

Minutes
USOC/USOPC Board of Directors Meeting
Chicago, Illinois
June 19-20, 2019

A meeting of the Board of Directors (the “Board”) of the United States Olympic Committee (“USOC”) (renamed during the meeting as the United States Olympic & Paralympic Committee (“USOPC”)) took place on June 19 and 20, 2019 following notice duly given pursuant to the USOC Bylaws. Present were Susanne Lyons (Chair), Robbie Bach, Rich Bender, Cheri Blauwet, Beth Brooke-Marciniak, Sarah Hirshland (USOC/USOPC CEO, *ex officio*), Bill Marolt, Steve Mesler, Whitney Ping, Kikkan Randall (IOC Member, *ex officio*), Brad Snyder, Kevin White, and Robert Wood. Attending by telephone (June 20 session) was Anita DeFrantz (IOC Member, *ex officio*) Attending Board members constituted a quorum of the Board under USOC Bylaws.

The minutes were recorded by Christopher McCleary, Secretary.

June 19, 2019

0. Working Dinner

The Chair called the meeting to order at 7:00pm and welcomed Board members and attending USOC staff members (Kevin Penn, Chris McCleary) to a working dinner session. She noted the importance and volume of the Board’s work for the current meeting and thanked the Board for their extra time and efforts in this regard.

At the Chair’s invitation, Sarah Hirshland previewed the evening session agenda and discussed some of the Board’s work set for the next day’s session.

0.1 Lake Placid OTC Discussion

Ms. Hirshland turned to a discussion on the Lake Placid Olympic Training Center (“LPOTC”) and learnings that followed the tragic 2017 death of Steven Holcomb, which occurred at the LPOTC while he was a resident athlete there. She reviewed the structure and operation of the LPOTC generally, and asked USOC Chief of Business Operations Kevin Penn to review with the Board the substance and results of investigations conducted in the aftermath of Mr. Holcomb’s death.

Mr. Penn reviewed the law enforcement and internal USOC investigatory efforts that immediately followed Mr. Holcomb’s death and noted that no wrongdoing was found at that time. He discussed concerns later raised by another LPOTC resident athlete in the

fall of 2018, and the formal internal USOC investigation that followed. Mr. Penn reported that this investigation confirmed that there were violations of the LPOTC's rule against on-premises alcohol consumption. He reported on other findings of the investigation, which did not reveal other policy violations.

Mr. Penn then described remediative efforts completed by the USOC to address the LPOTC policy violations found and to ensure that no such violations would take place in the future.

Board discussion and questions followed, including on Mr. Holcomb's many friends and supporters throughout the Olympic and Paralympic community and on Board members' desires to ensure that his family continue to feel support and respect from the USOC. Board members also discussed the importance of and exchanged ideas about learnings for the USOC and the community in general from Mr. Holcomb's tragic death and all the circumstances surrounding it. Further discussion centered on the importance of proactively addressing emotional and mental health support needs faced by elite athletes, at the USOC and NGB levels as well as elsewhere in the community.

In response to Board member questions and comments, Mr. Penn provided further information on USA Bobsled and that entity's role in supporting investigative efforts and taking steps to improve policy compliance and a healthy athlete culture overall. Board members reflected on the importance of continued efforts in this regard.

0.2 National Paralympic Committee Matters

Sarah Hirshland reminded the Board of recent planning and implementation sessions concerning the USOC's status, voice, and activities as a National Paralympic Committee in the domestic and international Paralympic communities. In particular, she referred to Board discussions and staff work concerning a possible change of the USOC's name, to more explicitly and inclusively reflect its NPC status and the centrality of the Paralympic community to its mission.

Board discussion on this topic followed, during which Board members expressed their enthusiasm for such a change and for pushing forward with the host of organizational and infrastructure steps that would accompany it. Ms. Hirshland and Board members discussed communications and other plans to be rolled out immediately, and further organizational steps to be completed as soon as feasible. Board members also reflected on the importance of honoring this name change with continued and substantive accomplishments and leadership as an NPC generally.

