



**ATHLETES'
ADVISORY COUNCIL
2021 IMPACT
REPORT**



EXECUTIVE SUMMARY

The United States Olympic & Paralympic (USOPC) Athletes' Advisory Council (AAC) serves as a source of athlete opinion and advice to the USOPC Board regarding both current and contemplated policies of the USOPC and helps ensure a strong and effective athlete voice in sport governance. In 2021, the council refined its mission and vision statements and developed its strategic priorities for the quadrennium. The AAC advocated for the athlete voice within the U.S. Olympic Movement and on the international stage as well as was a resource for athletes during the Tokyo Games.



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1. STRATEGIC PLANNING

Background:

In the second half of 2020, the AAC initiated the Strategic Planning Process for the 2021-2024 quadrium. Current and past AAC leaders participated in the initial drafting of the plan by participating in a survey that identified the top AAC strengths and weaknesses, influential environmental factors and barriers, key opportunities and challenges, and the vision for strategic success. After conducting feedback and discussion sessions with the reps at our February 2021 Meeting, the plan was finalized. Below are some of the highlights from the plan including a new mission and vision statement, core values, and priorities. The complete strategic plan can be found in Appendix 1. AAC Staff, in conjunction with leadership, also developed an internal Strategic Operating Plan that details initiatives, action steps and success measures for each strategical priority listed in the plan.



Mission:

To ensure communication between the USOPC and athletes who are actively engaged in amateur athletic competition or who have represented the United States in international competition within the preceding ten (10) years.

Vision:

Represent the athlete voice and empower Team USA to inspire and drive positive change.

Core Values:

The AAC will advance its mission, vision and strategic priorities through commitment to the following values:



Priorities:

The following pillars and strategies represent the 2021-2024 priorities for the USOPC AAC to focus time, energy, and effort to advance its purpose and principles and achieve future success.

Organizational Excellence & Sustainability	<ol style="list-style-type: none">1. Member Engagement & Cultural Transformation2. AAC Resources & Support
Team USA Athlete Success	<ol style="list-style-type: none">1. Athlete Voice Amplification2. Athlete Financial Health3. Athlete Representation & Good Governance4. Transition Support
Awareness & Brand Promotion	<ol style="list-style-type: none">1. Telling Our Story2. Digital/Media Presence
Stakeholder Relations	<ol style="list-style-type: none">1. Athlete Community2. NGB Internal AACs3. NGBs4. USOPC5. USOPA6. Anti-doping Advocates



2. PROFESSIONALIZATION OF THE AAC

Hiring of a Coordinator- Meryl Fishler

The AAC hired its second staff member, an AAC Coordinator, who reports to the AAC Executive Director (ED). Meryl Fishler was hired in January of 2021. Dedicated staff for the AAC allows it to operate more efficiently and effectively.



Formalized Processes & Procedures

An important part of professionalizing the AAC is building a foundation of policies and procedures for the council to follow moving forward. The AAC developed a comprehensive Conflict of Interest Disclosure Form for all Leadership members to track any potential issues that could arise. Additionally, the AAC developed and formalized a Leadership Stipend Agreement to aid in executing the leadership stipends that were approved by a vote of the membership at the end of 2020.



Onboarding:

The AAC implemented a more formalized representative onboarding process that included webinars and an onboarding packet comprised of the below topics:

- 1.Role and Responsibilities of AAC Reps
- 2.History of the AAC
- 3.Athlete Reps Getting Started Checklist
- 4.Athlete Rep Introductory Email Template
- 5.AAC & NGB Communications
- 6.AAC Parliamentary Procedure & Robert's Rules Summary
- 7.USOPC Background
- 8.SafeSport Information
- 9.USADA Information

Media Consultant

The AAC retained Paradigm Four as its media consultant to provide strategical support to the AAC on communications, social media, team dynamics, professional development and crisis management. The AAC media consultant presented to the full AAC in the first quarter of 2021, provided one-on-one sessions to members of leadership when needed and meets regularly with staff to provide strategical guidance.

- 1.**Communication:** The Consultant provided assistance, guidance, and strategies on communications to athletes and external audiences as well as assistance and strategies related to issue and crisis management.
- 2.**Social Media:** The Consultant conducted a comprehensive social media audit and provided recommendations for strategies moving forward to further engage external audiences.
- 3.**Education:** Lastly the Consultant provided athlete programming focused on communication, leadership, teamwork and social media as well as professional development to AAC staff.





3. ENGAGEMENT

AAC Memembers

The AAC engages with our members through a variety of different channels including but not limited to bi-weekly Leadership Meetings, three all membership meetings (February, May & October), monthly meetings, onboarding webinars, and staff one-on-one meet and greets with new reps. Additionally, the AAC utilizes Slack, an online communication platform, and an AAC Email Distribution List to regularly engage with the membership.



Team USA Athletes

The AAC is the representative body of athletes who are actively engaged in amateur athletic competition or who have represented the United States in international competition within the preceding ten (10) years. In 2021, the AAC engaged with its constituents through athlete townhalls conducted in preparation for the Tokyo Games, the Executive Director working out of the Athlete Resource Center (ARC) that was located in the Olympic and Paralympic Village, and via social media



Media

To advocate on behalf of Team USA Athletes the media is an important avenue to effectuate change. In 2021, the AAC had eleven media requests, which led to a Wall Street Journal Article Citing AAC's October 2021 Statement on the Diplomatic Boycott of the Beijing Games.

The AAC also released multiple public statements ranging from topics of Rule 50 to Joint statements with the USOPC and United States Anti-Doping Agency (USADA) on code recommendations to the World Anti-Doping Agency (WADA).

USOPC

To engage with the USOPC, the AAC has an established monthly cadence with USOPC staff. The Chair has bi-monthly meetings with the USOPC CEO and USOPC National Governing Body Council (NGBC) Leadership. AAC Leadership has bi-weekly meetings that feature USOPC staff from a variety of departments including Athlete Services, Ombudsman, Ethics & Compliance, and Diversity Equity & Inclusion. The AAC ED meets regularly with the USOPC CEO. Additionally, the AAC staff communicates daily with USOPC staff.

The U.S. Center for SafeSport "the Center"

The AAC is continuously tracking the work the Center is doing as it greatly impacts the athlete community the AAC represents. AAC Leadership meetings quarterly with the Center. The Center presented at the Spring AAC quad meeting and the November monthly meeting. At these meetings, the Center updates the group on topics such as response and resolution process and data and its Climate Survey.

Additionally, the Executive Director was part of the SafeSport Working Group that produced the Background Checks and Screening Best Practices SafeSport Document.

Antidoping.

On the antidoping front the AAC engages with three key stakeholders:

<p>1. United Stated Anti-Doping Agency (USADA):</p> 	<p>The AAC regularly engages with USADA to keep its representatives informed and partner on joint initiatives where appropriate. The AAC spent a significant amount of time working with USADA to provide feedback on WADA reforms. USADA presented at the spring and fall AAC Quad meetings presenting on topics including Games anti-doping information, science updates, contamination, and anti-doping governance education.</p> <p>The AAC jointly worked with USADA and the USOPC on interviewing and appointing eight arbitrators to serve as anti-doping arbitrators per the reformed USADA code. This process involved reviewing around 200 resumes, conducting 19 interviews, and jointly agreeing on the candidates.</p>
<p>2. The Office of National Drug Control Policy (ONDCP):</p> 	<p>Similarly, as with USADA, the AAC communicates with the ONDCP on policies impacting athletes. The AAC worked with the ONDCP to provide feedback on WADA reforms, and assisted in getting Rahul Gupta, ONDCP Director, current on AAC concerns with WADA.</p> <p>The AAC also assisted in a virtual ONDCP educational forum held in November that included athletes, sponsors and broadcasters including AAC Vice-Chair Greta Neimanas and the AAC ED, Elizabeth Ramsey.</p>

3. World Anti-Doping Agency (WADA):



The AAC is continually tracking the work that needs to be done to reform WADA so that the organization can become a strong, independent anti-doping regulator and protector of clean athletes' rights. All athletes have been promised the opportunity for a fair, safe, and level-playing field and WADA must transform itself immediately to deliver on this agreement.

In March the AAC participated in the WADA's Governance Review Working Group stakeholder consultation and provided reform recommendations to WADA for the need for independence, transparency, and accountability by eliminating conflict of interest and truly embracing athlete input. (Appendix 2). The AAC called for changes in the following areas:

- **Athlete Voice**
 - To restore faith in the global anti-doping system, athletes must be given a true voice in the reform process.
 - Ongoing athlete engagement is crucial to evolve a ruleset that has far too often unfairly punished athletes.
- **Independence**
 - WADA must create a truly independent governance structure free of conflicts of interest.
 - Members of the WADA Executive Committee must be assigned on merit and representatives must be completely independent. Accordingly, no sport official should be permitted to serve on the WADA Executive Committee. The Executive Committee must also include independent athletes and be empowered to discuss change impacting them and their colleagues.
 - The Foundation Board should consist of balanced representatives from government, sport, NADOs, athletes, and independent experts.
- **Transparency**
 - All Executive Committee and Foundation Board decisions must be publicly disclosed.
 - Stakeholder compliance decisions must be made by the independent WADA Executive Committee and done in a public manner with votes recorded and reported.
- **Accountability**
 - WADA cannot be regulated by the sporting movement or any individual government.
 - Athletes must receive independent and fair apportionment around all key WADA decision-making tables.
 - There must be an embedded separation of power between the legislative, executive, and judicial functions of WADA, and the anti-doping system to ensure an effective and fair justice system where conflicts of interest play no part in decision-making processes.

