



Statement of

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before the

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Committee on Commerce, Science, and Transportation
United States Senate

hearing on

Strengthening and Empowering U.S. Amateur Athletes: Moving Forward with Solutions

July 24, 2018

Good afternoon Chairman Moran, Ranking Member Blumenthal, and Senators of the Subcommittee. Last February, I agreed to serve as the acting CEO of the U.S. Olympic Committee because I felt an obligation to help the organization address the critically important issues of athlete safety and empowerment. Two weeks ago, we announced that the Olympic Committee had selected Sarah Hirshland to serve as the organization's next chief executive officer. We expect that Ms. Hirshland will assume her role in late August, after she concludes her current obligations with the U.S. Golf Association. Ms. Hirshland is joining us in the audience today, and she asked that I convey to you that she looks forward to working with you as she continues to implement the reforms and initiatives that the Olympic Committee currently has underway. It has been an honor to serve as acting CEO during this important period in the Olympic Committee's history.

Like all of you, I was deeply saddened to hear the statements of the girls and women who were the victims of Larry Nassar, and I was devastated and angered to find that he was able to perpetuate his abuse for so long. I heard the powerful and compelling stories of victims and survivors in court, in testimony before this committee, and just last week in the moving ceremony at the ESPY Awards. Most concerning, some survivors shared stories of seeking help from people in the Olympic community and finding the system unresponsive, needlessly complex, or fraught with risks to their Olympic dreams. This is appalling and unacceptable. The Olympic community failed the people it was supposed to protect, and I apologize again to each and every one of them, and their families, for the Olympic community's failings. We have an obligation to do better, and we will do better.

When I became acting CEO, I announced a series of initiatives to strengthen our handling and response to issues of abuse and address other structural weaknesses within the Olympic community. We have made significant progress on those initiatives, and at the same time, we have continued to refine our plans for reform, adding new initiatives and efforts as we identified additional areas in need of attention.

Our reform efforts fall generally into four categories. I would like to update the committee on our efforts in each area. In addition, attached to my written testimony are further details on the actions that we have taken in connection with this effort, which we call our Athlete Safety and Advocacy Action Plan.

1. SafeSport and Athlete Safety Programs

First, we are redoubling our efforts with the Center for SafeSport and athlete safety programs. The Center launched just last year as an independent entity, and it is already clear that it is serving an essential role. The Center has experienced a significant increase in the number of reports of abuse. Although any report is disheartening, this is precisely the reason that we need the Center: It provides a safe and independent path for athletes to report concerns so that the Olympic and Paralympic community can address them. We fulfilled our commitment to double the Olympic Committee's funding of the Center, adding \$1.55 million to our existing annual grant to enable the Center to hire more staff, conduct more investigations, and undertake additional educational activities. The NGBs have also committed to increasing their funding for the next fiscal year. At its launch, the Center focused on sexual abuse cases, as that was the most pressing need. Now we are supporting their work to find ways to investigate other abuses such as bullying and hazing in appropriate cases, and assisting them with the development of database systems. Additionally, after more than a year of experience, the Center is working hard on its policies and procedures to identify potential improvements, and we are working hard to support that effort as well.

We have also made reforms within the Olympic Committee, including updating our Athlete Safety Policy to reflect the SafeSport authorization legislation enacted this year, and hiring a new senior director of athlete safety. In our leadership role in the Olympic and Paralympic community, we have instituted new reporting requirements on national governing bodies, requiring them to report on ongoing investigations, unresolved grievances and ethics complaints, and banned and suspended members not submitted to the Center for SafeSport. We have an ongoing effort to improve the coordination and information sharing among the Center, the Olympic Committee, and the national governing bodies regarding individuals on banned or suspended lists. We need to make it easier for parents, athletes, and potential employers to access information about coaches and athletes on banned and suspended lists.

