the National Governing Bodies to implement similar governance reform. In May of 2005, the USOC Board of Directors approved Preliminary NGB Governance Guidelines with the objective of setting standards for good governance practices for NGBs. As a follow up, the USOC either directly assisted or supported NGBs in bringing about governance reform and meeting the standards set forth in the Guidelines. During the past quadrennium, 34 NGBs have initiated governance reform, and of those, 30 have completed that process. Among other things, the reform process involves reducing board size, adding more independent directors to the board, defining the roles and responsibilities of both governance and management, and providing for financial and operational transparency.

Anti-Doping - Partnership for Clean Competition

Over the past quadrennium, the USOC has consistently increased its focus and efforts on combating performance enhancing drugs. The United States Anti-Doping Agency (USADA), created in the last quadrennium as an independent doping control body that also handles research and education, continues as the model for the rest of the amateur and professional sports world to emulate. A newer and complementary initiative fostered by the USOC is the Partnership for Clean Competition (PCC).

The PCC was formed in January of 2008 and is a \$10 million initiative. The USOC took the lead and partnered with several of the professional sports leagues to underwrite independent, scientific, anti-doping research. The PCC's focus is to fundraise and make targeted grants in

support of non-partisan and scientific research to be conducted at various universities and world-class research institutions. This independent research will focus primarily on the development of more effective tests for performance enhancing substances and methods.

Also in 2008, the U.S. became a party to the International Convention Against Doping in Sport, adopted by the United Nations Educational, Scientific, and Cultural Organization (UNESCO). By so doing, the U.S. sent a strong and clear signal to the international community that the country is serious about anti-doping efforts and competing clean.

Reaching America's Youth

The USOC has developed a number of education and outreach programs to emphasize the organization's commitment to raising awareness of the Olympic Ideals and Values throughout the country, particularly among schools and youth-based community groups. The programs have been focused on promoting the spirit of Olympism.

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 principals.

The USOC's education and outreach efforts have been demonstrated through the development and promotion of several vital initiatives including, Olympic Week in America, the Jr. Olympic Skills competition, the U.S. Paralympic Academy, the U.S. Olympic Ambassador Program, the Olympic Opportunity Fund, and the USOC Community Partner Program.

Advancing Diversity

The Ted Stevens Olympic and Amateur Sports Act requires the USOC to report every four years on its efforts to improve diversity within the USOC and the NGBs. During the past quadrennium, the USOC focused on advancing USOC and NGB efforts with regard to diversity. Both the USOC and the NGBs have seen generally improving trends when it comes to engaging and employing women, individuals with disabilities, and racial and ethnic minorities.

The best example of how seriously the USOC takes diversity is the representation on the USOC Board. Of the USOC's 10-member Board, there are four women and three African Americans. Minority representation has been present on the Board since its restructuring in 2004.

This commitment to diversity extends to the management team and to senior professional positions as well. The composition of the management team is diverse, and over the quadrennium, the USOC has seen increased numbers of individuals with disabilities, including the hiring of three injured veterans, and individuals with racial and ethnic backgrounds in senior staff and management positions. For years, the USOC also has employed a high percentage of women in professional positions.

There is tremendous variation among NGBs when it comes to diversity, and they have seen some positive improvements. The number of individuals with disabilities participating within the NGBs has increased significantly at almost every level. The percentage of women participating

at various levels within the NGBs has increased slightly over the quadrennium. However, there is work to be done to continue advancing diversity in the NGBs, particularly at the board and management levels.

The USOC is committed to working with the NGBs in an appropriate manner to continue advancing the support of diversity throughout the entire Olympic family. We strongly believe that the best way to advance efforts with regard to diversity is to continue serving as a credible role model. We can then cite our own commitment as an example and can work with the NGBs to make greater progress.

SUMMARY OF REQUIREMENTS

UNITED STATES OLYMPIC COMMITTEE REPORT TO THE PRESIDENT AND CONGRESS FOR THE PERIOD 2005-08

June 1, 2009

This is the United States Olympic Committee's (USOC) official quadrennial submission for the period of 2005-08 as required by law. The Ted Stevens Olympic and Amateur Sports Act, 36 U.S.C., specifically calls for the USOC to submit to the President and to each House of Congress on a quadrennial basis the following information:

- 1) A statement of receipts and expenditures;
- 2) A comprehensive description of the activities and accomplishments of the USOC during such 4-year period;
- 3) Data concerning the participation of women, disabled individuals, and racial and ethnic minorities in the amateur athletic activities and administration of the USOC and the National Governing Bodies (NGBs); and
- 4) A description of the steps taken to encourage the participation of women, disabled individuals, and racial minorities in amateur athletic activities.

This submission will be broken into two sections.

- **Section I – Accomplishments and Initiatives** – This section will address the first two requirements above – a statement of receipts and expenditures and a comprehensive review of activities and accomplishments. As part of this submission, we have included the USOC Annual Reports for 2005, 2006 and 2007 to meet these requirements (See **Exhibit A**). We will also specifically highlight within this document the most noteworthy accomplishments and initiatives of the quadrennium, including:
 - ◇ Major athletic accomplishments,
 - ◇ Key financial results,
 - ◇ International Relations work,
 - ◇ NGB governance reform,
 - ◇ Anti-Doping efforts, and
 - ◇ Reaching America's Youth program.
- **Section II – Advancing Diversity** – This section will address the third and fourth requirements regarding efforts to advance diversity within the USOC and the NGBs. Given the amount of data presented in this section, it will be further divided into two parts.
 - ◇ The first part will include census data on the participation of women, individuals with disabilities, and racial and ethnic minorities in the administration of the USOC. It will also include a description of the most significant diversity initiatives the USOC is implementing.

- ◇ The second part will include data on the participation of women, individuals with disabilities, and racial and ethnic minorities in the amateur athletic activities and administration of the NGBs. It will also include a sampling of some of the diversity initiatives that the NGBs are implementing.

This has been a truly remarkable quadrennium for the USOC and the NGBs. We believe this noteworthy performance has positioned the USOC well for future changes that will help the USOC achieve even greater outcomes. We hope this document will help paint a full picture of the hard work and dedication that the USOC, the NGBs, the Olympic sponsors, and America's athletes and coaches have put into ensuring our successful American Olympic tradition continues.

SECTION I

Accomplishments and Initiatives

The primary mechanism the USOC utilizes for communicating its athletic and financial accomplishments is through its Annual Report. The Annual Report provides the full financial information for the USOC, and it is presented in a format that is consistent with that of accounting principles generally accepted in the United States. The Annual Report also provides a comprehensive description of the activities and accomplishments of the USOC during the reporting period.

The Annual Report meets the first two reporting requirements of the Ted Stevens Act. As part of this submission, we have included the Annual Reports for the USOC for calendar years 2005, 2006 and 2007 (See **Exhibit A**). The Annual Report for 2008 will be completed in July, and the USOC will submit a copy at that time.

Most Noteworthy Accomplishments and Initiatives

In addition to the Annual Reports, we want to highlight a few of the more significant achievements and initiatives of the quadrennium. This has been a remarkable quadrennium for the USOC and the NGBs. Not only was Team USA's athletic performance the most successful ever for American athletes, but the USOC delivered its strongest financial performance in at least two decades during the 2005-08 quadrennium. The USOC also sought to advance a number of strategic initiatives over the past four years that were focused on positioning the USOC and the Team USA for continued success in the future. These tremendous athletic and financial achievements, and the solid progress with our strategic initiatives have created a strong foundation on which the USOC can continue to build to attain even greater accomplishments in the next quadrennium.

Highlights from Team USA's outstanding athletic performance include:

- The quadrennium began with a record-setting performance by the U.S. Olympic Team at the 2006 Olympic Winter Games in Torino, Italy, where Team USA won 25 medals (9 gold, 9 silver, 7 bronze) – the most ever for a U.S. Team competing in a Winter Games outside the United States. It was the second consecutive Games in which the United States trailed only perennial winter sport power Germany in the overall medal standings, underscoring the dramatic improvement America has made during the past decade in winter sport competition.
- The U.S. Paralympic Team won 12 medals (7 gold, 2 silver, 3 bronze) and finished seventh in the overall medal standings at the 2006 Paralympic Winter Games.
- Two years later, as China welcomed the world for the historic 2008 Olympic Games in Beijing, America's athletes delivered yet another record-setting performance by winning 110 medals (36 gold, 38 silver, 36 bronze) – the most ever for a U.S. team in a full participation Games. It was the fourth consecutive Games in which the United States led the overall medal count.

- Adding to the significance of Team USA’s success is the fact the Beijing Games were the most competitive in history, with an unprecedented 87 countries winning medals and 40 World records set. As impressive as the performance on the field of play, America’s athletes were equally successful in how they represented our country off the field of play, with no doping positives and no unfavorable conduct issues during the Games.
- The U.S. Paralympic Team won 99 medals (36 gold, 35 silver, 28 bronze), a double-digit improvement over its performance from 2004, and finished third in the overall medal standings at the 2008 Paralympic Games.
- The USOC, through its U.S. Paralympics Division, has made a commitment to enhance opportunities and programs for persons with physical disabilities, with a specific focus on injured military personnel and veterans. The USOC, in collaboration with partner organizations, has led the development of new Paralympic programs in 87 U.S. communities, 15 military installations and 14 veterans’ facilities to insure availability of programming at the community level for persons with physical disabilities. As a result, 15 military veterans and one active-duty military officer were part of the U.S. Paralympic Team at the 2008 Paralympic Games.

Highlights from the USOC’s financial performance include:

1) Increasing direct financial support provided to athletes and NGBs:

Athletes	2005 = \$11.4 million 2008 = \$20.0 million
National Governing Bodies	2005 = \$32.6 million 2008 = \$38.5 million

2) Increasing the amount of funding allocated to U.S. Paralympics:

2005 = \$3.1 million 2008 = \$11.1 million

3) Increasing total revenue:

2001-04 quadrennium = \$490 million 2005-08 quadrennium = \$617 million
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4) Maintaining the percentage of its annual budget dedicated to programs and services that benefit athletes and NGBs (84 percent).

5) And, for the first time in at least two decades, not requiring a line of credit to fund operations in the final year of the quadrennium.

As a result, the USOC began the 2009-2012 quadrennium with an operating cash reserve of \$106 million – a \$64 million turnaround from the previous quadrennium.

Strategic Initiatives for the Future:

- **Improving USOC Relations on the International Stage** – At the beginning of this quadrennium, it had become apparent that the perception and position of our country and National Olympic Committee needed to be improved in the international community. Key positions held by U.S. representatives within the International Olympic Committee, the International Federations, the Pan American Sports Organization and other international organizations had been in steady decline for many years. With some positive exceptions, the USOC had not been particularly skilled at attracting and hosting international Olympic events, meetings or conferences.

Beginning in 2006, the USOC reaffirmed its commitment to serve as an active, engaged partner in the world of international sport. The organization created a new International Relations Division directed and staffed by talented individuals with significant international sport experience and diverse language skills.

Through a comprehensive international outreach program, the USOC welcomed more than 3,000 athletes and coaches from other countries for training and competition at U.S. Olympic Training Centers and Sites during the 2005-08 quadrennium. The USOC also partnered with the NGBs to attract and host an unprecedented series of international sport competitions and meetings in the United States.

One of the most visible aspects of the USOC's commitment to international relations has been the partnership with Chicago 2016, America's Candidate City for the 2016 Olympic and Paralympic Games. The International Division spearheaded the USOC's efforts with the Domestic Candidate City Evaluation Process which ultimately culminated in the selection of Chicago. Now for more than two years, the USOC and Chicago 2016 have worked in lock-step in the highly competitive effort to bring the Olympic and Paralympic Games back to America.

The USOC has made tremendous progress in addressing the objectives of the international relations strategy. The next quadrennium will continue to see a concerted focus by the USOC on this important initiative.

- **Reforming NGB Governance** – The USOC is an umbrella organization over 45 NGBs located throughout the United States (See **Exhibit B**). Each of these NGBs is responsible for the governance, management and promotion of an individual sport, most of which are practiced in the Olympic, Paralympic or Pan American Games.

Although ultimately accountable to the USOC, each of these NGBs is an autonomous, independently incorporated organization. Like the USOC, they receive all of their funding from private rather than government sources. The USOC is a principal source of resources for the NGBs. In most cases, NGBs are modestly funded, with their financial focus being on the support of their athletes in their preparation to represent the U.S. in the Olympic, Paralympic and Pan American Games.

The structure of the USOC places many of the critical aspects of athlete and sport development in the hands of the NGBs. As the primary development and delivery vehicle for athletes who ultimately advance to the Olympic level, it is critical that the NGBs maintain and improve upon their current level of success. The repercussions of unproductive NGBs span a host of issues from lost revenue streams to sustainability of the sport.

During this past quadrennium, the USOC determined that improving NGB performance was an important goal. In May of 2005, the USOC Board of Directors approved Preliminary NGB Governance Guidelines with the objective of setting standards for good governance practices for NGBs. As a follow up, the USOC either directly assisted or supported NGBs in bringing about governance reform and meeting the standards set forth in the Guidelines. During the past quadrennium, 34 NGBs have initiated governance reform, and of those, 30 have completed that process. Among other elements, the reform process involves reducing board size, adding more independent directors to the board, defining the roles and responsibilities of both governance and management, and providing for financial and operational transparency.

- **Strengthening Anti-Doping Efforts for U.S. Olympic Athletes and Hopefuls** - One of the most pressing issues facing every segment and level of sport in our country is the use of illegal performance-enhancing substances. Left unchecked, this problem has the potential to destroy the health of innumerable Americans as well as undermine the integrity, value and purpose of sport. Despite meaningful efforts by the major sports organizations and others in our country to curtail the use of banned or illegal substances in sport, the battle has yet to be won.

Athletes serve as role models, and the use of performance-enhancing drugs by elite athletes sets a dangerous example to millions of young Americans. One-third believe “all” or “almost all” NFL and MLB players engage in doping, and younger athletes are likely to be less bothered by the use of performance enhancing drugs.

Over the past quadrennium, the USOC has consistently increased its focus and efforts on combating performance enhancing drugs. The United States Anti-Doping Agency (USADA), created in the last quadrennium as an independent doping control body that also handles research and education, continues as the model for the rest of the amateur and professional sports world to emulate. A newer and complementary initiative fostered by the USOC is the Partnership for Clean Competition (PCC).

The PCC, formed in January of 2008, combines the resources and expertise of many of America's leading sports entities to underwrite scientific anti-doping research. The PCC's focus is to fundraise and make targeted grants in support of non-partisan and independent scientific research to be conducted at various universities and other world-class research institutions. This independent research will focus primarily on the development of more effective tests for performance enhancing substances and methods.

The USOC, USADA, Major League Baseball (MLB) and National Football League (NFL) comprise the initial Founding Partners of the PCC. Collectively, the USOC, USADA, MLB and NFL are contributing \$10 million to the collaborative over four years. The National Basketball Association (NBA), National Hockey League (NHL), and the PGA Tour also contribute financially to the PCC. The PCC will continue to seek support and funding from other entities, including non-sports organizations, private corporations and foundations.

Also in 2008, the U.S. became a party to the International Convention Against Doping in Sport, adopted by the United Nations Educational, Scientific, and Cultural Organization (UNESCO). By so doing, the U.S. sent a strong and clear signal to the international community that the country is serious about anti-doping efforts and competing clean.

- **Reaching America's Youth** - The USOC has developed a number of education and outreach programs to emphasize the organization's commitment to raising awareness of the Olympic Ideals and Values throughout the country, particularly among schools and youth-based community groups. The programs have been focused on promoting the spirit of Olympism.

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 principals.

The USOC's education and outreach efforts have been demonstrated through the development and promotion of several vital initiatives including, Olympic Week in America, the Jr. Olympic Skills competition, the U.S. Paralympic Academy, the U.S. Olympic Ambassador Program, the Olympic Opportunity Fund, and the USOC Community Partner Program.

Real Athletes... expands the scope and reach of Olympism and the Olympic Movement through several platforms with a focus on the Olympic Values of Fair Play (2006), Sportsmanship (2007), Respect (2008), and Perseverance (2009). Using Olympians, Paralympians and hopefuls as spokespeople, the program is designed to inspire and educate youth by telling the stories of Olympic and Paralympic heroes with an emphasis on their adherence to the Olympic Ideals and Values.

The USOC has developed promotional materials for the program that include talking points for Olympians with a DVD that has Olympic and Paralympic highlight footage, posters focused on the Olympic Ideals and Values, and public service announcements featuring prominent Olympians and Paralympians. The PSAs alone received more than 127 million impressions throughout the country in 2008.

Olympic Week in America is a comprehensive, interdisciplinary program on Olympic Ideals and Values for grades kindergarten through 12. Materials are available free

through the USOC website, and each year the program is celebrated in schools and communities throughout the country during the first week of May.

Jr. Olympic Skills, a free national grassroots skills competition, provides boys and girls, ages 8 to 13, the opportunity to showcase their athletic abilities in four sports: basketball, soccer, tennis, and track & field. Offering successive levels of play – local, regional and national – the competition encourages youth participation in sport and emphasizes fair and friendly competition. Approximately 1.8 million youth participated in 2008.

U.S. Paralympic Academy, held at the U.S. Olympic Training Center in Colorado Springs, Colo., inspires students with physical disabilities, ages 12-18, along with the teachers and coaches who instruct them. The multi-day event introduces participants to Paralympic sport, provides an opportunity to spend time with Olympic and Paralympic athletes, and helps them to discover what ability really means.

U.S. Olympic Ambassador Program introduces all U.S. Olympians and Paralympians to the expectations, roles and responsibilities of representing the United States at the next Olympic and Paralympic Games – in short, to help them understand what it means to be an ambassador for their sport and our country in Vancouver. The program engages U.S. Olympians and Paralympians in meaningful discussions on the topics of appropriate conduct and team unity. Athletes from all sports on the Olympic and Paralympic programs will participate in several sessions, each designed to enhance their Olympic and Paralympic journey while offering instructive tips for their experience in Vancouver.

Olympic Opportunity Fund encourages the growth of Olympic and Paralympic sports involvement through community-based athletic programs. The Fund is chiefly a competitive grant program and it comprises several grants with different eligibility requirements. Its goal is to increase access to and participation in Olympic and Paralympic sports. Since 2007, the program has awarded grants to 35 organizations and provided introductory opportunities to more than 20,000 participants.

The USOC Community Partner Program began in 2005 and currently involves 10 cities across the nation, with other cities targeted for future growth of the initiative. The goals of the program are:

- To create partnerships with organizations and communities that show strong leadership in sport, health and wellness programs.
- To enhance USOC education and outreach initiatives and increase national awareness of the Olympic and Paralympic Movement.
- To place events and programs in markets where local support and facilities match USOC and National Governing Body needs.
- To create opportunities to increase revenue and awareness for Olympic and Paralympic programs in Community Partner cities.

The 10 community partners: Bay Area Sports Organizing Committee, Chicago 2016, Colorado Springs Sports Corp, Harris County Houston Sports Authority, Lakeshore Foundation, Denver Sports, Miami-Dade Sports Commission, Philadelphia Sports Congress, Triangle Sports Commission and UCO Disabled Sports & Events.

SECTION II

Advancing Diversity

At the time of the redrafting of the Ted Stevens Olympic and Amateur Sports Act, diversity was determined to be a critical initiative on which to focus the efforts of the USOC and the NGBs. The drafters required the USOC to report on progress with diversity in every quadriennial submission. The Ted Stevens Olympic and Amateur Sports Act, 36 U.S.C. section 220511(a) (3)-(4), specifically calls for the USOC to submit to the President and to each House of Congress:

- 1) Data concerning the participation of women, individuals with disabilities, and racial and ethnic minorities in the amateur athletic activities and administration of the corporation and national governing bodies, and
- 2) A description of the steps taken to encourage the participation of women, disabled individuals, and racial minorities in amateur athletic activities.

During the past quadrennium, the USOC focused on advancing USOC and NGB efforts with regard to diversity. Both the USOC and the NGBs have seen generally improving trends over the past four years when it comes to engaging and employing women, individuals with disabilities, and racial and ethnic minorities. Both the USOC and many of the NGBs continue to take proactive steps to ensure that these emerging trends become permanent statistics.

The USOC hereby submits this information regarding diversity for the 2005-08 quadrennium. This report is separated into two parts. Part I provides information regarding the efforts and actions of the USOC itself. Part II provides information regarding the efforts and actions of the NGBs.

PART I
United States Olympic Committee
Quadrennial Census Summary and Diversity Initiatives
June 1, 2009

Improving diversity within an organization can be a complicated effort and can require decades to bear fruit. For numerous years, the USOC has recognized and supported the value of diversity in persons and perspectives, and has sought to build a culture of diversity within the organization. We have done this by creating a world-class Human Resource organization committed to supporting diversity initiatives throughout every component of the organization. We also have sought to lead by example for the entire organization as well as for the NGBs.

The best example of how seriously the USOC takes diversity is the composition of the USOC Board. Of the USOC's 10-member Board, there are four women and three African Americans. Minority representation has been present on the Board since its restructuring in 2004.

This commitment to diversity extends to the management team and to senior professional positions as well. The composition of the management team is diverse, and over the quadrennium, the USOC has seen increased numbers of individuals with disabilities, and individuals with racial and ethnic background in senior staff and management positions. For years, the USOC also has employed a high percentage of women in professional positions

The USOC is committed to improving diversity within the organization. We are confident our efforts will continue to provide results. We are also committed to identifying new ways that we can approach this important effort over the next quadrennium. The USOC is a unique organization in the United States that carries out a tremendously important role. It is an organization that should speak to every American.

USOC Statistical Census Summary and Diversity Initiatives

The Ted Stevens Act requires the USOC to report on the following two requirements:

- A. Data concerning the participation of women, disabled individuals, and racial and ethnic minorities in the administration of the USOC (set out in **Exhibit C** attached hereto), and
- B. A description of USOC diversity initiatives including human resource programs and practices that facilitate a productive diverse environment for all.

A. USOC Statistical Census Data

This section provides the statistical data concerning the participation of women, disabled individuals and racial and ethnic minorities in the administration of the USOC. The census data represents the 433 staff and 10 members of the Board at the end of the 2005-08 quadrennium (December 31, 2008). Please note that in the USOC's census statistics, there may be overlap across categories as individuals may serve as volunteers/members of multiple groups. The USOC maintains compliance with current EEO reporting procedures.

USOC Professional Staff - As of December 31, 2008, the USOC had staff offices in 6 states: Colorado, Michigan, California, Illinois, New York and the District of Columbia. The USOC's main complex is located in Colorado Springs, Colorado, and was home to 76.67% of the total staff population. The census data collected relating to the USOC staff is separated into two categories:

- 1) Managing Directors and Above, Chiefs, CEO and COO, Directors, Associate Directors, Managers, Assistant Managers, and
- 2) USOC Staff includes EEOC categories of Administrative Support Workers, Craft Workers, Operatives, Professionals, Service Workers and Technicians.

USOC Volunteers - As of December 31, 2008, the volunteer population represented the USOC's Board of Directors, Audit Committee, Compensation Committee, Ethics Committee, Nominating and Governance Committee and Delegation Mission Staff. The Board consisted of 10 individuals, the Audit Committee consisted of 3 individuals, and the Compensation Committee consisted of 4 individuals, all of whom were also members of the Board of Directors. The Nominating and Governance Committee consisted of 5 individuals, 2 of whom were members of the Board of Directors. The Ethics Committee consisted of 5 members, 1 of whom was a member of the Board of Directors. Members of the USOC Delegation Mission staff were selected from the USOC's staff, the Board, and from among the wider Olympic family member organizations. (**Exhibit D** provides the provisions of the USOC Bylaws that relate to the selection of the Board of Directors & Committees and Task Forces).