<p>3. World Anti-Doping Agency (WADA): (CONT)</p>	<p>Additionally, in October the AAC participated in a WADA Governance Reform Working Group call with USOPC and USADA to provide additional feedback on potential WADA reforms.</p>
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[U.S. Olympic & Paralympic Association \(USOPA\)](#)

The AAC collaborates with USOPA on a variety of athlete issues and initiatives. In 2021, AAC staff had an introductory call with the newly elected USOPA leadership and communicates regularly on athlete issues. USOPA leadership presented at an AAC Leadership meeting. Additionally, the AAC chair as the Leadership member on the AAC Nomination and Elections Committee met with the USOPA Nominations and Election Committee chair to discuss the joint USOPC athlete board representative positions and elections.



[International Olympic Committee Athletes' Commission \(IOC AC\)](#)

The IOC AC is an elected body of Olympians across the world that serves as a link between the athletes and the IOC. The AAC serves as the liaison between Team USA and the IOC AC to provide the IOC AC with the U.S. athlete perspective. The AAC stays up to date on the IOC AC's work by attending IOC AC global athlete calls.



AAC leadership met with the newly elected IOC AC Chair and Vice-Chair and conducted a call with IOC AC members and staff about the Tokyo 2020 Playbook and protocols.

[Salt Lake City Committee for the Games Bid](#)

The AAC met with the Salt Lake City Committee that is pursuing either a 2030 or 2034 Winter Olympic and Paralympic Games. The group met with AAC Leadership and presented at the Fall Quad Meeting. The group discussed partnering on providing athlete feedback to help the Committee produce an optimized games environment on and off the field of play.



International Advocates

The AAC liaises with international advocates including Athletes Deutschland, World Players Association, and Global Athlete to discuss a variety of issues that impact athletes around the globe. Such topics include WADA reforms, Rule 50 and Afghan Refugee Assistance.



4. GOVERNANCE

Bylaw Revisions

In May the AAC revised the bylaws that were adopted during the May 15th Meeting. The revisions encompassed minor changes to reflect the hiring of staff including eliminating the AAC Roster and Records Committee, Communication Committee and Education Oversight Committee as AAC Staff now handles the tasks once undertaken by those groups. Additionally, the revisions encompassed governance reforms related to the procedures for the election of athlete representatives to the USOPC Board.



USOPC Athlete Representation Working Group

To ensure that there is athlete voice it is important for there to be 33% athlete representation on all committees. The Athlete Representation Working Group was created to review requests from NGBs, at the approval of its AAC rep, for exemptions from the provisions for athlete representation where the Group deems such an exception should be granted. The process is set up to allow NGBs to request approvals in the short term to achieve compliance.

The working group is comprised of representatives from NGBs, USOPC AAC, and the NGB AAC. Representing the AAC on the panel is the Chair and the AAC staff supports the committee along with USOPC staff. In 2021, 23 NGBs went through the Working Group, and it issued 33 reports.

AAC Committees

<p>Ethics Committee</p>	<p>After their hiring, the USOPC Chief of Ethics and Compliance raised the issue of whether the AAC should have its own Ethics Committee. The AAC Ethics Committee was charged with investigating and making determinations in cases involving an alleged violation of the AAC Bylaws, Code of Conduct and Standards, or Conflicts of Interest. If the case involved the potential removal of an AAC representative or alternate, the AAC Ethics Committee made recommendations to the AAC. Due to the AAC not being a separate legal entity from the USOPC, the USOPC determined AAC Ethics issues should be brought to the USOPC Ethics Committee and demanded the dissolution of the AAC Ethics Committee. All AAC Leadership was not supportive of this decision and believed the AAC should be charged with making determinations about its membership. Ultimately, the AAC did dissolve its Ethics Committee but is tracking any issues that may arise from this new process.</p>
<p>Nominations & Elections Committee</p>	<p>In 2021, the AAC stood up its Nominations and Elections Committee. AAC Leadership appointed five members to the committee: one member from Leadership; one member representing Paralympic athletes; one member representing Pan American and Parapan American athletes; one member representing individual sports; and one member representing team sports. The AAC is still looking for an athlete to serve as the member representing Olympic athletes.</p> <p>This Committee is charged with determining and carrying out fair and transparent processes for all elections, selections, nominations, and appointees required by or requested of the AAC for athlete representatives. The Committee's work included executing the appointment of athletes to serve on the Paralympic Advisory Committee, Athlete Service Coordinators for Beijing, NGB Medical Advisory Group, Sport Medicine Review Group, Covid-19 Working Group, and made recommendations for athletes to serve on the SafeSport Board of Directors.</p>

Elections

In 2020 the AAC held elections for the new Quadrium. However, due to the postponement of the Tokyo 2020 Games the AAC did give NGBs the option to delay the election of its 2021-2024 USOPC AAC representative until after the Tokyo Games in 2021. 16 NGBs delayed elections to 2021.

In 2021, Bree Schaaf stepped down as the Chair of AAC leadership but remained an at-large member. Per the bylaws, AAC leadership met and selected Mark Ladwig as its new Chair.



5. ATHLETE ADVOCACY

USOPC IOC Athletes' Commission (IOC AC) Decision

The IOC AC is an elected body that serves as a link between the athletes and the IOC. The IOC AC Elections occur at each Summer and Winter Games. Each Summer Games the AC elects four athletes and at each Winter Games the AC elects two athletes. Kikkan Randall, a winter Olympian, served on the IOC AC until the Spring of 2021 when she had to resign for personal reasons. When Kikkan resigned, the AAC nor its Board representatives were contacted by the USOPC about replacing Kikkan or included in any discussions surrounding not putting forth a candidate for the Beijing 2022 IOC AC elections. Having a U.S. athlete on this commission is very important and athlete elections are paramount in protecting athlete rights. IOC Election Guidelines require that any candidate put forth by the NOC must be endorsed by its athletes' commission and the AAC believes this to mean that if the NOC decides to not put forth a candidate, that decision must be endorsed by its athletes' commission.



In 2021 Sarah Hirshland, USOPC CEO, and Susanne Lyons, USOPC Board of Directors Chair, made a unilateral decision to not put forth a candidate for the IOC AC election that was set to occur during the 2022 Beijing Winter Olympics. The AAC believes, this decision was contrary to IOC Election Guidelines, did not align with several of the USOPC's stated strategic priorities/core values, undermined the AAC and the very notion of athlete representation in governance both domestically and internationally.

The AAC believes this decision by the CEO and the Chair needed to be addressed by the Board, as such in September the AAC drafted a letter to the board expressing the its concerns. In this letter, the AAC expressed that the USOPC Board of Directors and USOPC executive leadership needed to understand that with regards to “athletes’ first,” actions speak louder than words. The AAC has gone to great lengths to work with all constituency groups to foster and promote open and transparent relationships and processes across the Olympic and Paralympic movements. The AAC feels that this decision reflects poorly on these efforts and has damaged the delicate trust between athletes and leadership. While the AAC remains steadfast in its aim to open, transparent and collaborative working relationships with USOPC leadership, the AAC is disappointed and frustrated by this instance. Accountability is a core component of trust. Moving forward it is vital that the USOPC takes athletes' rights issues seriously, to ensure this type of situation is not repeated.

[AAC Nominations and Athlete Rep Appointment](#)

One of the most important roles of the AAC is to determine and carry out fair and transparent processes for all elections, selections, nominations, and appointees required by or requested of the AAC for athlete representatives. In 2021 the AAC vetted and appointed athlete representatives for the Paralympic Advisory Council, NGB Medical Advisory Group, Sports Medicine Review Group, Beijing Athlete Service Coordinators, Covid-19 Working Group, and the Delegation Rules Working Groups (Covid Safety Group, Demonstrations Group, and Commercial Group.) The AAC also provided recommendations to the Center for SafeSport for their new athlete board representative.



[Nursing Infants](#)

The AAC wrote a letter to the Tokyo Organizing Committee advocating for the needs of mothers, families, and children to be given full consideration and support by the Organizing Committee and that the nursing infant of any athlete, as well as that infant’s caregiver, should qualify as a “special exceptional circumstance” granting them entry into Tokyo for the Games. (Appendix 4)

Team USA Council for Racial & Social Justice

In 2021 the AAC was heavily involved with the Team USA Council for Racial Social Justice. Moushaumi Robinson, a member of last quad's AAC Leadership, served as chair and the AAC ED served as a Council Champion. Additionally, Greta Neimanas, then AAC rep and current member of AAC Leadership served as a member of the Council's Core Team. Also, AAC leadership met with external experts supporting the council to provide feedback on various topics.



Human Rights

The AAC continued its international advocacy work for an 8th Pillar of Olympism focused on Human Rights. Human rights are universal and inalienable; indivisible; interdependent and interrelated. Ensuring respect for these rights in sport is essential for athletes as competitors, but more importantly, it guarantees and recognizes as people first and athletes second. The AAC calls for an athlete-centered sports culture that is committed to athletes being seen as people first.

The AAC also released a public statement showing support for the U.S. Diplomatic Boycott of the 2022 Beijing Games. The AAC stands vehemently against any instances of human rights abuse around the world.

The Commission on the State of the U.S. Olympics and Paralympics

The AAC called on Congress to fully fund the Commission on the State of U.S. Olympics and Paralympics, so our athletes' safety and well-being are protected in the future. In October, the AAC voted to support a letter written by the co-chairs of the commission, Han Xiao and Dionne Koller, asking Senators Richard Blumenthal and Jerry Moran that Congress approve the funding for the Commission. (Appendix 3)



The heart-wrenching, courageous and powerful testimony at a September 15th Congressional hearing from Team USA gymnasts regarding the Larry Nassar investigation, made quite clear that while Congress has implemented reforms in recent years, the tragedy of sexual abuse in sport has not fully been addressed and more must be done. There is a range of issues facing Olympic and Paralympic sports, including athlete safety, which need to be further addressed to ensure the well-being of athletes and the success of U.S. Olympic and Paralympic movement in the future.

