

PUBLIC NOTICE
August 19, 2019

PROPOSED AMENDMENTS
TO BYLAWS OF THE UNITED STATES OLYMPIC & PARALYMPIC COMMITTEE

In accordance with Section 23.2 of the USOPC Bylaws and Section 220505 of the Ted Stevens Olympic and Amateur Sports Act, this is a public notice of proposed amendments to the USOPC Bylaws, which are planned for consideration by the USOPC Board of Directors. Further proposals for Bylaw amendments and other governance changes will be forthcoming in the months ahead.

The proposed amendments would alter the Bylaws in order to enact a number of structural and governance reforms to the USOPC as described below.

If you would like to comment on these proposed amendments you may do so by submitting them by email or post for receipt on or before October 18, 2019. All comments so received will be provided to the Board prior to its vote regarding these amendments.

The address for submission is:

Email: generalcounseloffice@usopc.org

Post: Chief Executive Officer
United States Olympic & Paralympic Committee
One Olympic Plaza
Colorado Springs, CO 80909

If you would like additional information concerning the proposed amendments, please contact USOPC General Counsel Christopher McCleary at 719-866-4117 or chris.mccleary@usopc.org.

BACKGROUND

As the USOPC continues to respond to the communities it serves, elite athletes principal among them, a refresh of the organization's governing documents and practices is critically important. Having heard from important voices, from the Athletes' Advisory Council and the National Governing Bodies Council to Congress and the USOPC-chartered Borders Commission, as well as many others, nearly 200 recommendations have been compiled in three significant areas:

- Curating an athletes-first culture
- Ensuring athlete safety and well-being
- Requiring accountability for the USOPC and its member organizations.

Not all of the recommendations are governance-related, nor are all immediately actionable, but a consensus has emerged on those that are both. These are reflected in the proposed amendments below. Non-governance related steps are now underway as well, and further governance steps will be proposed in coming weeks and months.

The USOPC is grateful for the work, thoughts, and energy of the US Olympic and Paralympic community members referred to above and below, and to many others as well. The reforms set out here represent only one step along the path to a stronger and safer community for the athletes and the people they inspire.

FALL 2019 USOPC GOVERNANCE REFORM PROPOSAL

In the area of USOPC governance reform a number of teams have been engaged in recent weeks and months on identifying specific points of governance and structural reform that might be adopted. As noted above, these have included Congress (*see especially* 2018 House Energy & Commerce Committee report, 2019 Senate Commerce Committee report), the Borders Commission on Athlete and NGB Engagement, the Athletes Advisory Council, a task force of the National Governing Bodies Council, and the USOPC itself. The particular items listed below and the attached USOPC Bylaw amendments begin to put this valuable work into action.

Given the importance and complexity of these changes and of the other important concepts proposed among the projects and groups referred to above, this initial governance reform proposal leaves for further work and discussion several concepts that have been featured among the projects and groups. Subsequent reform steps, including further proposals for Bylaw amendments, will follow this one. As well, some recommendations of the various projects and reports are not governance changes but other organizational steps; those other elements are being worked on separately.

A number of the governance reform concepts and included in this new Bylaw language would trigger the need for more work and policy development (sometimes substantial work among a number of groups) to successfully implement. The relevant Bylaw edits are a small part of this overall work, simply paving the way for it to go forward. This initial reform proposal is intended to take into account that outside work and make sure it can be accomplished in order to bring the reform to life effectively and timely.

The current proposal covers a number of substantive areas. It also includes a number of less- or non-substantive Bylaw edits meant to simplify and clarify language, shorten lengthy paragraphs, and generally make the Bylaws more approachable.

Finally, certain elements will include or rely on changes to other governance documents (e.g., the Ted Stevens Act, Athletes Advisory Council bylaws, particular USOPC policies.) The list below indicates in *italics* which other governance documents are implicated by which steps, for context.

During a discussion on August 17, the Board approved posting the Bylaw amendments attached for public comment and discussion.

As an aid to understanding their scope, what follows is a list of the principle governance reform elements included in the attached Bylaw amendments; the list also includes certain non-Bylaws elements that would be formalized in the other governance documents listed.

FALL 2019 USOPC GOVERNANCE REFORM PROPOSAL SPECIFICS

1. Updated USOPC mission and core principles

- a. **Mission:** Empower Team USA athletes to achieve sustained competitive excellence and well-being
 - i. **Core principles**
 1. We promote and protect athletes' rights, safety and wellness
 2. We champion the integrity of sport
 3. We respect the important role of our member organizations and support their need for success
 4. We set clear standards of organizational excellence and hold ourselves and all members accountable
 5. We engage as a trusted and influential leader to advance the global Olympic and Paralympic movements
 6. We honor and celebrate the legacy of Olympic and Paralympic athletes

2. USOPC Board and Committee Reform (*Bylaws, AAC/NGBC/USOPA Bylaws, new policies*)

- a. 33% athlete representation on USOPC board, where 20% are athletes who have competed within the past 10 years and 13% can be athletes who last competed more than 10 years ago
- b. Direct election of 3 AAC, 3 NGBC, and 2 USOPA representatives on the Board
- c. Direct re-election of these representatives
- d. Clear and consistent AAC, NGBC, and USOPA representative election and appointment procedures approved by USOPC Board and including open votes among all members, and USOPC Nominating and Governance Committee conferring, informational input, and support
- e. 4-year Board member terms with no presumption of re-election
- f. 2-term limit for Board members; one term additional service limit for the Board Chair
- g. Add US member(s) of IPC Governing Board on same terms as US IOC Members
- h. Add USOPF Chair as an *ex officio*, non-voting member of the Board
- i. AAC directly names athlete representatives on USOPC committees