1. USOC Gender Profile

The USOC has seen some encouraging trends over the quadrennium regarding gender representation. The most notable difference is at the Board level. The overall number and percentage of women on the USOC Board increased, as did the number of women on the Audit and Ethics Committees of the Board. The representation of men and women at the staff level remained roughly the same, although there is a high percentage of women in professional positions. Another point worth highlighting is the relatively high number of women who participated in the 2008 Paralympic Games: 88 of the 213 total athletes were women.

a. USOC Staff

The gender profile for USOC staff, as of December 31, 2008, is as follows:

United States Olympic Committee - Gender Profile

	Male	Female	Total
Executive/Senior Level Officials & Managers			
USOC Staff	14	5	19
Percent of Total	3.23%	1.15%	
First/Mid-Level Officials & Managers			
USOC Staff	59	62	121
Percent of Total	13.63%	14.32%	
Professionals			
USOC Staff	47	27	74
Percent of Total	10.85%	6.24%	
Technicians			
USOC Staff	2	0	2
Percent of Total	0.46%		
Sales Workers			
USOC Staff	0	0	0
Percent of Total			
Administrative Support Workers			
USOC Staff	19	86	105
Percent of Total	4.39%	19.86%	
Craft Workers			
USOC Staff	16	1	17
Percent of Total	3.70%	0.23%	
Operatives			
USOC Staff	8	5	13
Percent of Total	1.85%	1.15%	
Laborers and Helpers			
USOC Staff	0	0	0
Percent of Total			
Service Workers			
USOC Staff	48	34	82
Percent of Total	11.09%	7.85%	
USOC Staff Count	213	220	433
USOC Staff Percent	49.19%	50.81%	

USOC Volunteers

The gender profile for USOC volunteers, as of December 31, 2008, is as follows:

USOC Volunteers – Gender Profile

	Male	Female	Total
Board of Directors Count	6	4	10
Board of Directors Percent	60%	40%	
Audit Committee Count	2	1	3
Audit Committee Percent	66.67%	33.33%	
Compensation Committee Count	1	3	4
Compensation Committee Percent	25%	75%	
Ethics Committee Count	2	3	5
Ethics Committee Percent	40%	60%	
Nominating/Governance Committee Count	3	2	5
Nominating/Governance Committee Percent	60%	40%	

2. USOC Summary of Practices Regarding Individuals with Disabilities

- a. Employees and Volunteers** - Some of the most promising developments in USOC diversity over the quadrennium have been seen among individuals with disabilities. We believe the USOC's proactive recruitment practices were one of the most important drivers in the increased number of USOC employees with disabilities since 2004. This increase includes the hiring of two individuals with a disability to a senior staff and a management position within the organization. Also, as the USOC employee pool reduced from a quadrennium high of 487 to 433 at the end of the quadrennium, the number of persons with disabilities employed at the USOC increased. This increase was most apparent in the Paralympic Division. This division alone went from two to seven disabled employees during this time period.

In addition to the trends we have seen in our unofficial estimates for USOC employees, we have also seen increased numbers of individuals with disabilities in important volunteer positions. An individual with a disability was elected to a leadership position within the USOC's Athletes' Advisory Committee and an individual with a disability was elected to one of the two Athlete Service Coordinator positions for the 2008 Olympic and Paralympic Games.

- b. Athletic Participation** - While the information regarding USOC employees and volunteers is important, the USOC has also worked to increase the athletic opportunities for and success of individuals with disabilities. The best demonstration of the progress regarding individuals with disabilities is the tremendous success of the U.S. Paralympic Team in Beijing. The U.S. Paralympic Team won 99 medals (36 gold, 35 silver, 28

bronze), a double-digit improvement over its performance from 2004. The team finished third in the overall medal standings at the 2008 Paralympic Games.

These outstanding results over the past four years are largely the result of the USOC's increased efforts through its U.S. Paralympics Division. The U.S. Paralympics Division undertook several focused initiatives to achieve these statistics.

- **Increased Funding** - Direct funding support for Paralympic athletes increased from \$18 million in the 2001-2004 quadrennium to more than \$36 million in the 2005-08 quadrennium. Funding for Paralympic programs for 2009 is budgeted for \$11.4 million, plus an additional \$3 million in services.
- **New Programs** - New programs were initiated for Paralympic athletes in the 2005-08 quadrennium as a result of the creation of high performance plans in 24 Paralympic sports. For instance, Operation Gold rewards medal performances at the Paralympic Games, provides direct athlete support for athletes who meet international performance measures as outlined in newly created high performance plans. In addition, the Olympic Job Opportunities Program provided employment opportunities for aspiring athletes. Additional programs included the development of Paralympic programs in 75 communities and the expansion of a national and regional program to serve injured military personnel.
- **NGB Programs** - Other important initiatives have taken place at the NGB level. Seven organizations focusing on athletes with disabilities are member organizations of the U.S. Olympic Committee, four NGBs have accepted governance of the Paralympic program for their sports and an additional 12 NGBs are now running Paralympic programs in collaboration with the USOC's U.S. Paralympics Division.

3. USOC Racial and Ethnic Minorities Profile

Similar to the other categories, there is positive movement at the USOC regarding the participation of racial and ethnic minorities. We saw an increased percentage of black/African American individuals on the board, and an increased percentage in the number of black/African American individuals on the Audit and Compensation Committees of the board. We have seen percentage increases in Hispanic and other ethnic populations at the senior official level and manager level in the California office. At the staff level, we saw an increased number and percentage in Hispanic/Latino individuals and other populations at the Colorado facilities. We saw increases in the number and percentage of black/African American individuals and the Hispanic/Latino individuals in California. We also saw an increased number and percentage of black/African American, Asian and other populations in New York.

a. USOC Staff

Racial and ethnic comparisons for USOC staff include all job and ethnicity categories according to EEOC guidelines and reporting requirements, as of December 31, 2008, are as follows:

**USOC Staff, All Job and Ethnicity Categories
Race and Ethnicity**

	White	Black/ African Am.	Hispanic or Latino	Asian	Hawaiian/ Pacific Islander	American Indian/Alask an	Two or More Races	Total
Colorado								
USOC Staff Count	267	23	21	5	1	2	9	328
USOC Staff Percent	81.40%	7.01%	6.40%	1.52%	0.30%	0.61%	2.74%	
California								
USOC Staff Count	28	3	15	3	2	0	3	54
USOC Staff Percent	51.85%	5.56%	27.78%	5.56%	3.7%		5.56%	
Illinois								
USOC Staff Count	1	0	0	0	0	0	0	1
USOC Staff Percent	100%							
New York								
USOC Staff Count	42	1	0	1	0	0	1	45
USOC Staff Percent	93.33%	2.22%		2.22%			2.22%	
Michigan								
USOC Staff Count	2	0	0	0	0	0	0	2
USOC Staff Percent	100%							
Washington, DC & Salt Lake City UT								
USOC Staff Count	3	0	0	0	0	0	0	3
USOC Staff Percent	100%							

USOC Staff, Executive/Senior Level Officials & Managers and First/Mid-Level Officials & Managers
Race and Ethnicity

	White	Black/ African Am.	Hispanic or Latino	Asian	Hawaiian/ Pacific Islander	American Indian/Alas kan	Two or More Races	Total
Colorado								
USOC Staff Count	105	8	6	1	0	0	2	122
USOC Staff Percent	86.07%	6.56%	4.92%	.082%			1.64%	
California								
USOC Staff Count	8	0	1	0	0	0	3	12
USOC Staff Percent	66.67%		8.33%				25.00%	
New York								
USOC Staff Count	3	0	0	0	0	0	0	3
USOC Staff Percent	100%							
Illinois								
USOC Staff Count	1	0	0	0	0	0	0	1
USOC Staff Percent	100%							
Washington, DC								
USOC Staff Count	1	0	0	0	0	0	0	1
USOC Staff Percent	100%							

**USOC Staff, Administrative Support Workers, Craft Workers, Operatives, Professionals,
Service Workers and Technicians
Race and Ethnicity**

	White	Black/ African Am.	Hispanic or Latino	Asian	Hawaiian/ Pacific Islander	American Indian/Alaskan	Two or More Races	Total
Colorado								
USOC Staff Count	162	15	15	4	1	2	7	206
USOC Staff Percent	78.64%	7.28%	7.28%	1.94%	.4%	.9%	3.39%	
California								
USOC Staff Count	20	3	14	3	2	0	0	42
USOC Staff Percent	47.61%	7.14%	33.33%	7.14%	4.76%			
Illinois								
USOC Staff Count	1	0	0	0	0	0	0	1
USOC Staff Percent	100%							
New York								
USOC Staff Count	39	1	0	1	0	0	1	42
USOC Staff Percent	92.86%	2.38%		2.38%			2.38%	
Michigan								
USOC Staff Count	2	0	0	0	0	0	0	2
USOC Staff Percent	100%							
Washington, DC								
USOC Staff Count	1	0	0	0	0	0	0	1
USOC Staff Percent	100%							

b. USOC Volunteers

Racial and ethnic distribution for the volunteer groups, as of December 31, 2008, is as follows:

USOC Volunteers - Race and Ethnicity

Volunteers	White	Black	Hispanic	Asian	Other*	Total
Board of Directors Count	7	3	0	0	0	10
Board of Directors Percent	70%	30%				
Audit Committee Count	1	2	0	0	0	3
Audit Committee Percent	33.3%	66.7%				
Compensation Committee Count	3	1	0	0	0	4
Compensation Committee Percent	75%	25%				
Ethics Committee Count	3	1	1	0	0	5
Ethics Committee Percent	60%	20%	20%			
Nominating/Governance Committee Count	4	1	0	0	0	5
Nominating/Governance Committee Percent	80%	20%				

* Other - American Indian, Alaskan Native, Native Hawaiian, Pacific Islander and Mixed Race

B. USOC Diversity Initiatives

The USOC is dedicated to recruiting, hiring and promoting qualified applicants without regard to race, color, religion, gender, national origin, age, disability or veteran status. The USOC recognizes and supports the value of diversity in persons and perspectives. Diversity initiatives are integrated into every aspect of the organization. Below is a description of the diversity initiatives run through the USOC Human Resources Division and also a full description of the long successful USOC diversity program, F.L.A.M.E.

1. USOC Human Resources Diversity Initiatives

The Human Resources Division of the USOC has policies and procedures that are intended to facilitate a productive environment for all employees. The term “diversity” is broadly used to refer to many variables, including but not limited to, gender, national origin, race, religion and skill characteristics. The Human Resources Division promotes diversity through traditional human resource programs and through a focus on management commitment, communication, statistical analysis, and employee training and development.

a. Traditional Human Resource Programs - The USOC human resource programs and practices promote and support our commitment to diversity.

Human Resources Mission Statement

Support the USOC mission by creating and implementing people strategies that drive the achievement of business strategies. To this end we will recruit and retain a high caliber and diverse workforce, which we will support with an effective human resources system. We

will protect the integrity and assets of the organization by promoting ethical conduct by our employees and ensuring compliance with employment-related government regulations.

USOC Core Values Statement

As a USOC team member, I will:

- Think Creatively
- Operate in Games Mode
- Engage Globally
- Inspire Excellence
- Act with Integrity

Employment Handbook

The employment handbook is a brief portable communication tool for employees which articulates the ethics, values and spirit of the Olympic Movement while providing general information on current policies and procedures. The handbook references in detail all state, local, Federal and USOC standards including, equal employment opportunity and anti-harassment principles. To support this handbook, the USOC is developing a training certification program for all leaders entitled “Management Essentials” that will ensure all employees and leaders understand and can articulate the critical information outlined in the handbook and as such, can and will be held accountable to the standards as described.

Equal Opportunity Employment

The USOC is dedicated to the principles of equal employment opportunity in any term, condition or privilege of employment. We do not discriminate against applicants or employees on the basis of age, race, gender, color, religion, national origin, disability, veteran status or any other status protected by Federal, state or local law, where applicable.

USOC Compensation Philosophy

- Recognize and reinforce individual and team contributions to the USOC’s success;
- Inspire and reward leadership within the USOC and across the various member organizations;
- Be consistent with prevalent reward practices in the markets where the USOC competes for talent;
- Reward critical talent appropriately;
- Simplify the complexity making compensation easy to understand and discuss;
- Maintain compliance with applicable labor laws and regulations;
- Minimize administration;
- Reflect the USOC’s current financial resources.
- USOC employees’ total cash compensation includes base salary, merit increases linked to performance and market conditions, and “at-risk” compensation based upon performance. “At-risk” awards are made throughout the year for hourly employees in the form of Just-In-Time (“JIT”) Awards and as annual “at-risk” compensation awards for salaried employees.

Recognition and Rewards Program

This program rewards and motivates the performance that upholds the core values and standards for excellence. Current programs include Reward and Recognition with three distinct levels: Gold, Silver and Bronze. This program is based on “living the core values” and since one of the values is “Engaging Globally”, employees often get recognized for being respectful of ethnic, national and cultural diversity and tolerant of differing points of view. This is a peer recognition program, thus allowing all employees to recognize each other (as opposed to leader recognition) which increases the pool of those recognized.

Local and National Employment Advertising and Posting

The USOC uses a variety of outlets to distribute and communicate open jobs to the local and national community. Job openings are forwarded to NGBs, educational institutions, posted on sites such as, but not limited to, Monster.com and www.ncaa.com, advertised in print publications such as The Colorado Springs Gazette, The Denver Post, Sports Business Daily, The Union Tribune, Sports and Spokes, The African American Voice and Hispania News.

Hiring, Termination and Promotion Practices

The Human Resources Division and management teams are responsible for the USOC's Equal Employment Opportunity efforts. The ways employees are identified, selected, assigned jobs and promoted are all based on the principles of equal employment opportunity. In this quadrennium, the USOC Human Resources Division has purchased a new recruiting/applicant tracking system which will facilitate the tracking and reporting of the diverse candidate pool. It will also allow us to watch trends, identify potential areas of issue and work to resolve those issues through education and behavior change within the organization prior to developing into more serious problems.

Code of Conduct

The USOC Code of Conduct requires its volunteers and staff to conduct business with integrity, to maintain a standard of ethical conduct and to be guided by the knowledge that we are guardians of the Olympic values, spirit and ideals. The Code of Conduct's guiding principles include conducting all dealings with honesty and fairness, respecting the rights of all employees to fair treatment and equal opportunity, free from discrimination or harassment. The Code of Conduct is attached hereto as **Exhibit E**.

Orientation Program

The New Hire orientation program on-boards the new employees into the organization so they can quickly and efficiently provide a valuable contribution. Employees are informed of policies and procedures, make benefit decisions and familiarize themselves with the USOC's Code of Conduct statement.

Further, the employee then attends a New Team Member Assimilation program within their first quarter of hire. At this program, the employee becomes familiar with the broader context of the organization, the leadership team and the Core Values that drive decision making.

Assignment Audits

Assignment audits are used to monitor and evaluate hiring, compensation and performance evaluation systems and practices. The Human Resources Division is responsible for auditing performance reviews, performing job description analysis, conducting succession planning, evaluating the compensation structure and overseeing staffing requisitions to ensure budget approval. In addition, the executive team conducts a yearly “Talent Calibration” session in which each member of “middle management” is discussed, and calibrated against their peers in terms of level of performance. This calibration results in a listing of high and low performers and associated development plans. While reviewing this information, all diversity information is also collected and considered, ensuring continued fair practices among all employees.

Performance Planning and Review

The performance planning and review process is a mutually agreed upon documented self appraisal plan that ties to both business results (goal achievement) and leadership behaviors (core value demonstration). The process includes goal setting, measuring key accountabilities and objective performance assessment by both the employee and their leaders. Assessments are done semi-annually for each employee, although only year end reviews are collected by Human Resources.

b. Management Commitment

The management personnel and staff of the USOC recognize and support the value of diversity, in persons and in perspectives. Over the 2005-08 quadrennium, we have seen significant change in the Executive ranks. While filling these vacancies, management has maintained a focus on diversity. They ensured that they considered a varied slate of candidates for every position.

c. Communication

The establishment and implementation of a two-way employee communication plan provides a platform for communicating with employees both horizontally and vertically. Current and future communication vehicles include, but are not limited to, all-employee meetings, supervisor communication training, newsletters, Human Resources meetings, bulletin boards and a confidential employee hotline. New this quadrennium, we introduced an internal intranet portal, “The Torch”, which gives employees access to critical organizational information, forms, calendars, schedules and other administrative items that are typically difficult to track down.

d. Statistical Analysis

An essential element of a successful diversity initiative is evaluating results and measuring progress. Monthly reports analyzing our employment ratios are used to analyze and compare EEO statistics to that of our community. Current program tracking includes EEO reporting and exit questionnaire tracking as well as hiring statistics, promotion statistics, turnover statistics, and compensation statistics.

e. Training and Development

Training and Development at the USOC is designed to reinforce the USOC’s commitment to diversity while allowing employees the opportunity to obtain the awareness, skills, knowledge and ability to carry out their individual responsibilities. Olympic University (the USOC’s

internal training department) runs programs that communicate the importance of a respectful work environment in maximizing the performance of every employee and enhancing the USOC's ability to attract, develop and retain the best and brightest talent. Training classes include (but are not limited to): Civil Treatment for Leaders, Civil Treatment for Employees (both of which is focused on ethical treatment of employees from harassment to diversity), Learning to Lead, Business Writing, Presentation Skills, Emotional Intelligence, Change Management, Leveraging Strengths, Recovery and Renewal, Performance Feedback, Cross Cultural Communication, and Behavioral Interviewing.

Intern Program

The intern program is available to college students covering fall, spring and summer semesters. The USOC intern program enhances personal and career growth by providing valuable experiences and contacts within the sports world while bringing together students from around the country. Students nationwide and from all Universities are invited to apply. Diversity statistics are considered when reviewing the entire intern class prior to extending the invitation to join the program, which ensures an inclusive environment.

Management Trainee Program

This program was developed to provide diverse candidates an opportunity to be integrated in USOC management with an end goal of securing employment for candidates. To date, eight candidates have been through the program including two minorities, one individual with a disability and one minority individual with a disability.

2. F.L.A.M.E. ® - Finding Leaders Among Minorities Everywhere

The USOC's commitment to diversity is reinforced through training and development, which provides employees the opportunity to obtain the awareness, skills, knowledge and ability to carry out their individual responsibilities. One such development program run by the USOC is F.L.A.M.E. ® - Finding Leaders Among Minorities Everywhere.

Background – F.L.A.M.E. was created in 1994 to help educate, encourage and demonstrate to minority youth that any goal is attainable through adherence to the Olympic Ideals of Persistence, Vision, Focus, Discipline and Commitment. Minority student leaders from throughout the nation are encouraged to apply to participate in a comprehensive four-day leadership program focused on educating and exposing youth to Olympism and the internal structure of the USOC. The program is held annually at the U.S. Olympic Complex in Colorado Springs and the average number of participants is 30. 2009 will mark the 16th anniversary of F.L.A.M.E.

Program Goals: F.L.A.M.E. provides minority student leaders opportunities for personal and professional growth through:

- exposure to diverse lifestyles outside their normal environment, and
- introductions to potential role models to whom they can relate and potentially emulate.

Participant Selection: Participants are identified through a selection process coordinated by the F.L.A.M.E. program staff. Each year, over 1,500 applications are sent out to various colleges and universities across the nation, USOC member organizations, and corporate F.L.A.M.E sponsors. Applicants are required to complete the application form, provide essays and letters of recommendation, and demonstrate leadership in their pursuit of academic achievement, athletic excellence and community involvement. Qualified applicants are undergraduate or graduate college students (ages 18-24).

Program Content: During the four-day program, F.L.A.M.E. participants reside in the Olympic Training Center dormitories, eat at the Athlete Dining Hall, and have opportunities to interact with Olympians, Paralympians, and hopefuls daily. The program agenda includes motivational presentations by Olympians and Paralympians, leadership seminars conducted by USOC and NGB staff leaders, networking and financial literacy workshops, Olympic and Paralympic sport demonstrations, field trips to local attractions and information on the USOC College Internship Program. Previous speakers at the F.L.A.M.E. program have included legendary 10,000 meter gold medalist **Billy Mills** (track & field, 1960), silver and gold medalist **Derek Parra** (speedskating, 1998 & 2002) and Paralympic track & field bronze medalist **April Holmes** (2004), just to name a few.

Corporate Sponsor Involvement: Since the program's inception, F.L.A.M.E. has attracted corporate sponsors that have a vested interest in the development of today's minority student leaders. These sponsors recognize the significant value in identifying and encouraging tomorrow's corporate and community leaders. Past USOC corporate sponsors have included: The Coca-Cola Company, Matsushita/Panasonic, United Airlines, General Motors, Bank of America, Gateway, Lucent Technologies, Monster.com, John Hancock, Xerox, AT&T, Sports Illustrated and Chevron-Texaco. Current F.L.A.M.E. sponsors include presenting sponsor Tyson Foods, Inc., and associate sponsors Hilton Hotels Corporation and Visa.

PART II
National Governing Bodies
Quadrennial Census Summary and Diversity Initiatives
June 1, 2009

The USOC is an umbrella organization over 45 National Governing Bodies (NGBs) located throughout the United States. Each of these NGBs is responsible for the governance, management and promotion of an individual sport, most of which are practiced in the Olympic, Paralympic or Pan American Games. Although ultimately accountable to the USOC, each of the NGBs is an autonomous, independently incorporated organization.

If improving diversity within a traditional organization can be complicated, advancing diversity initiatives with 45 NGBs with their own distinct cultures is even more difficult. There is a broad range of experiences with the NGBs when it comes to the issue of diversity. Some fully embrace and support the value of diversity in their organizations, and others don't believe it is appropriate to have a focus on diversity at all.

Despite these variations, we have seen some positive trends within the NGBs. The numbers of individuals with disabilities participating within the NGBs has increased significantly at almost every level. The percentage of women participating at various levels within the NGBs has increased slightly over the quadrennium. The trends regarding the participation of racial and ethnic minorities is not as apparent. Some totals and percentages have increased slightly and others have decreased. There is still much work to be done to continue advancing diversity in the NGBs, particularly at the board and management levels.

The USOC is committed to working with the NGBs in an appropriate manner to continue advancing the support of diversity throughout the entire Olympic family. In alignment with our current strategic plan and our effort to improve NGB performance, we believe it is important to work collaboratively with the NGBs and to build trust in regard to this issue. We also strongly believe that the best way to advance efforts with regard to diversity is to be the best role model we can be on diversity.

NGB Statistical Census Summary and Diversity Initiatives

The Ted Stevens Olympic and Amateur Sports Act requires the USOC to report on the following two requirements regarding the NGBs:

- A. Data concerning the participation of women, disabled individuals, and racial and ethnic minorities in the activities and administration of the NGBs (set out in **Exhibit F** attached hereto), and
- B. A description of NGB diversity initiatives.

A. NGB Statistical Census Summary

The majority of NGBs do not have systems or procedures in place to track and maintain accurate census data. Some NGBs explicitly prohibit the collection of such data. As a result, the USOC

developed and distributed to the 45 NGBs under its jurisdiction a questionnaire requesting data responsive to the legislative mandate found in The Ted Stevens Olympic and Amateur Sports Act. NGBs were asked to provide survey information relating to the participation of the subject groups at various levels of each sport's administration and participation. As a result of these complications with collecting data, the NGB statistics are estimates based on the information available to them.

1. NGB Gender Profile

Gender comparisons, as of December 31, 2008, are as follows:

National Governing Bodies Gender Profile

	Male	Female	Total
Board of Directors Count	598	213	811
Board of Directors Percent	73.7%	26.2%	
Executive Committee Count	140	49	189
Executive Committee Percent	74.1%	26%	
Standing Committee Count	1905	1035	2,940
Standing Committee Percent	64.8%	35.2%	
Professional Staff Count	817	770	1,587
Professional Staff Percent	51.5%	48.4%	
General Membership Count	1,681,578	1,522,742	3,204,320
General Membership Percent	52.48%	47.52%	
Official Athlete Delegation Count (2006 Olympic Winter Games)	145	104	249
Official Athlete Delegation Percent (2006 Olympic Winter Games)	58.23%	41.77%	
Official Athlete Delegation Count (2008 Olympic Games)	400	341	741
Official Athlete Delegation Count (2008 Olympic Games)	53.9%	46.1%	
Official Athlete Delegation Count (2007 Pan American Games)	372	293	665
Official Athlete Delegation Count (2007 Pan American Games)	56%	44%	
Other National Teams Count (Athletes)	2,289	1598	3,887
Other National Teams Percent (Athletes)	58.9%	41.1%	
Other National Teams Count (Coaches and other Non-Athletes)	848	386	1,234
Other National Teams Count (Coaches and other Non-Athletes)	69%	32%	
Total NGB Family Count	1,689,092	1,527,531	3,216,623
Total NGB Family Percent	52.51%	47.49%	

2. NGB Profile of Individuals with Disabilities

The NGBs' profile of individuals with disabilities as of December 31, 2008, for each category is as follows:

2008 Quadrennial Census Individuals with Disabilities	Total
Board of Directors	12
Executive Committee	2
Standing Committees	81
Professional Staff	47
General Membership	4,045
Other National Teams (Athletes)	125
Other National Teams (Coaches and other Non-Athletes)	7
Total	4,365

*Disability among the Athlete Delegation and National Teams are based upon self-reporting, a number of athletes participating in these events have disabilities as defined under the law, but chose not to so identify.