As of the date of this report, Congress has allocated a little over \$2 million for the Commission to do its work. To ensure our athletes' safety and wellbeing is protected, the AAC is in full support of Congress approving this and any additional funding request from the Commission. This Commission must be provided all necessary resources needed to meet its obligations.

Athlete Marketing Program (AMP)

Stemming from the AAC's strategic pillar of Team USA Athlete Success, the AAC is always seeking ways to increase funding, decrease costs and expand resources to enable athletes to pursue competitive careers. The USOPC launched a program called AMP, which is a closed-loop digital marketplace connecting Team USA athletes and Team USA partners. The AAC has been working closely with USOPC staff to provide feedback and findings on the program. Because AMP is new, it is unclear the impact it has had on athletes.



6. TOKYO GAMES

The AAC ED was on the ground in Tokyo during both the Olympics and the Paralympics. More details on her experience and lessons learned are captured in the 2020 Tokyo Olympic & Paralympic Games report. (Appendix 5)



Athlete Resource Center (ARC)

The Executive Director had a dedicated space in the ARC to interact with athletes one-on-one and if need be, ensure an area where an athlete could have a private conversation with the ED. Topics discussed with athletes included but not limited to: anti-doping concerns, access to personal coaches, Covid-19 protocols, rule 40, athlete representation, event access and AMP.



Flag Bearer Elections

Carrying our nation's flag in the Opening and Closing Ceremony of the Games is an honor bestowed upon only a few athletes. Team USA is unique in that our athletes drive the election. The AAC is charged with running the flag bearer elections for both the Olympic and Paralympic Games. In fact, prior to the 1972 Olympic Games in Munich, U.S. Athletes began questioning how the team flag bearer was elected. This is what led to athletes holding the first election of a USA flag bearer for an Olympic Games and ultimately the AAC. Thus, this is of huge importance to the AAC and our athletes.

Due to the Covid protocols, the entire election was moved virtually for the first time and overall, the elections went very seamlessly. There were some learnings in terms of timing of the voting rounds, operating across multiple time zones and accessibility issues that we worked to improve for the Beijing Games.



Athlete Issues & the Communication Challenges With the USOPC

As with any Games environment, matters arise with athletes (some positive some negative) that must be addressed. There were a few issues that came up that the ED was not told about until after the fact and had she been included from the start, the matter might have been resolved easier. When addressing issues with athletes, it is the hope that moving forward the AAC staff on site for the Games and USOPC staff can work together to provide the best solutions. Again, most of this is getting used to the AAC having staff and knowing that it all doesn't have to fall on USOPC shoulders. Working together can potentially help deescalate situations involving athletes and make the situation less stressful for UOSPC staff

An example of the lack of communication from the USOPC to the AAC pertained to Covid. At the Olympics, the ED did not receive notice from the USOPC when an athlete or a team was impacted by a positive test or a close contact. The ED was informed that because it was a medical issue, the circle was limited. However, Game Ops staff was informed so it was not just limited to medical staff. AAC leadership feels that anything that impacted athletes should be shared with the ED. As such, the ED could never really help or advocate for them.



Additionally, with Rule 50, Team USA athlete demonstrations triggered communication from the IOC and IPC but during the Olympics, the ED was never made aware of such communications. During the Paralympics, the ED was provided very general information from USOPC staff regarding a potential Rule 50 issue. When the ED attempted to gain more information and pushback on why she could not be privy to the information she was told by a USOPC staff member that they did not want to discuss the matter anymore, they did find the conversation productive and that she would not be provided any more information. At that point, the ED contacted a different USOPC staff member and expressed her concerns regarding the exclusion of her in the process. The conversation with that staff member was fruitful and they assured her that her concerns would be addressed.





7. BUDGET RECAP

Key Takeaways

- Personnel costs include salaried, taxes and benefits for the two full-time staff positions.
- COVID-19 impacted the budget by lowering the Travel, Business Meeting & Professional Development costs as there was a shift to a remote environment for meetings.
- Professional & Outside Services includes \$15,000 stipend for AAC Leadership.



As of December 31, 2021

As of Date:		12/31/2021					Year To Date		Year Ending			
Month Ending							12/31/2021		12/31/2021			
12/31/2021		Actual	Budget	Variance	Expense Summary			YTD Actual	YTD Budget	YTD Variance	Budget Annual	Current Forecast
		54,610	21,155	(33,455)	Personnel	298,662	272,156	(26,507)	272,156	271,955		
		2,299	38,000	35,700	Travel, Business Meeting & Professional Development	7,201	196,500	189,300	196,500	9,258		
		50	250	201	Dues, Subscriptions & Licenses	2,113	3,000	887	3,000	1,714		
		13,875	0	(13,875)	NOB & Athlete Support	13,875	0	(13,875)	0	0		
		0	0	0	Event Expense	0	0	0	0	3,000		
		1,108	83	(1,025)	Postage, Freight, & Handling	1,108	1,000	(108)	1,000	167		
		3,149	0	(3,149)	Promotional & Public	3,150	0	(3,150)	0	0		
		85	0	(85)	Supplies	757	0	(757)	0	360		
		3,299	0	(3,299)	Miscellaneous	9,385	1,200	(8,185)	1,200	24,045		
		1,400	9,271	7,871	Professional & Outside Services	10,113	111,250	101,136	111,250	27,779		
		0	0	0	Software, Repairs & Maintenance	353	0	(352)	0	3,353		
		0	100	100	Utilities	0	1,500	1,500	1,500	200		
		79,875	68,859	(11,016)	Expense Summary	346,717	586,606	239,889	586,606	341,831		
		79,875	68,859	(11,016)	Total Expense	346,717	586,606	239,889	586,606	341,831		
		(79,875)	(68,859)	(11,016)	Grand Total	(346,717)	(586,606)	239,889	(586,606)	(341,831)		



8. 2022 OUTLOOK

Looking at 2022 the AAC is excited to be on the ground in Beijing and be a resource for athletes competing. Additionally slated for the upcoming year the AAC plans to execute its 2022 strategic planning initiatives, launch a new name and logo, determine which Team USA Racial & Social Justice Council Recommendations can be implemented, have a new board of director athlete representative election, conduct leadership elections, and have the first in-person meeting of the quad at June Assembly.





APPENDIX



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USOPC Athletes' Advisory Committee 2021-2024 STRATEGIC PLAN

Approved March 21, 2021

PURPOSE & PRINCIPLES

MISSION

To ensure communication between the USOPC and athletes who are actively engaged in amateur athletic competition or who have represented the United States in international competition within the preceding ten (10) years.

VISION

Represent the athlete voice and empower Team USA to inspire and drive positive change.

CORE VALUES

The USOPC Athletes' Advisory Council (AAC) will advance its mission, vision and strategic priorities through commitment to the following values:

We will:

- **Embrace** a diversity of perspectives, backgrounds and experiences
- **Be accessible and value** the inherent dignity of all

- **Actively engage** with ourselves and others to foster a culture of teamwork and excellence
- **Seek to strengthen and sustain** our sports



- **Listen to understand** the needs of athletes
- **Be bold** in amplifying athlete voice and representation
- **Act with honesty & transparency**

- **Promote** athlete health, safety and well-being
- **Actively advance rights** to fair, clean competition and just, equitable treatment of all

PRIORITIES

The following pillars and strategies represent the 2021-2024 priorities for the USOPC AAC to focus time, energy and effort to advance its purpose and principles and achieve future success.



Organizational Excellence & Sustainability

- Member Engagement & Cultural Transformation
- AAC Resources & Support



Team USA Athlete Success

- Athlete Voice Amplification
- Athlete Financial Health
- Athlete Representation & Good Governance
- Transition Support



Awareness & Brand Promotion

- Telling Our Story
- Digital/Media Presence



Stakeholder Relations

- Athlete Community
- NGB Internal AACs
- NGBs
- USOPC
- USOPA
- Anti-doping Advocates



ORGANIZATIONAL EXCELLENCE & SUSTAINABILITY

Improve the USOPC AAC's internal capabilities to be effective leaders and good stewards of the interests and rights of Team USA – now and in the future.

Key Strategies

- 1) **Member Engagement & Cultural Transformation.** Foster a culture that encourages bold leadership; active and sustained engagement; inclusion and equity, especially for Para; and advocacy for positive, productive change. Create and reinforce expectations and opportunities for members to contribute to mission advancement and strategic priority achievement.
- 2) **AAC Resources & Support.** Expand the AAC's funding model to grow and sustain its operational effectiveness in serving athletes. Explore creative, legally feasible options to increase or complement USOPC support, e.g., fundraising and sponsorships.



TEAM USA ATHLETE SUCCESS

Galvanize the sport community to enhance the athlete experience and enable Team USA to succeed competitively and positively influence the world of sport.

Key Strategies

- 1) **Athlete Voice Amplification.** Raise awareness of athlete issues and prioritize response activities, including athlete wellness, preserving sport pipelines, promoting human rights, preventing retaliation and ensuring fair and clean competition.
- 2) **Athlete Financial Health.** Seek ways to increase funding, decrease costs and expand resources to enable athletes to pursue competitive careers.
- 3) **Athlete Representation & Good Governance.** Strengthen athlete representation on boards and committees within the Olympic & Paralympic family. Aid NGBs, USOPC and Congress to embrace and value increased athlete participation in governance. Expand education and training to grow athletes' leadership skills and abilities to serve in governance positions.
- 4) **Transition Support.** Partner with USOPC's Athlete & Career Services (ACE), NGB resources, etc. to improve athletes' successful preparation for - and actual transition to - post-competitive careers.