After this discussion, and on a motion duly made and seconded, it was resolved that the United States Olympic Committee will change its operating name to be "United States Olympic and Paralympic Committee"; that the change is to be implemented as soon as

practical and efficient; and that USOC staff is directed to take all appropriate corporate actions necessary to perform this implementation.

Next, the Chair briefed the Board on recent work concerning the USOPC's approach to awarding cash payments to athletes achieving Olympic and Paralympic medals under the "Operation Gold" program. She reminded the Board that it had implemented parity as to such payments as between Olympic and Paralympic Games medals during 2018. The Board discussed that advisability of clarifying that such parity should apply to all events for which "Operation Gold" program payments apply.

After this discussion, and on a motion duly made and seconded, it was resolved that the USOPC Operation Gold program will henceforth apply the same per-medal payment amounts for all medals, regardless of whether related to Olympic sports or Paralympic sports, at all events for which the USOPC makes payments under that program; and that USOPC management should take immediate steps to implement that approach with effect from January 1, 2019.

0.3 Litigation Report

Next, and referring to advance materials for the meeting, Mr. McCleary provided a detailed briefing on recent litigation developments and upcoming matters and items affecting the USOPC. He thanked members of the Board working group on litigation matters, Robbie Bach, Whitney Ping, and Bob Wood, who had been meeting regularly to consider and offer guidance on particular courses of action in these matters.

Mr. McCleary reported on preparations and plans for the USOPC to participate in scheduled multi-party mediation discussions pertaining to Nassar-related lawsuits brought against USA Gymnastics, the USOPC, and other defendants. Mr. McCleary discussed organizational roles and responsibilities within the USOPC in that regard, and previewed scheduling and other specifics.

Extensive Board discussion followed, including as to these matters, the USA Gymnastics bankruptcy-related litigation stay that pertains to USA Gymnastics and its co-defendants (including the USOPC); the impact of that stay on the USOPC's own proceedings toward derecognition of USAG as a National Governing Body under Section 8 of the USOPC Bylaws; the importance of seeking to resolve the Nassar-related litigation generally in a way that is fair and just as to Nassar's victim survivors and all parties involved; and the USOPC's potential role in helping to bring this about as promptly as possible.

0.4 Recess

At 9:15pm, the Chair reminded Board members of the meeting schedule for the following day and put the meeting into recess.

June 20, 2019

1. Call to Order

The Chair called the meeting out of recess at 7:30am Central Time. She welcomed Board members and attending USOPC staff, who for the June 20 session included Rick Adams, Katie Bynum, Mark Jones, Morane Kerek, Bobbi McPherson, Kevin Penn, and Christine Walshe. She also welcomed United States Olympic and Paralympic Foundation Chair Gordon Crawford and thanked him for sitting in as an observer.

The Chair noted the working session of the previous evening and invited Sarah Hirshland to preview the agenda items ahead. Ms. Hirshland did so, noting that the day's meeting would present a number of organizational challenges as well as opportunities, encouraging the Board to dig deeply into both and to test the thinking presented.

2. Operations Update

Sarah Hirshland referred to advance materials for the current meeting on a range of organizational topics including year-to-date financials, a development update, the US Center for SafeSport, and plans for the 2020 Olympic and Paralympic Games in Tokyo. She invited Board member questions or discussion on any of these and then delved into a number of further operational topics.

First, Ms. Hirshland briefed the Board on operational planning around the USOPC name change approved by the Board at the previous evening's session. She then discussed significant USOPC staffing changes and additions, logistical plans related to the Tokyo 2020 Games, and recent development activities and prospects. With regard to the latter item, she added her thanks to Gordon Crawford for joining the day's meeting as an observer from the US Olympic and Paralympic Foundation.

Ms. Hirshland also led a short discussion on organizational revenues and expenses compared to budget for 2019 and on the USOPC's support for the US Center for SafeSport and her understanding of developments within that organization and its important work. In that regard, Ms. Hirshland and Board members discussed the Center's reported case load in recent months, its hiring of a new CEO, and its work on how best to seek and secure needed funding. Board discussion on the Center centered on the USOPC's role in supporting the Center financially, the overall scope of the Center's work and jurisdiction and the importance of clarity in these, and the areas where the early years of the US Anti-Doping Agency can be instructive in aiding the Center.