2. Athlete Advocacy

Second, we are listening to and enhancing the voices of athletes in Olympic Committee governance and the Olympic and Paralympic community. The Ted Stevens Act already requires all Olympic governing bodies to include a significant number of athletes in their governance, and we want to increase the involvement of the broader community of athletes in providing feedback and assistance in strengthening our policies and procedures. The cornerstones of this effort are a

number of athlete surveys and a series of athlete working sessions that we have begun and will continue this year. Initial survey results have been shared with the Athletes' Advisory Council, national governing bodies, and the Center for SafeSport. We are also launching leadership training for athletes who are part of the governance process at the Olympic and Paralympic Assembly. We have worked with the Athletes' Advisory Council to identify its priorities and recommendations, including seeking its input on athlete representation on the Olympic Committee's board. We also added a position within the office of the Athlete Ombudsman dedicated to increased communication with athletes about services and resources available to athletes, and we are creating a new athlete services department that will focus on assisting with individual athlete grievances. Finally, we are planning an athlete symposium to bring together a diverse set of athletes and provide a forum for raising concerns and identifying issues in need of attention by the Olympic Committee.

3. Olympic Committee Engagement with National Governing Bodies and Athletes

Third, we announced a governance review to inform our engagement with national governing bodies and athletes, and our oversight of the Olympic and Paralympic movements in the United States. In recent years, the relationship between the Olympic Committee and the national governing bodies has evolved, particularly with respect to the Center, which removed the national governing bodies' authority to investigate and resolve issues of sexual abuse. More recently, the Olympic Committee took a very active role in the reform of USA Gymnastics. We need to make sure we are organized and empowered to take appropriate steps like this especially where needed to protect athletes.

Because of the critical importance of this issue and the need to seek input from independent sources, the Olympic Committee elected to create a formal commission to study and report on the manner in which the Olympic Committee engages with national governing bodies and athletes. The Olympic Committee created a charter for an Athlete and NGB Engagement Commission and selected Lisa Borders, the president of the Women's National Basketball Association, as the chair of the commission. The commission will include athletes, representatives from national governing bodies, and individuals with governance expertise in relevant organizations. The commission is tasked with reviewing the Olympic Committee's interaction with and oversight of national governing bodies and its engagement with athletes. The commission will also provide recommendations, including whether changes are needed to the Ted Stevens Olympic and Amateur Sports Act, the bylaws of the Olympic Committee or national governing bodies, and other policies and procedures. Even before getting input from the commission, the Olympic Committee is also creating a new committee of its board of directors dedicated to athlete and national governing body engagement, which will include the chairs of the Athlete Advisory Council and the National Governing Bodies Council.

4. Reform of USA Gymnastics

Rebuilding USA Gymnastics is the fourth category of our ongoing focus. We committed to a \$1.3 million grant to the National Gymnastics Foundation, for athlete assistance programs, medical support, and counseling, matching USA Gymnastics' commitment to that effort. The Olympic Committee's leadership is in nearly constant contact with CEO Kerry Perry, the USA Gymnastics board, and others at USA Gymnastics. After we insisted that the previous CEO and

then the entire board resign, we worked closely to advise USA Gymnastics on seating the interim board composed of new voices with more independence. We supported the interim board as they implemented governance reforms consistent with best practices. We provided financial assistance for USA Gymnastics to engage outside assistance in the seating of a new board and training in board best practices. On June 20, 2018, ahead of the deadline the Olympic Committee had set, USA Gymnastics seated a permanent board with a majority of independent directors. I am pleased to report to the subcommittee that USA Gymnastics has now completed all of the requirements contained in the Olympic Committee's January 25 letter to the organization.

Independent Investigation

Even as we push forward on these four categories, there is an important fifth category that will develop in the coming months when we receive the report of the independent investigation being conducted by Ropes & Gray. The Olympic Committee's board of directors retained Ropes & Gray to conduct a fully independent investigation into Nassar's abuse. We instructed the investigators to identify who knew about the abuse, what they knew and when, and what they did or did not do with this information. Importantly, Ropes & Gray will also investigate the circumstances that allowed the abuse to continue for so long. They are authorized to report on any other findings on abuse in other sports or related information that they deem important. The investigation covers both the Olympic Committee and USA Gymnastics. We have been resolute in ensuring that Ropes & Gray has independence in the conduct of the investigation and the resources needed to carry it out fully and effectively. We will make the report public in its complete and unabridged form. The Olympic Committee's board has committed to taking whatever actions are appropriate based on the facts that emerge from the investigation and the report.