AWARENESS & BRAND PROMOTION

Drive familiarity, understanding and excitement among the athlete community for the AAC and its role as the voice for athletes and an advocate for their needs and interests.

Key Strategies

- 1) **Telling Our Story.** Inspire and inform through compelling content creation and narratives to heighten recognition and appreciation of the AAC. Create opportunities to celebrate accomplishments.
- 2) **Digital/Media Presence.** Improve and expand reach to the athlete community and distribution of our story through targeted, innovative social and digital channels and other media formats.



STAKEHOLDER RELATIONS

Establish the AAC as a trusted and valued partner in advancing the power of sport and the health of the Movement.

Key Strategies

- 1) **Athlete Community Engagement.** Galvanize support for USOPC AAC initiatives through regular and consistent engagement with the broader athlete community, incorporating their input and involvement into the design and implementation of programs and processes.
- 2) **NGB Internal AAC Success.** Create connections with NGB AACs to elevate effectiveness with their respective sports and athlete communities and be strong partners with the USOPC AAC in athlete advocacy.
- 3) **NGB Partnership.** Establish improved communication channels between the NGBs, the AAC collectively and AAC members individually. Seek opportunities to partner on behalf of athletes to create safer and healthier training and competitive environments.
- 4) **USOPC Collaboration.** Improve regular exchange of information and insights. Engage in shared opportunities to effect positive change for athletes and the broader Olympic and Paralympic Movements. Increase trust and credibility by exceeding expectations and delivering value.
- 5) **USOPA and 10+-Year Athlete Representation.** Work with USOPA to better define retired athlete governance roles generally, identify and elect 10+-Year Athlete representatives specifically, and engage around Olympic and Paralympic athlete alumni issues.
- 6) **Anti-Doping Advocates.** Work with USADA, ONDCP, and other anti-doping stakeholders for the advancement of clean sport.

United States Olympic & Paralympic Athletes' Advisory Council (AAC) Submission
March 26, 2021

2021 WADA GOVERNANCE REVIEW WORKING GROUP – STAKEHOLDER CONSULTATION

Introductory Content

The AAC appreciates the opportunity to offer thoughts and suggestions on WADA governance and opportunities for further reform.

It is recognized the amount of work WADA's Governance Review Working Group has put into developing the Stakeholder Consultation Survey. However, the selection of questions and the ability to pick and choose responses that may serve a certain narrative/bias may not result in robust and meaningful change for a stronger more independent WADA that has the public and the athlete's trust. As a result, instead of answering individual questions the below represents a conceptual framework for WADA to achieve independence.

The key themes to our response are:

- 1. Independence**
- 2. Transparency**
- 3. Greater Athlete Representation**

The AAC would very much like to be of any help to the Working Group that we can. We hope that WADA and the Working Group consider us available at any time and via any means in this regard.

1. Diversity and gender equality

The AAC strongly recommends that WADA consult with independent third-party experts in the Diversity, Equity, and Inclusion (DE&I) space. Experts in this area can make recommendations to WADA. The recommendations should also be applied to all organs and levels alike. The lack of para representation in WADA is a strong concern for the AAC.

2. Independence

One of WADA's inherent flaws is its lack of independence. There are too many conflicted actors with divided loyalties to sport and government.

The definition and application of "Independence" is critical to an organizational structure that not only allows but promotes an ability to do the difficult work and make the difficult decisions that WADA must. WADA's mission makes strong independence especially important, notwithstanding its funding model. This is especially so in that WADA's work under the mission, in order to succeed, must inspire trust and respect globally.

With that in mind, we feel that WADA should do three things in the area of independence generally:

First, eliminate the “General Standard of Independence” and apply its substance to a clear Conflicts of Interest policy and approach, as part of WADA’s enhanced ethics approach (as discussed in item 12). As currently used, we feel that the General Standard of Independence does not indicate independence at all, but rather is a useful approach to thinking about conflicts of interest in particular cases. In a sport organization, especially those like the IOC, members who have sworn an oath to the IOC cannot be “independent” and there should not be an attempt to justify them as “independent” as they have a higher interest in the outcome of a decision that affects their other obligation. The concept of independence itself must be clear and transparent, in order not only to avoid actual undue influence from interested parties, but also any appearance of such. WADA’s mission and work are such that building trust is almost as important as the substantive work itself. That’s why both ‘actual’ and ‘apparent’ must always be considered.

Second, and based on the foregoing, the “Stricter Independence Standard” should be the sole and simple WADA standard of “Independence”.

This approach to “Independence” is incorporated into our answers as to specific bodies, below.

Finally, we strongly support a two-year “cooling off” period for people who previously held positions conflicting with Independence. To prevent undue influence, this “cooling off” time period is followed by many private and government entities.

3. Executive Committee

- 1. Truly Independent**
- 2. Fifty Percent Athlete Representation**
- 3. Transparent Appointment Process**
- 4. Staggered, Limited Terms**
- 5. Transparency**

The AAC recommends that the Executive Committee be truly independent with at least fifty percent athlete representation. In addition to athlete representation, the EC should include constituents and stakeholders that meet the strict independence definition. Any stakeholder group or WADA signatory could recommend a member, but no direct appointments should be made to the EC.

We think all these EC members should be chosen by a truly independent Nominating Committee. We also think it’s important to ensure that EC members serve limited terms (we would

recommend a maximum of two four-year terms) and that these terms be staggered in order to balance fresh voices with organizational continuity. Finally, all EC meetings should be open unless discussing sensitive information (e.g., personnel issues, investigations, or compliance).

4. Foundation Board

- 1. Balanced, Representative Body**
- 2. Greater Athlete Membership**
- 3. Clear Delineation of Roles**

The foundation board should serve as a balanced representative body that includes athletes, NADOs, laboratories, public authorities, and the sports movement. The FB should be charged with duties like committee oversight, developing the strategic plan, drafting anti-doping policies, and establishing the budget.

5. Standing Committees

We address our thoughts on the Athlete Committee in Question No. 7. This response addresses the other standing committees.

The Standing Committees create a large bureaucratic process and undertaking. One in which the Committees have no decision-making authority. Too frequently, the WADA staff ends up creating the Agendas, guiding the decisions, and then using the Committees to persuade EC members or FB members of positions. This should be streamlined and minimized.

A better route would be to allow the Staff to hire true technical experts and report the costs, substantive outcomes directly to the Independent EC for informed decision making not simply reliance on a politically appointed Committee. In this scenario, staff should have the authority to create and administer “advisory groups” of stakeholders. This would enhance stakeholder engagement and minimize the possibility of rogue staff-driven initiatives.

6. Compliance Review Committee

In drafting the response to this question, we will assume that WADA’s EC is truly independent. If truly independent, then the EC should be able to fairly, and without bias, address any compliance issues.

7. Athlete Committee and Athletes’ Representation

- 1. Establish Athlete Reform Group**
- 2. Independent**
- 3. Clear Eligibility Requirement**
- 4. Direct Athlete Elections**
- 5. Diverse**
- 6. Independent Coordinator**

Regarding feedback about the Athlete Committee and Athletes' Representation, the AAC recommends that WADA establish an independent Athlete Reform Group that can seek input from the broader community on how athletes can best be served; however, we will take this time to provide the following input:

- Stronger and more directly appointed athlete representation at the EC, FB, and Athlete Committee levels is critical.
- Athletes should not merely speak as appointees/representatives of international sport organizations. WADA should trust athletes to speak for themselves independently on these matters. Athletes on this committee have tried to speak up against decisions they disagree with and are silenced or pressured into silence.
- There must be clear and transparent eligibility criteria. We think the definition of who may serve as an "Athlete" in the governance realm should be as clear as possible. At the AAC we utilize the USOPC's concept of "10 Year Athletes" and "10 Year + Athletes", where the former is made up of athletes who currently compete at a defined elite level currently or within the past 10 years, and the latter have so competed but not within the past 10 years. We have found that contemplating both these groups in the USOPC's governance structure has introduced a positive and diverse set of athlete voices; we suggest that WADA consider a similar approach.
- There must be a clear and more direct selection process. We believe that Independent Athlete representatives must be elected very directly by international athletes, rather than appointed by or from any Olympic movement or public authority body. These Independent Athletes must not be answerable to any constituent organization. They must be vetted by the stronger Nominations Committee discussed in item 9 below. The means of these elections will require additional work and care, but the inclusion of these additional Independent Athlete voices can be transformative.
- The overall processes of seeking and securing additional Athlete voice in WADA governance should seek to achieve balance in athlete backgrounds in terms of gender, winter/summer sport, and Olympic/Paralympic sport. Above all these processes should be transparent and understandable to the international athlete community in order to win trust and respect.

Additionally, many times athletes need input from external experts that they trust and work in the athlete representation space. We believe athlete representatives should be able to utilize expert designees in WADA meetings.

We understand that the above-listed items call for a lot of changes, but we believe without substantive change to the current model, the role of the athlete in WADA is minimal.

8. Role of NADOs

Direct NADO Governance Role

Currently, NADOs have no formal place in WADAs EC or FB. The AAC supports a direct NADO role in WADA governance. NADO's form an important 'front line' in the fight against doping and strong NADO's provide expert advice and perspective.

9. Nominations Committee

- 1. True Independence**
- 2. Consistent, Transparent Roles and Procedures**
- 3. Transparent Recommendations**

Especially critical to the credibility of the stronger WADA governance discussed in our recommendations is a truly transparent and independent Nominations Committee.