Further discussion among Board members and Ms. Hirshland included a review of particular National Governing Body compliance matters being managed by the USOPC and prospects for their resolution, as well as the overall USOPC approach to balancing support for NGBs on the one hand and enforcement on the other. In that regard, Ms.

Hirshland provided further information on the derecognition action brought against USA Gymnastics under Section 8 of the USOPC Bylaws, the ongoing stay imposed under USAG's bankruptcy as it pertains to that matter, and recent USAG efforts to demonstrate progress against the four grounds for derecognition articulated in the USOPC complaint against USAG under Section 8.

Finally, Ms. Hirshland updated the Board on work and discussions with the Los Angeles 2028 Organizing Committee and the marketing joint venture between the USOPC and that entity, and on current and prospective developments in the TOP global sponsorship program operated by the International Olympic Committee. As to the latter, the Board discussed in particular a prospective TOP agreement being finalized with Coca-Cola and Mengniu, and the potential impact on the USOPC of such an agreement.

3. Executive Session, Borders Commission Report

At this point, Lisa Borders of the Borders Commission on Athlete and NGB Engagement and Commission counsel Davis Butler joined the meeting, welcomed by the Chair and members of the Board. The Chair indicated that the Board would go into executive session with Ms. Borders and Mr. Butler, and attending USOPC staff were excused from the meeting room.

The Chair then launched a Board discussion with Ms. Borders and Mr. Butler by reviewing the genesis of the Commission, its formation with Ms. Borders as Chair, its work and dedication over the previous nine months, and the importance of the matters it has considered and for which it would soon issue its recommendations. She thanked Ms. Borders, Mr. Butler, and the Commission for these efforts and invited them to address the Board on their process and results.

Ms. Borders thanked Board members and USOPC staff for their support and respect for the need of the Commission to conduct its work on a completely independent basis. She reflected on the importance of that independence in the Commission's extensive work to understand clearly and deeply those issues and concerns felt by other members of the Olympic and Paralympic community, in particular thoughtful critics of the USOPC and its approach to leading that community in recent years.

She reviewed the approach taken by the Commission in its work and the fundamental components of that work: Careful review of the existing structure and operations of the USOPC and the rules governing these; extensive interviews with members and observers of the Olympic and Paralympic community including some of the USOPC's most vocal critics; iterative creation, testing, and modification of particular concepts for implementation; and finalization of a set of specific recommendations arising from these steps. Ms. Borders reminded the Board of the strong and diverse composition of the Commission. She underlined the diversity of interviewees consulted from within and without the Olympic and Paralympic community, as the Commission sought to

understand, focus, and refine its impressions and recommendations for the USOPC's role in leading that community.

Next, Ms. Borders offered to provide the Board with a survey of the main themes and recommendations anticipated to form part of the Commission's final report, noting that the report and these recommendations were not yet final.

Referring to slides prepared for this purpose, Ms. Borders proceeded to take the Board through a number of specific themes organizing the Commission's thinking as to areas where the USOPC could adjust its governance, organization, and culture in order to better serve athletes and sport generally, including as to matters of athlete safety and support in particular. Extensive discussion and exchanges of perspective and ideas among Ms. Borders, Mr. Butler, and members of the Board covered each of the themes discussed, and explored a number of specific recommendations that may come from the Commission as to each.

Further discussions focused on ideas surfaced by the Commission in the areas of athlete support, whistleblower support and protection, governance and athlete voice and vote in governing the USOPC, culture within the USOPC and across the Olympic and Paralympic community, and National Governing Body requirements, compliance, and support.

Ms. Borders reiterated that the Commission's final report would be provided shortly and thanked Board member Beth Brook-Marciniak for her efforts and support as a member of the Commission in recent weeks, stepping in for former USOPC Board member Dan Doctoroff. Members of the Board reiterated the USOPC commitment to immediately make the Commission's final report available to the public in its entirety and without limitation.