Role of Congress

As the Committee and others in Congress consider moving forward with additional solutions, as the title of this hearing indicates, I respectfully want to offer some brief input.

First, Congress can support further funding for the Center for SafeSport, as it has done historically for the U.S. Anti-Doping Agency by contributing approximately \$10 million per year. As the Committee knows, funding for the Center was a significant challenge in its launch. Additionally, the Olympic Committee believes that the Center's independence from the Olympic Committee is critical to its success. Although the Olympic Committee elected to provide the bulk of the Center's funding in an effort to get the Center launched as soon as possible, it would be preferable for the Center's independence if it had additional sources of funding. In the 2018 omnibus spending bill, Congress established a grant program directed at athlete safety, and we expect the Center will compete for this grant. This is an important development and we support consistent and dedicated federal funding for the Center. To be clear, the Olympic Committee is committed to ensuring that the Center has the resources necessary for its important mission, and we will continue to provide significant funding for the Center. We believe that expanding its sources of funding will strengthen its independence.

Second, the Olympic Committee encourages Congress to look closely at the recommendations that may come from the Athlete and NGB Engagement Commission. Although the Olympic Committee believes that the Ted Stevens Act provides it with the authority to take the actions we are taking today, the commission may identify areas for potential clarification or expansion of the Olympic Committee's authority, or other needed reforms, including outside of the Act.

Third, in the Protecting Young Victims from Sexual Abuse and Safe Sport Authorization Act, Congress provided the Center with liability protection for the exercise of certain of its official functions, including protection against lawsuits for defamation, libel, or slander. This liability protection has proven to be important for the Center's ability to provide information on people banned or suspended from Olympic sports. Neither the Olympic Committee nor the national governing bodies are covered by these provisions. Congress should consider whether these protections should be extended to other Olympic and Paralympic organizations or whether the language should be clarified to encompass information published by the Center that relates to a national governing body adjudication, to help enable broader and more comprehensive information for athletes, parents, and others.

The Olympic Committee and the broader Olympic and Paralympic community have made significant progress in strengthening protections for athletes, but our collective efforts must never cease. We must support the victims and survivors, and honor those who have stood up against abuse. We promise to lead the Olympic community to bring real and lasting change.

U.S. Olympic Committee and National Governing Bodies

The Olympic Committee was founded in 1894. It serves as both the National Olympic Committee and National Paralympic Committee for the United States. The Olympic Committee is responsible for the training and funding of the United States' teams for the Olympic, Paralympic, Youth Olympic, Pan American, and Parapan American Games, and serving as a steward of the Olympic movement throughout the country.

In 1978, the Amateur Sports Act (now called the Ted Stevens Olympic and Amateur Sports Act) appointed the Olympic Committee as the coordinating body for all Olympic athletic activity in the United States. Pursuant to the statute, the Olympic Committee supports athletes through funding, health insurance, tuition grants, marketing opportunities, and career services. The Olympic Committee supports the Olympic Training Centers and Olympic Training Sites for athletic training, conditioning, sports medicine, and nutrition assistance. The Olympic Committee also oversees the process by which U.S. cities bid to host the Olympic and Paralympic Games, the Youth Olympic Games, and the Pan/Parapan American Games.

The Ted Stevens Act also authorizes the Olympic Committee to recognize a national governing body for any sport that is included in the various Olympic Games. The Olympic Committee may recognize only one such governing body for each sport (except as it may relate to the Paralympics). Once selected, that organization takes on a number of obligations related to amateur athletic activity in that sport in the United States, including sanctioning and conducting competitions, and recommending teams to represent the United States in the Olympic Games.