The Nominating Committee should play a role in all EC, FB, and committee selections. The committee should vet final candidates according to WADA policies and Independence requirements, as well as the stronger WADA ethics rules discussed in item 12 below.

The procedures of the Nominating Committee should be detailed and permanently published. The findings and reasoning for each Nominating Committee recommendation and appointment should be publicly articulated.

10. Stakeholders' Engagement

- 1. Enhanced, Ongoing Engagement**
- 2. Range of Media and Channels**

Broad and consistent engagement with constituents and other stakeholders – early, often, and candid is important. This is another area where it's not enough to do good work in the interests of athletes and other important members of the community; WADA must also include athlete voices in the work and the organization itself. Doing so not only makes the work better, but it also earns trust and engagement from those we serve.

In WADA's case we think this means a strong and broad online information and communications program, regular direct outreach via electronic means available to athletes and other community members worldwide, increased face-to-face meetings with athlete groups and other constituency groups (e.g., NADOs, NOCs), and surveys on important topics. Additionally, WADA should seek input from athletes in determining the best platform to communicate with athletes.

12. Any Other Relevant Issues

- 1. Continue, Hasten, and Strengthen Ethics Approach**
- 2. Consider "Incubator" Function**
- 3. CAS**

The AAC appreciates the Working Group's invitation to further thoughts on areas of importance for WADA's overall efforts at governance reform. We would like to offer three.

First, we recognize WADA's current work on building a set of ethics rules and procedures and a committee to oversee them. We do think that this work needs to be redoubled, made more urgent, and enhanced in order to deliver the critical value needed.

Consistent with our references above, we think the WADA Ethics Committee needs to be 100% independent, transparent as to its requirements and procedures, minimally answerable to WADA leadership particularly in cases where an ethics matter might involve members of that leadership, and absolute in its enforcement. Recent instances involving members of the WADA Foundation Board exemplify areas where clearer rules and procedures, and prompt implementation of these including temporary measures during the pendency of investigations, could have inspired greater trust in athletes and the global anti-doping community.

And as specifically discussed above, WADA Ethics rules should include a clear and strong Conflicts of Interest policy, including clear means and requirements for regular disclosure and review of potential conflicts for all situations and members of WADA leadership; we think this policy can draw heavily from the current WADA "General Standard of Independence". As another benchmark for a strong Ethics policy and approach, we would commend the World Athletics Integrity Unit, launched in recent years.

Second, we think it would be well for WADA to consider creating an established, consistent, clear, and transparent approach to special support and oversight for WADA signatories that are experiencing special challenges or difficulties with compliance. Where one or more members of the international anti-doping community in a particular country demonstrate difficulties or failures in compliance or performance, WADA should put those entities on a different "track" in terms of WADA support and oversight.

This different "track" could include extra support measures, educational requirements, opportunities to confer with other members of the international anti-doping community, and other resources. And it should include a higher level of WADA scrutiny and tracking for

compliance purposes. If WADA has an established, consistent, and transparent way of supporting and overseeing such community members *before* we face an instance of serious, widespread, or systemic non-compliance, it may better prevent such a tragedy. Recent years have taught all of us the importance of doing so.

We suggest that WADA take steps to define this “track” concept and a defined set of resources and requirements that ride along with it. Here again, such an effort will require ongoing work and resources over and above those already being expended. And we feel these would be well spent - ultimately saving work and boosting the strength of the WADA-led international anti-doping construct.

Regarding CAS, with respect to Russian Code non-compliance, WADA’s decisions have been undercut and even frustrated by dubious CAS decisions. The credibility of anti-doping, and by the association of all ADOs, has been harmed in a major way. Therefore, reform of WADA governance requires reform of CAS’ role as anti-doping’s “judiciary.”

The AAC agrees with the IOC that CAS needs review and that there are serious questions about the independence of CAS, which is overseen by an IOC Vice-President, funded entirely by the IOC, is secretive in the process of appointing members.

For example, there should be a relatively small and specialized body of anti-doping adjudicators. And like on-field officials in sport, those adjudicators need expert training and must be accountable but have the freedom to make the right decision for the right reasons. They should be selected based on their skills as trial lawyers/judges expertise not based on their sport or political connections.

September 27, 2021

The Honorable Richard Blumenthal
United States Senate
706 Hart Senate Office Building
Washington, DC 20510

The Honorable Jerry Moran
United States Senate
521 Dirksen Senate Office Building
Washington, DC 20510

Dear Senators Blumenthal and Moran:

As the appointed co-chairs of the Commission on the State of U.S. Olympics and Paralympics, we are writing to commend you and members of the Senate Judiciary Committee for your ongoing oversight and efforts to combat sexual abuse in the Olympic and Paralympic sporting communities. The Senate Judiciary Committee oversight hearing entitled *Dereliction of Duty: Examining the Inspector General's Report on the FBI's Handling of the Larry Nassar Investigation* on September 15 in which you both participated provided an important reminder that there are a range of issues facing Olympic and Paralympic sports, including athlete safety, that need to be further addressed to ensure the well-being of athletes and the success of U.S. Olympic and Paralympic movement in the future.

The testimony at the September 15 hearing from US Olympic gymnasts Simone Biles, McKayla Maroney, Maggie Nichols and Aly Raisman about FBI conduct in the Larry Nassar investigation was both compelling and heartbreaking. The hearing provided an important platform for athletes who have suffered sexual abuse to tell their stories and demand accountability for the individuals and institutions that have let them and many other athletes down over many years. The testimony and statements offered in the hearing also made clear that while Congress has implemented reforms in recent years, the problem of sexual abuse in Olympic sports has not been solved and more work remains to be done to improve athlete safety.

One important step Members of Congress can take in the short term to pursue additional oversight and potential reforms of U.S. Olympic and Paralympic governing institutions to promote the well-being of athletes is to complete implementation of S. 2330, *The Empowering Olympic, Paralympic, and Amateur Athletes Act of 2020*, which you introduced in the last Congress following the Senate Commerce Committee's investigation of sexual abuse in Olympic sports. This legislation was signed into law in October of 2020.

Among other reforms and new safeguards implemented to protect athletes, S. 2330 established a 16-member Commission on the State of the U.S. Olympics and Paralympics to conduct an independent review on the state of the U.S. Olympics and Paralympics and to report its findings and make recommendations to Congress on needed reforms to strengthen existing governance structures and improve the experience of Olympic and Paralympic athletes in the future.

Even though all 16 appointments to the Commission were finalized in April of 2021, the Commission has not yet been able to begin its task because Congress has not approved funding to support the Commission's work. The 16 members of the Commission have a wealth of experience and expertise in a wide range of Olympic and Paralympic sporting issues and are well equipped to conduct an

independent, informed and thorough review of U.S. Olympic and Paralympic sports and to make specific recommendations to Congress on additional reforms that are needed to promote the well-being of athletes and the success of U.S. Olympic and Paralympic sports in the future.

As you know, we have submitted an operating budget for the Commission to Congress which is included as an attachment to this letter for reference. Additionally, Congress must extend the timeline for the Commission to conduct its work as the original authorizing legislation (S. 2330) provided that the Commission complete its work within 270 days of enactment of the legislation. That timeframe expired in July of 2021.

We are making an urgent request that Congress fund the budget for the Commission we submitted in the FY2022 budget and appropriations cycle for \$2,078,860 and to extend the timeline for the Commission to complete its work over a 15-month timeframe in an effort to enable the Commission to begin the important work Congress intended the Commission to conduct on behalf of Olympic and Paralympic athletes and the U.S. Olympic and Paralympic movement generally.

The Commission we co-chair provides an important opportunity to tackle some tough issues facing the U.S. Olympic and Paralympic movement and to provide specific and informed recommendations to Congress on needed improvements. If we miss this opportunity altogether or if the Commission is unnecessarily limited in the scope or timeframe under which it is permitted to operate, we fear we won't be able to help solve the real problems that demand attention now, and the credibility of the U.S. Olympic and Paralympic movement will be further eroded. Congress has created a structure through the Commission to do the hard work that is needed to address the areas outlined in the statute and we believe it is important to follow through on that commitment. We are eager to get to work.

We appreciate your consideration of our request. We would be happy to provide any additional information to you or other Members of Congress about the Commission's budget request and answer any other questions you may have.

Sincerely,



Han Xiao
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Attachment

CC: The Honorable Dick Durbin
The Honorable Chuck Grassley
The Honorable Patrick Leahy

The Honorable Dianne Feinstein
The Honorable Lindsey Graham
The Honorable Christopher Coons
The Honorable John Kennedy
The Honorable Maria Cantwell
The Honorable Roger Wicker

June 9, 2021

Dear President Seiko Hashimoto and Minister Tamayo Marukawa,

We understand that in an effort to protect the health of the community and competing athletes, there have been reductions put on travelers entering Japan by the Japanese government, and available Games accreditation has been limited to essential Games participants and personnel only. The USOPC AAC is sympathetic to the challenges of holding an Olympics during a pandemic, as well as the concerns of the Japanese people. But, allowing athletes to bring their nursing infants to the Tokyo Games should qualify as a “special exceptional circumstance.”

For an athlete with a nursing infant not having them in Tokyo can have a direct impact on their child-rearing decisions. Breastfeeding has proven benefits in terms of a child’s physical and cognitive development, and the World Health Organization, which the IOC depends on for its medical expertise, recommends children be breastfed “up to 2 years and beyond.” Allowing women athletes to bring their nursing infants to Tokyo, along with a caregiver, would not add a significant number of people to the delegation. An athlete should not have to make the decision between doing what they believe is right for their family or competing at the Games.