The Chair thanked Ms. Borders and Mr. Davis and the Commission again, and Ms. Borders and Mr. Davis left the meeting.

4. Governance Reform Discussion

Sarah Hirshland launched a further Board discussion on the topics raised by Ms. Borders and Mr. Butler and on governance reform projects underway in parallel to the Commission's work. She noted that separate projects were ongoing within the USOPC, the Athletes Advisory Council, and the National Governing Bodies Council in that regard. Ms. Hirshland invited USOPC general counsel Chris McCleary to update the Board on the progress of each of these projects.

Referring to advance materials for the meeting, Mr. McCleary reviewed with the Board the elements of the USOPC governance reform project. He reported on his understanding of the progress of the AAC and NGBC projects as well. He noted that these separate projects benefitted from discussions among the leaders of each of them, comparing notes

on overlapping themes and ideas. He discussed a number of such ideas that appear to enjoy strong consensus among the project teams. Board discussion focused on how the USOPC can best honor this consensus, including as it may be further borne out in the final report of the Borders Commission, by identifying and implementing specific changes that can be made quickly even as other concepts are developed further.

In this regard, the Board discussed the types of changes that might require legislation (i.e., changes to the Ted Stevens Olympic and Amateur Sports Act) on the one hand, and changes that could be quickly and directly implemented by the USOPC through its own Bylaws and policies on the other. Board members expressed the hope that the latter changes could be further addressed promptly, perhaps as soon as at the Board's next scheduled meeting.

5. International Reports

Attending USOPC staff members rejoined the Board in the meeting room at this time.

At the Chair's invitation, Anita DeFrantz updated the Board from Lausanne on developments at the International Olympic Committee and its ongoing meetings there. She noted that the Chair and Sarah Hirshland would soon be joining her and other leaders in the international Olympic community to celebrate the 125th anniversary of the modern Olympic movement as well as the opening of the IOC's new and highly eco-friendly headquarters building in Lausanne. Board discussion followed on IOC and World Anti-Doping Agency developments and issues, current debates regarding event participation for hyperandrogenous athletes, international federation matters, and preparations for the Tokyo 2020 Olympic Games.

Next, the Chair reviewed developments around the Association of National Olympic Committees and the 2019 ANOC World Beach Games, which had been planned for San Diego, California. She and other Board members discussed USOPC efforts to support and assist ANOC in its planning and preparation for this event, and ANOC's recent decision to move the event to Doha, Qatar.

6. Strategic Planning Update

Next, Sarah Hirshland opened a discussion on the USOPC's ongoing work on its mission statement as well as to finalize its strategic plan for the 2021-2024 Olympic and Paralympic quadrennium. She recognized the help and support of a number of Board members in this work and reflected on the value of the process and discussions involved, including with a number of leaders from around the US Olympic and Paralympic community. She introduced Kevin Penn to discuss the project further.

Mr. Penn referred to advance materials for the meeting in taking the Board through the current state of the project and its work product, discussing a number of particular

organizing principles and the supporting specifics for each. He updated the Board on planned next steps in this regard. Ms. Hirshland commented on ongoing work and thinking in connection with the USOPC's mission statement and opportunities to update and clarify it to better match the Board's intentions going forward. She referred also to the work of the Borders Commission and the other governance reform efforts discussed earlier in this Board meeting as valuable points of reference in considering that mission statement update. She indicated that further developments on this point would be forthcoming as well.

Board discussion on these topics included exchanges of ideas and thoughts on the scope and areas of focus for the USOPC's work as an organization and as a leader in the US and international Olympic and Paralympic communities, the need to prioritize areas of focus in this regard in order to better serve athletes in this role, and the importance of carefully managing revenues and expenses to maximize the USOPC's effectiveness overall.

7. Executive Session, Committee Reports

At this point, attending members of USOPC staff again left the meeting.

7.1 Administrative Items

At the Chair's invitation, Chris McCleary first covered several brief administrative items with the Board.