The national governing bodies also oversee the training and development of athletes in their respective sports.

Today, there are 50 organizations that have been recognized by the Olympic Committee as a national governing body. There is a large degree of variation among these organizations. For example, U.S. Soccer manages national soccer activities that range from local recreational soccer programs for children to the U.S. National Men's and Women's soccer teams. These diverse soccer programs include thousands of coaches and officials and hundreds of thousands of athletes. Olympic activity, therefore, is a small part of U.S. Soccer's focus and activities. Conversely, USA Pentathlon is a smaller organization and Olympic activities are a primary focus of the organization.

Because each national governing body is the primary organization that manages and oversees the activities of coaches and athletes, each organization has its own rules and procedures related to athletes and coaches. On key areas of governance, however, the Olympic Committee uses its designation authority under the Ted Stevens Act to require each national governing body to adopt certain standards. And in challenging areas that affect the entire Olympic and Paralympic community, we have gone even further to establish entities that are independent of any individual national governing body and dedicated to addressing specific challenging topics. This is the approach that we took in response to doping issues in the late 1990s, and it is the approach we have taken with the Center for SafeSport.

U.S. Center for SafeSport

The Olympic Committee has long worked with the national governing bodies on efforts to protect athletes from sexual and other abuses. In 2010, the Olympic Committee determined that the issue warranted renewed attention following public reports of sexual abuse cases concerning swimmers. The Olympic Committee convened a working group to study the problem and make specific recommendations for improvements to the Olympic Committee board. Nina Kemppel, a four-time Olympic skier and current board member of the Olympic Committee, chaired the working group. The working group produced six comprehensive recommendations for action by the Olympic Committee: Increase its leadership role; lead by example; develop training materials; develop resources for use by local clubs and organizations; standardize services that promote safe training environments; and encourage national governing bodies to adopt policies to address sexual and physical misconduct.

Since then, the Olympic Committee has implemented each of the working group's recommendations. As it was implementing the working group's recommendations, the Olympic Committee concluded that the Olympic sports program would benefit from an independent entity dedicated to protecting youth athletes' safety. In June 2014, the Olympic Committee's board approved the creation of an independent SafeSport entity and began the process of establishing the Center for SafeSport. In September 2015, the Olympic Committee established the Center's nominating and governance committee. In January 2016, the first board of the Center was seated and held its first meeting. In June 2016, the Olympic Committee's board approved the launch of the Center. In November 2016, the Center selected its first chief executive officer, Shellie Pfohl, who previously served as the executive director of the President's Council on Fitness, Sports, and Nutrition. In March 2017, the Center officially opened.

The Center's activities are guided by a SafeSport Code that covers everything from harassment and hazing to physical and sexual misconduct. In addition to the Code, the Center for SafeSport has adopted practices and procedures and procedural rules for arbitration that govern its investigation and resolution of alleged violations. These important procedural improvements centralize and clarify the process by which allegations of abuse are investigated and resolved. By adopting clear procedures that apply to all investigations by the Center, we seek to ensure a fair process that permits swift actions to protect children.

The Olympic Committee requires each national governing body to participate in the Center for SafeSport as a condition of being recognized by the Olympic Committee. Specifically, under section 8.7(l) of the Olympic Committee's bylaws, each national governing body must comply with the Olympic Committee's policies related to SafeSport and, additionally, the policies and procedures of the Center for SafeSport. These provisions require all national governing bodies and their personnel to report suspected sexual abuse to the Center and to law enforcement. The Center has exclusive authority within the Olympic and Paralympic community to investigate and resolve violations involving sexual misconduct. Additionally, the Center has discretionary authority to assume responsibility for the investigation and resolution of other violations of the Code; if not exercised, the applicable governing body retains the authority and obligation to investigate and resolve the allegation.