One cannot value and respect women if they are not supporting and empowering them to make choices that are in the best interest of their families. The USOPC AAC asks that the needs of mothers, families, and children are given full consideration and support by the Tokyo Organizing Committee and that an athletes’ nursing infant as well as a caregiver, qualify as a “special exceptional circumstance” granting them entry into Tokyo for the Games.

Sincerely,

Elizabeth Ramsey, AAC Executive Director

cc:

Bree Schaaf, USOPC AAC Athletes’ Chair, Bree.Schaaf@teamusa-aac.org

Greta Neimanas, USOPC AAC Vice-Chair, gretaneimanas@gmail.com

Ryoei Chijiwa, Tokyo Olympic and Paralympic Games, ryoei.chijiwa.h3e@cas.go.jp



AAC

Athletes' Advisory Council



2020 Tokyo Olympic & Paralympic Report

Summary

This report captures the AAC Executive Director's (ED) experience and lessons learned during the Tokyo 2020 Olympic and Paralympic Games.

This report will cover the following items:

- 1. Entry into Japan**
- 2. ARC**
- 3. Communication/Engagement**
- 4. Flag Bearer Elections**
- 5. Media**
- 6. Post Games**

1. Entry into Japan

Pre-departure Requirements

Prior to leaving for Tokyo, the ED took a Meenta COVID test 96 and 72 hours prior to departure. She found the instructions very easy to follow and had no issues taking the tests and reporting her results. The following lists the apps that were required to download prior to departure:

- OCHA
- Google Maps
- Team USA Delegation App
- ICON
- United

Departing the States

On the ED's flight from San Francisco to Tokyo, there was some confusion. Some members of the delegation did not have the correct COVID test printed off (the 72-hour test) and they were not permitted to board until showing the hard copy test result. A few people had to go past security and find a place to print the document. Luckily, people arrived at the gate early and to the ED's knowledge, no one missed the flight.

Arrival into Japan

The ED's flight included several members of the Team USA Delegation and landed in Japan shortly after 3 p.m.; however, she did not arrive at Olympic Village until 4 a.m. The initial arrival process was long, but it kept moving until the passengers got in the quarantine room waiting on their COVID test results. The room was separated from other delegations (China was directly next to the U.S) using partitions that did not go all the way to the ceiling. The only seating options were grey folding chairs or the floor and there was access to two extension cords with plugs. Bottled water was available but not food. Luckily all the passengers were prepared and had snacks and shared with each other.

The ED was in a room that initially included USOPC staff, USA Taekwondo staff and athletes, USA cycling and USOPC medical staff. After a few hours, athletes and members from USA Shooting were brought to this holding area. Once OCOG volunteers came into the room and asked the U.S passengers to write down their name and seat on the plane, it was clear there was an issue. They took that information and did not return for a significant time. Eventually, the OCOG volunteers returned and inquired if anyone had taken a connecting flight and if so from where. At that point, people started asking if someone had tested positive and the language barrier made it hard to get information. Because the group had spent a very long time in the room, a box of fruit snacks and some mini pieces of candy were provided by the OCOG volunteers. They apologized that there was not more food.

Around 9 p.m. the ED along with Sara Crowell, USOPC Manager Sport Performance, contacted Dean Nakamura, UOSPC Vice President – Game Operations, and others asking if they had additional information about what was going on because they were in the dark. Nakamura stated they were trying to get more information and that they too felt they were in the dark and he also let them know they were trying to get the group more substantive food. The ED was in constant communication with Nakamura until she arrived in the Village. It was clear to the ED that USOPC staff were wanted to do as much as they could to help everyone through what was a very tiring and frustrating process.

As more time passed, the ED and others started using backpacks and carry-on luggage as pillows and slept on the floor. Individuals were not permitted to leave the room except to go to the bathroom and they had to be escorted by an OCOG volunteer. Everyone was exhausted but at no time did the ED see an athlete or staff get upset with anyone. The ED believes that since the group had spent so much time together that day, everyone bonded over the experience. Please see the attached photos to get a better understanding of the arrival process and experience (Attachment No. 1).

2. Athlete Resources Center (ARC)

For both Games the ARC was housed in two apartments (four bathrooms and eight rooms) at the Village and provided athletes access to food, drink, TV's, iPads and a place to get answers to various questions. The space was adjusted after the Olympics to ensure it was accessible to all the Paralympians. Athlete Services and the AAC each had an office in separate suites. From an AAC perspective, this was a great place for the ED to organically introduce herself to athletes and let them know what the AAC does as well as that she and Meryl Fishler, AAC Coordinator, now work to support the AAC.

Athlete Service Coordinators (ASCs)

There were two ASC's for each Games. The amount and type of work done by the ASCs was not the same as in previous Games because there were no guest passes and athletes were not permitted to attend events. Prior to the Games, the decision was made to only have one ASC there at a time and that was a great decision. If both had been there the entire time, they would have been bored and most likely disappointed with their experience. Additionally, due to the fact the ED was there the ASC role as an AAC representative changed. The ASC program should be reviewed post-Beijing to see what changes can be made to possibly make it even more impactful for the ASCs and the athletes that interact with them at the Games.

3. Communication/Engagement

USOPC Staff

This trip provided the first real opportunity for the ED to meet a significant number of USOPC staff in-person. During the Games the ED was able to connect with staff at a

variety of places including at the High Performance Center (HPC), in the Village, and the Hilton where she stayed in between the Olympics and Paralympics. Additionally, the ED engaged with staff on some issues that arose involving athlete matters.

HPC

During the Olympics the ED was able to visit the HPC and received an unexpected tour from Ellen Senf, USOPC Manager Sport Performance, and met Dana Schoenwetter, USOPC Associate Director Games Operations. The HPC provided training space for many of the athletes during the Olympics and at least one sport during the Paralympics. The facility was very large and about a thirty-five-minute drive from the Village. Attached are some pictures from the tour (Attachment No. 2).

Village

The ED's communication with the Village Operations Staff was very good. Everyone was very welcoming, but you could tell that the ED position being new meant she was unintentionally left off some communication.

During the Paralympics, an issue arose in which our elected Flag Bearer along with his entire team was potentially going to be prohibited from participating in Closing Ceremony because of inconsistent application of COVID close contact measures. When this issue arose, Game Operations, Ombuds, Village Staff, Communications and the ED all worked together to advocate for our elected Flag Bearer and his team to participate in Closing Ceremony. This was a great example of how all the various groups came together to advocate for athletes.

At Events

Olympics

The ED was not provided a credential that allowed access to events, venues, or TA transportation. After about four days of trying to get access, the ED was provided an Upgrade Card by Games Operations. Initially, the ED didn't think anyone was allowed access to any events, but she learned quickly after the start of events that USOPC Executives, including the USOPC Chief of Athlete Services, were attending events. The AAC leadership views the ED as the same level of staff as the USOPC Chief of Athlete Services, so it was concerning when she was not provided the same credential. Athletes asked the ED if she was going to any events or specifically their events, and she told them because of COVID no one was allowed to attend. As such, when it was made apparent that was not the case, the AAC leadership was somewhat bothered by the miscommunication surrounding

this issue. The ED missed events AAC reps and alternatives had already competed in because she didn't get access until after their completion. The ED spoke with Katie Bynum, USOPC Chief Strategy & Growth Officer, and told her that the ED should get the same credential as the Chief of Athlete Services and that it was not a good look for her to tell athletes she wasn't permitted to attend any events, but the Chief of Athlete Services did have such an opportunity. Bynum was unaware that the ED did not have access and worked to correct the mistake. Moving forward, the AAC will request the ED has the same access as the Chief of Athlete Services.

Paralympics

For the Paralympics, the ED was provided a credential that allowed access to TA and the venues. The ED was able to attend events and support not only AAC reps and alternates that were competing, but other athletes she met and interacted with in the ARC. Moving forward, the AAC request this same access.

COVID Matters

Olympics

The ED did not receive notice when an athlete or a team was impacted by a positive test or a close contact. The ED was informed that because it is a medical issue, the circle was limited. However, Game Ops staff was informed so it was not just limited to medical staff. AAC leadership feels that anything that impacted athletes should be shared with the ED.

Kacie Wallace, USOPC Athlete Ombudsman, worked tirelessly to help athletes that tested positive or considered close contacts, but the ED was not provided the same information. As such, the ED could never really help or advocate for them. The lack of information provided to the ED also meant Wallace was overworked and had to do the brunt of the heavy lifting when an athlete was considered a close contact or tested positive. Moving forward it is suggested that the AAC and Ombuds can work together so certain staff members are not burdened or overworked.

Paralympics

Between the Olympics and Paralympics, the ED spoke with some USOPC staff asked if she could be looped in on any issues impacting athletes and the conversations went well. Some staff assumed the ED had been looped in on certain matters and other times it occurred because of the ED position being new and staff and the ED still learning roles. During the Paralympics, she was told when there was a positive test or close contact situation, but not told the names of the athletes.

The Ombuds office was still doing all the heavy lifting when it came to supporting athletes that were in quarantine. There was an improvement in communication, and the ED is hopeful that will continue.

Athlete Issues

Rule 50

During both the Olympics and Paralympics, Team USA athletes demonstrated which triggered communication from the IOC and IPC. For the issue that arose during the Olympics, the ED was not made aware of what potential consequences an athlete could be facing and was not included on any communications surrounding the matter. During the Paralympics, the ED was provided very general information from USOPC staff regarding a potential Rule 50 issue. When the ED attempted to gain more information and pushback on why she could not be privy to the information she was told by a USOPC staff member that they did not want to discuss the matter anymore, they did find the conversation productive and that she would not be provided any more information. At that point, the ED contacted a different USOPC staff member and expressed her concerns regarding the exclusion of her in the process. The conversation with that staff member was fruitful and they assured her that her concerns would be addressed.