3. NGB Racial and Ethnic Minorities Profile

Racial and ethnic percentages for the professional staff and NGB governance members, as of December 31, 2008, are as follows:

National Governing Bodies Race and Ethnicity

	White	Black	Hispanic	Asian	Other*	Total
NGB Board of Directors Count	732	39	13	15	12	811
NGB Board of Directors Percent	90.2%	4.8%	1.6%	1.8%	1.5%	
NGB Executive Committee Count	170	9	6	1	3	189
NGB Executive Committee Percent	90%	4.8%	3.2%	.5%	1.6%	
NGB Standing Committees Count	2522	202	75	98	43	2,940
NGB Standing Committees Percent	85.8%	6.9%	2.6%	3.3%	1.4%	
NGB Professional Staff Count	1385	72	77	38	15	1,587
NGB Professional Staff Percent	87.2%	4.6%	4.8%	2.3%	1%	
NGB General Membership Count	2,972,115	121,531	34,420	50,060	26,194	3,204,320
NGB General Membership Percent	92.75%	3.79%	1.07%	1.56%	0.83%	
NGB Official Athlete Delegation Count (2006 Olympic Winter Games)	222	8	5	7	7	249
NGB Official Athlete Delegation Percent (2006 Olympic Winter Games)	89.16%	3.21%	2.01%	2.81%	2.81%	
NGB Official Athlete Delegation Count (2008 Olympic Games)	547	119	27	30	18	741
NGB Official Athlete Delegation Percent (2008 Olympic Games)	73.8%	16%	3.6%	4.1%	2.4%	
NGB Official Athlete Delegation Count (2007 Pan American Games)	492	89	27	36	21	665
NGB Official Athlete Delegation Percent (2007 Pan American Games)	74%	13.4%	4.1%	5.4%	3.3%	
Other National Teams Count (Athletes)	2,622	547	339	266	113	3,887
Other National Teams Percent (Athletes)	67.4%	14.1%	8.7%	6.9%	2.9%	
Other National Teams Count (Coaches and other Non-Athletes)	767	167	113	112	75	1,234
Other National Teams Percent (Coaches and other Non-Athletes)	62%	14%	9%	9%	7%	
Total	2,981,574	122,783	35,102	50,663	26,501	3,216,623
Percent	92.69%	3.82%	1.09%	1.58%	0.82%	

* Other - American Indian, Alaskan Native, Native Hawaiian, Pacific Islander and Mixed Race

B. NGB Diversity Initiatives

NGBs vary considerably in their efforts to encourage diversity in their organizations. Some sports are primarily male-dominated because men are the primary participants. Other sports are primarily dominated by women because women are the primary participants. Some sports have relatively high barriers to entry which makes it more difficult for various socio-economic groups to participate, and other sports are practiced primarily by individuals of certain backgrounds. The NGBs have endeavored in various ways to advance diversity in their membership, athletic pools, employee base, and volunteer and governance composition. Some NGBs have had greater success than others.

The USOC intends to continue monitoring diversity in each NGB. We will require reporting on diversity to the USOC regularly and will expect implementation of programs for addressing and improving diversity within each NGB.

The following summary highlights a sampling of the various programs and steps taken by NGBs to encourage the participation of women, individuals with disabilities, and racial and ethnic minorities. These descriptions were submitted by the NGBs. The submissions have been edited for consistency in style. Not all such statements were included and not all NGBs submitted statements in all of these areas.

1. Initiatives Directed Toward Women

Badminton:

USA Badminton met its diversity initiative by qualifying two women for the 2008 Olympic Team. USA Badminton achieved the most medals for women ever in a Pan American Games in 2007, winning all three events in which women participate.

Basketball:

USA Basketball is committed to diversity at all levels of the organization including athletes, coaches, Board of Directors, Executive Committee, competition committees and standing committees.

The USA Basketball Constitution is committed to equal opportunity. Accordingly, Article 13.1 of the constitution states: "This Association (USA Basketball) shall provide an equal opportunity to amateur athletes, coaches, trainers, managers, administrators and officials to participate in amateur athletic competition without discrimination on the basis of race, color, religion, age, sex or national origin."

Article 3.6 states: "This Association (USA Basketball) shall provide equitable support and encouragement for participation by men and women in the sport of basketball." Moreover, the USA Basketball Constitution provides further guidance as related to inclusion of males, females and individuals with disabilities on the Board of Directors. Article 3.10 states: "This Association shall be committed to equal opportunity and fair treatment providing for equal opportunity to all

applicants for employment and to employees without regard to race, color, religion, age, sex, national origin, age, physical handicap, sexual orientation or marital status, and shall actively involve qualified minorities and women, and similarly encourage its constituents towards such involvement, to occupy positions at all levels of this Association including Board of Directors, standing committees, or other committees and task forces, and the administrative staff.” The USA Basketball Executive Committee also commits positions dedicated to oversee the progress of both the men’s program and the women’s program.

Biathlon:

The U.S. Biathlon Association has recruited women from NCAA cross country ski teams to participate in biathlon. This program has been successful and one of these women made the World Cup team this season and another won the National Championships. The organization has three women on the board of directors for the first time ever in the 2007-10 quadrennium. This represents 21 percent of the board.

Bobsled:

The U.S. Bobsled & Skeleton Federation (USBSF) actively recruited women for both the bobsled and skeleton teams. USBSF has five competitive female bobsled drivers. Development camps were set up for new athletes and women were encouraged to attend. USBSF will continue to actively recruit women for both bobsled and skeleton. The organization is also planning on training more women, especially from current push athletes, as bobsled drivers. With more drivers, there will be more space to add women push athletes and increase the participation of women in the sport. USBSF hopes to increase the number of female bobsled and skeleton athletes throughout the 2009-2014 timeframe in preparation for the 2014 Olympic Games.

Boxing:

USA Boxing invested \$75,000 in 2008 in the further development of the Women's Program, including support of a National Women's Team appearance at the PanAm Games, a PanAm Games preparatory camp, the Women's World Championships, and a Women's World Championships camp. USA Boxing has formed a Women's Task Force to help spearhead a dedicated fund-raising effort to further support the Women's Program. The USA Boxing Board of Directors and management has lobbied aggressively for the addition of Women's Boxing into the 2012 Summer Olympic program, and the organization has fully integrated its Women's Program into all forms of organizational marketing communications. In 2008, a women's exhibition match was added to the Men's World Championships final night, and USA Boxing has committed to featuring one women's bout during each U.S. National Men's Team dual meet in 2009. In the USA Boxing National Office, 14 of 17 total employees are women.

USA Boxing is counting on the successful addition of Women's Boxing to the 2012 Olympic Games as the major factor to stimulate growth in this segment. A new Women’s growth strategy will be designed in October 2009, following the outcome of the vote on adding Women’s Boxing to the London 2012 Olympic Games program.

Canoe/Kayak:

USA Canoe/Kayak (USACK) made advocacy of gender parity its No. 1 international relations objective in the 2004-08 quadrennial. As these efforts began to bear fruit, the organization supported the young women who were training in the new canoe events now opened to them, with exhibition events, camps and participation in international competition. USACK also decided to improve the gender diversity among staff, not only in the headquarters staff, but in national team coaches as well.

USACK succeeded in having its International Federation (IF) create a “Sport for All” commission to promote gender equity as well as accessibility of our paddling sports to disabled athletes. The organization is able to have an officer, Gina Sanchez, appointed to this commission. As a result, the IF at its Congress held at the end of 2008 confirmed that women canoeing events would be added to its competition programs during the following quad. USACK also achieved its staff gender diversity objective by hiring a woman to fill the marketing director position and by hiring the first-ever female coach, Olympian Cathy Hearn.

Curling:

Several women were appointed to key committee chair positions. The U.S. Curling Association (USCA) National Office staff has a five-one female to male ratio. Women hold critical roles on the USCA High Performance staff, and are also regular members of World Championship team support staff.

Administratively, the USCA works steadily to develop leaders among the women on the Board of Directors and Executive Committee. An office staff position that had been vacant for two years (previously filled by a man) was filled with the hiring of a woman in December 2008. The USCA places high value on grass-roots development and strengthening the field of competitive women in the sport. The USCA also target leadership growth on its board and staff. Several of the women on staff took part in professional leadership development courses in the past quad, and will continue to do so. Curling is an equal opportunity sport, so the opportunities for competitive and professional growth and excellence for women are substantial.

Cycling:

Since 2002, the top priority for USA Cycling has been its women’s endurance program in both road and track. In 2007, USA Cycling opened a women’s resident training facility in Luca, Italy to provide the best racing opportunities. The organization will continue to increase the number of racing opportunities utilizing the women’s resident training facility in Luca, Italy. This facility houses up to 12 women for extended European training and racing campaigns. In 2008, USA Cycling earned five Olympic medals, two of which were won by women. We won 11 medals in World Championship competition, six of which were won by women. The U.S. was the first country to have two women win individual time trial titles in the same year with Kristin Armstrong’s gold medal at the Beijing 2008 Olympic Games and Amber Neben at the 2008 World Championships. Both athletes are graduates of USA Cycling’s women’s national team development program. Since 2003, USA Cycling has invited the top-20 newly identified women

to an annual talent ID camp at the U.S. Olympic Training Center in Colorado Springs that is funded by the USA Cycling Development Foundation. In the Collegiate racing program, the organization requires teams to include female members so that the teams are eligible for Collegiate Team points and rankings. Collegiate cycling continues to be an excellent venue for women's talent ID.

USA Cycling also started in 2009 a BMX junior development program at the Olympic replica BMX track in Chula Vista. This program targets equally the top BMX junior women and men. Four development camps will be held in 2009 and each subsequent year.

As membership continues to grow, USA Cycling continues to add new female members. While the percentage of female members remains the same, the number of female riders has increased every year for the past six years.

Diving:

The membership of USA Diving is one-third male and two-thirds female. This has been the status for most of the last decade. No specific initiative is designed to recruit females at this time. The professional staff is 55% female and 45% male. USA Diving is also an equal opportunity employer. The organization does not discriminate between candidates based upon race, color, creed, sex, sexual orientation, religion or national origin. USA Diving does not discriminate in the selection of governance officials. Article 39, section 239.5 of USA Diving's Rules and Regulations provides: "Members of the Board of Directors, USA Diving General Assembly, and each committee, officer, or other agent, servant, or employee of USA Diving, shall be selected and all USA Diving programs and activities shall be conducted without regard to age, race, religious beliefs, creed, national origin, sexual orientation, or gender. Reasonable representation of both males and females on the Board of Directors shall exist." USA Diving National Team members qualify for that privilege and distinction by being selected to represent the USA in international competition. Selection to these teams is based upon athletic performance measured by multiple objective criteria. The selection procedures are either approved by the United States Olympic Committee (Olympic Games, Pan American Games, World University Games) or mimic the procedures that have been approved by the USOC.

Equestrian:

Equestrian is the only sport in the Olympic Movement where men and women compete as equals. Therefore, the United States Equestrian Federation (USEF) has no initiatives specific to encouraging women to participate in the sport. At this time, the numbers of women vary from discipline to discipline, but in general there are more women participating in this sport than there are men. On the 2008 U.S. Olympic Team, there were nine women and four men. As a comparison, on the 2004 U.S. Olympic Team, there were six women and seven men.

The USEF will continue to encourage the participation of athletes in the sport of equestrian regardless of gender. Participation is promoted through general awareness of the sport and in cooperation with affiliate organizations.

Figure Skating:

The current membership of U.S. Figure Skating was 190,000 at the end of 2008 and is 60% female. Females also comprise 72% of the professional staff and 47% of the Board of Directors. Of those athletes, 49% are female. Due to higher proportions of females participating in U.S. Figure Skating activities, there were no gender diversity initiatives targeted specifically toward women.

Gymnastics:

87% of USA Gymnastics registered athlete members are female.

In support of collegiate gymnastics programs, USA Gymnastics continued to implement a variety of initiatives. Sponsorship of the USA Gymnastics Collegiate National Championships for Men and Women provides championships opportunities for schools that otherwise would not likely qualify to participate. This helps increase the viability and exposure for their programs. The Men's Program sponsors a scholarship whereby funds are generated via a head tax assessed to all male gymnasts competing in our sanctioned competitions and funds collegiate age gymnasts. USA Gymnastics is also continuously engaged in dialogue related to Olympic sports legislation, and supports numerous educational endeavors which address the needs of collegiate level gymnastics.

Hockey:

USA Hockey provides grants through the USA Hockey Foundation to promote Disabled hockey, our Diversity Task force and their programs and the Girls/Women's Section. All Districts, Affiliates and Local programs are encouraged to host programs designed to grow participation among all groups -- especially focusing on females, minorities and disabled.

Women's divisions are now included in all Adult Classic invitational tournaments. Girls High School has been added as a Team division. National Tournaments will be held for Girls High School divisions.

Shooting:

USA Shooting (USAS) filled out all of its women's National Team and National Development Team; approximately 50% of the staff is female.

The target is to retain 50% female staff members; to continue fill 100% of our female slots for the National Team and National Development Team; and to continue to abide by the male/female ratio on the Board of Directors as prescribed by the USAS bylaws. USAS will continue to offer male and female events with equal rewards at competitions.

Speedskating:

U.S. Speedskating is looking to create a Women's Initiative to encourage crossover athletes from other sports to join speedskating. There has been significant focus on the development of the Ladies Team, leading to considerable improvement in international results. It is the intent that by building the top, athletes of both genders would be encouraged to participate in the sport.

U.S. Speedskating has hired individuals based upon their skill levels, without discriminating for any reason. As a result, the organization has a diverse professional staff, including a number of professional staff members from Canada, Korea, Holland and Romania. While they are mostly classified as white male or female, they are the best people available for the positions.

After the 2010 Olympic Winter Games in Vancouver, U.S. Speedskating plan to move forward with the Women's Initiative in combined forces with USA Hockey. This initiative will be developed in the 2010-2014 quadrennial cycle.

Swimming:

During the 2005-08 period, USA Swimming has continued to work toward increasing the number of women involved in various areas of swimming including volunteer leadership positions on its national committees and task forces as well as increasing leadership positions as coaches, officials and professional staff. There has been an increase in the number of women who have served as officials at national and international meets; the number of female coaches and managers selected for international team trips has also increased. Two women serve on the Executive Committee for USA Swimming and there are now seven women on the USA Swimming Board of Directors. Over half of the staff at USA Swimming National Headquarters are female and several women within the organization have been promoted. There are female directors within all Divisions at USA Swimming and since 2006 a woman has served as the Managing Director for the 13 staff within the National Team Division

The participation of women on the staff and in leadership roles has increased since 2005, and in 2008, women now outnumber men on the USA Swimming staff. USA Swimming has continued to identify and promote capable women to serve in leadership roles at the headquarters office, in the officiating ranks, as national coaches and active volunteers. More women have been elected to the Board of Directors and have served on the Executive Committee, and there have been a higher percentage of women serving as officials and coaches at the international level.

Since 2005, the number of registered female year-round swimmers in USA Swimming has increased from 147,584 in 2005 to 149,552 in 2008. Fifty-eight percent of year round registered athletes in USA Swimming are female and half of the swimmers who are selected for international team trips are female. In 2007, the president of USA Swimming appointed a Gender and Equity Task Force which is working toward getting additional women involved in leadership and coaching roles.

Track and Field:

USA Track & Field (USATF) continues to make significant progress in the area of diversity and continues its commitment to hiring outstanding female employees. 63.9% of the USATF staff are females, including the Director of Communications and Chief Financial Officer. And, USATF continues its commitment to equal national team opportunities for females. USATF continues to make special efforts to reach a diverse applicant pool for job availabilities in the national office.

Given historic and current successes in making track & field widely accessible, USATF sets no specific goals for the 2005-08 quad. As always, the organizational commitment was high on looking for ways to be more inclusive and for breaking down barriers wherever possible.

Triathlon:

Since its inception, the USA Triathlon (USAT) Women's Commission has worked to promote the sport of triathlon among women and to encourage more women to join the sport. Some of the continued efforts have included publishing a clinic and training manual for women-only events, maintaining a website with events and information for women triathletes and coaches, hosting an annual all-women's breakfast at the National Age Group Championships, establishing a grass-roots organization of women volunteers across the country to assist with Women's Commission efforts. Another way USAT moves forward toward goals is by awarding grants. Every year grants are offered to organizations that enable women to get involved in the sport through camps and clinics. In 2007, USAT was excited to also be able to award grants to two women-only races. USAT awarded \$3,100.00 in funds to eight events across seven different states.

In 2006, the organization began a multi-year initiative to revitalize the USAT Women's Commission Website. Over the past decade, the web has become an increasingly important vehicle for providing information and resources to women across the county, particularly in areas that are underserved by more traditional in-person groups. Finally, the Women's Commission will continue to host the annual all-women's breakfast and to raise funds for distribution each year as grant monies for all-women races and camps/clinics.

Water Polo:

USA Water Polo has continued to maintain the number of teams in our National Zone Championships at 16. The increase of participating teams occurred in 2007 and is designed to help increase the number of elite level women competing. The Zone Championships are occurring in each of the 11 zones in the United States. Teams are admitted based on a championship format allowing one team from each zone, an additional team for the host team and the top four finishers from the previous year. This format allows for approximately 24% more female athletes to participate in the 16U and 18U categories. This will allow the participation of approximately 112 more female athletes than two years ago. Under the guidance of our Regional Sport Development Directors, USA Water Polo is introducing a new program called U.S. Leagues. U.S. Leagues is a recreational pilot program intended to introduce players to the sport as well as provide economical access to segments of the community that would not

be able afford a regular priced membership. Approximately 18 new leagues are expected to be created in the United States this year with roughly 1,100 athletes participating. The U.S. Leagues program will allow an additional 440 female athletes to participate.

At the 2009 mark, USA Water Polo has continued to increase our memberships for women and have promoted the women's water polo sport at the elite level. It remains the plan to increase our membership for women by 5% by the end of the year 2009. USA Water Polo will continue development and promotion for women in membership and at the elite level. The organization will strive to retain our current female professional staff and should opportunities arise for new positions, promote those positions to this demographic.

Wrestling:

USA Wrestling had the following successful initiatives:

- 1) Increased the number of Officials from various racial and ethnic backgrounds in the area of refereeing and pairings.
- 2) Increased the number of women athletes, coaches and officials.
- 3) Increased the number of inner-city programs for athletes and coaches.
- 4) Increased the number of women specific developmental camps for various age groups.
- 5) Increased the number of women participants in USAW conducted developmental camps.

Going forward, USA Wrestling plans the following initiatives:

- 1) Further increase awareness of women's wrestling opportunities and encouraged state associations to include women only events at their state and local levels.
- 2) Continue conducting focus group and developmental meetings with volunteers to increase opportunities for women athletes.
- 3) Develop a program to recruit former women athletes into the area of officiating.

2. Initiatives Directed Toward Disabled Individuals

In addition to the examples below, the USOC believes it is important to highlight some important initiatives the NGBs have undertaken in regard to the Paralympics. Seven organizations focusing on athletes with disabilities are member organizations of the U.S. Olympic Committee, four NGBs have accepted governance of the Paralympic program for their sports and an additional 12 NGBs are now running Paralympic programs in collaboration with the USOC's U.S. Paralympics Division. These are all important steps toward providing equal opportunity to individuals with disabilities.

Basketball:

The USA Basketball Constitution is committed to affirmative action and is referenced in the following sections: Article 3.7 states: This Association shall encourage and support amateur athletic sports programs in the sport of basketball for handicapped individuals. With respect to

support for disabled individuals, during the past three quads USA Basketball has assisted its disabled sports federations including The National Wheelchair Basketball Association (NWBA) and the USA Deaf Sports Federation (USADSF), which are both Associate Members of USA Basketball. USA Basketball has provided grants to the NWBA and USADSF of both cash and apparel. In the years ahead, USA Basketball will continue its proactive approach with regard to diversity. The organization will remain committed to participation in its programs by a variety of individuals and groups, regardless of a race, color, religion, age, sex or national origin, ethnicity.

Biathlon:

The U.S. Biathlon Association launched its first Paralympic biathlon program during the 2008-09 season and has two athletes who are already competitive cross country skiers that are now competing in biathlon. The organization will have a team at the 2010 Paralympic Games coached by one of the National Team Coaches, James Upham, who was one of our Olympic Team Coaches in the 2006 Olympic Winter Games.

Bobsled:

U.S. Bobsled & Skeleton Federation (USBSF) continued to support the National Ability Center, a member organization that strives to include the disabled in the sport of bobsled. The National Ability Center was able to enroll individuals with physical disabilities into the bobsled program. Their disabilities include paraplegia, spina bifida, amputations, and visual impairments. In 2006 and 2007, four disabled athletes raced alongside able-bodied athletes in the Park City America's Cup races. The USBSF, with the help of the National Ability Center (NAC), will continue to train athletes with disabilities to be competitive bobsled athletes competing on the world circuit and at the Paralympic level. For the 2009-2010 season, the USBSF and NAC hope to have all experienced disabled drivers driving from the men's start, have a race with another club or country with disabled athletes, have more disabled athletes compete alongside able-bodied athletes in America's Cup races and increase participation.

Bowling:

The U.S. Bowling Congress (USBC) has the following:

- 1) Goodwill Industries – Provides work opportunities and skill development.
- 2) Job Opportunity Network – Provides job placement for the disabled.
- 3) Milwaukee Center for Independence – Serves people with physical/mental disabilities.
- 4) Job Opportunity Network – Provides job placement for the disabled.

Going forward, the USBC plans the following initiatives:

- 1) Special Olympics and U.S. Paralympics - Start a dialogue with these respective organizations regarding the sport of bowling (2009).
- 2) Continue to work with dallasjobs.com - Provide dedicated service for those physically disabled (2009).

- 3) BPAA - Work with the Bowling Proprietor's Association for increased access for those persons with physical challenges who want to bowl (2010).

Canoe/Kayak:

USA Canoe/Kayak's (USACK), No. 2 International relations priority in the 2004-08 quadrennium has been the advocacy of the creation of competition events for disabled paddlers.

As a result of advocacy, the first-ever International Canoe Federation (ICF) conference on disabled paddling was held in Canada in 2008, and USACK participated enthusiastically. The ICF also decided to hold its first-ever competition for disabled athletes in conjunction with the 2008 European sprint championships. USACK selected and sent a team to represent the United States. This ground-breaking event and U.S. participation in it were both huge successes. Gina Sanchez was appointed at the 2008 ICF Congress to continue serving on the committee that aims to guide the sports into the Paralympic Games by 2016.

There will be continued participation at the International Federation level in the establishment of rules for disabled paddling sports. USACK will continue to advocate for the inclusion of disabled paddling sports in the Paralympic Games. The organization would like to acquire boats that meet the technical specs for the new disabled paddling sports and to add disabled paddling competitions to our existing sprint events. There are plans to form alliances with organizations with which to partner to promote access to the canoe and kayak sports for disabled and developmentally challenged athletes. USACK would also like to create meaningful competition opportunities for disabled paddlers in the U.S. by 2011.

Curling:

The U.S. Curling Association (USCA) continues to put considerable effort into local, regional and national outreach programs for wheelchair curling. The USCA has also supported deaf and blind curling program efforts. The organization has worked closely with U.S. Paralympics and national veterans organizations to provide recreational opportunities for disabled veterans. The number of competitors in the wheelchair national championships increased from 7-8 annually to 12 in 2008-09. Additional centers of excellence have been established across the country. Camps were held in Wisconsin, Colorado, New York and Minnesota.

Disabled curling opportunities present one of the biggest areas of potential growth and influence in the USA. Current Wheelchair National Team members are regularly involved in outreach and development programs, as are the staffs that assist with these programs. The USCA also works closely with U.S. Paralympics and other national disabled and veterans organizations to provide recreational and competitive opportunities in curling. The USCA met a goal of having two strong national teams by the 2010 Paralympic Winter Games selection event (fall of 2008), and will now expand upon that. The organization is also striving to develop more female wheelchair curlers, and did make progress in the past year with four more competitive female curlers participating nationally (up from just two previously)

Diving:

USA Diving integrates disabled athletes into its regular competitive programs. One hearing impaired athlete is currently on the national team and participated as a 2008 Olympian in the Games in Beijing. FINA, the international federation which governs the sport of diving internationally, and the International Paralympic Committee (IPC), do not currently provide a program of competitions for disabled divers. If the Paralympic program adds the sport of diving, USA Diving will work with the U.S. Paralympic Division to develop a supportive program.