The Olympic Committee's regular and periodic audits of the independent national governing bodies include auditing of the organizations' compliance with the requirements of SafeSport. In 2017, the Olympic Committee engaged a third-party auditor, Baker Tilly Virchow Krause, to audit the compliance of the Olympic Committee and all the national governing bodies with SafeSport policies and procedures. The audit focused on compliance with the Athlete Safety Policy and the policies associated with the then-new Center for SafeSport. After the initial audit, each organization (including the Olympic Committee) was required to address deficiencies, and the Olympic Committee is monitoring and reviewing follow up. The audit results are available on our website. The Olympic Committee is now undertaking rolling audits of national governing bodies throughout the year, using its internal audit division supplemented by outside assistance.

The Center for SafeSport seeks to address the barriers and disincentives that victims may face when seeking to report abuse. The Center creates an independent path for reporting and an independent system for investigating and resolving cases of sexual abuse. With the Center, we have created a system that removes the investigation and resolution of allegations of sexual abuse from the control of any national governing body, including USA Gymnastics, and a resource dedicated to education and awareness of the importance of reporting abuse. We believe that these changes will significantly improve the protection of youth athletes from sexual and other abuses.

The approach that we have taken with the Center for SafeSport is similar to the approach that we previously adopted in establishing the U.S. Anti-Doping Agency in 1999. The U.S. Anti-Doping Agency has been very successful at concentrating expertise and ensuring independence in investigations of doping issues. By following this model in the creation of the Center for SafeSport, we will also bring expertise and independence to our efforts to prevent abuse of youth athletes.

Recently, Congress and the President enacted the Protecting Young Victims from Sexual Abuse and Safe Sport Authorization Act, which complements and further strengthens the reporting requirements of the Olympic Committee and the Center. The law imposes a mandatory reporting requirement on any adult authorized by a national governing body or member to interact with a minor or amateur athlete at an amateur sports organization facility or at an event sanctioned by a national governing body or member. The legislation also provides federal authorization for the Center. The Olympic Committee supported this legislation and worked with Congress on its passage. The legislation helpfully brings the force of federal law behind the mandatory reporting requirements of the Center's rules.

USA Gymnastics

Over the months since the launch of the Center in March 2017, we have unfortunately continued to see new and concerning revelations about the Olympic community's failure to protect athletes, particularly with respect to USA Gymnastics, and in other sports as well. In June 2017, Deborah Daniels issued a report that examined USA Gymnastics' bylaws, policies, procedures, and practices related to handling sexual misconduct matters. After conducting more than 160 interviews, Ms. Daniels recommended a number of structural and policy changes within USA Gymnastics. The USA Gymnastics board voted unanimously to accept her recommendations.

Most significantly, in January 2018, the entire Olympic community was shocked and horrified to hear the powerful statements from the victims of Larry Nassar. On January 24, 2018, the Olympic Committee issued an open letter to all Olympic athletes announcing that it would launch an independent investigation into the detection and reporting of Nassar within both USA Gymnastics and the Olympic Committee. On January 25, 2018, the Olympic Committee issued a letter to the board of USA Gymnastics outlining six specific steps that the Olympic Committee is requiring of USA Gymnastics. In the letter to USA Gymnastics, the Olympic Committee specifically indicated that completion of these actions was necessary for USA Gymnastics to retain its recognition as the national governing body for Olympic gymnastics.

First, the Olympic Committee required all members of the USA Gymnastics board to resign. That process was completed on January 30, 2018. Second, the Olympic Committee required USA Gymnastics to seat an interim board, consistent with its current bylaws, with all new membership (except that the athletes may reelect their representatives) by February 28, 2018. That process was completed on February 27, 2018. Third, USA Gymnastics was required to create a new permanent board within one year, which it completed on June 20, 2018. Fourth, for the next year, an Olympic Committee representative must participate in each board meeting of USA Gymnastics, the USA Gymnastics board must discuss and report on progress instituting reforms, and USA Gymnastics must cooperate with the independent investigation, among other requirements. Fifth, all USA Gymnastics staff and board members were required to complete SafeSport training within three months, which they have now completed. And, sixth, all USA Gymnastics staff and board members must complete ethics training within six months, which they have now completed.