7.1.1 USOPC Bylaws Amendments

Referring to advance materials for the meeting, Mr. McCleary invited Board discussion on a specific set of USOPC Bylaw edits proposed to clarify the composition and operations of the USOPC Athlete and NGB Engagement Committee including by formally adding a member of that committee to be appointed by the US Olympians and Paralympians Association, and to adjust the name of the USOPC Audit Committee to better contemplate the scope of work of that committee. Board members discussed these matters and proposed that the draft Bylaw edits included in the advance materials for the meeting be posted for public comment and potential Board adoption, in line with the approach set out in the Bylaws.

7.1.2 Committee Rosters

Referring to advance materials for the meeting, Mr. McCleary then reviewed current USOPC committee assignments and rosters including as they had been recently adjusted, and reminded Board members that the Board and committee rosters were updated and posted on teamusa.org at all times.

7.1.3 SafeSport Training

Mr. McCleary reviewed the SafeSport training resources and requirements for Board members, who, like all members of USOPC staff, must complete and annually refresh this training by using tools provided by the US Center for SafeSport. He briefed the Board on USOPC tracking and assistance in assuring full Board compliance with these obligations and previewed coming communications in that regard.

7.2 Committee Reports

7.2.1 Audit Committee

USOPC Audit Committee Chair Beth Brooke-Marciniak reported on that committee's ongoing work and in particular on its meeting of the previous day. She referred to work on the USOPC 2018 annual report and Form 990 items and disclosures, the work of the USOPC's external auditors and their report, and committee discussions on USOPC organizational risk management. Board discussion followed on the importance of full transparency in financial and administrative expense reporting in connection with the release of the 2018 reports, consistent with overarching USOPC efforts to ensure that all members of the Olympic and Paralympic community fully understand the USOPC's generation and use of financial and other resources to execute on its mission.

7.2.2 Compensation Committee

Compensation Committee Chair Bob Wood reported on the committee's meeting of the previous day. He reviewed the committee's work on CEO and staff performance management and staffing structure, talent acquisition and diversity & inclusion in that regard, industry benchmarking in the area of staff compensation, and projects being launched with new USOPC Chief People Officer Bobbi McPherson.

7.2.3 Ethics Committee

With the permission of Ethics Committee Chair Anita DeFrantz, USOPC ethics officer Chris McCleary reported on the recent work and meetings of that committee, including as to ongoing staff disclosures and ethics education, updates to the USOPC Outside Work Policy supported by extensive committee discussion and input, and ethics matters currently being investigated with oversight from the committee and its Chair.

7.2.4 Nominating and Governance Committee

USOPC Nominating and Governance Committee Chair Robbie Bach updated the Board on that committee's active projects and working sessions including its meeting of the previous day. He discussed the ongoing search for an athlete representative member of the USOPC Ethics Committee; the engagement of an executive search firm to support the

committee's work on identifying and nominating a new independent USOPC Board member; and the committee's ongoing discussions and consideration of particular elements of potential governance reform for the USOPC and plans to assist in their development and implementation.

7.2.5 Paralympic Advisory Committee

Paralympic Advisory Committee Chair Cheri Blauwet briefed the Board on that committee's further progress on revising and clarifying its charter and mission as previously discussed. She reflected on particular themes and stakeholder input on this work and referred to advance materials for the meeting in reporting that the committee had finalized a revised draft charter document for Board consideration.

Board discussion followed as to the PAC, its ambit and opportunities, and the value of a clear and strong charter to help enable it in addressing these.

After this discussion, and on a motion duly made and seconded, the Board adopted the following resolution:

WHEREAS, on March 15, 2011, the USOPC Board of Directors created a Paralympic Advisory Committee to advise the Board regarding sustained competitive excellence in Paralympic sport and to generate resources for Paralympic sport; and

WHEREAS, on September 21, 2012, the USOPC Board of Directors passed a resolution which recognized the roles and responsibilities of the Paralympic Advisory Committee, established a Nominating Committee, and described the composition of the Paralympic Advisory Committee; and

WHEREAS, the Nominating Committee issued a description and nominating process in 2013 for the 2013-2016 quadrennium seeking new members; and