USA Diving will continue to integrate disabled athletes in to its regular competitive programs.

Equestrian:

The United States Equestrian Federation (USEF), in cooperation with its ParaEquestrian affiliate, encourages the participation of disabled athletes in the sport of equestrian. USEF provides logistical and administrative support to disabled teams at the Paralympic and International Paralympic Equestrian Committee World Championships. The USEF has hosted final selection trials, national championships and team training sessions at the Olympic Training Center in Gladstone, N.J., in support of these teams. The Federation also reviews dispensation requests to participate in able-bodied competitions with adaptive equipment. In 2010, the United States will host the Alltech FEI World Equestrian Games in Lexington, Kentucky. This will be the first time ParaEquestrian athletes will compete along with able-bodied athletes.

USEF views ParaEquestrian as the fourth Olympic discipline and as such has developed a strategic high performance plan for ParaEquestrian with the ultimate goal of success at the 2012 Paralympic Games. USEF employs a full time Director of ParaEquestrian activities and this person is our liaison to U.S. Paralympics.

USEF will continue the initiatives outlined above. In addition, USEF is in the process of developing a grass roots program in cooperation with the National Riding for the Handicapped Association. This program will reach out to the disabled individuals to encourage them to participate in the sport of equestrian. The program will also identify and train potential elite athletes. USEF will develop a licensing program for national officials and has incorporated ParaEquestrian into the Dressage national rules for competition.

Fencing:

The US Fencing Association (USFA) manages the Wheelchair Fencing Program with the Paralympic Division at the USOC. USFA has added wheelchair fencing events at national tournaments and provided free clinics to athletes, coaches and referees, and financially supported athletes traveling internationally to wheelchair tournaments.

Hockey:

USA Hockey provides grants through the USA Hockey Foundation to promote Disabled hockey, the Diversity Task force and their programs and the Girls/Women's Section. All Districts,

Affiliates and Local programs are encouraged to host programs designed to grow participation among all groups -- especially focusing on females, minorities and disabled. The total number of disabled programs increased on an annual basis thanks to exposure provided by USA Hockey's Disabled Festival which is now held annually at different locations around the country.

Karate:

USA National Karate-do Federation (USA-NKF) encourages participation of disabled athletes by offering special divisions at all competitions. USA-NKF has also recently appointed a committee to develop a true Paralympic program. The expansion of the disabled athlete program continues.

Luge:

The USA Luge (USLA) Adaptive Luge Program (Disabled Luge) began in Park City during the winter of 2000-2001 with one simple hope: to see if the organization could adapt a standard luge sled for use by a disabled athlete. It was believed a sled could best be adapted to work with a paraplegic athlete due to the technical workings of a sled. The first version of the sled was tested in the 2002-2003 season (a year was missed in development during the 2001-2002 season due to the Salt Lake 2002 Olympic Winter Games.) The initial test run was from lower than the standard beginner location. After one run it was proven that the sled could be controlled on ice whereby the sled was tested at a "typical" beginner's location (Curve 12). Goal two was eventually fulfilled in this second year: USA Luge designed and proved that an adapted sled with a disabled athlete could slide safely on a standard ice luge track and that a disabled athlete could use standard starting techniques for training and competition.

During the 2004-2005 season, a test athlete was able to move a little further up the track, sliding from the Junior Start (with braking). The Junior Start is the location where virtually all recreational adult club sliding takes place. Both goals for the season were reached. A sled started from a "typical" able-bodied start location, and the program was expanded to include a new disability. A sense of parity was also achieved by now having both a male and female athlete involved.

In 2006, USA Luge reached another milestone in its multi-year effort regarding the development of disabled (adaptive) Luge. After years of testing equipment and working one-on-one with a few athletes at a time, December 2006 saw USA Luge hold the first ever multi-day, disabled-athlete-only, luge training camp. Participants had a variety of disabilities ranging from foot paralysis (drop foot), to a T-10 paraplegic. Along with the variety of disabilities came a variety of equipment adaptations ranging from some using standard issue training sleds with no adaptation, to the construction of two new sleds completely retro-fitted for use by paraplegic athletes. This four-day training camp culminated with the first ever Disabled Luge Race held on December 16th.

In 2007, USA Luge also opened discussion with the Canadian Luge Association about the possibilities of their beginning a disabled program. The thought was to have the Canadians

create a similar program so the two groups could travel to each other's facilities. The track in Calgary is, perhaps, one of the best-suited tracks in the world for running disabled programs.

Finally, for 2008, USA Luge saw movement forward in facility design for the Michigan track. Current construction timelines show this project getting in the ground during the summer of 2009 with completion by the fall of 2009. This will be the first luge facility in the world specifically designed with the intent of including disabled use.

Sailing:

USA Sailing recruits disabled veterans from the Wounded Warriors Program at Walter Reed Hospital. One double amputee from the Wounded Warriors Program represented the U.S. at the Paralympic Games. There are many others in the pipeline.

Shooting:

USA Shooting has plans to develop a Paralympic division within the organization and has hired a Paralympic shooting coach within the last two months. Paralympic shooting events have been included into National Championships and National Team Selection matches.

USA Shooting hopes to include three disabled resident athletes by 2010. A separate national disabled shooting championship is being planned. The organization's performance partnership agreement includes a marker for one international medal won by a disabled shooter.

Softball:

Although the Amateur Softball Association does not have a National Tournament Program directed towards the disabled, many Local Associations are involved with "Beep Softball" for the visually impaired and Special Olympic programs in their local areas. Also, "Challenger Programs" have been initiated by some local associations that provide programs for the physically disabled. Local Associations will continue to work with other local organizations that promote programming for the disabled and encourage these groups to promote softball as an activity.

Swimming:

Working with its Disability Swimming Committee, USA Swimming has continued to work toward increasing involvement of disabled athletes in competitive swimming. Officials are taught ways to work with disabled athletes, and USA Swimming clubs and coaches are encouraged to increase participation of disabled athletes. In the USA Swimming rulebook, Article 105, Guidelines for Officiating Swimmers with a Disability in USA Swimming Meets was updated during the last year. An additional resource, "Frequently Asked Questions", has been distributed to officials and meet referees for dealing with fair treatment for disabled athletes. USA Swimming held a workshop for Disability Chairs in April 2009. This workshop focused on working with the disabled athletes at the local level and finding ways to involve more disabled athletes in USA Swimming activities.

Table Tennis:

USA Table Tennis (USATT) works closely with the U.S. Paralympic Division of the U.S. Olympic Committee to be the administrative arm for disabled participation in domestic and international events. Paralympic events are included in National Championships and their inclusion is encouraged in all sanctioned events. USATT has significant disabled athlete representation within standing committees and within overall leadership. The hope is to expand that with an increase in programs and events for the disabled.

Disabled athletes were elected to two of seven elite athlete positions on the USA Table Tennis Athlete Advisory Council. There is disabled athlete representation on three of our nine standing committees. USATT has also nominated a disabled athlete to an international governance position.

USATT hopes to increase the number of Paralympic events in 2009 and to increase Paralympic participation by 20% in 2009 and 2010. There are plans to expand coverage on the USATT website and magazine by 20% in 2009 and 2010. USATT also hopes to have more than two athletes funded by the U.S. Paralympic Division in 2010.

Triathlon:

In 2004, USA Triathlon (USAT) created a committee with full commission status for the benefit of disabled athletes (ParaTriathletes). This allowed greater representation in the organization's affairs and the ability to fund and administrate initiatives. USAT was able to recruit many more ParaTriathletes to USAT, educate their growing numbers in the ParaTri (and able bodied) triathlon community and have a greater voice in international federation affairs.

USAT is committed to substantially growing the numbers of Physically Challenged (PC) triathletes. PC triathlon has grown and now has over 200 active participants (according to the mailing list). These numbers will allow USAT to gauge interest, develop programs and plan for next year's activities. A big part of the current initiative will be to continue to improve the existing database of active and potential USAT/PC members.

The PC will again send an elite team of ParaTriathletes all over the country at four very high profile races. This 14-member squad draws considerable positive media coverage for USAT. The team included some of the greatest disabled triathletes in the history of the sport. In 2009, the team will be in New York City for fourth annual stand-alone PC National Championships at the Nautica NYC Triathlon.

Water Polo:

USA Water Polo will continue affiliation with USA Deaf Water Polo through providing member benefits, coaches, referees to the deaf community. The hope is to provide financial assistance for Deaf Water Polo competition. USA Water Polo would like to assist in developing a deaf development pipeline for youth players, and also to help implement a Women's National Team

for USA Deaf Water Polo. A long term goal is to assist in a bid to host the 2011 World Deaf Water Polo Championships in the greater Los Angeles area.

USA Water Polo's planned continued affiliation with USA Deaf Water Polo includes planning for an increase of 2-3% in disabled participation. An option will be added to our membership forms to more accurately capture this data. The final implementation of this program shall be met by the end of the year 2009. USA Water Polo plans to continue helping with deaf water polo by offering organizational support, putting a Deaf Water Polo page on the organization's website, providing lifetime membership for Olympians as well as support at all levels or competition.

Water Skiing:

USA Water Ski continues to maintain an entire division devoted to disabled skiing in all disciplines of the sport. It is not a self sustaining division so, therefore, the disabled division receives subsidy from other sources. Governance-wise, USA Water Ski has representatives from disabled skiing on both the USA Water Ski board of directors and its executive committee. Attempts at specialized funding were tried through grant submissions to the Publix Foundation, but without success. A national championship is maintained on an annual basis.

Wrestling:

USA Wrestling integrated the disabled through mainstreaming, as opposed to providing separate programs. In addition, USA Wrestling worked closely with the Native American Sports Council, U.S. Association of Blind Athletes and the USA Deaf Sports Federation integrating athletes and coaches.

Going forward, USA Wrestling plans the following initiatives:

- 1) Continue to provide opportunities to integrate the disabled through mainstreaming, as opposed to providing separate programs.
- 2) Continue coordination of activities with the Native American Sports Council, U.S. Association of Blind Athletes and the USA Deaf Sports Federation.

3. Initiatives Directed Toward Ethnic and Minority Population

Baseball:

USA Baseball has collaborated with Major League Baseball to sponsor the Breakthrough Series at the MLB Urban Youth Academy in Compton, California. The event is designed to showcase rising high school junior and senior baseball players from urban areas throughout the United States who have not participated in other travel and high-end tournaments, giving the players considerable exposure. The Breakthrough Series will consist of instruction and a round-robin series of games among four teams of selected players, date to-be-determined.

The MLB Urban Youth Academy, which Major League Baseball established in 2006 as part of its Urban Youth Initiative, will host the Breakthrough Series. The Academy was founded to foster a passion for baseball among urban youth, ages 8-17, who would not otherwise be able to participate in the sport. Along with week-long camps and after-school programs, the Academy provides participants with educational resources by partnering with El Camino College-Compton Center. The Academy also offers opportunities for students to learn about different aspects of baseball including sports journalism, umpiring, field management and public relations.

Biathlon:

The U.S. Biathlon Association now has a range and club in Anchorage, Alaska, and hope to be able to build a program that can attract Native Americans living in Alaska to the sport. Worldwide there are no racial and ethnic minorities participating in biathlon so it is very difficult to improve the situation in governance and staff at this point.

Bowling:

The United States Bowling Congress plans the following initiatives:

- 1) Continue to diversify professional staff by advertising open positions on multicultural job/websites (2009).
- 2) To identify major barriers prohibiting multicultural participation for potential USBC members (2010).
- 3) Produce a customized Hispanic Diversity Initiative with a goal of obtaining new members from predominately Latino families (2010).
- 4) Outreach to the different bowling organizations that are racially or ethnically diverse (2009).
- 5) Coaching Clinics to historically underserved communities in various geographical regions of the country (2010).

Canoe/Kayak:

USA Canoe/Kayak (USACK) efforts to diversify membership and programs in the 2004-08 quadrennium were focused on the inclusion of the sport of dragonboat, which attracts more Asians and urban athletes. USACK also planned on moving more programming in our other sports to urban venues to improve their accessibility to minority populations. The dragonboat sport was officially recognized in late 2008, but there was no measurable increase realized in membership. This will be seen in the next few years. Programming was increased in urban areas such as Charlotte and Oklahoma City, though again, no measurable increases in participation by minorities have yet been seen. We would like to add at least 500 new members with a far greater fraction of minority representation than our existing membership.

Curling:

The greatest growth of curling in the United States in the past four years has been in the west and south, where more and more minorities are exposed to the sport. Clubs in Southern California,

Texas and Arizona have been established for several years and attract many members of Hispanic or Latino ethnicity. The USCA arranged for the loan and placement of 40 sets of curling stones in the past two years, which allowed clubs such as those in the southwest to get off the ground without facing an initial costly equipment expense. The USCA is also helping to coordinate inner-city after school programs that typically provide greater opportunities for minorities.

The USCA is working with member regions and clubs to revamp the data collection in order to better gauge ethnicity within the sport. This will also help us to identify areas of opportunity as well as areas of diversity that can be targeted for greater growth and participation.

Diving:

During 2008, USA Diving conducted its Future Champions Talent Identification test in elementary schools and middle schools. Most of these schools have a diverse student population and limited success has been made in attracting minorities in to the sport. USA Diving has been working with the YMCA for several years to establish a pilot diving program in the YMCAs located in Pennsylvania that would touch diverse populations. The progress has been slow to marginal. The YMCA is the right vehicle to reach the most diverse populations and expose them to the sport.

USA Diving will continue to conduct Future Champions Talent Identification tests in elementary and middle schools, many of which are in communities of diverse populations. The program in Southeastern Pennsylvania is being reevaluated and through our new board member we will learn if this merits continuation.

Fencing:

US Fencing provides national, regional and local fencing opportunities throughout the United States. Due to this initiative, fencing has been brought to communities that would not otherwise have the sport easily accessible. In addition, US Fencing has provided the following grants: Hurricane Katrina disaster relief (targeting clubs that serve underprivileged, at risk and minority populations (\$5,500); and development grants were provided to six fencing clubs to assist with programs dedicated to developing young fencers from economically deprived backgrounds (4,000).

US Fencing is continually working to increase the number of minorities in all of its national, regional and local fencing programs. An increase has been seen in all of these groups on a national level at nationwide tournaments. US Fencing will continue to provide fencing opportunities on national, regional and local fencing levels throughout the United States.

Gymnastics:

USA Gymnastics initiated a survey in 2007 which was extended to Member Clubs. The survey asked the clubs to sample their students on a typical day, which may or may not be USA Gymnastics members. The results of the sample indicated that 80% of the gymnasts were female (which is consistent with USA Gymnastics athlete membership numbers) and 25% are racially

diverse. USA Gymnastics found over time that the biggest challenges for gymnastics participation lie within Men's gymnastics; at the collegiate level (emphasis on men); and, within lower socio-economic communities.

Consistent USOC funding of USA Gymnastics ADP programs is key to increasing participation. By offering increased numbers of opportunities to a greater number of athletes, the natural byproduct is a wider cross section of participants who gain exposure to the elite program. Low participation rates in certain racial and ethnic groups are directly related to the socio-economic status of their community, as gymnastics tends to be a relatively expensive sport. USA Gymnastics recently launched a prototype fitness program in conjunction with the Chicago Parks District. For six weeks, approximately 4,400 gymnasts at Chicago Park District facilities took part in the Tyson Fitness Challenge, a six-week fitness initiative geared to help today's youth achieve active, healthy lifestyles.

Hockey:

USA Hockey works with NHL teams to promote the Diversity Task force which works to increase participation among minorities. USA Hockey Affiliates and Districts promote Diversity Task force programs and provide financial assistance to these programs to reduce registration fees and tournament entry fees.

USA Hockey is working actively with the One Goal foundation to increase participation at the entry level (age 8 and under). Thousands of sets of starter equipment have been purchased by USA Hockey, its Affiliates and many local programs. Introductory sessions are held for new skaters on a regular basis. By providing equipment to use at no charge, programs are reaching out to minorities, disabled and girls. The hope is to increase the number of new players to the game by 3% annually.

Karate:

USA National Karate-do Federation (USA-NKF) features a strong ethnic representation on all standing committees, including African-Americans, Asians, individuals of Middle Eastern decent, and Native Hawaiians. The USA-NKF continues to attract ethnic and racial minorities into leadership roles, including multiple individuals running for the Board.

Soccer:

At the Board of Directors' level, U.S. Soccer relies upon a Diversity Task Force that continues to evaluate ways for the Federation to increase diversity in its membership, staff and governance. The Board continues to make diversity a priority in making committee appointments. In part to address diversity among our athletes, U.S. Soccer created the Development Academy program in the fall of 2007. The Development Academy is a national team training program designed to dramatically increase the breadth and depth of the national team player pool. The program provides a nation-wide training and competitive platform founded on the key developmental principles of U.S. Soccer's Best Practices in Coaching Education. The program features 74 of the elite youth soccer clubs across the country with more than 3,500 players, 600 coaches and 900

referees from a diversity of the backgrounds and geographies, participating in over 2,000 games during the course of the 10-month Academy season. One of the key objectives for U.S. Soccer is to minimize the expenses for players to participate in the Academy program. U.S. Soccer covers all of the administrative costs to run the program, including referee fees, key game equipment and product, staff, travel, National Events and covers all expenses for the sixteen teams that qualify for the Finals Week in Carson, CA in July. In addition to the club's longstanding efforts to reduce participation fees for their players, U.S. Soccer in partnership with the U.S. Soccer Foundation and NIKE have launched a need-based scholarship program for elite players to participate in the program. In total, U.S. Soccer awarded 144 scholarships to cover a substantial portion of the cost for Academy players. By moving away for a fee-dependent participation structure, U.S. Soccer has created a program featuring a diverse base of athletes, coaches and referees.

Squash:

U.S. Squash continues its strong support of Urban Squash & Education programs which tend to serve racially and ethnically diverse populations. The programs are supported via publicity and promotion, discounted memberships and waived tournament sanction fees. In addition, U.S. Squash partners with programs to ensure high quality and provides seed money for new programs. Over a half dozen new programs have launched in cities in the last four years.

U.S. Squash plans to increase the percent of racial and ethnic minorities in squash to 30% by the end of 2011.

Swimming:

One of the primary priorities in USA Swimming's Game Plan for 2005-08 was to develop a comprehensive plan to provide enhanced membership opportunities for under-represented segments of the population. With this goal in mind, USA Swimming was the first National Governing Body to hire a Diversity Specialist. Since 2006, the Diversity Specialist has worked with USA Swimming's Diversity Committee and has networked with community representatives across the country to increase the number of racial and ethnic minorities participating in swimming activities. He has been invited to speak about diversity at events across the country as well as given interviews on national television.

In conjunction with the USA Swimming Foundation, USA Swimming launched its Make a Splash initiative with the goal to decrease the number of drowning accidents and foster diversity in the sport of swimming. A Make a Splash Program Manager was hired to work specifically with the various Make a Splash initiatives.

In 2008 USA Swimming worked with the University of Memphis Department of Sport and Leisure Commerce to conduct a national research project on ethnic perceptions of the sport of swimming. Specifically this study looked at how various minority parents and kids view the sport of swimming. Conducted at YMCAs in six cities (Memphis, Miami, Chicago, Houston, Oakland and Philadelphia) over a three month period the study has helped USA Swimming

analyze predominant barriers inhibiting swimming participation among minority youth in the United States.

For the 2009-12 quadrennium, USA Swimming has a goal to increase membership by at least 20% by 2012. USA Swimming seeks to administer, promote and expand the activities associated with the Make a Splash programming initiative in order to enhance the USA Swimming Foundation's "giving case" for support. Key strategies will include promoting and servicing the Make a Splash Local Partner Program, establishing new Make a Splash sites based off the Atlanta pilot, and promoting the cause of Make a Splash to a national ethnically diverse audience to increase awareness and participation in swimming.

Synchronized Swimming:

U.S. Synchronized Swimming (USSS) conceived a new program which was developed to introduce synchronized swimming to entry level swimmers in the YMCA. The organization worked with the YMCA national office to design the program, and also wrote materials for instructors, including an instructional manual, course curriculum, coaching cards, and an instructional video. The program was piloted with YMCA senior instructional faculty, and it debuted at the YMCA's annual aquatics convention in mid-2007. USSS worked with the YMCA to train their "super faculty" in how to teach the program to subordinate faculty and instructors. Instructional materials were provided in ready-to-print/reproduce quality. Since that time, USSS has trained, or worked with the YMCA to train: 21 super faculty, 70 faculty, 396 trainers, 2022 instructors in 2007, and 3129 instructors in 2008. As of September 2008, the YMCA had 5,795 instructional personnel to re-certify within the next two years, and the YMCA reported that 132 YMCAs in the United States offer synchro programs.

Table Tennis:

USA Table Tennis (USATT) has scholastic outreach programs to attract athletes, coaches and officials. One member club was recognized for its outreach to the Indian and Pakistanin communities. USATT also has significant minority representation on the Board, committees and elite athlete leadership positions.

As a result of our outreach for Board and committee nominations, USATT has achieved significant racial and ethnic representation of minorities across the board for involvement. The organization has also actively maintained diversity initiatives. Through scholastic and collegiate outreach programs, USATT will target African American and Latino participation rates to secure a 10-15% increase by 2010.

Tennis:

U.S. Tennis Association (USTA) Initiatives include:

Employment – The USTA has advertised positions on specific websites for target audience: Diversity.com; ihispano.com; thaitennis.org; LatPro.com; DiversityLink.com; nshmba.com; mbmba.com; and IMDiversity.com. The organization has also participated in career fairs: NY

Times Diversity Career Fair; NAACP Conference; Historically Black Colleges & Universities (HBCU) E-Career Fair; Asian Diversity Career Expo; National Black MBA Conference (NBMBA); National Society of Hispanic MBA Conference (NSHMBA).

Multicultural Individual Player Grants - The objectives of this grant program are to: 1) Widen the net of opportunities to young minority players who aspire to excellence in competitive tennis. 2) Assure the careful nurturing of young players who may be candidates for USTA High Performance Programs. 3) Provide opportunities for players who have the ability to earn national and/ or international rankings. 4) Demonstrate the USTA resolve and commitment to multicultural participation in tennis. Awards to individual minority players range from \$1,500 to \$10,000.

Program Excellence Grants – These grants assist junior development programs that work with minority juniors in enhancing the skills of the coaching staff, to help the program become more successful in creating competitive players who have the potential to achieve national or international rankings. Programs must operate year-round, provide a high level of on-court instruction and off-court training opportunities, and have a history of developing tournament-level, Sectionally and/or Nationally ranked players, or demonstrate the ability to further develop such. Grant awards average \$5,000 cash and include on-site coaching assistance.

Section Diversity Grants - Funds are distributed to the USTA Section offices to help in their efforts to recruit diverse players, coaches, volunteers, and staff members. Amounts vary based on proposed initiatives.

Relaunch of USTAenEspañol - The Spanish-language website for the USTA has been updated and is live and online. A Spanish-speaking sports reporter provides weekly updates on tennis tournaments, events, and news to keep the site fresh.

In 2009, USTA plans to continue to expand upon our diversity initiatives including diversity work fairs, diversity web sites and college recruitment efforts. The USTA is working with its Chief Diversity Officer to research and implement recruiting strategies which will continue to attract a diverse audience. The organization plans to identify and implement new resources to continue to attract diverse candidates to the USTA.

Volleyball:

USA Volleyball (USAV) will continue to support the Starlings program – a multi-city junior girls' volleyball club - and the AVCA Minority Coaches Committee. A high performance camp will be conducted with all participants from racial and ethnic minorities. At least one waiver will be granted to a racial/ethnic minority to attend a high performance camp. USAV Regions now almost universally provide reduced membership rates and regional tournament entry fees to area Starlings USA programs. The free Starlings USA Directors conference was hosted by USAV online and IMPACT entry level coaching webinars are offered to the programs at cost.

Water Polo:

Due to the success of the “Show Your Cards and Save” program, USA Water Polo will continue the program in 2008. The hope is to further increase participation and communication with clubs in underprivileged and racially diverse communities by promoting this program in those areas. USA Water Polo will continue outreach efforts outside its immediate area which will allow for a broader partnership with regions that are racially and ethnically diverse. Regional Sport Directors will visit underrepresented communities to encourage participation in these areas. The organization will also continue to offer volunteer opportunities, discount admission and discounted clinics and camps for athletes and coaches. With the implementation of U.S. Leagues, more racial and ethnic minorities will be engaged in the sport. U.S. Leagues will offer economical access to underserved and underprivileged areas. Athletes will be able to participate in a league at a reduced price than our general one year membership.