General

As with any Games environment, matters arise with athletes (some positive some negative) that must be addressed. There were a few issues that came up that the ED was not told about until after the fact and had she been included from the start, the matter might have been resolved easier. When addressing issues with athletes, it is the hope that moving forward the AAC staff on site for the Games and USOPC staff can work together to provide the best solutions. Again, most of this is getting used to the AAC having staff and knowing that it all doesn't have to fall on USOPC shoulders. Working together can potentially help deescalate situations involving athletes and make the situation less stressful for UOSPC staff.

Athletes

Athlete Town Halls

Prior to the Games, the USOPC conducted townhalls to educate athletes on USOPC Delegation Rules, COVID protocol surrounding trials, Rule 50, and Rule 40. The ED participated in the following townhalls:

- February 9 – Rowing (1)
- March 10 - Archery

- March 18 - Wrestling
- April 7 - Canoe/Kayak
- April 9 - Rowing (2)
- April 15 - Swimming
- May 19 - Diving
- June 2 – Track & Field
- June 10 - Gymnastics

Athlete Resource Center

Having an office in the ARC dedicated to the ED was a great resource for athletes. As previously mentioned, it allowed the AAC to have a space to interact with athletes one-on-one and if need be, ensure an area where an athlete could have a private conversation with the ED. To help the athletes understand the ED is not in Athlete Services, she produced a sign that was placed on the door stating her name and title which encouraged questions from athletes about what the ED does and the AAC does. She also kept Japanese KitKats, gummy bears, and pins in her office to help increase foot traffic. The ED learned athletes love candy and pins!

Topics discussed with athletes included but not limited to:

- Anti-doping concerns
- Access to personal coaches
- Covid protocols
- Rule 40
- Athlete representation
- Event access
- AMP

Additionally, the ED was able to support athletes by attending a variety of events. Due to the limited credential initially provided, the ED couldn't attend as many events during the Olympics as the Paralympics. The events the ED attended are listed below:

Olympic events attended

- Athletics
- Baseball
- Women's Gymnastics Individual All- Around
- Skateboarding Park
- Men's Water polo

Paralympic events attended

- Athletics
- Para Archery
- Men's Wheelchair Basketball

- Women's Wheelchair Basketball
- Women's Goalball
- Wheelchair Rugby
- Women's Sitting Volleyball

NGB Staff

Because access to the Village was very limited and many NGB staff were not permitted to attend the Olympics and Paralympics, this is one group the ED was not able to make a lot of connections with during the games.

IOC Staff

There were not a lot of opportunities to engage with IOC Staff. The ED attempted to schedule a time to meet Kaveh Mehrabi, IOC Director of Athletes' Development, but unfortunately, their schedules never aligned. Toward the end of the Olympics, USOPC Games Operations staff had two IOC staff members tour the ARC. Terris Tiller, USOPC Athlete Services Manager of Athlete Engagement & Inclusion, and the ED took the staff through the ARC and explained how they work together as well as how valuable the space is to the athletes. This tour was important because the amount of space provided to each NOC is very limited and requesting additional space must be justified. The IOC staff commented how nice the space was, so the ED is hopeful that moving forward securing enough space for the ARC won't be an issue. The ED plans to meet more IOC staff in Beijing.

IPC Staff

Similar to the Olympics, there were not a lot of opportunities to engage with IPC staff. The ED was able to speak with Chris Kinney, an AAC rep that is on leave while he is temporarily employed with the IPC as an athlete engagement manager. Kinney was able to provide the ED with some insight into the IPC Rule 50 process. The ED is hopeful that Beijing will provide more opportunities for her to meet and engage with IPC staff.

Stateside Engagement

Athlete Communication

Fishler worked with Julia Clukey, then USOPC Senior Director Athlete Development & Engagement, drafting communication welcoming athletes back from Tokyo that also highlighted services available to them upon their return. AAC resources were included in the communication. This was a great example of how the AAC and Athlete Services can work together when communicating with athletes.

Paralympic Friends & Family Event

Fishler developed a one-page handout that outlined the AAC and provided context on athlete representation in general (Attachment No. 3). The AAC staff believes this is a good resource that can be used in other outreach settings and something reps can provide to their athletes to educate them about the AAC. Additionally, Fishler attended the event and got a chance to engage with the families of various athletes. The feedback Fishler received was very positive and it appears the event was a big success (Attachment No. 4).

4. Flag Bearer Elections

Opening Ceremony

In non-COVID Games, the flag bearer election process took place in-person at the site of Olympics and Paralympics; however, because of COVID everything was moved to a virtual format.

Moving the process to a virtual format simplified the process for athletes and seems to be well received. The one downside to there not being an in-person meeting was the lack of that human-to-human interaction. Voting reps were not able to campaign for their nominees. AAC staff created a WhatsApp group with the intention for it to be a substitute to the in-person meeting where voting reps could discuss the candidates, but it did fall a bit flat in that regard. The WhatsApp group was a good way to send out reminders to vote, but it did not have the effect we were looking for in terms of encouraging conversation. However, we believe one contributing factor to the lack of voting rep communication was moving things virtually elongated the timeline so many reps were traveling and not in the Village while voting was taking place. However, the nominee video and written statement submissions were a good way to allow the nominees to campaign on their behalf and made up for the lack of communication among the voting reps. We did not get as many submissions as we would have liked from Olympic nominees, but we adjusted the timeline on the Paralympic side and sent out the nominee instructions a few days earlier and got more participation. Moving forward to Beijing, if we send out the instructions to the nominees earlier, we should be able to yield more nominee participation.

Closing Ceremony

There was not great athlete participation in the voting process for Closing Ceremony for both the Olympics and Paralympics. AAC staff believes one of the contributing factors was that athletes departed Tokyo shortly after their competition ended and were not utilizing the delegation app anymore. Looking forward to Beijing, AAC staff can do more leg work during the Games to get the word out about the closing ceremony flag bearer election. During the Games, while athletes are still in the village, voting reminders can be pushed out to athletes.

Additionally, AAC staff can utilize AAC reps or NGB communications to remind athletes to vote.

The Election and Results

The elections went very seamlessly. Considering it was the AAC staff's first time conducting the flag bearer elections and it was done virtually it went very well. The AAC staff worked well with Edmund Pendleton, USOPC Game Operations Coordinator, to open and close each round, review the results, and send out notifications to the athletes to vote. For Opening Ceremony, Fishler did have to do a lot of direct outreaches to voting reps reminding them to get their votes in or asking them to recast their votes in the first round because they voted for their own sport nominees. Moving forward, the first round of voting should open at a time that makes sense in both time zones, MT and where the Olympics are. This adjustment was made for the Paralympics, and it streamlined the process. Additionally, feedback was received from a few visually impaired athletes that indicated they may have had issues voting. AAC staff is currently in communication with visually impaired athletes to identify the problem and work to get it corrected prior to Beijing.

5. Media

Opportunities for Athletes

Managing Victory is the USOPC's media program at the Olympics that assists athletes in their media opportunities. More detailed information about Managing Victory can be found in the attached document (Attachment No. 5).

Athletes are not required to participate in Managing Victory, but many do because it provides them a large platform to maximize exposure which helps them earn sponsors. Because this exposure can be very impactful to an athlete, it is vital that athletes are aware of how they are selected to be on the NBC Today Show, Peacock, etc. While at the Olympics, it was brought to the ED's attention that some athletes of color who medaled were questioning why they were not asked to be on the NBC Today Show that was broadcasting live from Tokyo. The ED brought this question to USOPC Communications staff and recently shared with the NGBC that more transparency is needed around how athletes are selected to appear on the Today Show.

The ED was provided the opportunity to visit the set of the Today Show and its impact on the athlete experience was immediately clear (Attachment No. 6). Selected athletes get the opportunity to engage with National TV personalities and take advantage of sharing who they are as people to the world. This opportunity could potentially provide more sponsorship opportunities and greatly impact an athlete's ability to increase their financial earnings. Additionally, we will continue to advocate that the same media opportunities (i.e. Managing Victory) should be provided to our Olympians and Paralympians. Currently, the NBC Today Show does not broadcast live from the Paralympics.

AAC Social Media

Stateside

Fishler worked with USOPC marketing to gain access to the USOPC's social media assets including the logos, fonts, and different branding elements. Additionally, the AAC obtained photoshop access and was added to the USOPC Getty images account. Through this, the AAC was able to create a group pre-Olympics/Paralympics post for all representatives and alternates going to the Games as well as individual post-Olympics/Paralympic posts for each. Once Fishler developed a graphic in photoshop it did have to get approved by the USOPC marketing team to make sure it aligns with USOPC branding since the AAC was using USOPC assets. At first, it took a few iterations of posts to get them approved and the process overall took a few days. To speed up the process Fishler developed a simple template for the post-Olympic/Paralympic congratulations posts and just swapped out the athlete images to speed up the approval process. To streamline the process going forward we would like to get the templates approved ahead of time, so right after a competition Fishler can plug in the Getty image and have more timely posts as it relates to the competition.

Additionally, once the AAC goes through its branding changes, staff hope to develop more autonomy in social media posts, so it isn't so reliant on USOPC's assets, but also are not too removed. The AAC does need its own brand identity beyond just a logo.

Tokyo

Throughout the Games, the ED documented her experiences on the AAC Instagram account. Because posting videos at events and in certain areas of the Village is not permitted, most of the posts were pictures. The use of social media for the Beijing Games will have to be amended because some applications are not accessible in China. The AAC staff is in the process of learning what the delegation will have access to in China.