WHEREAS, the Paralympic Advisory Committee would like for the USOPC Board of Directors to recognize a new Paralympic Advisory Council Charter outlining its new name, composition and revised roles and responsibilities;

NOW, in order therefore to enable the Paralympic Advisory Committee to more appropriately carry out its business in sustaining competitive excellence in Paralympic Sport, it is hereby

RESOLVED, that the Paralympic Advisory Committee shall be now known as the Paralympic Advisory Council; and it is further

RESOLVED, that the Paralympic Advisory Council Charter dated June 20, 2019 and included in the advance materials for the current meeting is approved; and it is further

RESOLVED, that the Paralympic Advisory Council Charter dated June 20, 2019 supersedes and replaces the *Board Resolution Regarding Paralympic Advisory Committee Approved September 21, 2012*; and it is further

RESOLVED, that the Paralympic Advisory Council Charter dated June 20, 2019 supersedes and replaces the *Paralympic Advisory Committee Description and Nominating Process 2013-2016*.

7.2.6 Athlete and NGB Engagement Committee

Athlete and Engagement Committee Chair Susanne Lyons discussed that committee's recent meetings including its meeting of the day before. She noted that the committee, in the first months of its existence, was addressing a wide range of topics and subject matter and continued to undertake a very significant volume of work and discussion.

In that regard, Ms. Lyons reviewed committee work on the USOPC's approach to NGB compliance and specific compliance matters currently underway, discussions on background checks as incorporated into the USOPC's operations for the 2019 Lima Pan American and Parapan Am Games, and work with the USOPC Ombudsman Office on how to approach and prioritize workload and athlete needs. She noted that other topics of the previous day's meeting included NGB athlete selection issues and how the USOPC can enhance its support and oversight of this fundamental operational area. She also reviewed committee discussions on the US Center for SafeSport and the USOPC's role and ability to help it succeed.

Finally, Ms. Lyons reviewed committee discussions on the governance reform projects ongoing within the Athletes Advisory Council and the National Governing Bodies Council, both of which were the subjects of Board discussion earlier in the day's meeting. She noted that AAC and NGBC representatives on the Committee took the Committee through specifics on these projects at the previous day's committee meeting. She reflected on useful discussions and exchanges of ideas on a number of these specifics. Further Board discussion on a number of these topics followed, including as to developing AAC ideas on its own form and governance.

Finally, Board members discussed recent public debate and attention to support and protection for athletes who become pregnant during their athletic career, and the importance of USOPC ensuring both that its own athlete health benefits address these athletes' needs and concerns fairly, and that it provides leadership in this regard throughout the US Olympic and Paralympic community.

8. Sport Performance Report

Attending USOPC staff returned to the meeting room, joined now by USOPC Chief of Paralympic Sport Julie Dusliere.

At the Chair's invitation, USOPC Chief of Sport Performance and NGB Services Rick Adams opened a Board report and discussion on USOPC sport performance operations, projects, and priorities as the organization looks forward to the 2019 Pan American and Parapan Am Games, and the 2020 Olympic and Paralympic Games.

Mr. Adams noted developments and staffing changes in the areas of USOPC athlete services, sports medicine, and sport performance. Then he turned to specific plans and preparations for the 2019 Pan Am Games. He took the Board through specific challenges and opportunities facing the USOPC in this regard. Mr. Adams introduced Ms. Dusliere to provide a counterpart report covering the 2019 Parapan Am Games.

Ms. Dusliere updated the Board on specific preparations for these games and ongoing work in the international Paralympic community. She noted in particular the team's focus on ensuring optimal support and resources for those Paralympic athletes whose performance at the 2019 Parapan Am Games may directly affect prospects for participation at the 2020 Paralympic Games in Tokyo.

Turning to Tokyo and 2020, Mr. Adams discussed specifics on team preparations and prospects for the Olympic Games and Ms. Dusliere provided counterpart information as to the Paralympic Games. Both Mr. Adams and Ms. Dusliere discussed with Board members a number of particular areas of emphasis, challenge, and opportunity.