- j. Implement certain one-time new Board member term adjustments to achieve staggering
 - k. Resulting USOPC Board voting structure (implemented on rolling basis as current terms expire): 5 athlete reps (3 AAC, 2 USOPA); 5 independent members; 5 sports org reps (3 NGBC, 1 IOC, 1 IPC)
- 3. Board Evaluation Reform** *(Bylaws, new policies)*
 - a. Universal USOPC board member criteria for elections and ongoing evaluations
 - b. Recurring Board member evaluations for all Board members
 - 4. Leadership Training Reform** *(Bylaws, new policies)*
 - a. Universal USOPC board member training resources, mandatory and optional (for all Board members)
 - b. Universal NGB board member training resources, mandatory and optional (for all board members)
 - 5. Increased AAC Rights and Resources** *(Bylaws, AAC bylaws, new policies)*
 - a. Clarified and extended AAC duties and opportunities
 - b. USOPC to fund professional AAC staff, initially an Executive Director and a coordinator
 - c. USOPC to fund needs-based legal services program for athlete use in USOPC dispute resolution matters
 - d. Clarified AAC leadership elections and staggered terms for continuity and effectiveness
 - e. AAC can edit its Bylaws without USOPC approval, provided compliance with TSA and Bylaws, absence of additional costs for USOPC
 - f. *NOTE: Counterpart changes made to NGBC rights and duties as appropriate*
 - g. *NOTE: Counterpart USOPA recognition and organization language added to Section 14.*
 - 6. Increased NGB Oversight** *(Bylaws, new policies)*
 - a. Adopt a new NGB certification model: Clearer and stronger USOPC requirements of NGBs and a stronger statement of USOPC's authority and obligation to enforce (phased in for the first 12 months)
 - b. Move all current Olympic and Pan Am Sport NGBs and High Performance Management Organizations to the certification requirements (provide for identification and public posting of exceptions to certain requirements where appropriate)
 - c. Annual USOPC auditing against certification requirements
 - d. Formalize the NGB Compliance function within USOPC
 - e. NGB members may ask USOPC to take compliance action directly under Section 8 before themselves pursuing action under Section 10
 - f. Chair appoints all hearing panels under Sections 8, 10, 11 to avoid any conflicts of interest
 - 7. Increased Congressional Oversight** *(Bylaws, Ted Stevens Act)*
 - a. Detailed annual USOPC reporting to Congress
 - b. Include direct reporting from AAC, NGBC in annual report
 - 8. Ombudsman Reform** *(Bylaws, Ted Stevens Act)*
 - a. Explicitly limit Athlete Ombudsman Office to athlete services

- b. Support TSA amendment of to confirm Ombudsman rights of privilege and confidentiality
- 9. Whistleblower/Anti-Retaliation Reform** (*New policy*)
 - a. Institute new whistleblower and anti-retaliation policy building on current Code of Conduct
- 10. Ted Stevens Act Reform** (*Ted Stevens Act*)
 - a. Support specific amendments enabling reform package
 - b. Formally adopt new USOPC name

BYLAWS OF THE UNITED STATES OLYMPIC & PARALYMPIC COMMITTEE

Effective as of March 7, 2019

SECTION 1

NAME, OFFICES, AND DEFINITIONS

Section 1.1 The Corporation. The name of this organization, incorporated by an Act of Congress ~~on September 21, 1950, as amended August 10, 1964, November 8, 1978, July 8, 1980 and October 21, 1998~~ (36 USC §§ 220501-220529) (the "Act"), ~~shall~~will be the United States Olympic and Paralympic Committee (the "corporation"), and the corporation ~~shall~~will be exempt from taxation within the meaning of Section 501(c)(3) of the Internal Revenue Code. To the extent that the Act refers to the corporation's "constitution and bylaws," such reference ~~shall~~will be deemed to refer to this document (the "Bylaws"). By resolution passed at its meeting of June 20, 2019, the Board of Directors authorized the corporation to change its name from "United States Olympic Committee" to "United States Olympic & Paralympic Committee." As the corporation performs the several formal steps required to complete and confirm this change, all references to either of these names and to "USOC" and "USOPC" are intended to be functionally interchangeable and refer equally to the corporation and its rights and obligations.

Section 1.2 Business Offices. The principal office of the corporation is located at One Olympic Plaza, Colorado Springs, Colorado 80909. The registered office of the corporation may be, but need not be, the same as the principal office, and the address of the registered office may be changed from time to time by the Board.

Section 1.3 Definitions. As used in these Bylaws the term:

- a) ~~"AAA" means American Arbitration Association;~~
- b) ~~a)~~ "AAC" means the corporation's Athletes' Advisory Council;
- c) ~~b)~~ "amateur athlete" means any athlete who meets the eligibility standards established by the National Governing Body or Paralympic Sports Organization for the sport in which the athlete competes;
- d) The "Act" is the Ted Stevens Olympic and Amateur Sports Act, as amended;
- e) "amateur athletic competition" means a contest, game, meet, match, tournament, regatta, or other event in which amateur athletes compete;
- f) "amateur sports organization" means a not for profit corporation, club, federation, union, association, or other group organized in the United States that sponsors or arranges any amateur athletic competition;
- g) "ANOC" means the Association of National Olympic Committees;
- h) "Board" means the corporation's board of directors;
- i) "CEO" means the corporation's chief executive officer;
- j) "Chair" means the chairman of the corporation's Board of Directors;
- k) "Code" means the Code of Conduct as defined in Section 12 of these Bylaws;

- ~~k)~~ ~~"corporation" means the United States Olympic & Paralympic Committee;~~
- ~~k)~~ "IF" means the international federation for a particular sport;
- ~~m)~~ "international amateur athletic competition" means any amateur athletic competition between any athlete or athletes representing the United States, either individually or as a part of a team, and any athlete or athletes representing any foreign country¹;
- ~~m)~~ "IOC" means the International Olympic Committee;
- ~~n)~~ "IPC" means the International Paralympic Committee;
- ~~o)~~ "members" means those organizations accepted into the membership of the corporation as set out~~provided for~~ in Section 8 of these Bylaws;
- ~~p)~~ "NGB" means a National Governing Body ~~that is an amateur sports organization~~ recognized and certified by the corporation as set out in ~~accordance with~~ Section 8 of these Bylaws;
- ~~q)~~ ~~"NGB Council"~~NGBC means the corporation's National Governing Bodies Council;
- ~~r)~~ "OCOG" means an Organizing Committee for the Olympic Games or the Olympic Winter Games, as applicable;
- ~~s)~~ "Olympic Games" means either the summer Olympic Games or the Olympic Winter Games as applicable unless specified otherwise;
- ~~t)~~ ~~"PASOPanam Sports"~~ means the Pan American Sport Organization, a confederation of national Olympic committees from the Americas;
- ~~u)~~ "PSO" means a Paralympic Sport Organization that is an amateur sports organization recognized and certified as an NGB by the corporation in accordance with Section 8 of these Bylaws;
- ~~v)~~ "protected competition" means:
- 1) any amateur athletic competition between any athlete or athletes officially designated by the appropriate NGB ~~or PSO~~ as representing the United States, either individually or as part of a team, and any athlete or athletes representing any foreign country where (i) the terms of such competition require that the entrants be teams or individuals representing their respective nations and (ii) the athlete or group of athletes representing the United States are organized and sponsored by the appropriate NGB ~~or PSO~~ in accordance with a defined selection or tryout procedure that is open to all and publicly announced in advance, except for domestic