The Olympic Committee took these unprecedented actions because it concluded that an entirely new leadership structure was needed to rebuild USA Gymnastics. The Olympic

Committee offered to assist USA Gymnastics with its rebuilding effort. Indeed, officials of the Olympic Committee have been working closely with USA Gymnastics' new CEO, Kerry Perry, on supporting the selection and seating of new board members, the other reforms required by the Olympic Committee, and revisions to USA Gymnastics' bylaws to provide a more independent board. Again, the Olympic Committee explicitly stated that if USA Gymnastics fails to implement these reforms, the Olympic Committee will pursue termination of USA Gymnastics' designation as a national governing body.

On February 2, 2018, a special committee of the board of the Olympic Committee announced that it had hired the law firm Ropes & Gray to conduct the independent investigation announced on January 24. The investigation is now examining the decades-long abuse by Nassar to determine when individuals affiliated with USA Gymnastics or the Olympic Committee first became aware of any evidence of Nassar's abuse of athletes, what that evidence was, and what they did with it. Joan McPhee and James Dowden, both former federal prosecutors, are leading the investigation. The investigators have full discretion to carry out the investigation and make findings as they deem appropriate. The Olympic Committee directed Ropes & Gray to prepare and issue a public written report at the conclusion of the investigation. The Olympic Committee pledged its full support to the investigation, including access to relevant documents and witnesses. USA Gymnastics has also confirmed its cooperation.

Most recently, the Olympic Committee has assisted USA Gymnastics with governance reforms, including the selection of a new permanent board containing a majority of independent directors. USA Gymnastics seated that new permanent board on June 20, 2018. USA Gymnastics has now completed all of the requirements contained in the Olympic Committee's January 25 letter.

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Thank you for the opportunity to address these critically important issues. We owe it to the victims and survivors of abuse in sports to ensure that our efforts to improve the safety and security of Olympic athletes never cease. I would be happy to answer your questions.



Commitment to a Safer U.S. Olympic & Paralympic Community

The United States Olympic Committee is deeply focused on critical initiatives and collaboration across the entire U.S. Olympic and Paralympic community to protect, support and empower America's athletes.

Across the world, girls and women in particular are bravely sharing the egregious sexual abuse, harassment and discrimination they have faced for too long. This behavior has no place in the U.S. Olympic and Paralympic community, and now is the time for organizations, institutions and individuals alike to reignite a culture of athlete empowerment and competitive excellence – one that is a safe, respectful and supportive environment. The USOC has made significant progress to strengthen protections for athletes, and the collective efforts to improve athlete safety must never cease.

ATHLETE SAFETY & ADVOCACY ACTION PLAN

Building upon actions taken starting in 2010, the USOC created and implemented the overarching, multi-disciplinary Athlete Safety & Advocacy Action Plan in 2018 to provide a safer environment for athletes and enable the organization to more effectively achieve its mission. Through the Action Plan, the USOC is both examining the past, and taking short- and long-term action to create a safer and more empowering environment now and in the future.

1. *Important Lessons Learned*

The USOC is at a critical point in its history. The U.S. Olympic and Paralympic community has an obligation to find out how the Nassar tragedy and other instances of sexual abuse happened, and take the necessary steps to help prevent such atrocities from ever recurring.

2. *Commitment to Change*

While awaiting the findings of an independent investigation, the USOC is taking important actions now based on what is already known.

3. *The Path Forward*

Moving forward, the USOC is reviewing the culture of elite sports in the U.S. to determine what safeguards must be strengthened and modernized to ensure the safety of the athletes it serves.

The Action Plan involves four major workstreams, which each involve several projects aimed at addressing shortcomings. Project lifespans range from six months to one or more years and beyond.

ACTION TO DATE (as of July 20, 2018)

1. SafeSport & Athlete Safety Programs

This pillar is intended to improve the USOC's athlete safety policies and procedures, while also increasing the capabilities of the U.S. Center for SafeSport via additional funding and support.