6. Post Games

Staff Sale

Historically, after the Games were complete, the USOPC would hold a staff sale to get rid of apparel that was not used during the Games; however, after feedback from athletes (I was told specifically former AAC rep Eli Bremer) the staff sale no longer occurs. Because there is no staff sale, the apparel is being donated to an air force base in Tokyo. The ED spoke with the Team USA Welcome Experience (TUWE) staff, and they said they are going to be sending a lot of pallets of gear to the air force base. Some of the extra gear was provided to staff at the Games but a majority was donated.

In the future, instead of all the clothes being donated, the ED suggests having a sale for athletes and staff that are in Colorado Springs with the proceeds going to an athlete fund or the AAC's

budget. If this is supported by AAC leadership, then the ED can work with the USOPC staff on a more detailed plan we could implement moving forward.

Next steps:

- AAC Specific Pins (once the new logo and name change occurs)
- Work with the USOPC to ensure transparency in the Managing Victory Process
- Work with the USOPC to include the AAC ED in all Communication impacting athletes
 - o Shifting appropriate job duties to AAC ED that were previously managed by other staff
- Work with USOPC staff to ensure AAC ED receives the correct credential
- Assess the ASC positions
- Develop Post Games Apparel Sale Policy
- Permanently conduct the Flag Bearer Elections virtually
- Ensure visually impaired athletes have no problems participating in Flag Bearer Elections
- Do more leg work during the games to get the word out about the closing ceremony flag bearer elections.
- Develop Games social media templates for Beijing to get them approved ahead of time
- Confirm what social media applications staff can use while in Beijing
- Connect with the Ombuds office to see how the AAC can assist with COVID issues that arise during the next Games
- Connect with USOPC staff to determine how best to include AAC staff when matters arise with athletes

Attachment No 1:



Attachment No 2.: HPC





ATHLETE'S ADVISORY COUNCIL

WHAT IS THE AAC?

The USOPC AAC is an advisory council with the primary responsibility of communicating athletes' concerns and issues to the USOPC family, as well as communicating information from the USOPC family directly to elite athletes.

MISSION

To ensure communication between the USOPC and athletes who are actively engaged in amateur athletic competition or who have represented the United States in international competition within the proceeding ten (10) years.

VISION

Represent the athlete voice and empower Team USA to inspire and drive positive change.

ATHLETE REPRESENTATION

Ted Stevens Act

In governance and conducting its affairs, *USOPC shall provide for reasonable representation of amateur athletes*, defined as actively engaged or who have represented US in int'l competition in preceding 10 years, including establishing an AAC (composed of and elected by such athletes).

Membership and voting power on Boards and Committees should be no less than 20% of such athletes; however, beginning in 2022 that increases to 33%.

USOPC Bylaws

Similar to the Ted Stevens Act, NGB Boards and Designated Committees must have at least 20% athlete representation; and that too increases to 33% beginning in 2022

AAC serves as a source of athlete opinion and advice to the Board with regard to both current and contemplated policies of the USOPC, and to help ensure a strong and effective athlete voice in corporation governance.

Contact Us

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HISTORY

Prior to the 1972 Olympic Games in Munich, U.S. Athletes began questioning governance decisions such as how the team flag bearer was elected. Responding to the inquiries, then USOPC Director, F. Don Miller, arranged for a meeting in Munich for the team captains to hold the first election of a USA flag bearer for an Olympic Games. At the Sullivan Awards that followed, a number of Athletes who have been in Munich, were again together and expressed the need to have a real voice in governance of sport in the USA. Don Miller provided the resources for athletes to meet.

The first AAC (1973) pre-dated the passage of the Amateur Sports Act. They were a start-up with no formal structure within the USOPC, no internal structure within their own organization and voice but no vote at the Board of Directors meeting.

In 1975, President Ford organized the President's Commission on Olympic Sport, which led to Congress passing legislation in 1978 called the Amateur Sports Act giving athletes both voice and vote in the governance process of Olympic Sport.

In 1998, the United States Congress amended the Amateur Sports Act, renaming it the Ted Stevens Olympic and Amateur Sports Act (TSOASA), after the Senator who sponsored the bill. The amended Act strengthened the role of athletes in the Olympic family it now includes, by name, the athlete commission and its voting strength.

In 2020, Congress enacted the Empowering Olympic Act, an amendment to the Ted Stevens Act, to provide for congressional oversight of the board of directors of the USOPC and to protect amateur athletes from emotional, physical, and sexual abuse, and for other purposes. The act establishes a mechanism for Congress to have the ability to dissolve the Board of Directors of the USOPC and decertify national governing bodies as well as a duty of care that USOPC owes to amateur athletes.



Attachment No 4: Paralympic Friends and Family Event



Attachment No 5.: Managing Victory Plan



Olympic Games Tokyo 2020 USOPC Managing Victory Plan

BACKGROUND

Managing Victory is the USOPC’s media program at the Games that assists athletes in taking advantage of the worldwide window of opportunity 24-48 hours after a medal is won, maximizing exposure and coordinating all aspects of the post-podium experience.

Managing Victory is implemented for U.S. medalists at the Games and features the logistical planning and coordination of all media details starting at the finish line in the venue. For NBC, the plan includes media appearances at both the International Broadcast Center and the Hilton Odaiba where NBC Primetime, TODAY Show and other NBCU outlets are located; and for written press and non-rights holding broadcasters, a potential stop at the Main Press Center and possible interviews at the athlete village. NBC’s Hilton Odaiba studio is a short drive from the Olympic Village and is among the destinations approved for athlete appearances according to IOC and organizing committee protocols.

First and foremost, Managing Victory is about the athlete. The program ensures maximum publicity and opportunity for Team USA athletes and NGBs during an often frenzied, hectic and demanding time. It takes advantage of the worldwide window of opportunity by maximizing immediate exposure and coordinating the podium experience to provide optimal opportunity for everyone involved, and doing so in a seamless and organized manner. This program assists NBC in producing the most inspiring, compelling broadcasts across its family of networks – from primetime to Peacock, cable to digital and social – bringing the athlete story full circle for hundreds of millions of American fans. And, importantly, it also helps to inspire future generations of young athletes in the United States, helping to and grow the development and popularity of Olympic sport.

Managing Victory brings together all of the entities involved with the athlete, including National Governing Body leadership, coaches, press officers and PR staff, team leaders and agents.

MULTI-EVENT ATHLETES: Athletes competing in multiple events who win a medal but still have more events to compete in are welcome to participate in a Managing Victory Tour between their events, but they’re not required. The athlete’s involvement is at their own discretion, after discussing it with their coaches and team leaders. Elements of the Managing Victory Tour can take place immediately and/or after an athlete is done competing in all events. There will also be a remote position from the athlete village if the athlete wishes to do virtual interviews with NBC properties between events. Should a multi-event athlete decide at any time between their events to make themselves available for media interviews, notice and first access is given to NBC.

PARTIES INVOLVED			
ATHLETE/TEAM	USOPC	NBC	OTHER MEDIA
NGB leadership	NGB Press Officer	Jennie Thompson – IBC/Hilton	Accredited press
Coach	Olivia Truby – IBC/Hilton	Kristen Gerringer – IBC/Hilton	TeamUSA.org and Team USA social media channels
Agent (remotely)	Heather Ward – IBC/Hilton	Katie Baldwin – IBC/Hilton	Olympic Channel
	Jon Mason – Main Press Center	Elizabeth Cieszko – IBC/Hilton	Non-rights holding broadcasters
	Annemarie Blanco – Athlete Village	Nicole Cannon – NBC Page, IBC/Hilton	Lifestyle and others
		David Ramirez – NBC Page, IBC/Hilton	

GUIDELINES

- The right to the first one-on-one interview is a valuable part of the important partnership and collaboration between NBC and the Olympic Movement.
- NBC receives this exclusive opportunity in the mixed zone, for an in-studio interview, and as the first morning show interview on TODAY.
- NBC Booking will coordinate with all NBCU platforms to schedule athletes during the Managing Victory window.
- If there is a lull in the Managing Victory schedule, other one-on-one interviews may take place during that time as long as it is communicated with the USOPC and NBC.
- The Athlete Village is considered an Olympic venue and therefore athletes may not do video interviews with non-rights holding media outlets from there. This includes interviews over virtual platforms on devices like their phones, tablets or laptops.
- A one-on-one phone interview is permissible as long as it takes place with print media only and it isn't recorded for social or digital media use.
- An optional press conference at the MPC (dependent on timing and onsite media presence) will be arranged during Managing Victory for group media access, and is not to include one-on-ones.
- Team USA digital/social will capture one-on-one interviews with the medalists.
- Athletes competing in multiple events are welcome to participate in a Managing Victory Tour between their events, but not required.
 - However, per their NGB, if they are willing to be available for a small window of time, the first opportunity should go to NBC.
- Sponsor-related media availabilities should be vetted through the USOPC/NBC to avoid scheduling conflicts. In general, all sponsor obligations should take place after Managing Victory is complete. Once arranged, NBC Booking will then work with the sponsor and alert all NBC platforms of the opportunity.
- The Managing Victory process is primarily for medal winners, but there may some occasions where we request an athlete who did not medal if there is a good story.

GO TEAM USA!

Managing Victory would not be possible without the help and collaboration of the athletes, NGBs, agents, coaches, support staff, the USOPC and NBC. Working collectively, these groups can maximize the window of opportunity, provide Team USA athletes with optimal podium experiences, and give U.S. fans incredible access to and inspiration from the stars of the Tokyo Games. We can't wait to work with you – Go Team USA!



Attachment No 6.: NBC Today Show