¹ This term is not intended to be limited to athletes or teams known as "national" teams of the United States. In the context of this definition, it is intended that any United States amateur sports organization that wishes to conduct or sponsor amateur athletic competition between United States amateur athletes, or teams of United States amateur athletes representing such organization and athletes or teams of amateur athletes representing a foreign country or institution, must obtain a sanction from the appropriate NGB ~~or PSO~~. Correlatively, an NGB ~~or PSO~~ must sanction such international amateur athletic competition upon satisfaction by the applicant organization of the objective and nondiscriminatory sanction criteria set forth in Section 220525 of the Act. This definition is not intended to change the prevailing practices that vary from sport to sport with respect to sanctioning of regular "border" scholastic or collegiate competition between American and Canadian or Mexican educational institutions, nor is any provision in these Bylaws intended to authorize an NGB ~~or PSO~~ to designate or select (as distinct merely from certifying on request the eligibility or amateur status of) United States amateur athletes or a team of United States amateur athletes to participate in an international competition other than one involving a United States national team.

amateur athletic competition, which, by its terms, requires that entrants be expressly restricted to members of a specific class of amateur athletes such as those referred to in Section 220526(a) of the Act; and

- 2) any domestic amateur athletic competition or event organized and conducted by an NGB ~~or PSO~~ in its selection procedure and publicly announced in advance as a competition or event directly qualifying each successful competitor as an athlete representing the United States in a protected competition as defined in 1) above.

~~x)w)~~ "sanction" means a certificate of approval issued by an NGB ~~or PSO~~ in accordance with Section 220525 of the Act;

~~x)~~ "quadrennium" means the four year ~~(4-year)~~ period that begins on the first day of January after the summer Olympic Games and extends until the last day of December following the next summer Olympic Games; ~~and~~

~~y)~~ "USADA" means the U.S. Anti-Doping Agency;

~~y)z)~~ "USCSS" means the U.S. Center for SafeSport;

~~aa)~~ "~~USOPA Olympians~~" means the corporation's U.S. Olympians and Paralympians Association ~~an organization or association of U.S. Olympians and such other individuals as the organization or association may determine, that is recognized by the corporation as representing such group;~~

~~bb)~~ "USOPF" means the U.S. Olympic and Paralympic Foundation; ~~and~~

~~z)cc)~~ "10-Year-Rule Athlete" means an athlete who has represented the United States in the Olympic, Pan American or Paralympic Games, World Championships, or an event designated as an Operation Gold event within the previous 10 years.

Section 1.4 Jurisdiction. The corporation ~~shall~~will enforce and comply with all rules and regulations of the IOC, including the Olympic Charter, IPC, and ~~PASOPanam Sports~~. In addition, the corporation ~~shall~~will abide by the World Anti-Doping Code. Pursuant to the authority granted by the IOC, IPC, and ~~PASOPanam Sports~~, the corporation ~~shall~~will have exclusive jurisdiction to enter competitors who will represent the United States in the Olympic Games, the Paralympic Games, the Pan American Games, the ParaPan American Games and the Youth Olympic Games and to enforce in connection therewith the definition of an eligible athlete adopted by the IOC, IPC and ~~PASOPanam Sports~~. The corporation ~~shall~~will be and remain autonomous from political influence in accordance with the Olympic Charter.

SECTION 2

THE MISSION

Section 2.1 Mission and Core Principles Statement. The mission of the corporation ~~shallis to be: To empower Team USA athletes to achieve sustained competitive excellence and well-being, support U. S. Olympic and Paralympic athletes in achieving sustained competitive excellence while demonstrating the values of the Olympic Movement, thereby inspiring all Americans.~~

The Core Principles of the corporation are:

- We promote and protect athletes' rights, safety, and wellness
- We champion the integrity of sport
- We respect the important role of our member organizations and support their need for success
- We set clear standards of organizational excellence and hold ourselves and all member organizations accountable
- We engage as a trusted and influential leader to advance the global Olympic & Paralympic Movements
- We honor and celebrate the legacy of Olympic & Paralympic athletes

Section 2.2 Review of Mission Statement. The Board ~~shall~~will review and assess the mission of the corporation on an ongoing basis, and in all events at least at the last regularly scheduled Board meeting at the end of the first year of each quadrennium, to ensure that it serves as an appropriate guide for strategic planning and decision making.

Section 2.3 Purposes. The purposes of the corporation are set forth in Section 220503 of the Act and ~~shall~~will be reviewed and prioritized by the Board on an ongoing basis as part of an annual strategic planning process.

Section 2.4 Reports to Congress. The corporation will provide recurring written reports to Congress as set out in the Act. As part of this reporting, the corporation will make available to the AAC and the NGBC an opportunity to submit supplementary reports to Congress from their own perspective.

SECTION 3

THE BOARD

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

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

Further, the Board ~~shall~~will:

- a) set the strategic plan, budget and corporate performance measures;
- b) create policy direction for the CEO and staff on significant issues facing the corporation;
- c) monitor the financial reporting process and the legal and regulatory compliance program;
- d) set policy on capital structure, financial strategies, borrowing commitments and long range financial planning;
- e) monitor the corporation's assets to ensure that they are being properly protected;
- f) ensure that the Board is properly structured and is capable of acting in case

of an unforeseen corporate crisis; and
g) conduct an annual review of the corporation's performance and effectiveness
and determine future actions required to achieve the corporation's mission.

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

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

- a) ~~five~~six independent members (“independent directors”) elected by the Board from among individuals recommended by the ~~Nominating and Governance Committee pursuant to the process set out in Sections 3.5 and 5.6~~ of these Bylaws;
- b) ~~three members elected by the Board from among individuals recommended by the Nominating and Governance Committee from slates of candidates nominated by the NGB Council~~NGBC pursuant to the process set out in Sections ~~3.5 and 5.6~~ of these Bylaws;
- c) ~~three members elected by the Board from among individuals recommended by the Nominating and Governance Committee from slates of candidates nominated by the AAC pursuant to the process set out in Sections 3.5 and 5.6 of these Bylaws;~~
- ~~e)~~d) ~~two members elected by USOPA pursuant to the process set out in Section 3.5 of these Bylaws;~~
- e) ~~the United States members of the IOC, who assume their positions as directors on the corporation’s Board ex officio by virtue of, and for the same term as, their IOC membership;~~
- f) ~~the United States members of the IPC Governing Board, who assume their positions as directors on the corporation’s Board ex officio by virtue of, and for the same term as, their service on the IPC Governing Board;~~
- ~~d)~~g) ~~the Chair of USOPF, as a non-voting ex officio member;~~ and
- ~~e)~~h) ~~the CEO of the corporation, as a non-voting ex officio member.~~

~~In electing directors and advising the Nominating and Governance Committee regarding criteria sought in new Board members, the Board shall ensure that there is (1) at least one director on the Board who has leadership experience within, or other substantial experience with, Paralympic sport in the United States, and (2) at least two directors on the Board who competed in the Olympic Games at some time during their lives. In the event that vacancies occur in Board positions such that the Board does not contain appropriate representation as referenced in the foregoing sentence, then the Board shall direct the Nominating and Governance Committee to use its best efforts to recruit Board members to replace such vacancies or vacated positions within six (6) months.~~

The ~~IOC and IPC ex officio members~~OC members for the United States shallwill each have one vote, and the other ~~voting directors except the CEO shall~~will each have a vote equal to the number of ~~IOC ex officio United States members of the IOC who~~

~~are at who are at~~ that time serving on the corporation's Board. ~~The CEO shall not be entitled to vote.~~

~~The Board member types and elections set out above were legislated in 2019 and will be implemented in the first instance via elections to take place as currently-sitting Board member terms expire.~~

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

The Board ~~shall~~will hold at least one executive session, during the last regularly scheduled Board meeting each year, at which the CEO, notwithstanding ~~their~~his status as a member of the Board, ~~shall~~will not be present, specifically for the purpose of discussing the CEO's performance.