Further Board discussion with Mr. Adams and Ms. Dusliere looked forward to the 2022 Olympic and Paralympic Winter Games in Beijing and the 2024 Olympic and Paralympic Games in Paris, including as to the projected sport programs for each, athlete support needs that may arise from these, and other operational issues currently foreseeable. Board members also discussed overall challenges and opportunities in the areas of athlete support and sport performance.

9. International Paralympic Committee, National Paralympic Committee Matters

International Paralympic Committee President Andrew Parsons and acting IPC CEO Mike Peters joined the meeting, greeted by Board members and attending USOPC staff.

Sarah Hirshland welcomed Mr. Parsons and Mr. Peters and invited them to comment on developments at the IPC and in the international Paralympic community.

Mr. Parsons thanked the Board for its invitation and the chance for direct and constructive information sharing and collaboration between the IPC and the USOPC in general. He

shared his feeling that the USOPC's announced name change was both historic and strongly positive for Paralympic athletes and the Paralympic community across the globe. He underlined the importance of dedicated and active National Paralympic Committees in that community, and that the USOPC's recent steps as an NPC are most welcome in that regard.

Mr. Parsons went on to provide the Board with a survey of current IPC activities and areas of emphasis, including in the areas of governance review, member engagement, cooperation with the International Olympic Committee on sponsorship and other matters of common interest, preparations for the 2020 Paralympic Games in Tokyo, and its search for a new CEO to replace the recently-retired Xavier Gonzalez. In connection with that latter item, Mr. Parsons commented on the strong work and contributions of Mr. Peters as acting CEO and the particular projects Mr. Peters has been leading to ensure that the IPC continues to grow and change even during this search.

Mr. Peters thanked Mr. Parsons for these comments and provided supplementary information on his work and areas of focus. He reiterated Mr. Parsons' comments on recent USOPC steps as an NPC, including the name change, implementation of parity in financial rewards to medaling Olympic and Paralympic athletes, and the strong focus of the USOPC Paralympic Advisory Council in this regard. He reflected on his own experiences as an athlete and Paralympian and how steps like these can make athletes feel better recognized, included, and supported.

Board discussion and questions with Mr. Parsons and Mr. Peters followed, including as to the IPC-IOC relationship, areas of particular opportunity for cooperation between the IPC and USOPC, and the road to a US-hosted Paralympic Games in 2028.

With the Board's thanks, Mr. Parsons and Mr. Peters left the meeting.

10. Museum Update

At this point, US Olympic and Paralympic Museum CEO Chris Liedel joined the meeting.

Sarah Hirshland welcomed and introduced Mr. Liedel and reflected on her experience working with him and his team as the museum continues to take shape. She thanked him for joining the current Board meeting and invited him to share thoughts with the Board.

Mr. Liedel thanked Ms. Hirshland and the Board for the opportunity to share museum progress and plans, and to discuss these directly. With the aid of multimedia presentation materials, Mr. Liedel took the Board through detailed information on museum construction and operational plans, a preview of the museum's planned content and use of technology, and its particular emphasis on accessibility. He reviewed museum fundraising progress and prospects and commented on the great spirit with which the museum was being embraced by the US Olympic and Paralympic community. In that

regard, he thanked in particular Gordon Crawford, who in 2018 donated to the USOPC an extensive and unparalleled collection of Olympic medals and torches, which collection now featured prominently in the museum's display plans.

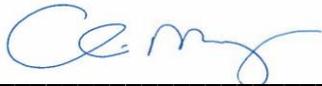
Board discussion with Mr. Liedel included specific elements of the museum's layout, its importance as an element of the overall growth and development of Colorado Springs, its strong focus on Paralympic athletes and sport, and its groundbreaking use of technology. Board members expressed their enthusiasm and support for the museum and Mr. Liedel's work in leading its development.

With the Board's thanks and encouragement, Mr. Liedel left the meeting.

11. Adjournment

There being no further business, the meeting was adjourned at approximately 3:00pm.

This document constitutes a true and correct copy of the minutes of the June 19-20, 2019 meeting of the Board of Directors of the United States Olympic Committee.



Christopher McCleary
Secretary

July 17, 2019

Date