USA Water Polo plans to increase membership among racial and ethnic minorities in each category by a minimum of 1% for a total of 5% at the end of 2009. The electronic option for our members to disclose their racial and/or ethnic information on membership forms will be finalized. This will allow the data to be captured more accurately, and it shall be met by the end of the year 2009.

Wrestling:

USA Wrestling plans the following initiatives:

- 1) Continue USAW’s Official’s Association program to identify and train individuals from various racial and ethnic backgrounds to become USAW certified officials.
- 2) Increase the number of “Beat the Streets” inner-city programs across the United States.
- 3) Revitalize the previous developed Diversity Task Force to address issues related to racial and ethnic minorities in the sport of Wrestling.
- 4) Provide USAW Staff with Diversity Training Workshop.

EXHIBIT A:

[2005 U.S. Olympic Committee Annual Report](#)

[2006 U.S. Olympic Committee Annual Report](#)

[2007 U.S. Olympic Committee Annual Report](#)

[2008 U.S. Olympic Committee Annual Report](#)

EXHIBIT B:

Summer NGBs

USA Archery
USA Badminton
USA Baseball
USA Basketball
USA Boxing
USA Canoe/Kayak
USA Cycling
USA Diving
U.S. Equestrian Federation
U.S. Fencing Association
USA Field Hockey
USA Gymnastics
USA Judo
USA Pentathlon (recognized as provisional)
U.S. Rowing
U.S. Sailing
USA Shooting
U.S. Soccer Federation
USA Softball
USA Swimming
USA Synchronized Swimming
USA Table Tennis
USA Taekwondo
USA Team Handball (recognized as probationary)
U.S. Tennis Association
USA Track & Field
USA Triathlon
USA Volleyball
USA Water Polo
USA Weightlifting
USA Wrestling

Winter NGBs

U.S. Biathlon Association
U.S. Bobsled and Skeleton Federation
USA Curling
U.S. Figure Skating Association
USA Hockey
USA Luge
U.S. Ski and Snowboard Association
U.S. Speedskating

Pan Am Only NGBs

USA Bowling
USA National Karate-Do Federation
USA Racquetball
USA Roller Sports
U.S. Squash Racquets Association
USA Water Ski

EXHIBIT C:

2008 Quadrennial Census - United States Olympic Committee Summary

	Board of Directors		Audit Committee		Compensation Committee		Ethics Committee		Nominating and Governance Committee		Professional Staff, Executive & Senior Level		Professional Staff, Below Executive & Senior Level	
White (Not of Hispanic Origin)-Male	5	50.0%	1	33.4%	1	25.0%	1	20.0%	2	40.0%	11	57.9%	150	36.2%
White (Not of Hispanic Origin)-Female	2	20.0%	0	0.0%	2	50.0%	2	40.0%	2	40.0%	4	21.0%	179	43.2%
Hispanic or Latino- Male	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	5.3%	18	4.3%
Hispanic or Latino- Female	0	0.0%	0	0.0%	0	0.0%	1	20.0%	0	0.0%	1	5.3%	16	3.9%
Black/African American (Not of Hispanic Origin) Male	1	10.0%	1	33.3%	0	0.0%	1	20.0%	1	20.0%	2	10.5%	17	4.1%
Black/African American (Not of Hispanic Origin) Female	2	20.0%	1	33.3%	1	25.0%	0	0.0%	0	0.0%	0	0.0%	8	1.9%
American Indian or Alaska Native - Male	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
American Indian or Alaska Native - Female	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.5%
Asian - Male	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	5	1.2%
Asian - Female	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	4	1.0%
Native Hawaiian or Other Pacific Islander - Male	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.5%
Native Hawaiian or Other Pacific Islander - Female	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.3%
Two or More Races - Male	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	7	1.7%
Two or More Races - Female	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	5	1.2%
	10	100.0%	3	100.0%	4	100.0%	5	100.0%	5	100.0%	19	100.0%	414	100.0%

Total Olympic Family: 460

SECTION 3

THE BOARD

Section 3.1 General Powers. The business and affairs of the corporation shall be overseen by the Board, except as otherwise provided in the Act or these Bylaws. The Board shall have ultimate authority over the business, policies, affairs, and activities of the corporation, including, but not limited to, the authority:

- a) to elect the Chair of the Board and to remove the Chair or any other member of the Board or any Committee or any member of the Olympic Assembly for cause or not for cause;
- b) to hire, fire, evaluate and set the compensation for the CEO;
- c) to enact, amend, or repeal provisions of these Bylaws;
- d) to admit new members, to reclassify and to terminate the membership of members, as provided by these Bylaws;
- e) to receive and review the reports of the CEO and committees and task forces;
- f) to approve the selection of independent auditors;
- g) to maintain a culture of ethical behavior and compliance throughout the corporation;
- h) to achieve as much transparency in the operations of the corporation as is reasonably achievable and to keep the Olympic Assembly and the stakeholders in the Olympic movement in the United States informed about the business and operations of the corporation; and
- i) to take such other action as is customary for a board of directors of a corporation.

Further, the Board shall:

- a) set the strategic plan, budget and corporate performance measures;
- b) create policy direction for the CEO and staff on significant issues facing the corporation;
- c) monitor the financial reporting process and the legal and regulatory compliance program;
- d) be responsible for communicating with relevant members;
- e) set policy on capital structure, financial strategies, borrowing commitments and long range financial planning;
- f) monitor the corporation's assets to ensure that they are being properly protected;
- g) ensure that the Board is properly structured and is capable of acting in case of an unforeseen corporate crisis; and
- h) conduct an annual review of the corporation's performance and effectiveness and determine future actions required to achieve the corporation's mission.

The Board may seek assistance in these tasks from the committees it appoints, but the Board shall remain ultimately responsible for ensuring these tasks are carried out appropriately.

Section 3.2 Composition and Voting. The composition of the Board shall be as follows:

- a) four independent members (“independent directors”) selected by the Nominating and Governance Committee;
- b) two members selected by the Nominating and Governance Committee from among individuals nominated by the NGB Council;
- c) two members selected by the Nominating and Governance Committee from among individuals nominated by the AAC; and
- d) the United States members of the IOC who assume their positions as directors on the corporation’s Board by virtue of, and for the same term as, their IOC membership.

The IOC members for the United States shall each have one vote, and the other directors shall each have a vote equal to the number of United States members of the IOC who are at that time serving on the corporation’s Board.

The IOC members for the United States and all the other members of the Board shall be entitled to participate in discussions and vote on all issues presented to the Board as to which they do not have a conflict of interest. Board members shall disclose any actual or potential conflict of interest prior to participating in a discussion or vote on any matter pertaining to such conflict.

If the immediate past Chair of the Board is not a current Board member, then the following shall apply. For a period of two years after the immediate past Chair’s position ends as Chair of the Board, he or she may be considered to be the President in an honorary capacity and may be entitled to attend Board meetings, as requested by the Board, and may speak on matters, also as requested by the Board, except that he or she may not speak on matters to which he or she has a conflict. The immediate past Chair shall not have a vote on any matter. The position shall not factor into whether or not the Board has a quorum, into the voting allotment of the members of the Board or into whether or not AAC and NGB Council members constitute a majority of the membership and voting power of the Board.

The CEO shall be entitled to attend Board meetings and shall be free to speak on all matters other than those concerning the CEO’s employment. The CEO shall not have a vote on any matter.

The Board shall hold at least two executive sessions during regularly scheduled Board meetings each year at which the CEO shall not be present and at which the members of the Board shall discuss issues including, but not limited to, the performance of the corporation and the CEO.

Section 3.3 AAC and NGB Council Nominated Directors. The members of the Board selected by the Nominating and Governance Committee from individuals nominated by the AAC and the NGB Council, along with the United States members of the IOC, shall represent the Olympic sports in the United States and the NGBs for those sports, and shall collectively constitute a majority of the membership and voting power of the Board. The directors nominated by the AAC and the NGB Council, upon their taking office, must at that time resign from affiliation with or participation in the AAC, the NGB Council, and any governance or committee position with any NGB or other organization that is a member of the corporation, as applicable. If the AAC or NGB Council nominates two (2), one (1) or fails to nominate any individual within the time prescribed by the Nominating and Governance Committee (which in all events may not be less than 60 days), then the Nominating and Governance Committee may select an individual or individuals to bring the candidate pool up to three (3) individuals. The Nominating and Governance Committee shall then select one of the three (3) individuals to serve on the Board.

Section 3.4 Independence.

A director will not be considered an “independent director” for purposes of Section 3.2 if, at any time during the two years preceding commencement of or during his or her term or position as a director:

- a) the director was employed by or held any paid position or any volunteer governance position with the corporation, a corporation-member sports governing body, the IOC, the IPC, an OCOG, PASO, ANOC, or any Olympic family entity;
- b) an immediate family member of the director was employed by or held any paid position or any volunteer governance position with the corporation, a corporation-member sports governing body, the IOC, the IPC, an OCOG, PASO, ANOC, or any Olympic family entity;
- c) the director was affiliated with or employed by the corporation’s outside auditor or outside counsel;
- d) an immediate family member of the director was affiliated with or employed by the corporation’s outside auditor or outside counsel as a partner, principal or manager; or
- e) the director was a member of the AAC or the NGB Council.

A director will not be considered independent if at any time during the two years preceding commencement of or during his or her term or position as a director the director receives any compensation from the corporation, directly or indirectly. For purposes of this rule, compensation does not include reimbursement of out of pocket expenses incurred for the benefit of the corporation or receipt of any benefits, subsidies or payments generally available to athletes or elite athletes to support their training.

A director will not be considered independent if at any time during the two years preceding commencement of or during his or her term or position as a director the

director is an officer, member of senior management, controlling shareholder, or partner of a corporation or partnership or other business entity that does business with the corporation.

A director will not be considered independent if at any time during the two years preceding commencement of or during his or her term or position as a director the director or the director's spouse is an officer, employee, director, or trustee of a nonprofit organization to which the corporation or the U.S. Olympic Foundation makes payments in any year in excess of 5 percent of the organization's consolidated gross annual revenues, or \$100,000, whichever is less. The Ethics Committee also will administer standards concerning any charitable contributions to organizations otherwise associated with a director or any spouse or other family member of the director. The corporation shall be guided by the interests of the corporation and its stakeholders in determining whether and the extent to which it makes charitable contributions.

The definitions of independence set out in this Section for "independent directors" shall also be used to determine whether an individual is independent for other purposes, as set forth in these Bylaws. For example, when a member of the Ethics Committee or the Nominating and Governance Committee is required to be independent, these definitions of independence shall be applied.

When the guidelines in this Section 3.4 do not address a particular relationship, the determination of whether the relationship is material, and whether a director is independent, will be made by the Nominating and Governance Committee if it concerns a person nominated or under consideration for selection to be a member of the Board or to be a member of the Ethics Committee or the Nominating and Governance Committee. If the issue concerns an individual who is already serving as a member of the Board, the Ethics Committee, or the Nominating and Governance Committee, the determination shall be made by members of the Board who occupy the independent director seats on the Board (with the Board member whose independence is at issue not voting if the issue concerns a current member of the Board), after receiving the recommendation of the Nominating and Governance Committee.

The Nominating and Governance Committee may determine that, in its judgment, a director who does not meet these guidelines strictly nonetheless, under all the facts and circumstances, does not have a relationship with the corporation or any organization, entity, or individual associated with the corporation that would interfere with the perception or reality of the director's independent judgment, and that such a person may nevertheless be independent or an independent director under these Bylaws.

The Nominating and Governance Committee shall review at least annually the independence of "independent directors" and others who are required by these Bylaws to be independent.

Section 3.5 Term. The term limit for a member of the Board is six consecutive years, consisting of an initial period of four (4) years and a subsequent period of two (2)

years that is subject to a vote of retention by the Nominating and Governance Committee as provided in Section 3.21. The immediate past Chair's position as set out in Section 3.2 shall be for a period of two (2) years, commencing when the immediate past Chair's position as Chair of the Board ends. The immediate past Chair's position shall not be subject to a vote of retention by the Nominating and Governance Committee.

As soon as possible following the fall 2003 meeting of the Board, the Nominating and Governance Committee shall select the initial eight non-IOC members of the Board.

The members of the Board shall have staggered terms. In order for the Board to be staggered, the Nominating and Governance Committee shall designate for the initial Board:

- a) three (3) members (one (1) independent director, one (1) director selected from the individuals nominated by the NGB Council, and one (1) director selected from the individuals nominated by the AAC) who shall have terms that expire in September of 2006;
- b) two members (two (2) independent directors) who shall have terms that expire in September or October of 2008; and
- c) three (3) members (one (1) independent director, one (1) director selected from the individuals nominated by the NGB Council, and one (1) director selected from the individuals nominated by the AAC) who shall have terms that expire in September of 2010.

Thereafter, the term of each new member of the Board shall be for a full six-year term (unless a new member is filling the unexpired term of a director) consisting of a four-year period and a two-year period, with the two-year period subject to a vote of retention by the Nominating and Governance Committee. Notwithstanding the above, any board member who serves for less than four years may serve for a subsequent six-year term if selected again by the Nominating and Governance Committee, and a director who is the Chair at the conclusion of his or her first term as a member of the Board shall be eligible to serve for a subsequent six-year term if selected again by the Nominating and Governance Committee, as specified in Section 4.2 of these Bylaws.

Each director shall hold office until such director's successor shall have been elected and qualified, or until such director's earlier death, disability, resignation, disqualification, incapacity or removal.

The first two-year term for Board members shall run from whenever a new Board is selected and qualified in early 2004 to the first business day after September 1, 2006. The Board members' staggered terms should end (and new Board members' terms of office should begin) on the first business day after September 1 every even-numbered year (2006, 2008, 2010, etc.) or the first business day more than thirty days after the conclusion of the Olympic and Paralympic Games every even-numbered year, whichever is later.

Section 3.6 Qualifications. Directors must be citizens of the United States and at least eighteen years old.

Section 3.7 Resignations/Vacancies/Removal. A director's position on the Board may be declared vacant upon the resignation, removal, incapacity, disability, disqualification or death of a director. Any director may resign at any time by giving written notice to the Secretary of the corporation. Such resignation shall take effect at the time specified therein, and unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective. Directors shall be removed by the Board if they fail to attend in person more than one half of the regular meetings of the Board during any twelve-month period, unless they are able to demonstrate to the other members of the Board that the presence of exigent circumstances caused and excused the absences. In such circumstances, the absent director can be removed by a vote of the majority of the voting power of the Board (not including the voting power of the absent director, who shall not be eligible to vote on such matters). Directors may also be removed for cause at any duly noticed meeting of the Board, and after being provided an opportunity for the Board member to be heard by the Board, upon the affirmative vote of at least two-thirds of the total voting power of the Board (excluding the voting power of the director in question). Directors may also be removed not for cause at any duly noticed meeting of the Board upon the affirmative vote of at least three-fourths of the total voting power of the Board (excluding the voting power of the director in question). Any vacancy occurring in the Board shall be filled as set forth for the election of that member of the Board. A director elected to fill a vacancy shall be elected for the unexpired term of such director's predecessor in office. No director shall be subject to removal based upon how they vote as a director, unless such voting is determined to be part of a violation of the Code of Conduct.

Section 3.8 Regular Meetings. Regular meetings of the Board shall be held in person at the time and place determined by the Board. The Board shall hold a minimum of four regular meetings per calendar year, but it may hold additional regular meetings. At least one regular meeting of the Board shall be held in association with the Olympic Assembly.

Section 3.9 Special Meetings. Special meetings of the Board may be called by or at the request of the Chair or at the request of directors holding a majority of the overall voting power of the Board. The Chair may fix any appropriate place as the place for holding any special meeting of the Board, but special meetings may also be held in accordance with Section 3.10.

Section 3.10 Meetings by Telephone and Transacting Business by Other Means. Members of the Board or any committee thereof may participate in a meeting of the Board or committee by means of conference telephone or similar communications equipment by which all persons participating in the meeting can hear each other at the same time. Such participation shall constitute presence in person at the meeting for purposes of a quorum and voting, but not for purposes of the attendance requirement in Section 3.7 of these Bylaws. The Board shall have the power to transact its business by

mail, electronic-mail, telephone, or facsimile, if in the judgment of the Chair the urgency of the case requires such action; but if directors holding at least one-third (1/3) of the voting power of the Board indicate their unwillingness to decide such a matter in such manner, the Chair must call a meeting of the Board to determine the question at issue.

Section 3.11 Agenda. The agenda for a meeting of the Board shall be set by the Chair of the Board, after consultation with the CEO. Any Board member and the Chairs of the NGB Council, AAC, and the Multisport Organizations Council may request that items be placed on the Board's agenda.

Section 3.12 Notice. Notice of each meeting of the Board, stating the place, day and hour of the meeting, along with the agenda and any supporting materials, shall be given to each director at the director's business address (or such other address provided by the director for such purpose) at least five (5) days prior thereto by the mailing of written notice by first class, certified or registered mail, or at least two (2) days prior thereto by personal delivery of written notice or by telephonic, facsimile or electronically transmitted notice (and the method of notice need not be the same as to each director). If mailed, such notice shall be deemed to be given when deposited in the United States mail, with postage thereon prepaid. If transmitted by facsimile or electronic transmission, such notice shall be deemed to be given when the transmission is received. Any director may waive notice of any meeting before, at or after such meeting. The attendance of a director at a meeting shall constitute a waiver of notice of such meeting, except where a director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. Neither the business to be transacted at, nor the purpose of, any meeting of the Board need be specified in the notice or waiver of notice of such meeting unless otherwise required by statute.

Section 3.13 Presumption of Assent. A director of the corporation who is present at a meeting of the Board at which action on any corporate matter is taken shall be presumed to have assented to the action taken unless such director's dissent shall be entered in the minutes of the meeting or unless the director shall file a written dissent to such action with the person acting as the Secretary of the Board before the adjournment thereof or shall forward such dissent by registered mail to the Secretary of the board immediately after the adjournment of the meeting. Such right to dissent shall not apply to a director who voted in favor of such action.

Section 3.14 Quorum and Proxies. A simple majority of the total voting power of the Board shall constitute a quorum for the transaction of business at any meeting of the Board, and the vote of a majority of a quorum shall be the act of the Board. If less than a quorum is present at a meeting, a majority of the directors present may adjourn the meeting from time to time without further notice other than an announcement at the meeting, until a quorum shall be present.

No director may vote or act by proxy at any meeting of directors.

Section 3.15 Action Without a Meeting. Any action required or permitted to be taken at a meeting of the directors or any committee thereof may be taken without a meeting if a consent in writing, setting forth the action so taken, shall be signed by all of the directors or committee members entitled to vote with respect to the subject matter thereof. Such consent (which may be signed in counterparts) shall have the same force and effect as a unanimous vote of the directors or committee members. In the event of a conflict between this Section and Section 3.10, the provisions of Section 3.10 shall control.

Section 3.16 Compensation. Directors shall not receive compensation for their services as such, although the reasonable expenses of directors may be paid or reimbursed in accordance with the policies of the corporation. Directors shall not be disqualified to receive reasonable compensation for services rendered to or for the benefit of the corporation in any other capacity, provided that the rendering of such services and such compensation are approved by the Ethics Committee or Board policies.

Section 3.17 Effectiveness of Actions. Actions taken at a meeting of the Board shall become effective immediately following the adjournment of the meeting, except as otherwise provided in the Bylaws or when a definite effective date is recited in the record of the action taken.

Section 3.18 Questions of Order and Board Meeting Leadership. Questions of order shall be decided by the Chair of the Board unless otherwise provided in advance by the Board. The Chair of the Board shall lead meetings of the Board. If the Chair is absent from any meeting of the Board, then the Chair shall designate in writing in advance one other member of the Board to preside. If the Chair is unable to make or has not made such a designation, the Board may choose another member of the Board to serve as presiding officer for that meeting.

Section 3.19 Olympic Games Participation. Any motion before the Board that would seek to prevent the corporation from participating in the Olympic, Paralympic or Pan American Games, or that would not allow the team representing the United States to participate in the Olympic, Paralympic or Pan American Games, or any motion having the same effect as the above, shall require that at least three-fourths (3/4) of the voting power of the Board vote in favor of such a motion.

Section 3.20 Submission of Specific Olympic Issues to Further Review. In the event that the Board votes, in accordance with the provisions of Section 3.20 of these Bylaws, to prevent or not allow the corporation or the team representing the United States to participate in the Olympic, Paralympic or Pan American Games, or to take any action having that effect, the Board must submit the issue to a vote of a body composed of (a) the members of the Board, (b) the members of the NGB Council, and (c) the members of the AAC, with each member having one vote. The issue must be noticed a reasonable time before a meeting of that body, pursuant to procedures established by the Board, and for the motion to have any effect it must be approved by that body by a three-fourths (3/4) vote of the members of that body present, with each member of that body having

one vote. If there are other issues as to which the Board decides, by a vote of a majority of the full voting power of the Board, that it should secure guidance or a broad United States Olympic family consensus, it may submit those issues to the above-referenced body for review, comment or approval of action proposed by the Board. If the Board does decide to refer any additional issues to the above-referenced body, the procedure and vote required for approval should be specified by the Board.

Section 3.21 Vote of Retention After Four Years. If a director has been elected to serve a six-year term and has served four years, prior to the commencement of his or her final two years of service on the Board he or she shall be subject to a vote of retention by the Nominating and Governance Committee. The Nominating and Governance Committee shall vote as to whether the director shall be retained to serve the remaining two (2) years of the term or whether that director position shall be opened to be filled by a new director. The strong presumption shall be in favor of retention of the director and the director shall be retained unless there is a majority vote of the Nominating and Governance Committee against retention. Failure by the Nominating and Governance Committee to take action with regard to a particular director shall be deemed to constitute a vote of retention.

SECTION 5

COMMITTEES AND TASK FORCES

Section 5.1 Standing Committees. The corporation shall have the following committees: Audit, Compensation, Ethics and Nominating and Governance. The delegation of authority to any committee shall not operate to relieve the Board or any member of the Board or the CEO from any responsibility imposed by law. Rules governing procedures for meetings of any committee of the Board shall be as set forth in these Bylaws or as established by the Board or, in the absence thereof, by the committee itself.

Section 5.2 Other Committees and Task Forces. The Board or the CEO may determine that additional committees or task forces are necessary to assist them in performing their respective functions and obligations and they shall appoint such committees or task forces as they deem appropriate and shall establish such procedures, guidelines, and oversight of such committees as they deem necessary to ensure that those committees are accountable for their performance.

Section 5.3 Audit Committee. The Audit Committee shall be comprised in accordance with, governed pursuant to and perform those duties as contained in those sections set forth below.

Section 5.3.1 Appointment and Composition. The Board shall appoint the members of the Audit Committee and its chair. The Audit Committee shall consist of at least three and not more than five members, all of whom shall be members of the Board.

The Audit Committee shall include at least one member who was selected as a member of the Board from among individuals nominated by the AAC. A majority of members of the Audit Committee shall be financially literate and at least one member shall have accounting or financial management expertise.

Section 5.3.2 Term. The term for each Audit Committee member shall expire automatically when such individual's standing as a director expires. In addition, the Board may, from time to time, determine to rotate members of the Board on to and off of the Audit Committee.

Section 5.3.3 Responsibilities. The purpose of the Audit Committee shall be to assist the Board in its oversight of:

- a) the integrity of the financial statements of the corporation;
- b) the corporation's compliance with legal and regulatory requirements relating to corporation finances and reporting thereof;
- c) the financial and managerial capabilities of NGBs and PSOs and their compliance with corporation contracts and agreements and applicable laws and regulations;

- d) the independence and qualifications of the independent auditor; and
- e) the performance of the corporation's internal audit function and independent auditors.

Additionally, the Audit Committee shall perform those duties normally performed by a finance committee.