~~Section 3.3 Non-Independent AAC and NGB Council Nominated Directors Majority. All AAC and NGB Council nominated directors shall be reviewed by the Nominating and Governance Committee in accordance with the process set out in Section 5.6 of these Bylaws and elected to the Board in accordance with Section 3.5 of these Bylaws.~~ The members of the Board elected ~~by from among individuals nominated by the AAC, USOPA, and the NGB Council, together along with the United States members of the IOC and of the IPC Governing Board, shall~~will ~~represent the Olympic sports in the United States and the NGBs for those sports, and shall~~ collectively constitute a majority of the ~~membership and~~ voting power of the Board.

Section 3.4 Independence. A director will not be considered an "independent director" for purposes of Section 3.2 of these Bylaws if, at any time during the two years preceding commencement of or during his or her term or position as a director:

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

leadership position with, the AAC, ~~NGB Council~~NGBC, USOPA, or the Multisport Organizations Council.

For the sake of clarity, and notwithstanding anything to the contrary contained herein, active involvement by an individual or an individual's immediate family member with, including, without limitation, as a member of the Board of Directors or officer of, the ~~USOPFU.S. Olympic and Paralympic Foundation~~, shallwill not, in and of itself, undermine an individual's independence for purposes hereof.

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

A director will not be considered independent if at any time during the two years preceding commencement of or during his or her term or position as a director the director is an officer, member of senior management, controlling shareholder, or partner of a corporation or partnership or other business entity that has a material business relationship with the corporation and the director was/is directly involved in or oversees/oversaw the business relationship.

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

The definitions of independence set out in this Section 3.4 for "independent directors" shallwill also be used to determine whether an individual is independent for other purposes, as set forth in these Bylaws. ~~For example, when a member of the Ethics Committee or the Nominating and Governance Committee is required to be independent, these definitions of independence shall be applied.~~

When the guidelines in this Section 3.4 do not address a particular relationship, the determination of whether the relationship is material, and whether a director is independent, will be made by the Nominating and Governance Committee if it concerns a person nominated or under consideration for selection to be a member of the Board or to be a member of the Ethics Committee or the Nominating and Governance Committee. If the issue concerns an individual who is already serving as a member of the Board, the Ethics Committee, or the Nominating and Governance Committee, the

determination ~~shall~~will be made by members of the Board who occupy the independent director seats on the Board (with the Board member whose independence is at issue not voting if the issue concerns a current member of the Board), after receiving the recommendation of the Nominating and Governance Committee.

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

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

Section 3.5 Selection to the Board.

Section 3.5.1 Independent Board Members. When an independent Board seat is going to become available ~~due to a current director's term ending, or becomes available due to the resignation or removal of a director,~~ the Board ~~may~~shall have the right, ~~but not the obligation, to~~ provide the Nominating and Governance Committee with a written description of ~~particular~~the qualifications, skills and experiences the Board feels would be beneficial to the corporation in its next Board member, over and above the standing qualifications developed and maintained under Section 5.7.3(b) of these Bylaws. The Nominating and Governance Committee ~~shall~~will solicit candidates from the Olympic and Paralympic community, including, without limitation, the AAC, the NGBC, the MSOC, USOPA, and the general public after disseminating the written director criteria referred to in Section 5.7.3(b) hereof. The committee ~~will~~ then ~~solicit,~~ review and, if appropriate, interview candidates for such Board seat and ~~shall~~will recommend one candidate for the Board to consider in filling each available Board seat ~~in accordance with the process set out in Section 5.6 of these Bylaws.~~ Candidates proposed by the ~~Nominating and Governance C~~committee for consideration by the Board ~~shall~~will be accompanied by a written description setting forth the ~~Nominating and Governance C~~committee's views regarding the qualifications, skills and experiences making each candidate a good selection for the Board. The Board ~~shall~~will then, at a duly noticed meeting, vote upon each candidate so recommended by the ~~Nominating and Governance C~~committee. Election of new members to the Board ~~shall~~will be by majority vote. The Board ~~shall~~will accompany such vote with feedback on each candidate, either confirming the views of the ~~Nominating and Governance C~~committee or specifying any differing views of the Board. In the event the Board elects a candidate or candidates recommended by the ~~Nominating and Governance C~~committee, the views of the Board and the ~~Nominating and Governance C~~committee regarding the qualifications, skills and experiences that led the Board to elect such candidate(s) ~~shall~~will promptly be made public. In the event the Board does not elect a candidate

recommended by the ~~Nominating and Governance C~~ommittee, as soon as possible thereafter, the ~~Nominating and Governance C~~ommittee ~~shall~~will provide the Board with an alternative candidate, again accompanied by a written description setting forth the ~~Nominating and Governance C~~ommittee's views regarding the qualifications, skills and experiences of the new candidate. This process ~~shall~~will continue until the Board elects a candidate recommended by the ~~Nominating and Governance C~~ommittee and the open Board seat is filled.

Section 3.5.2 AAC, USOPA, NGBC Representatives. Each of the AAC, USOPA, and the NGBC will develop and maintain election procedures for their representatives on the Board. These procedures must be based on a full and fair opportunity for candidates to make their candidacies known and understood to members of the relevant organization, a full and fair vote conducted among such members, and consultation with the Nominating and Governance Committee as set out in these Bylaws. The procedures must be codified in the organizations' bylaws in a form and with language approved by the Board in advance. All candidates for Board service must be qualified to serve under the terms of these Bylaws and pursuant to the director criteria referred to in Section 5.7.3.b) hereof. In their elections of Board members (x) the NGBC will ensure that at least one NGBC representative on the Board represents an entity that governs a Paralympic sport; (y) the AAC will ensure that all AAC representatives on the Board are 10-Year-Rule Athletes, and that at least one AAC representative on the Board represents a Paralympic sport; and (z) USOPA will ensure that all USOPA representatives on the Board are amateur athletes who have competed as a member of a United States national team in the Olympic, Pan American or Paralympic Games, or other major amateur international competition as defined by the Act, at some point in their lives. When an AAC, USOPA, or NGBC representative seat on the Board is going to become available, the Nominating and Governance Committee will notify the electing organization so that it may timely conduct an election using the procedures referred to in this Section 3.5.2, and may provide the electing organization with specific information on current Board configuration and needs, including in the areas set out in Section 5.7.3.c) of these Bylaws. The electing organization will provide this NGC-provided information verbatim to all voting members in advance of the relevant vote.