- Originally enacted in December 2012, the **USOC Athlete Safety Policy was updated** in April 2018 to comply with the *Protecting Young Victims from Sexual Abuse and Safe Sport Authorization Act of 2017*. Per the Act, any knowledge of possible sexual misconduct must be reported to both law enforcement and the U.S. Center for SafeSport within 24 hours. Following the formation of an Athlete Safety Advisory Group, the policy will be further reviewed and modified as necessary.
- The USOC **hired a senior director of athlete safety** in May 2018 to ensure that best practices are regularly reviewed, and athletes and survivors are fully supported. A director of ethics and safe sport was originally hired in April 2011, with the role transitioning to the U.S. Center for SafeSport in 2017.
- The USOC **doubled its annual funding of the U.S. Center for SafeSport** to enable it to hire more investigators and staff, improve the speedy resolution of cases, enhance ongoing



communication for survivors and their families, provide age-appropriate training to recognize and prevent abuse, and offer better and more accessible resources via SafeSport.org.

- In exercising **increased NGB compliance engagement**, the USOC has required NGBs to disclose all designated committee members related to funding and team selection, ongoing investigations, unresolved grievances and ethics complaints, permanently banned members, and suspended members not submitted to the U.S. Center for SafeSport.
- All USOC employees and board members have completed **safe sport and ethics trainings**, and an independent partner is being identified to provide broader cultural training for all NGBs.
- With the aim of educating a broader audience, **safe sport training resources are being expanded** to include agents and representatives. Safe sport training became mandatory for the USOC and NGBs on January 1, 2014.
- Planning has begun for an **athlete assistance fund** that will extend to all sports within the U.S. Olympic and Paralympic movements to provide support and assistance to victims of all types of abuse.
- The USOC is supporting efforts to **strengthen the U.S. Center for SafeSport's website**, and produced and launched a pair of **public service announcements** that resulted in a 30 percent increase in traffic to SafeSport.org.
- The USOC is working with the U.S. Center for SafeSport to investigate a **case management system to track grievances** (including non-sexualized cases of bullying and harassment) that will be accessible and integrated with NGB, USOC and center data. We are also working on ways to use the data in that system to create a **comprehensive information resource** on banned and suspended individuals, across the USOC, NGBs, and the Center.
- The **USOC and the U.S. Center for SafeSport have established bi-monthly meetings** with leadership from both organizations to ensure alignment on key issues.
- The USOC has **created a charter for an Athlete Safety Advisory Group** to provide strategic direction on the actions the USOC is taking to create a safe environment across all sport. The process is underway to identify a chairperson to lead the group.

2. Athlete Advocacy

This pillar is aimed at empowering athletes to shape key USOC and NGB policies and programs, and improving education and communication to set athletes up to be successful leaders.

- The USOC **sought input from its Athletes' Advisory Council** to identify top issues requiring action by both the USOC and NGBs.
- A total of **939 athletes provided feedback via a survey**, allowing the USOC to gather insights into improving policies, programs and services, and to better understand athletes' priorities and issues. The survey results are being shared with the Athletes' Advisory Council, NGBs, the U.S. Center for SafeSport and athlete respondents, along with immediate actions that the USOC is taking to address feedback.
- The USOC is evaluating and **reconstructing portions of its website** – including the ombudsman and athlete safety sections – to enhance and highlight the resources available to athletes.
- A **position was added within the athlete ombudsman office** with the specific responsibility to increase communication with athletes regarding services, resources and issues.



- The USOC is working with its Athletes' Advisory Council to **review athlete representation on the USOC board**.
- Plans are being developed to **host an athlete symposium** with the aim of engaging a diverse set of athletes in a dialogue around key issues and actionable response to areas of concern.

3. Evaluate and Reform USOC Engagement with NGBs and Athletes

This pillar addresses how the USOC interacts with and oversees the 49 NGBs, and how the organization can better engage with the athletes it serves.