The responsibilities of the Audit Committee shall include the following:

- a) to discuss with management the annual audited financial statements and quarterly financial statements including matters required to be reviewed under applicable legal, regulatory or other requirements;
- b) to approve the corporation's financial statements prior to publication;
- c) to discuss with management and the independent auditor, as appropriate, press releases containing financial information and financial information provided to the public;
- d) to select the independent auditor to examine the corporation's accounts, controls and financial statements (the Audit Committee shall have the sole authority to approve all audit engagement fees and terms and the Audit Committee must pre-approve any non-audit service provided to the corporation by the corporation's independent auditor);
- e) to discuss with management and the independent auditor, as appropriate, any audit problems or difficulties and management's response, and the corporation's risk assessment and risk management policies, including the corporation's major financial risk exposure and steps taken by management to monitor and mitigate such exposure;
- f) to review the corporation's financial reporting and accounting standards and principles, significant changes in such standards or principles or in their application and the key accounting decisions affecting the corporation's financial statements, including alternatives to, and the rationale for, the decisions made;
- g) to review and approve the internal audit staff functions, including (i) purpose, authority and organizational reporting lines and (ii) annual audit plan, budget and staffing;
- h) to review and approve of the appointment and compensation of the Director of Internal Audit, who shall report functionally to the Audit Committee and operationally to the CEO;
- i) to review, with the CEO, Chief Financial Officer, Director of Internal Audit, General Counsel, independent auditors, and/or others, as the committee deems appropriate, the corporation's internal system of audit and financial controls and the results of internal and independent audits;
- j) to periodically review with the independent auditor the qualifications and performance of the corporation's finance personnel as observed by the independent auditor;

- k) to establish procedures alone or in conjunction with the CEO and or the Ethics Committee as appropriate, providing effective mechanisms for employees and others to make complaints relating to accounting practices, internal accounting controls, or audit matters, with provisions for confidential anonymous submission by employees and others (the Audit Committee shall be provided with an analysis of all financial, accounting and audit related complaints and their disposition, and shall provide safeguards against retaliation against employees and others who make such complaints);
- l) to obtain and review at least annually a formal written report from the independent auditor delineating (i) the auditing firm's internal quality-control procedures and (ii) any material issues raised within the preceding five years by the auditing firm's internal quality-control reviews, by peer reviews of the firm, or by any governmental or other inquiry or investigation relating to any audit conducted by the firm (the Audit Committee will also review steps taken by the auditing firm to address any findings in any of the foregoing reviews and will also review with the independent auditor any significant lawsuits or criminal action alleged against the independent audit firm and the impact, if any, of such suits on the viability of the independent audit firm);
- m) to maintain minutes of its activities and records of attendance of its members; and
- n) to conduct such other activities as may be requested or assigned by the Board or as set forth in these Bylaws.

Section 5.3.4 Meetings. The Audit Committee shall meet at least three times a year with management and with the Internal Auditor, and at least annually with the corporation's independent auditors. The Audit Committee shall meet periodically in executive session without management present. The Audit Committee may invite such members of management, corporate employees, individuals associated with the corporation's independent auditors or outside legal counsel, or others to its meetings as it deems desirable or appropriate.

The Audit Committee shall report its minutes and recommendations to the Board of Directors after each committee meeting and shall conduct and present to the Board of Directors an annual performance evaluation of the Audit Committee.

Section 5.4 Compensation Committee. The Compensation Committee shall be comprised in accordance with, governed pursuant to and perform those duties as contained in those section set forth below.

Section 5.4.1 Appointment and Composition. The Board shall appoint the members of the Compensation Committee and its chair. The Compensation Committee shall consist of at least three and not more than five members, all of whom shall be members of the Board. The Compensation Committee shall include at least one member

who was selected as a member of the Board from among individuals nominated by the AAC.

Section 5.4.2 Term. The term of each member of the Compensation Committee shall expire automatically when such individual's term as a director expires. In addition, the Board may, from time to time, determine to rotate members of the Board on to and off of the Compensation Committee.

Section 5.4.3 Responsibilities. The purpose of the Compensation Committee shall be to carry out the Board's overall responsibility relating to executive compensation.

The responsibilities of the Compensation Committee shall be as follows:

- a) to assist the Board in developing and evaluating potential candidates for the CEO position, and to oversee the development of executive succession plans;
- b) to review and approve on an annual basis the corporate goals, and objectives with respect to performance and compensation for the CEO, including salary, bonus and incentive compensation, benefits, perquisites, and any other compensation (The Compensation Committee shall evaluate at least once a year the CEO's performance in light of these established goals and objectives and based upon these evaluations shall set the CEO's annual compensation, including salary, bonus, incentive, and any other compensation.);
- c) to review and approve on an annual basis the evaluation process and compensation structure for the corporation's senior executive management (The Compensation Committee shall review with the CEO the CEO's view of the performance of the corporation's senior executives and shall also review and provide oversight of management's decisions concerning the performance and compensation of other corporation executives, and the corporation's policies concerning benefits, retirement plans and contributions thereto, relocation benefits, and all other forms of benefits and perquisites offered to the corporation's employees.);
- d) to review the corporation's incentive compensation and other compensation plans and recommend changes to such plans to the Board as necessary (The Compensation Committee shall have and shall exercise the authority of the Board with respect to the administration of such plans.);
- e) to conduct periodic review of the reasonableness of the compensation of the corporation's executives using relevant market benchmarks and survey data;
- f) to maintain regular contact with the CEO and/or his designees about compensation issues;

- g) to prepare and follow an annual work plan and report to the Board on its activities (the report to the Board may take the form of an oral report by the chair of the Compensation Committee or any other member of the Compensation Committee designated by the chair of the Compensation Committee to make such report);
- h) to maintain minutes of its activities and records of attendance of its members;
- i) to prepare and provide to the Board an executive compensation report, with a recommendation for appropriate confidential treatment, if any;
- j) to review any press releases, statements, or public filings concerned with compensation or those topics which are the responsibility of the Compensation Committee; and
- k) to conduct such other activities as may be requested or assigned by the Board or as set forth in these Bylaws.

The Compensation Committee shall review its Charter at least annually and recommend any proposed changes to the Board for its approval.

Section 5.4.4 Meetings. The Compensation Committee shall meet at least two times annually, or more frequently as circumstances dictate. The Compensation Committee shall meet regularly in executive session, without corporation management present. The Compensation Committee may invite to its meetings any director or employee of the corporation and such other persons as it deems appropriate to carry out its responsibilities. A member of the corporation's management shall not, however, be present at any discussion or review where his or her performance or compensation is being determined.

The chair of the Compensation Committee shall chair all meetings of the Compensation Committee, and, in consultation with the Chair of the Board and the CEO, set the agendas for Compensation Committee meetings. Members of the Board may suggest to the chair of the Compensation Committee items for consideration by the Compensation Committee.

The Compensation Committee shall report its minutes and any recommendations to the Board of Directors after each Compensation Committee meeting and shall conduct and present to the board an annual performance evaluation of the Compensation Committee.

Section 5.5 Ethics Committee. The Ethics Committee shall be comprised in accordance with, governed pursuant to and perform those duties as contained in those sections set forth below.

Section 5.5.1 Appointment and Composition. The Nominating and Governance Committee shall appoint the members of the Ethics Committee other than its chair. The Ethics Committee shall consist of five members. One member of the Ethics Committee shall be a member of the Board and shall also serve as chair of the Ethics Committee.

The four (4) other members of the Ethics Committee shall not be members of the Board. All members of the Ethics Committee, other than the chair, must satisfy the standards of independence for “independent directors” as is set forth in Section 3.4 of these Bylaws. The Ethics Committee shall include at least one athlete who has competed as a member of United States national teams in the Olympic, Pan American or Paralympic Games, or other major amateur international competition, within the ten (10) years preceding the date when he or she starts serving as a member of the committee (or, if he or she is a member of the Board, within the ten (10) years preceding when he or she started serving on the Board).

Section 5.5.2 Term. Other than the chair, who shall serve until his or her term as a director expires, each member of the Ethics Committee shall serve for an initial term of four years. At the end of each member’s initial term, he or she shall be eligible for a second four year term if so determined by the Nominating and Governance Committee, provided however that the athlete’s representative on the Ethics Committee must have competed within ten years preceding the date when they start serving as members of the committee (or, if they are a member of the Board, within the ten (10) years preceding when they started serving on the Board) at the time of such consideration to be eligible. The members of the Ethics Committee, excluding the chair, shall have staggered terms. To accomplish this, members sitting on the Ethics Committee as of August 2008 shall be divided into two classes by the Nominating and Governance Committee. The term of the first class shall expire on December 31, 2008. The term of the second class shall expire on December 31, 2010. Thereafter, the terms of membership for both the first class and the second class shall be for four years.

Section 5.5.3 Responsibilities. The responsibilities of the Ethics Committee shall be as follows:

- a) to develop, administer and oversee compliance with the Code of Conduct;
- b) to review the ethics and compliance staff functions, including: (i) purpose, authority and organizational reporting lines and (ii) annual ethics and compliance plan, budget and staffing;
- c) to review the handling of ethics-related complaints, and if directed by the Board, to handle directly such complaints;
- d) to report to the Board on its activities;
- e) to maintain minutes of its activities and records of attendance of its members; and
- f) to conduct such other activities as may be requested or assigned by the Board or as set forth in these Bylaws.

Section 5.5.4 Meetings. The Ethics Committee shall meet at least two times annually, or more frequently as circumstances dictate.

Section 5.6 Nominating and Governance Committee. The Nominating and Governance Committee shall be comprised in accordance with, governed pursuant to and perform those duties as contained in those sections set forth below.

Section 5.6.1 Appointment and Composition. The Nominating and Governance Committee shall consist of five (5) members. After the term of the initial Nominating and Governance Committee ends (which occurred on June 30, 2006), the Board shall appoint two (2) Board members who are not members of the IOC and who are not eligible for re-selection to the Board to serve on each subsequent Nominating and Governance Committee. The three (3) remaining members of the subsequent Nominating and Governance Committee shall be selected one each by the NGB Council, the AAC, and the Multisport Organizations Council from individuals who are not on the existing Board and who meet the definition of independence as set forth in Section 3.4 of these Bylaws. The Nominating and Governance Committee shall include at least one athlete who has competed as a member of a United States national team in the Olympic, Pan American or Paralympic Games, or other major amateur international competition, within the ten (10) years preceding the date when he or she starts serving as a member of the committee (or, if they are a member of the Board, within the ten (10) years preceding when he or she started serving on the Board). The current Nominating and Governance Committee shall determine the process by which the three non-Board members may be selected to serve on the new Nominating and Governance Committee. The chair of the Nominating and Governance Committee shall be one of the two members appointed by the Board, as determined by the Board.

Section 5.6.2 Term. Each member of the Nominating and Governance Committee shall serve for an initial term of four years. At the end of each member's initial term, he or she shall be eligible for a second four year term, provided however that the athlete's representative on the Nominating and Governance Committee must have competed within ten years preceding the date when they start serving as members of the committee (or, if they are a member of the Board, within the ten (10) years preceding when they started serving on the Board) at the time of such consideration to be eligible. To accomplish this, members sitting on the Nominating and Governance Committee as of August 2008 shall be divided into two classes. The first class shall consist of the member selected by the Board, who is not chair of the Nominating and Governance Committee, and the member selected by the AAC. The second class shall consist of the member selected by the Board, who is chair of the Nominating and Governance Committee, and the members selected by the NGB Council and the Multisport Organizations Council. The term of the first class shall expire on December 31, 2008. The term of the second class shall expire on December 31, 2010. Thereafter, the terms of membership for both the first class and the second class shall be for four years.

Section 5.6.3 Responsibilities. The responsibilities of the Nominating and Governance Committee shall include the following:

- a) to lead the search for individuals qualified to become members of the Board and to select directors (the Nominating and Governance

- Committee shall select individuals to serve as directors who shall have the highest personal and professional integrity, who shall have demonstrated exceptional ability and judgment, and who shall be most effective, in conjunction with the other nominees to the Board, in collectively serving the long-term interests of the corporation);
- b) to, at the request of the Board, work with the Chair and CEO to develop and implement an appropriate orientation program for new directors and continuing education of existing directors;
 - c) to develop and recommend to the Board for its consideration any appropriate related amendments to the Bylaws;
 - d) to report to the Board of Directors on its activities (the report to the Board of Directors may take the form of an oral report by the chair of the Nominating and Governance Committee or any other member of the Nominating and Governance Committee designated by the chair of the Nominating and Governance Committee to make such report);
 - e) to maintain minutes of its activities and records of attendance of its members; and
 - f) to conduct such other activities as may be requested or assigned by the Board or as set forth in these Bylaws.

The Nominating and Governance Committee shall select the Board as follows. After the selection of the initial directors, if a vacancy occurs or is about to occur in a position of a director selected from among individuals nominated by the NGB Council or the AAC, either because a director's term ended or because a director left the position before the term ended, that council (NGB Council or AAC) shall nominate three (3) individuals to be considered by the Nominating and Governance Committee for selection to be a director. If the AAC or NGB Council nominates two (2) or one (1) or fails to nominate any individual within the time prescribed by the Nominating and Governance Committee (which in all events shall be not less than 60 days), then the Nominating and Governance Committee may select an individual or individuals to bring the candidate pool up to three (3) individuals. The nominating and Governance Committee shall then select one of the three (3) individuals to serve on the Board. If the term of a director selected from individuals nominated by the AAC or the NGB Council comes to an end (or is ending) before that director has served four years as a director (either because the director was selected to serve an initial two-year term or because the director is serving the end of another director's term) or if that director is the Chair of the Board when his or her initial term on the Board ends, that director shall be eligible to be selected to serve an additional six-year term, shall be considered to have been nominated again by the organization that nominated that director initially, and shall be considered in addition to the other three (3) nominees submitted by that council. The Nominating and Governance Committee shall then decide whether one of the new nominees should be selected or whether the current director should be selected to serve a six-year term as a director.

Section 5.7 General Board Committee Powers/Requirements. Each Board committee shall have the authority to delegate any of its responsibilities to a sub-committee or to an individual member of the committee as the Board committee may

deem appropriate in its discretion, subject to review and oversight by the Board. Each Board committee shall have the authority to retain such compensation consultants, outside counsel and other advisors as the Board committee may deem appropriate in its sole discretion, consistent with the policies, budgets, and controls established by the Board. The Board committee in question shall have the authority to approve related fees and retention terms unless specifically restricted by the Board or restricted by policies established by the Board. Each Board committee shall report its actions and any recommendations and the attendance of its membership to the Board after each committee meeting and shall conduct and present to the Board an annual performance evaluation of the Board committee. Each Board committee shall review at least annually the adequacy of its charter and shall recommend any proposed changes to the Board for review and consideration.

Section 5.8 Resignation and Removal. The absence of any committee member, without adequate excuse, from two or more consecutive meetings may be construed as his/her resignation from such committee by a majority vote of the Board. Members of any committee or task force may be removed, for cause or not for cause, upon the majority vote of the Board, after the member has been provided an opportunity to be heard by the Board.

EXHIBIT E:



United States Olympic Committee

Code of Conduct

2/1/06



Dear Colleagues:

The mission of the United States Olympic Committee (“USOC”), as articulated in our Mission Statement, helps define a shared set of ethical principles to guide our daily activities.

The USOC’s Mission Statement reads as follows:

To support United States Olympic and Paralympic athletes in achieving sustained competitive excellence and preserve the Olympic ideals, and thereby inspire all Americans.

The Mission Statement is supplemented by the USOC’s Value Statement, which puts forward the following commitments:

As a team, we are committed to:

- Achievement of excellence;
- Honesty, integrity and trustworthiness in all dealings;
- Respect for the rights, differences and dignity of others;
- Accountability and transparency; and
- Stewardship of the Olympic Movement.

Acting ethically and with integrity is a core part of our heritage, our aspirations, and our identity and we believe is both a long-term competitive advantage and a critical aspect of the long-term survival of the Olympic movement in the United States.

As a result, we have a comprehensive, values-based Ethics and Compliance Program, which is a vital part of the way we conduct ourselves at the USOC. Because the Program rests on our Mission Statement and the values underlying our Values Statement, it can easily become incorporated into our daily activities and supports our tradition of caring – for our athletes, member organizations, communities, and colleagues.

In this Code, we define our standards of conduct, which are based on the notions of fair play and good sportsmanship embedded in the principles of Olympism. Clearly, the USOC participates in some complex and highly regulated areas, where governing laws and regulations often change frequently. We also conduct activities in foreign nations, where laws, norms and customs may vary. This document therefore also provides some information aimed at assisting USOC personnel to address such challenges.

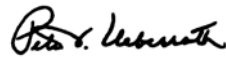
However, no Code can address all the ethical or integrity questions that may confront you. As a result, this Code also has a section about the numerous resources that you can use when you have questions or concerns. These resources range from our confidential ethics Help-Line to your supervisor,

the Ethics Officer, the General Counsel, and Human Resources personnel. Our goal is to address issues before they become serious problems. Compliance with the USOC's ethics and compliance program is essential to the fulfillment of the promise of our future – an organization that can be counted on to do the right thing, and one that generates value for all those connected to us – our employees, those representing the USOC or acting on our behalf, American Olympic athletes, communities, and other stakeholders.

You have our assurance that no retribution for asking questions or raising concerns about the Code or for reporting possible improper conduct will be tolerated. No Code of Conduct can substitute for each person's own internal sense of fairness, honesty, and integrity. Thus, in your daily life and work, if you encounter a situation or are considering a course of action that you are concerned will not reflect on the USOC in the most positive manner or that simply does not feel right, please discuss the situation with any of the resources mentioned above.

We ask you to assist us and all of our colleagues in this organization in supporting the values and principles that are critical to continuing our tradition of service to America's Olympic and Paralympic athletes and our member organizations.

Sincerely,



Peter V. Ueberroth
Chair



James E. Scherr
Chief Executive Officer

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COMMITMENTS AND RESPONSIBILITIES

Purpose of the Code

Our Code of Conduct provides a set of expectations, a set of rules, and general guidance, and applies to all USOC employees, directors, officers, committee members, volunteers, agents, and representatives of USOC member organizations when dealing with the USOC (collectively “colleagues” or “USOC colleagues”). The Code’s aim is to help ensure that we all carry out our daily activities within appropriate ethical and legal standards. These obligations apply to our relationships with athletes, member organizations and organizations to which we belong, third-party payers, subcontractors, independent contractors, vendors, consultants, governments and the public, and one another. The Code is a critical component of our overall Ethics and Compliance Program and is designed to ensure we meet our ethical standards and comply with applicable laws and regulations.

The Code is intended to be comprehensive and easily understood but it is not intended to be exhaustive or to address everything. In some instances, the Code deals fully with the subject covered. In many cases, however, the subject addressed either has so much complexity or some unique and unanticipated characteristics that additional guidance is needed. To obtain additional guidance, you may utilize the different resources referenced throughout the Code or listed at the end. The standards set forth in the Code are mandatory and must be followed.

Our Code operates in tandem with the policies and procedures of our organization and with all applicable U.S. and foreign laws and

regulations. Where differences exist because of local customs, norms, laws and regulations, we ask our colleagues to use the highest standard of behavior or the most restrictive requirement that applies.

USOC Responsibilities

The USOC seeks to provide a work environment where high standards of ethical behavior are recognized, rewarded, and practiced. In order to accomplish this goal, the USOC will:

- Ensure that every colleague is aware of, understands, and lives up to our Code,
- Provide colleagues with appropriate training on our Standards, policies and procedures and relevant laws and regulations, and
- Provide safe and confidential resources for colleagues to seek advice on proper workplace conduct and to report issues and concerns.

Colleague Responsibilities

USOC colleagues are expected to comply with both the letter and the spirit of our Code, organization policies and procedures, and the laws and regulations that govern our organization. We ask each colleague to:

- Read and understand our Code;
- Follow the Code, and abide by all applicable USOC policies and procedures and U.S. and foreign laws and regulations;
- Be alert to any situations that could violate our Code or policies; and
- Report suspected violations, issues and concerns to your supervisor or any of the many resources identified on page 21 of this booklet.

Colleagues are not expected to know the answer to each and every question or how to apply every organization requirement to

complex and often unique situations. Colleagues are expected, however, to seek advice or clarification promptly when they are uncertain about proper actions or practices. Remember -- when in doubt, ask for help!

Colleagues may report questions, suspected violations of the Code, and concerns to their supervisor or manager, organization legal counsel, the Ethics Officer, or any other resource available. Colleagues may also report concerns to the USOC's Ethics Help-Line, an independent 24-hour telephone service available to all USOC colleagues. Reports to the Ethics Help-Line may be made anonymously. These anonymous reports are monitored by management and the Ethics and Audit Committees.

Management's Responsibilities

USOC officers, directors, managers and supervisors have a special responsibility to set an example by exhibiting the highest standards of behavior. They must also:

- Ensure that each colleague knows and understands the Code and relevant organization policies and procedures and how to apply them;
- Demonstrate in words and deeds a commitment to the USOC's Code;
- Make sure colleagues understand that nothing is more important than ethical business conduct and compliance with policies and procedures, laws and regulations;
- Encourage colleagues to seek advice or help and to report suspected violations without fear of punishment or reprisal;
- Provide appropriate resources to answer colleagues' questions; and
- Make themselves approachable and available to *all* colleagues.

Commitments to Our Stakeholders

We affirm the following commitments to the USOC's stakeholders:

To the American people: we are committed to supporting United States Olympic and Paralympic athletes to achieve sustained competitive excellence and preserve the Olympic ideals, and thereby inspire all Americans.

To our athletes: we are committed to assisting athletes in their quest to realize their Olympic and Paralympic dreams and to achieve competitive excellence in a fair competitive environment.

To our coaches: we are committed to assisting coaches to enable athletes to achieve competitive excellence in their efforts to realize their Olympic and Paralympic dreams.

To our National Governing Bodies: we are committed to assisting National Governing Bodies to enable athletes to realize their Olympic and Paralympic dreams, to be effective governing bodies for sport in the United States and the Olympic and Paralympic movement, and to achieve sustained competitive excellence.

To our other member organizations: we are committed to enabling our other member organizations to realize the benefits of participating in the Olympic and Paralympic movements in the United States.

To our communities: we are committed to being a positive contributor to the communities in which we operate.

To our employees: we are committed to providing an equal opportunity work environment where everyone is treated with dignity and respect.

THE CODE

RESPONSIBLE CARE

All USOC operations are to be conducted in a manner that protects the health and safety of our colleagues and all people in the communities where they operate, and that follows all applicable rules and laws.

LEADERSHIP RESPONSIBILITIES

All USOC colleagues are obligated to follow our Code. However, we expect everyone in the organization with supervisory responsibility to exercise that responsibility in a manner that is kind, sensitive, thoughtful, and respectful. We expect each supervisor to create an environment where all team members feel free to raise any concerns and/or new ideas regarding the USOC's Code of Ethics and its Ethics and Compliance program. We also expect that supervisors will ensure those on their team have sufficient information to comply with laws, regulations, and policies, as well as the resources to resolve ethical issues. They must help to create a culture within the USOC that promotes the highest standards of ethics and compliance. This culture must encourage everyone in the organization to share concerns with appropriate personnel when they arise. We must never sacrifice ethical and compliant behavior in the pursuit of other organizational objectives. Specific guidance for leaders throughout the organization regarding their responsibilities under our Ethics and Compliance Program is included in a supplement for leaders to this Code. Leaders at all levels of the organization should use that guidance to most effectively incorporate ethical behavior and compliance into all aspects of our organization.

WORKPLACE CONDUCT

Open Communications

Open and honest communication is one of the cornerstones of a productive business environment. At the USOC we put a premium on communication that encourages new ideas and participation at *all levels* of the organization.

Every USOC colleague is encouraged to contribute. We can *all* suggest changes and refinements to our business practices that result in better work product, reduced costs or enhanced service to our customers.

Effective communication is a product of listening as well as talking. USOC colleagues are encouraged to listen first, and then ask questions, discuss options and make informed decisions that incorporate appropriate input from all applicable organizational units.

We must all work diligently to create an environment where asking questions and challenging the status quo is encouraged and rewarded.

Legal and Regulatory Compliance

The USOC provides varied services in many states. In all cases, these services are provided within appropriate federal, state, and local laws and regulations. Such laws, regulations, and conditions of participation vary tremendously. We have developed policies and procedures to address many legal and regulatory requirements. However, it is impractical to develop policies and procedures that encompass the full body of applicable law and regulation. Obviously, those laws and regulations not covered in organization policies and procedures must be followed. There is a range of expertise within the organization, including counsel and numerous

functional experts, who should be consulted for advice concerning human resources, legal, and regulatory requirements. Anyone aware of violations or suspected violations of laws or regulations, or organization policies and procedures must report them immediately to a supervisor or member of management, the Human Resources Division, the Legal Affairs Division, the Ethics Officer, or the USOC Ethics Help Line.