Section 3.6 Term for Directors.

Section 3.6.1 General. The term for each Board member is four years, subject to an overall term limit of two such four-year terms~~limit for a member of the Board shall not exceed eight consecutive years, consisting of an initial period of four (4) years and a subsequent period of four (4) years that is subject to a vote of retention by the Board as provided in Section 3.23 of these Bylaws,~~ except that:

- a) the term for the CEO shall~~will~~ continue for so long as the CEO continues in that capacity and ~~shall~~will terminate immediately upon termination of the CEO's employment as CEO ~~(for any reason,~~

- ~~whether voluntary or involuntary);~~
- ~~a) b) the term for the USOPF Chair will continue for so long as that person continues in that capacity and will terminate immediately upon expiration or termination in that role;~~
- ~~c) the term for the United States members of the IOC shallwill continue for so long as such persons continue in their capacity as United States members of the IOC and shallwill terminate immediately upon termination of such IOC membership (for any reason, whether voluntary or involuntary);~~
- ~~d) the term for the United States members of the IPC Governing Board will continue for so long as such persons continue in their capacity as United States members of the IPC Governing Board and will terminate immediately upon termination of such IPC Governing Board service; and~~
- ~~b) —~~
- ~~e) the term for the Chair shallwill be as provided in Section 3.9.2 of these Bylaws; and~~

~~e)~~
 when a director is elected to fill a vacancy because of the resignation, removal, incapacity, disability or death of a director, (i) if the remaining term is for less than two ~~(2)~~ years, then the director's service during such shortened term shallwill not count towards the eight-year limitation described above; and (ii) if the remaining term is for between two ~~(2)~~ and four ~~(4)~~ years, then the director's service during such shortened term shallwill count as four-years towards the eight-year limitation described above.

Section 3.6.2 Terms of Office to be Staggered. The terms of office of members of the Board (other than the ~~ex officio CEO and the United States memBoard members of the IOC~~) shallwill be staggered, with the aim such that a roughly equal proportion of one-quarter of the Board (or as near to one-quarter as practicable, and without counting the CEO and the United States members of the IOC) shallwill be elected by the Board pursuant to Section 3.5 of these Bylaws every other year as contemplated in Section 3.6.3 of these Bylaws. In order to accomplish this staggering, the Board has been divided into four classes (which do not include the CEO or the United States members of the IOC). The Secretary shallwill maintain a list of Board members and their terms of office.

In order to better align Board member terms with these staggered term targets, which were established in 2019, the following one-time term adjustments will apply:

- a) The term of one of the two first USOPA-elected Board members will begin on January 1, 2021 and end on December 31, 2022;
- b) The term of one of the two first USOPA-elected Board member will begin on January 1, 2021 and end on December 31, 2024;
- c) The term of one independent Board member will complete an open seat through December 31, 2022 and continue for an initial two-year term ending on December 31, 2024; such Board member may then stand for re-election for an

additional four-year term starting on January 1, 2025.

Section 3.6.3 Term Completions. The Board members' staggered terms ~~shall~~will end on December 31 of ~~applicable every~~ even-numbered years ~~(2012, 2014, etc.)~~ and new Board members' terms of office ~~shall~~will begin on January 1 of ~~applicable every~~ odd-numbered years ~~(2011, 2013, 2015, etc.)~~; provided, however, that each director ~~shall~~will hold office until such director's successor ~~shall~~will have been elected and qualified, or until such director's earlier death, disability, resignation, disqualification, incapacity or removal.

Section 3.7 Qualifications. Directors must be at least ~~18~~eighteen years old and have the legal right to work in the United States without sponsorship, and should have the highest personal values, judgment, and integrity, as well as a commitment to Olympic and Paralympic ideals.

An individual is ineligible for a leadership role if s/he has:

- a) A felony conviction involving harm to a member of a vulnerable population such as children, elderly or individuals with a disability;
- b) A felony conviction for sexual abuse or assault of any kind;
- c) A felony conviction for a hate crime;
- d) Served a period of ineligibility for an Anti-Doping Rule Violation (ADRV) as determined by the World Anti-Doping Code; or
- e) Served a period of ineligibility for a SafeSport Code violation as defined by the U.S. Center for SafeSport or a National Governing Body

Any other felony conviction must be disclosed in advance of consideration for service as a Director and may be considered in evaluations. Any misdemeanor, suspension, or ineligibility from a sport or sport organization for rules violations or otherwise must also be disclosed for similar consideration. Leaders have an ongoing duty to disclose. If a potential or existing leader is under investigation for, or has been formally accused of, any of the above infractions, that individual may be asked to suspend his/her candidacy or leadership role until the investigation or accusation has been adjudicated.

The ~~USOPC~~ Ethics Committee or their designee ~~shall~~will receive disclosures and resolving questions and disputes in eligibility and the application of these qualifications for service.

Section 3.8 Resignations/Vacancies/Removal. A director's position on the Board may be declared vacant upon the resignation, removal, incapacity, disability, disqualification or death of a director. Any director may resign at any time by giving written notice to the Secretary of the corporation. Such resignation ~~shall~~will take effect at the time specified therein, and unless otherwise specified therein, the acceptance of such resignation ~~shall~~will not be necessary to make it effective. Directors ~~shall~~will be

removed by the Board if they fail to attend in person more than one half of the regular meetings of the Board during any ~~12~~twelve-month period, unless they are able to demonstrate to the other members of the Board that the presence of exigent circumstances caused and excused the absences. In such circumstances, the absent director can be removed by a vote of the majority of the voting power of the directors then in office (not including the voting power of the absent director, who shall will not be eligible to vote on such matters). Directors may also be removed for cause at any duly noticed meeting of the Board, and after being provided an opportunity for the Board member to be heard by the Board, upon the affirmative vote of at least two-thirds of the voting power of the directors then in office (excluding the voting power of the director in question). Directors may also be removed not for cause at any duly noticed meeting of the Board upon the affirmative vote of at least three-fourths of the voting power of the directors then in office (excluding the voting power of the director in question). Any vacancy occurring in the Board shall will be filled as set forth for the election of that member of the Board. A director elected to fill a vacancy shall will be elected for the unexpired term of such director's predecessor in office. No director shall will be subject to removal based upon how they vote as a director, unless such voting is determined to be part of a violation of the Code of Conduct.