- The USOC **drafted a charter for the Athlete & NGB Engagement Commission** and selected WNBA President Lisa Borders as chairperson. The commission, which is currently being populated, will be comprised of at least seven members, including athlete, NGB and independent board representation, plus one or more individuals with governance expertise in relevant organizations. The commission will specifically review how the USOC interacts with and oversees the 50 diverse NGBs, and how the organization can better engage with the athletes it serves. The commission is expected to make a series of recommendations that will be implemented over the coming months, including examining whether changes are needed to the Amateur Sports Act, the USOC or NGB bylaws, or other policies and procedures.
- A **board review of the USOC's mission statement** was initiated to ensure it is aligned with the responsibilities of the organization.
- An **Athlete & NGB Engagement Committee is being formed by the USOC board** with the aim of providing leadership to address issues of greatest importance and concern to key athletes and NGBs. The committee will provide input on the governance, policies and procedures that may impact stakeholder groups, and will review or suggest the implementation of best practices, bylaws changes, communications or other actions deemed appropriate. The committee will act as the board-level method for discussing and addressing athlete issues raised to the USOC.
- The USOC is developing a plan to **better align activities within the organization related to support for athletes and NGBs**.

4. Reform USA Gymnastics

This pillar focuses on the stabilization of USA Gymnastics by way of structural and cultural changes aimed at creating a safe and supportive training environment for its athletes.

- The USOC **performed a forensic evaluation of USA Gymnastics** to determine the NGB's ability to support its athletes, and identify the resources required to undergo the necessary changes. Recommendations were offered for options to supplement the executive leadership team in supporting management transition and focusing on organizational transformation.
- The USOC is requiring that **USA Gymnastics complete 70 specific actions** related to the recommendations made in the Daniels Report, and is regularly auditing the organization for compliance. To date, USAG has completed 31 of the 70 actions. Of the remaining 39 actions, 24 are in process, and plans are being developed for an additional 12. The final three are culture-related, with current and ongoing efforts.
- Among the **leadership changes** at USA Gymnastics, Chris Tebo was hired as general counsel, Tom Forster was hired as women's national team coordinator, and searches for a chief financial officer and chief marketing officer are in progress. Prior to the action plan, the USOC forced the resignation of both the CEO and full board of directors.



- The USOC has had **representation at all of USA Gymnastics' interim board meetings** and supported the scheduling of the first meeting of the new permanent board in July 2018.
- Following a mandate by the USOC to reseal its board of directors by July 1, 2018, the USA Gymnastics interim board of directors **confirmed the election of the organization's new board** at its meeting on June 20. Additionally, each of USAG's five competitive disciplines selected two representatives to serve on the **newly created Programs Council**, which will provide a forum for its representatives to provide input, perspective and guidance on a variety of relevant topics, including operations, strategic planning, and developing best practices and uniform criteria and guidelines for program administration.
- The independent investigation was **promoted on the USA Gymnastics website** to encourage individuals with relevant information to speak with the independent investigators.
- USA Gymnastics **expanded its safe sport department** to include five new positions – four of which will be regionally based – to better support, train, educate and serve its members.
- The USOC made a **\$1.3 million grant to the Athlete Assistance Fund** established by the National Gymnastics Foundation to provide resources to survivors of sexual abuse.
- **USA Gymnastics issued broad communication** to its current adult athletes, parents/guardians of minor athletes, professional members, member clubs and survivors' legal counsel regarding medical risks from sexual assault and resources available.
- USA Gymnastics is being required to review and **update its ethics and conflict of interest policies**, and has conducted **ethics training** with its board and staff.
- USOC and other NGB policies are being provided to USA Gymnastics to assist in **identifying best practices**.
- The USOC is working with USA Gymnastics to **identify alternative training sites** following the removal of Karolyi Ranch as the USA Gymnastics National Team Training Center. While a permanent solution is identified, the USOC has offered the U.S. Olympic Training Center in Colorado Springs, Colorado, as an interim solution.