Conflicts of Interest

A conflict of interest may occur when outside activities or personal interests interfere with or influence, or appear to interfere with or influence, your ability objectively to perform your job or to act or be perceived as having acted in the best interests of the USOC. A conflict of interest may also exist if the demands of any outside activities hinder or distract a colleague from the performance of their job or cause the individual to use USOC resources for other than USOC purposes. All financial, business, and other activities both inside and outside your job must be lawful and free of conflicts or even the suggestion of a conflict with your responsibilities as a colleague of the USOC.

Examples of potential conflicts of interest include:

- Having a financial interest in a customer's private company or business;
- Serving as a board member of any organizations with ideals that conflict with the USOC's ideals or mission, or serving in a role that decides whether or how another organization does business with the USOC;
- Hiring or supervising a relative or cohabitant or determining or influencing their promotions or pay raises;
- Serving as a member of the International Olympic Committee and as a member of the USOC Board of Directors, without recusing

oneself when issues related to the USOC's business relationships with the IOC are discussed in Board meetings;

- Hiring a vendor or supplier managed by a family member, relative or close friend; and
- Receiving discounts or personal gifts from actual or potential suppliers or customers with a value in excess of \$100.00.

Colleagues are encouraged to participate in professional organizations and community activities but your participation must not jeopardize the USOC's reputation or distract from the performance of your job.

Relationships with Vendors and Suppliers

At the USOC, supplier and vendor relationships are managed in a fair, equitable and ethical manner consistent with our Code and all applicable laws and regulations and good business practices.

Wherever, practical, the USOC provides a competitive opportunity for suppliers and vendors to earn a share of our purchases, and we enlist their active support in ensuring that we meet customer expectations regarding quality, cost and delivery.

Decisions to hire a vendor or supplier or to source materials from a particular vendor or supplier are made on the basis of objective criteria such as quality, reliability, technical, excellence, price, delivery, service and maintenance of adequate sources of supply. Purchasing decisions must never be made on the basis of personal relationships and friendships or the opportunity for personal gain, financial or otherwise.

All USOC colleagues must respect the terms of supplier contracts and licensing agreements and maintain open, honest dialogue consistent with good business practices. Colleagues

must also safeguard all information received from a vendor or supplier, including pricing, technology and proprietary design information, and not disclose it to anyone outside of the USOC without the supplier or vendor's or supplier's written permission.

Use of Organization Resources

It is the responsibility of each USOC colleague to protect and preserve the organization's resources. USOC resources include such things as company time, materials, supplies, equipment, information, electronic mail and computer systems. These resources are provided to colleagues to fulfill the organization's goals and purposes and are to be maintained and used for USOC-related purposes only. As a general rule, the personal use of any USOC asset without prior supervisory approval is prohibited. The occasional use of items, such as copying facilities or telephones, where the cost to the USOC is insignificant, is permissible.

Personal use that is excessive or violates other organization policies is prohibited unless supervisory approval is received in advance of use. Some examples include:

- Excessive calling or faxing long-distance;
- Extensive photocopying;
- Copying computer software programs (except as authorized by licensing agreements);
- Bringing office supplies home for personal use;
- Driving or using a USOC vehicle, tools, equipment, or other USOC assets without authorization; and
- Using electronic networks, including the Internet, except as authorized by USOC policy.

The use of USOC resources for personal financial gain is strictly forbidden.

Notwithstanding the foregoing sentence, using the USOC's provided employee bulletin board is permitted if the USOC-provided guidelines for postings thereon are followed.

USOC colleagues should report any improper use of organization resources to their manager or supervisor, the Human Resources Division, the Ethics Officer, or the Help-Line. By limiting use of USOC resources to USOC purposes, colleagues assist in the USOC's continuous efforts to control costs.

BUSINESS COURTESIES—GIFTS AND ENTERTAINMENT—GENERALLY, GIVING AND RECEIVING, RELATIONS AMONG COLLEAGUES, AND GOVERNMENT EMPLOYEES

General

This section of the Code should not be considered in any way as an encouragement to make, solicit, or receive any type of entertainment or gift. This section of the Code applies to the giving and receiving of gifts by or to colleagues and their spouses and immediate family members.

This section of the Code, while generally complete, does not and is not intended to address every possible pattern of conduct. In cases where a colleague has a question or concern about application of this section of the Code to the giving or receiving of a gift, the colleague should discuss that concern or question with the Ethics Officer.

Receiving Business Courtesies

There will be times when a current or potential business associate may extend an invitation to attend a non-business, social event in order to further develop a business relationship. USOC colleagues may accept

such invitations, provided: (1) the cost associated with such an event is reasonable and appropriate, which, as a general rule, means the cost will not exceed \$100.00 per person; (2) no expense is incurred for any travel costs (other than in a vehicle owned privately or by the host entity) or overnight lodging; and (3) such events are infrequent. Prior to accepting invitations to opportunities that include travel and overnight accommodations at reduced or no cost to a colleague or the USOC, consult our policies and seek appropriate approvals from your supervisor. USOC colleagues may accept gifts with a total value of \$100.00 or less in any one year from any individual or organization who has a business relationship with the USOC.

Perishable or consumable gifts may only be given to a department or group, as opposed to an individual, are not subject to any specific limitation other than reasonableness and the prohibition against the receipt of lavish gifts. USOC colleagues may accept gift certificates within the limits set forth in this policy, but may never accept cash or financial instruments (*e.g.*, checks, stocks).

Under no circumstances may a USOC colleague solicit a gift.

Extending Business Courtesies

There may be times when a colleague wishes to extend to a current or potential business associate an invitation to attend a social event (*e.g.*, reception, meal, sporting event, or theatrical event) to further or develop a business relationship. The purpose of the entertainment must never be to induce any favorable business action. During these events, topics of a business nature must be discussed and the host must be present. The cost associated with such an event must be reasonable and appropriate. As a general rule,

this means the cost will not exceed \$100.00 per person. Moreover, such business entertainment with respect to any particular individual must be infrequent, which, as a general rule, means not more than four times per year. All such business entertainment must comport with the code of conduct or code of ethics of the recipient's organization, and it must be covered by the appropriate USOC budget.

The organization will under no circumstances permit or authorize participation in any business entertainment that might be considered lavish.

Gifts to business associates who are not government employees must not exceed \$100.00 per year per recipient absent approval of the Ethics Officer or Ethics Committee Chair. USOC colleagues may give gift certificates within the limits of this section of the Code, but may never give cash or financial instruments (*e.g.*, checks, stocks). The corporate policy on business courtesies permits occasional exceptions to the \$100 limit to recognize the efforts of those who have spent meaningful amounts of volunteer time on behalf of the USOC, provided such expenditures have been approved by the Ethics Officer or Ethics Committee Chair.

Relationships Among USOC Colleagues

In the normal day-to-day functions of an organization like the USOC, there are issues that arise which relate to how people in the organization should deal with one another. It is impossible to foresee all of these, and many do not require explicit treatment in a document like this. A few routinely arise, however.

One involves gift giving among colleagues for certain occasions. While we wish to avoid

any strict rules, no one should ever feel compelled to give a gift to anyone or receive a gift from anyone, and any gifts offered or received should be appropriate to the circumstances. A lavish gift to anyone in a supervisory role would clearly violate this Code.

Another situation, which routinely arises, is a fund-raising or similar effort undertaken by individual colleagues, in which no one should ever be compelled to participate and there should be no workplace consequences of non-participation. Similarly, when the USOC or a USOC facility determines to support charitable organizations, such as the United Way, no colleague should be compelled to contribute to the charitable organization, nor should there be any workplace consequences of such non-participation.

Gifts to Government Employees

The giving of gifts to US and state government employees is governed by a complex set of rules that are typically agency specific. Generally, the giving of gifts to government employees is very limited or prohibited. Before offering a gift to a government employee, you must receive the approval of the Government Relations or Legal Affairs Divisions.

USOC INFORMATION

Books, Records and Communications

Each USOC colleague is responsible for the integrity and accuracy of organization documents, communications and financial records. These records serve as a basis for managing our activities and are important in meeting our obligations to vendors, sponsors, government regulators, creditors, the Board, and our athletes.

All financial information must reflect actual transactions and conform to generally accepted accounting principles. The USOC maintains a system of internal controls to assure appropriate authorization, recording and accountability of the USOC's assets. When colleagues are asked to respond to requests by internal auditors, legal staff, independent accountants, the Board, and outside counsel, that response must be complete and truthful. Colleagues must include all relevant information, even if the request does not specifically ask that that be done.

It is a violation of the Code to alter or falsify information on any record or document, to intentionally make a false or exaggerated claim to anyone, or to mislead anyone about what we do.

Organization documents and records are retained in accordance with the law and our own record retention policies. Documents include paper documents, voice mail, and computer-based information such as E-mail, computer files on disk or tape, and any other medium that contains information about the organization or its activities. Colleagues are prohibited from tampering with these documents or removing or destroying them prior to the dates specified in our retention policies. No one may alter or falsify information on any record or document. Records must never be destroyed in an effort to deny governmental authorities information that may be relevant to a government investigation or in an effort to deny other parties in a litigation against the USOC information that may be relevant to the litigation. Additionally, no one may remove or destroy records prior to the specified date without first obtaining permission as outlined in the USOC's records management policy.

We exercise due care and due diligence in maintaining the confidentiality, availability and integrity of information assets the USOC owns or of which it is the custodian. Because so much of our organization information is generated and contained within our computer systems, it is essential that each USOC colleague protect our computer systems and the information contained in them by not sharing passwords and by reviewing and adhering to our information security policies and guidelines.

Colleagues must not discuss with any unauthorized person inside or outside of the USOC any information that is confidential and not publicly available. Examples of such confidential information include:

- Undisclosed financial and earnings reports;
- Confidential sponsor information;
- Business plans;
- Capital requirements;
- Personnel or salary information or changes relating to employees other than oneself;
- Confidential technical data;
- Marketing, pricing, or service strategies;
- Business negotiations;
- Business costs and volumes;
- Supplier and vendor information; and
- Proprietary technology.

Colleagues should be cautious about discussing USOC activities with authorized USOC colleagues in the presence of, or within hearing distance of, unauthorized personnel. This includes family and friends, who may inadvertently disclose confidential information to others.

If an individual's employment or contractual relationship with USOC ends for any reason, the individual is still bound to maintain the confidentiality of information viewed, received or used during the employment or contractual relationship with the USOC. This

provision does not restrict the right of a colleague to disclose, if they wish, information about their own compensation, benefits, or terms and conditions of employment.

Intellectual Property

Intellectual property laws provide an incentive for the creative efforts and research and development that support innovation. Intellectual property consists of tangible products of the mind such as concepts, information, symbols, and expressions that are protected by law. The protection provided by these laws makes it feasible for organizations like the USOC to invest in the commercialization of new ideas and processes.

At the USOC, we must vigorously protect our own intellectual property rights as well as rights of others. Intellectual property rights include patents, copyrights, trademarks, and trade secrets. Property rights also include software programs created by us or other companies that are copyrighted, are trade secrets, or are otherwise restricted.

To protect our own property rights, USOC colleagues should fully document product development research and use appropriate USOC trademark and copyright notices on all correspondence, articles, manuals or other papers. Colleagues should also avoid disclosing proprietary and confidential information outside of the USOC unless there is a clear business purpose and the recipient has signed a confidentiality agreement.

To avoid infringing on the intellectual property rights of others, USOC colleagues should not:

- Make unauthorized copies of software or photocopy magazine/journal articles or other publications;
- Hire another organization's employee to obtain that company's trade secrets or confidential information;
- Affix another's trademark to goods without authorization; and
- Erroneously allege patent infringement or mark a product with an untrue patent notice.

If the USOC or its colleagues want or need to use intellectual property belonging to someone else, we must obtain a license to use the property or purchase the outright ownership of the property. In the case of property rights with an expiration date, such as patents, USOC colleagues must be sure that this date has passed if licensing or outright purchase is not feasible.

Computer Networks and Information

All communications systems, including but not limited to electronic mail, Intranet access, Internet access, telephones, and voice mail, are the property of the organization and are to be used primarily for business purposes in accordance with electronic communications policies and standards. Limited reasonable personal use of USOC communications systems is permitted; however, users should assume these communications are not private. Users of computer and telephonic systems should presume no expectation of privacy in anything they create, store, send, or receive on the computer and telephonic systems, and the USOC reserves the right to monitor and/or access communications usage and content consistent with USOC policies and procedures.

Colleagues may not use internal communication channels or access to the Internet at work to post, store, transmit, download, or distribute any threatening

materials; knowingly, recklessly, or maliciously false materials; obscene materials; or anything constituting or encouraging a criminal offense, giving rise to civil liability, or otherwise violating any laws. Additionally, these channels of communication may not be used to send chain letters, personal broadcast messages, or copyrighted documents that are not authorized for reproduction. Colleagues who abuse our communications systems or use them excessively for their personal purposes may lose these privileges and be subject to further disciplinary action.

The USOC's computer networks and information resources include our electronic mail and messaging systems, internal Intranet and the use of the following external computer-based services when accessed through the USOC's systems

- External, third party electronic mail and messaging systems;
- The public Internet;
- The World Wide Web;
- Third party, computer-based on-line services; and
- Electronic bulletin board systems.

Use of the USOC information networks and resources is both a necessity and a privilege. Colleagues with access to our networks are responsible for using the highest standards of organizational and social behavior in all of their usage and communications. Colleagues who use the USOC's networks from remote locations (e.g., home or other non-USOC locations) are subject to the same standards of use as are colleagues who use USOC networks on USOC premises.

The USOC computer networks are for legitimate USOC-related business purposes only. Limited personal use may be acceptable if such use is authorized and does not interfere

with the performance of the colleague's normal responsibilities.

Colleagues may not use the USOC's networks for any of the following:

- Soliciting for commercial, religious, or political causes;
- Sending chain mail letters or broadcast personal messages;
- Sending inappropriate, offensive or disruptive messages;
- Gaining unauthorized access to databases or information sources at the USOC or any other site;
- Damaging computer equipment, software or data; and
- Interfering with or disrupting network users, services or equipment.

The following activities are highly inappropriate and strictly forbidden; in certain situations, they may also be illegal and subject the USOC and the individual(s) involved to litigation and possible civil and/or criminal sanctions:

- Sexually-related or pornographic messages or material;
- Violent or hate-related messages or material;
- Bigoted, racist or other offensive messages aimed at a particular group or individual;
- Gambling online or by email;
- Malicious, libelous or slanderous messages or material; and
- Subversive or other messages or material related to illegal activities.

The USOC reserves the right to periodically monitor, access and disclose the contents of USOC computer systems and networks and to block access to non-work-related Internet sites. Colleagues who repeatedly or seriously misuse USOC networks are subject to

discipline including possible termination of employment.

FINANCIAL REPORTING AND RECORDS

We have established and maintain a high standard of accuracy and completeness in documenting, maintaining, and reporting financial information. This information serves as a basis for managing our activities and is important in meeting our obligations to our colleagues and stakeholders. It is also necessary for compliance with tax and financial reporting requirements. All financial information must reflect actual transactions and conform to generally-accepted accounting principles. All funds or assets must be properly recorded in the books and records of the USOC. The USOC maintains a system of internal controls to provide reasonable assurances that all transactions are executed in accordance with appropriate authorization and are recorded in a proper manner so as to maintain accountability of the organization's assets. We diligently seek to comply with all applicable auditing, accounting and financial disclosure laws. Senior financial officers receive training and guidance regarding auditing, accounting and financial disclosure relevant to their job responsibilities. They are also provided the opportunity to discuss issues of concern with the Board of Directors' Audit Committee. Anyone having concerns regarding questionable accounting or auditing matters should report such matters to the Board of Directors' Audit Committee by calling the USOC Ethics Help Line at 1-877-404-9935.

EMPLOYMENT PRACTICES

Diversity and Equal Employment Opportunity

One of the USOC's strengths is the diversity of its colleagues. The USOC is committed to

maintaining a diverse workforce, where employees are hired, retained, compensated, disciplined, and promoted based on their contribution to the USOC.

Federal and state equal employment opportunity laws prohibit employment discrimination based on race, color, religion, sex, age, national origin, citizenship status, veteran status, and disability. In some states, or some counties, laws prohibit discrimination on the basis of sexual orientation. The USOC is committed to providing an equal opportunity work environment not only to be in full compliance with all applicable laws but also to realize the USOC's mission, vision, and values.

Our colleagues provide us with a wide complement of talents that contribute greatly to our success. We are committed to providing an equal opportunity work environment where everyone is treated with fairness, dignity, and respect. We comply with all laws, regulations, and policies related to non-discrimination in all of our personnel actions. Such actions include hiring, staff reductions, transfers, terminations, evaluations, recruiting, compensation, corrective action, discipline, and promotions. No one shall discriminate against any individual with regard to race, color, religion, sex, national origin, age, disability, sexual orientation, or status as a veteran with respect to any offer, term, or condition of employment. We make reasonable accommodations to the known physical and mental limitations of otherwise qualified individuals with disabilities when such accommodations are necessary for the individual to perform their job functions.

All USOC colleagues deserve to be treated with dignity, fairness, and respect. Accordingly, colleagues must avoid jokes and actions or statements about individuals or

groups that may be interpreted as discriminatory or harassing or that stereotype any group of individuals. Supervisors and managers have a special responsibility to consistently adhere to and apply USOC's policies regarding equal employment and harassment and be able to show non-discriminatory reasons for taking personnel actions.

Commitment to Diversity

The USOC is a performance-based organization providing equal opportunities for all who perform and we actively seek to include diversity in the US Olympic family. This commitment to diversity applies to all who are in a position to make decisions about including individuals in all facets of the US Olympic movement.

We respect and value the individuality of all colleagues. We know that valuing diversity makes good common sense, is a vital part of accomplishing our mission, and helps to ensure our future success. Committing to diversity is good for the US Olympic family, is consistent with the principles of Olympism, and is the right thing to do. We view diversity as a tool for increasing the effectiveness of the USOC and its member organizations and as critical to our success.

Our integrity demands impartiality and respect of all people with whom we come in contact, regardless of gender, race, ethnicity, age, religion, sexual orientation, or other characterization. Because of the breadth of our work and the national and international reach of what we do, we understand the importance and contribution of diversity and we commit to recognize and increase diversity in all of our endeavors and at all levels of the organization. Management is required to report annually to the USOC Board of Directors on its efforts and progress in

achieving greater diversity of our workforce, member organizations, and other stakeholders.

We define diversity as individuality. This individuality may include a wide spectrum of attributes like personal style, age, race, gender, ethnicity, sexual orientation, language, physical ability, religion, family, citizenship status, socio-economic circumstances, education, and life experiences. To us, diversity is any attribute that makes an individual unique that does not interfere with effective job performance.

We demonstrate our commitment to diversity in the following ways:

We seek a diverse workforce and take steps to accomplish that. We recruit employees in a manner designed to maximize the exposure of our job openings to diverse populations. We seek out a diverse Board of Directors and leadership in our constituent organizations.

We seek out diverse team leaders, coaches, administrators, and officials to work with our diverse athlete population. We seek to include a diverse pool of athletes who can later become Olympic hopefuls. We embrace the unique capabilities and perspectives of individuals. We respect our colleagues by listening and responding to their diverse needs.

We retain a diverse workforce by ensuring that colleagues are rewarded for their contributions to the organization. We work with our member organizations to ensure that they share our commitment to diversity. We work with diverse suppliers to address our diverse needs.

We do all of this so that our organization and the US Olympic family reflect the diversity of the stakeholders we serve.

Harassment and Workplace Violence

Any form of illegal harassment or any other illegal conduct that interferes with an individual's work performance or creates an intimidating, hostile, or offensive work environment, will not be tolerated.

Illegal harassment takes many forms. It may target an individual's race, sex, religion, color, national origin, age, mental or physical disability or sexual orientation. It may also target a person who is speaking out against illegal discrimination or participating in proceedings under anti-discrimination laws. Each USOC colleague has the right to work in an environment free of illegal harassment and disruptive behavior. We do not tolerate illegal harassment by anyone based on the diverse characteristics or cultural backgrounds of those who work with us. Degrading or humiliating jokes, slurs, intimidation, or other harassing conduct is not acceptable in our workplace.

Sexual harassment is prohibited. This prohibition includes unwelcome sexual advances or requests for sexual favors in conjunction with employment decisions. Moreover, verbal or physical conduct of a sexual nature that interferes with an individual's work performance or creates an intimidating, hostile, or offensive work environment has no place at the USOC.

Illegal harassment also includes incidents of workplace violence such as assault and intimidation. Assault may be verbal, such as yelling or screaming. Intimidation can range from threatening body language to threatening letters. Workplace violence includes robbery and other commercial crimes, stalking, violence directed at the employer, terrorism, and hate crimes committed by current or former colleagues.

Intimidation of any kind will not be tolerated. Colleagues are prohibited from any act of violence or intimidation and may not possess firearms, other weapons, explosive devices or dangerous materials in the workplace, in any job-related activity outside the workplace, or in any vehicles on USOC premises.

Illegal harassment can exist at any level of the organization, between coworkers, between supervisors and employees, and between customers, contractors or vendors and colleagues. No matter where it exists or who it involves, illegal harassment is strictly prohibited and violations will result in disciplinary action up to and including termination of employment. In some cases, there could be further legal implications involving fines.

As a colleague, you or a coworker may at some time be confronted with or witness harassment or intimidation. If so, it is important that you tell the offending person to stop the unwanted behavior as soon as it occurs. Remain calm and if the situation warrants, remove yourself from the presence of the individual. It is critical that you immediately report the behavior to your supervisor, your Division Head or the Human Resources Division. Allegations of harassment and intimidation are taken seriously and will be promptly investigated. The USOC will take immediate steps to prevent and correct any instances of illegal harassment in the workplace or in settings in which employees may find themselves in connection with their employment.

Colleagues who observe or experience any form of harassment or violence should report the incident to their supervisor, the Human Resources Division, the USOC Employee Call Line at 719-866-2255, a member of management, the Ethics Officer, or the USOC Ethics Help Line at 1-877-404-9935.

Employee Health and Safety

All USOC facilities comply with all government regulations and rules, USOC policies, and required facility practices that promote the protection of workplace health and safety. Workplace health and safety requirements are established by law. The U.S. Occupational Safety and Health Act requires all employers to furnish a workplace free of recognized hazards, and through the Occupational Safety and Health Administration (OSHA), has established numerous standards that identify workplace hazards and specify methods that employers must take to minimize these hazards.

The USOC is committed to compliance with these standards and closely monitors its workplaces to determine if equipment, machinery and facilities meet specified safety standards and that safety and health hazards are adequately addressed through appropriate work practices and procedures.

In addition, the USOC:

- Provides employees with proper tools and training;
- Provides and enforces the use by all employees of appropriate personal protective equipment;
- Obtains immediate and appropriate medical attention for employees where needed;
- Does not ask or allow any employee to bypass an established safety practice or procedures; and
- Does not ask or allow any employee to disable, tamper with, or defeat any safety device on equipment or machinery.

Safety is everyone's responsibility. All USOC employees must help to create a safe work environment and clearly understand their role in following proper procedures. Colleagues must become familiar with and understand

how these policies apply to their specific job responsibilities and seek advice from their supervisor whenever they have a question or concern. It is important that each colleague immediately advise their supervisor or the Human Resources Division of any serious workplace injury or any situation presenting a danger of injury so timely corrective action may be taken to resolve the issue.

Substance Abuse and Mental Acuity

The USOC forbids the use of alcohol and other controlled substances by USOC employees or employees of a contractor on USOC property conducting normal work activities. For certain USOC events or social functions, alcohol may be permitted at the function by the CEO or his or her designee.

In addition, no USOC employee or any employee of a contractor may report to work or perform any job duties while under the influence of alcohol or any illicit controlled substance. Alcohol and substance abuse by an employee can endanger the employee's safety, the safety of other employees and the community. To protect the interests of our colleagues, we are committed to an alcohol and drug-free work environment. All colleagues must report for work free of the influence of alcohol and illegal drugs. Reporting to work under the influence of any illegal drug or alcohol; having an illegal drug in the colleague's system; or using, possessing, or selling illegal drugs while on USOC work time or property may result in immediate termination.

It is also recognized individuals may be taking prescription or over-the-counter drugs, which could impair judgment or other skills required in job performance. Colleagues must report for work free from impairment of their judgment or other required job skills by prescription or over-the-counter drugs.