Section 3.9 The Chair.

Section 3.9.1 Duties. The Chair shall will:

- a) preside at all meetings of the directors;
- b) have primary responsibility for ensuring that the Board carries out its responsibilities under these Bylaws and applicable laws;
- c) appoint, with approval of the Board, Board members to Board committees as appropriate;
- d) work with the CEO on a cooperative basis as necessary to manage key international relationships (including, without limitation, by executing cooperation and other international agreements on behalf of the corporation as appropriate), with the allocation of international responsibilities between the CEO and the Chair to be determined by the Board in the event of a conflict between the two;
- e) be referred to internationally as the President of the U.S. Olympic & Paralympic Committee; and
- f) have and may exercise such powers and perform such other duties as may be specified in these Bylaws and/or assigned from time to time by the Board.

Section 3.9.2 Term. The Chair shall will be elected for a four-~~(4)~~-year term ~~from among then seated Board members in good standing at the last duly noticed Board meeting of the year in every year in which the summer Olympic Games are held.~~ Election of the Chair shall will be by majority vote of the voting power of the directors then in office. There shall will be no limit on the number of consecutive four-~~(4)~~-year terms a director may be elected Chair except that no Board member (other than United

States members of the IOC, IPC Governing Board members, and non-voting directors) may serve more than three four-year terms in total. The Chair ~~shall~~will hold office until the Chair's successor ~~shall~~will have been duly elected and ~~shall~~will have qualified, or until the Chair's earlier death, resignation, disability, disqualification, incapacity or removal. For the sake of clarity, and notwithstanding the term limits set forth in Section 3.6.1 of these Bylaws, a director who is the Chair at the conclusion of his or her term as a member of the Board ~~shall~~will be eligible to continue to serve as a director in his/her category of director (as specified in Section 3.2 of these Bylaws) and the Chair for consecutive four-~~year~~ terms thereafter, subject to the total limit set out in this for so long as the Board shall~~Section determine~~. Further, if a director serves for longer than eight ~~(8)~~ total years by virtue of being the Chair, and is subsequently removed from the Chair position, such director ~~shall~~will, unless the Board determines otherwise, complete his/her then current four-~~(4)~~ year term as a director.

Section 3.9.3 Compensation of the Chair. The Chair ~~shall~~will not receive compensation for his or her services, but he/she ~~shall~~will be reimbursed for reasonable expenses incurred by him/her in the course of performing his/her duties, subject to the expense reimbursement policies of the corporation.

Section 3.9.4 Removal. The Board may remove the Chair (for cause or not for cause) from serving as the Chair of the Board at any time prior to the expiration of the Chair's term as Chair. The Chair may be removed for cause by the affirmative vote of two-thirds of the voting power of the directors then in office (excluding the voting power of the Chair). The Chair may be removed not for cause by the affirmative vote of not less than three-fourths of the voting power of the directors then in office (excluding the voting power of the Chair). Removal from serving as Chair ~~shall~~will not, in and of itself, constitute removal from the Board. Selection to serve as the Chair or as a director ~~shall~~will not in itself create any contract rights.

Section 3.10 Regular Meetings. Regular meetings of the Board ~~shall~~will be held in person at the time and place determined by the Board. The Board ~~shall~~will hold a minimum of four regular meetings per calendar year, but it may hold additional regular meetings. At least one regular meeting of the Board ~~shall~~will be held in association with the Olympic and Paralympic Assembly. ~~The last regularly scheduled meeting of the Board during each year shall (in the absence of unforeseen circumstances) be devoted primarily to review and assessment of the corporation's strategic plan and budget.~~

Section 3.11 Special Meetings. Special meetings of the Board may be called by or at the request of the Chair or at the request of directors holding a majority of the voting power of the directors then in office. The Chair may fix any appropriate place as the place for holding any special meeting of the Board, but special meetings may also be held in accordance with Section 3.12 of these Bylaws.

Section 3.12 Meetings by Telephone and Transacting Business by Other Means. Members of the Board or any committee thereof may participate in a meeting of the Board or committee by means of conference telephone or similar communications

equipment by which all persons participating in the meeting can hear each other at the same time. Such participation ~~shall~~will constitute presence in person at the meeting for purposes of a quorum and voting, but not for purposes of the attendance requirement in Section 3.8 of these Bylaws. The Board ~~shall~~will have the power to transact its business by mail, e-mail, telephone, or facsimile, if in the judgment of the Chair the urgency of the case requires such action; but if directors holding at least one-third ~~(1/3)~~ of the voting power of the directors then in office indicate their unwillingness to decide such a matter in such manner, the Chair must call a meeting of the Board to determine the question at issue. Minutes of Board meetings may in all instances be voted upon for approval via e-mail, but if directors holding at least one-third ~~(1/3)~~ of the voting power of the directors then in office express concerns about the minutes, the vote ~~shall~~will be delayed until the matter can be discussed at the next meeting of the Board.

Section 3.13 Agenda. The agenda for a meeting of the Board ~~shall~~will be set by the Chair of the Board, after consultation with the CEO. Any Board member and the Chairs of the ~~NGB Council~~NGBC, AAC, USOPA, and the Multisport Organizations Council may request that items be placed on the Board's agenda.

Section 3.14 Notice. Notice of each meeting of the Board, stating the place, day and hour of the meeting, along with the agenda and any supporting materials, ~~shall~~will be given to each director at the director's business address (or such other address provided by the director for such purpose) at least five ~~(5)~~ days prior thereto by the mailing of written notice by first class, certified or registered mail, or at least two ~~(2)~~ days prior thereto by personal delivery of written notice or by telephonic, facsimile or electronically transmitted notice (and the method of notice need not be the same as to each director). If mailed, such notice ~~shall~~will be deemed to be given when deposited in the United States mail, with postage thereon prepaid. If transmitted by facsimile or electronic transmission, such notice ~~shall~~will be deemed to be given when the transmission is received. Any director may waive notice of any meeting before, at or after such meeting. The attendance of a director at a meeting ~~shall~~will constitute a waiver of notice of such meeting, except where a director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. Neither the business to be transacted at, nor the purpose of, any meeting of the Board need be specified in the notice or waiver of notice of such meeting unless otherwise required by statute.

Section 3.15 Presumption of Assent. A director of the corporation who is present at a meeting of the Board at which action on any corporate matter is taken ~~shall~~will be presumed to have assented to the action taken unless such director's dissent ~~shall~~will be entered in the minutes of the meeting or unless the director ~~shall~~will file a written dissent to such action with the person acting as the Secretary of the Board before the adjournment thereof or ~~shall~~will forward such dissent by registered mail to the Secretary of the board immediately after the adjournment of the meeting. Such right to dissent ~~shall~~will not apply to a director who voted in favor of such action.

Section 3.16 Quorum and Proxies. A simple majority of the voting power of the

directors then in office shall will constitute a quorum for the transaction of business at any meeting of the Board, and the vote of a majority of a quorum shall will be the act of the Board. If less than a quorum is present at a meeting, a majority of the directors present may adjourn the meeting from time to time without further notice other than an announcement at the meeting, until a quorum shall will be present.

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

Section 3.17 Action Without a Meeting. Any action required or permitted to be taken at a meeting of the directors or any committee thereof may be taken without a meeting if a consent in writing, setting forth the action so taken, shall will be signed by directors or committee members (as applicable) representing at least two-thirds ~~(2/3)~~ of the voting power of the directors then in office committee members entitled to vote with respect to the subject matter thereof. Such consent (which may be signed in counterparts) shall will have the same force and effect as a vote of the directors or committee members. In the event of a conflict between this Section and Section 3.12 of these Bylaws, the provisions of Section 3.12 shall will control.

Section 3.18 Compensation. Directors shall will not receive compensation for their services as such, although the reasonable expenses of directors may be paid or reimbursed in accordance with the policies of the corporation. Directors shall will not be disqualified to receive reasonable compensation for services rendered to or for the benefit of the corporation in any other capacity, provided that the rendering of such services and such compensation are approved by the Ethics Committee or Board policies.

Section 3.19 Effectiveness of Actions. Actions taken at a meeting of the Board shall will become effective immediately following the adjournment of the meeting, except as otherwise provided in the Bylaws or when a definite effective date is recited in the record of the action taken.

Section 3.20 Questions of Order and Board Meeting Leadership. Questions of order shall will be decided by the Chair ~~unless otherwise provided in advance by the Board~~. The Chair shall will lead meetings of the Board. If the Chair is absent from any meeting of the Board, then the Chair shall will designate in writing in advance one other member of the Board to preside. If the Chair is unable to make or has not made such a designation, the Board may, by majority vote, choose another member of the Board to serve as presiding officer for that meeting.

Section 3.21 Olympic Games Participation. Any motion before the Board that would seek to prevent the corporation from participating in the Olympic, Paralympic or Pan American Games, or that would not allow the team representing the United States to participate in the Olympic, Paralympic or Pan American Games, or any motion having the same effect as the above, shall will require that at least three-fourths ~~(3/4)~~ of the voting power of the directors then in office vote in favor of such a motion.

Section 3.22 Submission of Specific Olympic Issues to Further Review. In the event that the Board votes, in accordance with the provisions of Section 3.21 of these Bylaws, to prevent or not allow the corporation or the team representing the United States to participate in the Olympic, Paralympic or Pan American Games, or to take any action having that effect, the Board must submit the issue to a vote of (a) the members of the Board, (b) the members of the ~~NGB Council~~NGBC, and (c) the members of the AAC, with each member having one vote. The issue must be noticed a reasonable time before a meeting of that collection of individuals, pursuant to procedures established by the Board, and for the motion to have any effect it must be approved by that collection of individuals by a three-fourths ~~(3/4)~~ vote of the individuals present, with each individual having one vote. If there are other issues as to which the Board decides, by a vote of a majority of the voting power of the directors then in office, that it should secure guidance or a broad United States Olympic and Paralympic community consensus, it may submit those issues to the above-referenced collection of individuals for review, comment or approval of action proposed by the Board. If the Board does decide to refer any additional issues to the above-referenced group, the procedure and vote required for approval should be specified by the Board.

Section 3.23 Vote of Retention After Four Years. If a director has been elected to ~~serve an eight-year period of service and has served four years, s/he may choose to stand for prior to the commencement of his or her final four years of service on the Board he or she shall be subject to~~ a vote of retention ~~by the Board.~~ The Board ~~shall~~will vote as to whether ~~an independent the~~ director ~~shall~~will be ~~so~~ retained to serve ~~another the remaining~~ four ~~(4)~~ years of service or whether that director position ~~shall~~will be opened to be filled by a new director. ~~The AAC will vote as to whether an AAC athlete representative director will be so retained, USOPA will vote as to whether a USOPA athlete representative director will be so retained, and the NGBC will vote as to whether an NGB representative director will be so retained, in each case according to the election procedures established by that body and approved by the Board. The strong presumption shall be in favor of retention of the director and the director shall be retained unless there is a vote by two-thirds of the voting power of the directors then in office (excluding the director subject to the retention vote) against retention. Failure by the Board to take action with regard to a particular director shall be deemed to constitute a vote of retention.~~

SECTION 4

OFFICERS

Section 4.1 Number and Qualifications. The officers of the corporation ~~shall~~will be the CEO, Secretary and Treasurer. All such officers are subject to the qualifications criteria and resolution process set out in Section 3.7 of these Bylaws.

Section 4.2 Selection/Appointment. The officers of the corporation ~~shall~~will be selected or appointed and their terms ~~shall~~will be as set out below.

Section 4.2.1 CEO. The CEO ~~shall~~will be the corporation's chief executive officer and ~~shall~~will be an officer of the corporation for so long as ~~he or she~~he is employed as the CEO of the corporation.

Section 4.2.2 Secretary and Treasurer. The corporation's general counsel ~~shall~~will be the Secretary and the corporation's chief financial officer ~~shall~~will be the Treasurer. In any circumstance in which the CEO has not designated an employee to serve as general counsel or chief financial officer, the Board may select a Board member or another individual employed by the corporation to serve as Secretary or Treasurer until a new Secretary or Treasurer is designated by the CEO. The term of the Secretary and Treasurer ~~shall~~will end automatically when his or her employment by the corporation ends or when that person is no longer able to serve. If either the general counsel or chief financial officer's position is vacant, or if either the general counsel or chief financial officer is otherwise unable to serve, then the CEO may designate another appropriate employee of the corporation to fill that position.

Section 4.3 Vacancies. The CEO, the Secretary and the Treasurer may resign at any time from their positions as officers and employees of the corporation by giving written notice to the Chair and the other members of the Board. An officer's resignation ~~shall~~will take effect at the time specified in such notice, and unless otherwise specified therein, the acceptance of such resignation ~~shall~~will not be necessary to make it effective.

A vacancy in the office of CEO, however occurring, ~~shall~~will be filled as determined by the Board. A vacancy in the office of Secretary or Treasurer ~~shall~~will be filled by the CEO in accordance with Section 4.2.2 of these Bylaws.

Section 4.4 Authority and Duties of Officers. The officers of the corporation ~~shall~~will have the authority and ~~shall~~will exercise the powers and perform the duties specified in this Section 4 and as may be additionally specified by the Board or these Bylaws, except that in any event each officer ~~shall~~will exercise such powers and perform such duties as may be required by law.