Colleagues with questions about the effect of such medication on their performance or who observe an individual who appears to be impaired in the performance of their job must immediately consult with their supervisor.

The USOC may offer assistance to employees who develop problems related to alcohol or substance abuse before the abuse results in harm to others, impairs their job performance or renders them unemployable. Employees who refuse to participate in an appropriate treatment program may be subject to discipline including discharge.

Where appropriate and allowable by law, the USOC may institute drug-testing programs to assure that employees comply with our alcohol and substance abuse policies.

Smoking on USOC premises is permitted only in accordance with published USOC guidelines, which will comport with applicable law.

Controlled Substances, Anti-Doping, and Medical Waste

Some of our colleagues routinely have access to prescription drugs, controlled substances, and other medical supplies. Many of these substances are governed and monitored by specific regulatory organizations and must be administered by physician order only. Prescription and controlled medications and supplies must be handled properly and only by authorized individuals in order to minimize risks to us and to patients. Some of our colleagues interact with athletes and coaches. In interacting with athletes and coaches, our colleagues must not suggest, encourage, advise, or condone the use of substances or methods that are prohibited under the World Anti-Doping Code or other applicable anti-doping rules or regulations governing Olympic sports. Some of our colleagues are

routinely involved in the handling or disposal of medical waste. All colleagues must take steps to ensure that medical waste is disposed of properly as required by law or other regulation. If one becomes aware of inadequate security of drugs or controlled substances, the diversion of drugs from the organization, the administration of prohibited substances or methods in violation of the World Anti-Doping Code or other rules or regulations governing Olympic sports, or inappropriate disposal of medical waste, the incident must be reported immediately to the Human Resources Division, the Sports Medicine Division, or the Legal Affairs Division.

Environmental Compliance

It is our policy to comply with all environmental laws and regulations as they relate to our organization's operations and we operate each of our facilities with the necessary permits, approvals, and controls. We diligently employ the proper procedures to provide a good environment of care and to prevent pollution.

In helping the USOC comply with these laws and regulations, all USOC colleagues must understand how their duties may impact the environment, adhere to all requirements for the proper handling of hazardous materials, and immediately alert supervisors or other appropriate personnel to any situation regarding the discharge of a hazardous substance, improper disposal of hazardous and medical waste, or any situation which may be potentially damaging to the environment.

Hiring of Former and Current Government Employees

The recruitment and employment of former or current U.S. government employees may be impacted by regulations concerning conflicts

of interest. Colleagues should consult with the Human Resources Division or the General Counsel's Office regarding such recruitment and hiring.

MARKETING PRACTICES

Marketing and Advertising Generally

We may use marketing and advertising activities to educate the public, provide information, increase awareness of what we do, and to recruit colleagues. We may authorize others to use marketing and advertising activities to promote their affiliation with us. We present or approve only truthful, fully informative, and non-deceptive information in these materials and announcements.

Antitrust and Unfair Trade Practices

The USOC will conduct its business affairs fairly and in accordance with all applicable policies, laws, and regulations.

Although the USOC is a federally-chartered organization with certain privileges granted by the U.S. Government, it must still be sensitive to the antitrust laws, particularly because it deals with various private enterprises that compete with one another. It is important that such dealings be on a strictly bilateral basis because arrangements/negotiations with more than one competing enterprise on the same subject matter may implicate the very strict prohibitions in the antitrust laws against price fixing, market allocations and/or refusals to deal. No such arrangements or negotiations may occur without prior consultation with the Legal Division.

Information About Others

Learning about our current or potential partners is good practice, but it must be done

fairly and ethically and in compliance with all applicable U.S. federal, state and foreign laws and regulations.

USOC colleagues should seek information about others only when there is a reasonable belief that both the receipt and the use of the information is lawful.

Information that is drawn from published sources or that is otherwise widely available is known as “public information” and may be acquired and used lawfully. USOC colleagues may lawfully gain access to or use proprietary information belonging to others under the following circumstances:

- By deriving information from public sources;
- By observing items in public use and deriving information from such use;
- By obtaining a license, permission, or authorization to receive or use the information;
- By purchasing the outright ownership of the information; and
- By lawfully obtaining and deriving information through reverse engineering.

Colleagues must *never* try to obtain or be willing to accept improperly obtained non-public information about others. USOC colleagues should *never*:

- Obtain proprietary information by means of theft, bribery or misrepresentation;
- Hire someone else’s employee for purposes of improperly obtaining confidential or proprietary information;
- Induce or coerce a person to provide confidential information in exchange for gifts, job offers, or the withholding of the same;
- Copy, duplicate, draw, photograph or otherwise convey someone else’s proprietary information;

- Knowingly be in a restricted area of another entity’s premises without authorization;
- Gather information from another organization or individual through invasive means (e.g., wiretapping, “hacking into” a computer system);
- Acquiring information in violation of a contract between the USOC and another party;
- Obtain proprietary information accidentally misplaced or left in an unsecured place or medium; and
- Employ an intelligence-gathering firm to collect proprietary or confidential data while misrepresenting themselves or the purpose of the data collection.

INTERNATIONAL ACTIVITIES

International Customs, Laws and Regulations

We must be aware that many of the countries in which we conduct our activities have different laws and customs. Colleagues who engage in international activities are responsible for knowing and complying with both the laws and regulations of the countries in which we operate and the U.S. laws and regulations that apply outside U.S. borders. For example, the Foreign Corrupt Practices Act, as well as the laws of most other countries, prohibit giving anything of value to foreign government officials or their families to influence decisions. The USOC will strictly comply with all such laws.

In some situations, U.S. law may conflict with local customs or local law may be more restrictive than U.S. laws or organization policy. If you ever encounter this, follow the more restrictive law, custom, or policy. Contact the Legal Affairs Division for further information and guidance.

The Foreign Corrupt Practices Act

The Foreign Corrupt Practices Act (FCPA) makes it a crime for the USOC, or any of its colleagues, directly or indirectly to offer or pay a bribe to a foreign official. The term “foreign official” refers to any person acting in an official capacity on behalf of a foreign government, agency, department or instrumentality, a foreign government-owned corporation or a foreign political party. The term also applies to any candidate for foreign political office. The FCPA requires us to exercise care in our dealings with foreign government officials, employees, or representatives; and members of their families. Political contributions to foreign government candidates may also be prohibited by the FCPA. Under the FCPA, the USOC is responsible for the actions of its agents and representatives, and its colleagues.

If the USOC cannot obtain a contract without paying a bribe or the equivalent of a bribe, USOC colleagues should report the matter to their supervisor and the Legal Affairs Division and must walk away from the deal. USOC colleagues should be alert to a possible FCPA violation if any of the following occur:

- Unexplained large expenses on a travel and entertainment expense report;
- An agent demanding a higher than normal commission for a transaction;
- Any agent who says they are working with a government official to give the USOC the contract; and
- A request that a commission be paid in another name, in a third country, or to a bank account that does not appear to be identified as the usual or proper bank account for the transaction.

Before offering anything of value to foreign government officials, employees or representatives or a member of their family,

USOC colleagues must obtain advice from their supervisor and the Legal Affairs Division.

Agents, Consultants and Third Party Representatives

The acts of the USOC’s agents, consultants, independent contractors and representatives to facilitate organization activities are considered the acts of the USOC. In other words, the USOC cannot use agents or representatives to do indirectly what we could not do directly. USOC colleagues must abide by all laws in spite of customs, cultural norms, or competitive pressures that suggest otherwise.

It is incumbent on all USOC colleagues to exercise due diligence when selecting a third party to represent the USOC. When selecting a third party, consider the following:

- Hire only reputable, qualified individuals or firms;
- Seek the assistance of the Legal Affairs Division in making adequate background checks and verifying business credentials;
- Make sure that compensation is reasonable for the services to be provided; and
- Seek the assistance of the Legal Affairs Division and management if you spot a “red flag”.

Some “red flags” to be alert for are:

- Third parties with family or other relationships that could influence the buying decision;
- Independent contractors or consultants with a reputation for bribes;
- A sales representative or agent who approaches you near the award of a contract and indicates a “special arrangement” with an official; and

- A customer who suggests that a USOC bid be made through a specific agent or representative.

Trade Controls and Export Restrictions

USOC colleagues must comply fully with the laws, regulations and public policy of the United States concerning international trade controls. Our policy prohibits any international transaction that is prohibited by any applicable regulation or law. If you have any questions in this area, you should consult with the Legal Affairs Division.

POLITICAL ACTIVITIES AND CONTRIBUTIONS

The organization and its representatives comply with all federal, state, and local laws governing participation in government relations and political activities. Additionally, USOC funds or resources are not contributed to individual political campaigns, political parties, or other organizations that intend to use the funds primarily for political purposes. Organization resources include financial and non-financial donations, such as using work time and telephones to solicit for a political cause or candidate or the loaning of USOC property for use in the political campaign.

The organization engages in public policy debate only in a limited number of instances where it has special expertise that can inform the public policy formulation process. When the organization is directly impacted by public policy decisions, it may provide relevant, factual information and opinion about the impact of such decisions on it, its member organizations, or amateur or Olympic sports.

It is important to separate personal political activities from your work on behalf of the USOC in order to comply with the appropriate

rules and regulations relating to lobbying or attempting to influence government officials and the restrictions on the USOC's involvement in political activities. No use of organization resources, including fax machines, stationary, or e-mail, is appropriate for personally engaging in political activity. Colleagues may not place or cause to be placed on USOC property or assets political literature, campaign materials, or politically oriented posters, flyers, brochures, electronic documents, or files. A colleague may, of course, participate in the political process on their own time and at their own expense. While doing so, it is important that USOC colleagues not give the impression they are speaking on behalf of or representing the USOC in these activities. Colleagues cannot be reimbursed by the USOC for any personal contributions for such purposes.

At times, the USOC may ask colleagues to make personal contact with government officials or to write letters to present our position on specific issues. In addition, it is a part of the role of some members of USOC management to interface on a regular basis with government officials. If a colleague is making these communications on behalf of the organization, he or she must be certain to be familiar with any regulatory constraints and observe them.

This USOC policy is required by the Ted Stevens Olympic and Amateur Sports Act, the Internal Revenue Code, and other applicable law. Guidance in this area is always available from the Government Relations or Legal Affairs Divisions as necessary.

CONTACT WITH OUTSIDE ATTORNEYS

If an attorney contacts you for any reason regarding the USOC, you should refer him or her to the Legal Affairs Division. You should never answer questions or supply documents

to attorneys outside of the USOC without the prior approval of the Legal Affairs Division. If you receive a summons, legal complaint, subpoena, or other similar legal document concerning the USOC, then you should immediately send that document to and consult with the Legal Affairs Division. The purpose of referring these requests to the Legal Affairs Division is to coordinate and facilitate the process of responding appropriately.

FOLLOWING THE CODE

It is mandatory for all colleagues to follow the Code and to implement all of its provisions that apply to their area of responsibility. In the event that a colleague violates our Code, USOC policies and procedures, or any of the laws and regulations that govern our activities, the USOC will take immediate and appropriate disciplinary action up to and including termination, claims for reimbursement of losses or damages, and civil prosecution. Discipline will be handled fairly and consistently.

USOC'S ETHICS AND COMPLIANCE PROGRAM

PROGRAM STRUCTURE

The Ethics and Compliance Program is intended to demonstrate in the clearest possible terms the absolute commitment of the organization to the highest standards of ethics and compliance. The elements of the program include setting standards (the Code and policies and procedures), communicating the standards, providing a mechanism for reporting potential exceptions, monitoring and

auditing, and maintaining an organizational structure that supports the furtherance of the program. Each of these elements is detailed below. Providing direction, guidance and oversight is the Ethics Committee of the Board of Directors. The Ethics Officer, and the Ethics Department, are responsible for the day-to-day direction and implementation of the Ethics and Compliance Program. This includes developing resources (including policies and procedures, training programs, and communication tools) for and providing support (including operating the Ethics Help Line, conducting program assessment, and providing advice) to others.

Another important resource that may be able to address issues arising out of this Code of Conduct is the Human Resources Division. Human Resources Division personnel are highly knowledgeable about many of the compliance risk areas described in this Code of Conduct that pertain to employment and the workplace and are responsible for ensuring compliance with various employment laws. If a concern relates to specific details of an individual's work situation, rather than larger issues of organizational ethics and legal compliance, the Human Resources Division is the most appropriate area to contact. In that we promote the concept of management autonomy at local facilities, every effort should be made to resolve workplace conduct and employment practice issues through the individual's supervisor and the Human Resources Division. Experience has shown that this can be an effective and productive way to deal promptly with these matters. All of these individuals or groups are prepared to support USOC colleagues in meeting the standards set forth in this Code.

Setting Standards

With respect to our Ethics and Compliance Program, we set standards through this Code

of Conduct, ethics and compliance policies and procedures and, occasionally, through other guidance mechanisms, such as Compliance Alerts and advisory memoranda. It is the responsibility of each individual to be aware of those policies and procedures that pertain to their activities and to follow those policies and procedures.

Training and Communication

Comprehensive training and education has been developed to ensure that colleagues throughout the organization are aware of the standards that apply to them. Code of Conduct training is conducted when an individual joins the organization and annually for all colleagues. Additional compliance training in areas of compliance risk is required of certain individuals. USOC policies outline the training requirements. All ethics and compliance training is required to be recorded in the USOC's records. Many resources regarding our program are available to all USOC colleagues on our Intranet and to the general public on the Internet. We encourage all colleagues to frequently visit both sites.

Resources for Guidance and Reporting Concerns

To obtain guidance on an ethics or compliance issue or to report a concern, individuals may choose from several options. We encourage the resolution of issues, including human resources-related issues (*e.g.*, payroll, equitable treatment, and disciplinary issues), at a local level. Colleagues should use the human resources-related problem solving procedure at their facility to resolve such issues. It is an expected good practice, when one is comfortable with it and thinks it appropriate under the circumstances, to raise concerns first with one's supervisor. If this is uncomfortable or inappropriate, the individual may discuss the situation with the Human

Resources Division, or another member of management at the facility or in the organization. Individuals are always free to contact the USOC Employee Call Line at 1-719-866-2255 or the USOC Ethics Help Line at 1-877-404-9935. The USOC makes every effort to maintain, within the limits of the law, the confidentiality of the identity of any individual who reports concerns or possible misconduct.

There is no retribution or discipline for anyone who reports a concern in good faith. Any colleague who deliberately makes a false accusation with the purpose of harming or retaliating against another colleague is subject to discipline up to and including termination.

Personal Obligation to Report

We are committed to ethical and legal conduct that is compliant with all relevant laws and regulations and to correcting wrongdoing wherever it may occur in the organization. Each colleague has an individual responsibility for reporting any activity by any colleague, subcontractor, or vendor that appears to violate applicable laws, rules, regulations, policies, or this Code.

Retaliation Prohibited

Colleagues at all levels are prohibited from taking retribution against anyone for reporting or supplying information about a concern. Any USOC colleague who retaliates against another colleague for reporting problems will themselves be subject to discipline up to and including termination. This policy applies even if an allegation was made in good faith but appears ultimately to be groundless.

Internal Investigations of Reports

We are committed to investigating all reported concerns promptly and confidentially to the

extent possible. The Ethics Officer, the Human Resources Division, or the Legal Affairs Division will coordinate, as appropriate, any findings from investigations and will recommend immediately corrective action or changes that need to be made. We expect all colleagues to cooperate with all such investigation efforts.

Corrective Action

Where an internal investigation substantiates a reported violation, it is the policy of the organization to initiate corrective action, including, as appropriate, making prompt restitution of any overpayment amounts, notifying the appropriate governmental agency, instituting whatever disciplinary action is necessary, and implementing systemic changes to prevent a similar violation from recurring in the future.

Discipline

All violators of the Code, or any portion of it, will be subject to disciplinary action. The precise discipline utilized will depend on the nature, severity, and frequency of the violation and may result in any or all of the following disciplinary actions:

- *Oral warning;*
- *Written warning;*
- *Written reprimand;*
- *Suspension;*
- *Termination;*
- *Referral for civil or criminal prosecution; and/or*
- *Restitution.*

Discipline could also take other forms depending on the circumstances.

Measuring Program Effectiveness

We are committed to assessing the effectiveness of our Ethics and Compliance Program through various efforts. Much of this

effort is provided by the Internal Audit Division, which routinely conducts internal audits of issues that have regulatory or compliance implications. Responsible Executives routinely undertake monitoring efforts in support of policies and compliance in general. Through these reviews and monitoring efforts, we are continuously assessing the effectiveness of the Program and finding ways to improve it.

Acknowledgment Process

The USOC requires all colleagues to sign an acknowledgment confirming they have received the Code, understand it represents mandatory policies of the USOC, and agree to abide by it. New colleagues are required to sign this acknowledgment as a condition of employment. Each USOC colleague is also required to participate in annual Code of Conduct training, and records of such training must be retained by each facility. Adherence to and support of the USOC's Code of Conduct and participation in related activities and training is considered in decisions regarding hiring, promotion, and compensation for all candidates and colleagues. New colleagues must receive Code of Conduct training within 30 days of employment.

Acknowledgment Card

I understand that it is a condition of employment with the USOC that I sign this acknowledgement card related to the USOC Code of Conduct. I certify that I have received the USOC Code of Conduct, I understand that it represents mandatory policies of the organization with which I am expected to comply, and I agree to abide by it.

Signature
Printed Name
(as listed in personnel records)
Department
Location
Date

Resources

To get help with an ethics or compliance concern or to report a potential violation of our Code of Conduct, contact your supervisor, another member of local management, the Human Resources Division, the Ethics Officer, or the USOC Ethics Help Line at 1-877-404-9935.

Please tear off, fold and keep this wallet card with you at all times.

USOC ETHICS HELP-LINE

24 Hour Confidential Telephone Assistance (1.877.404.9935)

If you are uncomfortable talking with someone about a particular problem or concern and don't wish to call the Ethics Office, you are encouraged to call the USOC Help-Line.

The USOC Help-Line is a toll-free telephone line dedicated solely to answering colleague questions and concerns and solving problems. All calls to the Help-Line are centrally answered by an independent third-party service. This service is multilingual and available 24 hours a day, seven days a week.

When you call the USOC Help-Line, you may identify yourself *or you may remain anonymous*. If you choose to make your report and remain anonymous, you will be

given a case number to use if you want to call back later to get a progress report. To further protect your anonymity, Help-Line staff do not identify the gender of the caller, tape record the call or use "caller ID" or other methods to identify the number someone is calling from.

Once the Help-Line's call report is complete, it is forwarded to the USOC's Ethics Office for resolution with management and/or the Ethics Committee and Audit Committee as appropriate. When requesting feedback on a report, the Help-Line or the Ethics Office will try to give you as much information about your concern without providing confidential personnel information about other colleagues.

The USOC recognizes that colleagues have concerns about confidentiality and we respect the desire for anonymity in certain situations. Anonymous calls can, however, sometimes make it extremely difficult to solve problems, initiate investigations, and answer questions. If your identity is necessary to address your question or concern, you will be advised in advance, if possible. The Help-Line is an important resource. Please use it.

USOC EMPLOYMENT RELATED CONCERNSCALL LINE

24 Hour Confidential Telephone Assistance (1.719.866.2255)

If you are uncomfortable talking with someone at your location about a particular problem or concern and don't wish to call the Ethics Office or the Ethics Hotline, you are encouraged to call the USOC Employee Call Line at 1-719-866-2255

EMPLOYEE RESOURCES

Ethics Officer/Ethics Department:

Rana Dershowitz
Ethics Officer
1.719.866.4117
E-mail: rana.dershowitz@usoc.org

USOC Ethics Help-Line:

(24 Hour Confidential Telephone Assistance)
Call Toll-Free: 1.877.404.9935

USOC Employee Call Line:

(24 Hour Confidential Telephone Assistance)
Call Toll-Free: 1.719.866.2255

Human Resources:

Alicia Mandel
Director, Learning & Leadership
1.719.866.4564
E-mail: alicia.mandel@usoc.org

Legal Affairs:

Rana Dershowitz
General Counsel
1.719.866.4117
E-mail: rana.dershowitz@usoc.org

Government Relations Office:

Rana Dershowitz
1.719.866-4117
E-mail: rana.dershowitz@usoc.org

Medical, Environment, and Health and Safety:

Mike English
Managing Director, Athlete Facilities and Services
1.719.866.4501
E-mail: mike.english@usoc.org

Jay T. Kearney
Team Leader
1.719.866.4978
E-mail: jay.kearney@usoc.org

Margaret Hunt
Head Athlete Trainer
1.719.866.4612
E-mail: margaret.hunt@usoc.org

In order to ensure that its Code of Conduct reflects “best practices,” the USOC has consulted various other publicly available similar codes. Sections of this code were adapted from the codes of Alliant Energy, Banta Corporation, HCA, Inc., and Olin Corporation, with the permission of those organizations.

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EXHIBIT F:

2008 Quadrennial Census - National Governing Bodies Summary

	Board of Directors		Executive Committee		Standing Committee		Official Athlete Delegation (2008 Olympic Games)		Professional Staff		General Membership		Official Athlete Delegation (2006 Olympic Games)		Official Athlete Delegation (2007 Pan American Games)		Other National Team (Athletes)		Other National Teams (Coaches and Other Non-Athlete)	
White (Not of Hispanic Origin)-Male	534	65.8%	127	67.2%	1600	54.4%	300	40.5%	721	45.4%	1595546		125	50.0%	283	42.6%	1533	39.4%	547	44%
White (Not of Hispanic Origin)-Female	198	24.4%	43	22.8%	922	31.4%	247	33.4%	664	41.8%	1376569		97	39.0%	209	31.4%	1089	28.0%	220	18%
Hispanic or Latino- Male	10	1.2%	4	2.1%	58	2.0%	12	1.6%	43	2.7%	21773		2	1.0%	13	2.0%	245	6.3%	87	7%
Hispanic or Latino- Female	3	0.4%	2	1.1%	17	0.6%	15	2.0%	34	2.1%	12647		3	1.0%	14	2.1%	94	2.4%	26	2%
Black/African American (Not of Hispanic Origin) Male	33	4.1%	6	3.2%	146	5.0%	67	9.0%	25	1.6%	12575		7	3.0%	52	7.8%	321	8.3%	110	9%
Black/African American (Not of Hispanic Origin) Female	6	0.7%	3	1.6%	56	1.9%	52	7.0%	47	3.0%	108956		1	0.5%	37	5.6%	226	5.8%	57	5%
American Indian or Alaska Native - Male	0	0.0%	0	0.0%	8	0.3%	1	0.1%	1	0.1%	12582		0	0.0%	0	0.0%	15	0.4%	10	1%
American Indian or Alaska Native - Female	0	0.0%	0	0.0%	6	0.2%	0	0.0%	2	0.1%	2212		0	0.0%	1	0.2%	12	0.3%	10	1%
Asian - Male	13	1.6%	1	0.5%	76	2.6%	14	1.9%	21	1.3%	32560		4	2.0%	14	2.1%	131	3.4%	61	5%
Asian - Female	2	0.2%	0	0.0%	22	0.7%	16	2.2%	17	1.0%	17500		3	1.0%	22	3.3%	135	3.5%	51	4%
Native Hawaiian or Other Pacific Islander - Male	0	0.0%	0	0.0%	4	0.1%	2	0.3%	1	0.1%	2240		1	0.5%	6	0.9%	15	0.4%	13	1%
Native Hawaiian or Other Pacific Islander - Female	1	0.1%	1	0.5%	2	0.1%	4	0.5%	1	0.1%	1258		0	0.0%	3	0.5%	14	0.4%	10	1%
Two or More Races - Male	8	1.0%	2	1.1%	13	0.4%	4	0.5%	5	0.3%	4302		6	2.0%	4	0.6%	29	0.7%	20	2%
Two or More Races - Female	3	0.4%	0	0.0%	10	0.3%	7	0.9%	5	0.3%	3600		0	0.0%	7	1.1%	28	0.7%	12	1%
	811	100.0%	189	100.0%	2940	100.0%	741	100.0%	1587	100.0%	3204320		249	100.0%	665	100.0%	3887	100%	1234	100%

Several NGBs do not capture their membership by ethnicity/race making the use of percentages meaningless

Individuals with Disabilities

Board of Directors	12
Executive Committee	2
Standing Committees	81
Professional Staff	47
General Membership	4045
Official Athlete Delegation (2006 Olympic Winter Games)	34
National Teams Athletes	125
National Team Staff(Coaches, etc.)	7