Section 4.4.1 CEO. The CEO ~~shall~~will perform such duties and functions as are specified in Section 6 of these Bylaws.

Section 4.4.2 Secretary. The Secretary ~~shall~~will:

- a) keep the minutes of the proceedings of the Board;
- b) see that all notices are duly given in accordance with the provisions of these Bylaws or as required by law;
- c) be custodian of the corporate records and of the seal of the corporation; and
- d) in general, perform all duties incident to the office of Secretary and such other duties as from time to time may be assigned to the Secretary by the CEO or the Board.

Section 4.4.3 Treasurer. The Treasurer ~~shall~~will:

- a) have general oversight of the financial affairs of the corporation;
- b) present financial reports to the Board as the Board may request from time to time; and
- c) in general, perform all duties incident to the office of Treasurer and such other duties as from time to time may be assigned to the Treasurer by the CEO or the Board.

Section 4.5 Due Care. Officers ~~shall~~will perform their functions with due care. No person may serve simultaneously as an officer of the corporation and as an officer of an organization holding membership in the corporation.

SECTION 5

COMMITTEES AND TASK FORCES

Section 5.1 Standing Committees. The corporation ~~shall~~will have the following committees: Athlete and NGB Engagement;~~;~~ Compensation;~~;~~ Ethics;~~;~~ Finance, Audit, and Risk;~~;~~ and Nominating and Governance. The Chair ~~shall~~will be entitled to attend meetings of all committees and receive copies of all committee correspondence, but ~~shall~~will not be entitled to a vote on said committees. The delegation of authority to any committee ~~shall~~will not operate to relieve the Board or any member of the Board or the CEO from any responsibility imposed by law. Rules governing procedures for meetings of any committee of the Board ~~shall~~will be as set forth in these Bylaws or as established by the Board or, in the absence thereof, by the committee itself. All members of such committees are subject to the qualifications criteria and resolution process set out in Section 3.7 of these Bylaws.

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

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

Section 5.3.1 Appointment and Composition. The ~~Athlete and NGB Engagement~~ Committee ~~shall~~will consist of eight ~~(8)~~ members. The Chair ~~shall~~will appoint, with approval of the Board, an independent Board member as onethree (3) members of the Committee. ~~The AAC will appoint, one of which will be an independent Board member, one of which will be an AAC representative on the Board and the NGBC will appoint, and one will be an NGBC representative on the Board as members of the Committee, via appointment procedures adopted by those bodies and approved by the Board.~~ The independent Board member so appointed to the Committee ~~shall~~will serve as the Chair of the Committee. Three Committee members will serve *ex officio* as follows: One ~~(1)~~ member will be the Chair of the ~~NGB Council~~NGBC or his/her designee from among the members of the Council's elected leadership team; one ~~(1)~~ will be the Chair of the Athletes Advisory Council or his/her designee from among the members of the Council's elected leadership team; and one

will be the President of ~~the US Olympians~~USOPA and Paralympians Association, or his/her appointee from among the members of USOPA's leadership team, ~~that Association~~ who are not currently serving any direct Board or employment role with the corporation. The two ~~(2)~~ remaining members of the ~~Athlete and NGB Engagement~~ Committee shall will be At-Large members appointed by the Nominating and Governance Committee from among individuals not currently serving any direct Board or employment role with the corporation.

The two AAC representatives on the Committee will be 10-Year-Rule Athletes (provided that if they are members of the AAC, the applicable time period is the 10 years preceding when they started serving in that role.) ~~The Committee shall include at least two athletes who have competed as a member of a United States national team in the Olympic, Pan American or Paralympic Games, or other major amateur international competition, within the ten (10) years preceding the date when they start serving as a member of the committee (or, if they are a member of the Board or the AAC, within the ten (10) years preceding when he or she started serving in that role). For clarity, at least one of the Chair's appointees and the AAC Chair/designee must meet this requirement.~~

Section 5.3.2 Term/Term Limit. A Board member shall will serve until his or her term as a director expires. The NGBC Chair/designee, AAC Chair/designee, and USOPA President/designee shall will serve until his or her NGBC, AAC, or ~~the President's~~ USOPA leadership term expires. All other members shall will serve an initial term of four years, and shall will be eligible for a second four-year term; such members shall will not be eligible to serve for more than two terms.

The Secretary shall will maintain a list of Committee members and their terms of service.

Section 5.3.3 Responsibilities. The purpose of the ~~Athlete and NGB Engagement~~ Committee shall will be to assist the Board in its oversight of:

- a) ~~c~~Corporation engagement with ~~NGBs~~National Governing Bodies generally and ~~NGB~~National Governing Body membership and compliance issues under Bylaw Section 8 specifically, and with the NGBC;
- b) the NGBs' ~~and PSOs'~~ compliance with the Act, these Bylaws, and agreements with the USOPC;
- c) ~~c~~Corporation engagement with athletes generally and the AAC specifically;
- d) ~~m~~Multi-sport organization issues generally and the MSOC specifically;

- e) ~~t~~The USOPC Athlete Ombudsman Office and its work;
- f) ~~a~~Athlete safety issues generally and the corporation's relationship with the USCSSUS Center for SafeSport specifically;
- g) ~~a~~Anti-doping matters generally and the corporation's relationship with USADAthe US Anti-Doping Agency specifically;
- h) The corporation's dispute resolution procedures generally and those conducted in connection with Bylaw sections 9, 10, and 11 specifically;

In light of these responsibilities, the Committee will exercise oversight as follows:

~~t~~

- a) ~~The USOPC~~ Athlete Ombudsman Office will report directly to and be supervised by the Committee;
- b) ~~t~~The ~~USOPC~~ ~~V~~Vice President, Athlete Safety will have a dotted line reporting relationship with the Committee;
- c) ~~t~~The ~~USOPC~~ NGB Support, Athlete Support, NGB Compliance, and and Dispute Resolution ~~teams departments~~ will each provide the Committee with updates on a regular basis and generally seek guidance from the Committee;
- d) ~~t~~The Committee will receive copies of all NGB audits and review, as requested by USOPC staff or determined by the Committee itself, those issues identified as having a material effect on an NGB's ability to (i) adhere to the conditions specified in the Act or these Bylaws, or (ii) continue to be certified and recognized as an NGB ~~by the USOPC~~;
- e) ~~i~~In connection with all audits of NGBs operated by the ~~c~~Corporation itself, the Vice President, NGB ~~Compliance and~~ Audit ~~shall will~~ report functionally to the Committee and operationally to the CEO or his/her designee;
- f) ~~t~~The USOPC Membership Working Group will provide reports to the Committee on a regular basis and generally seek guidance from the Committee;
- g) ~~t~~The Committee will receive periodic updates from representatives of USADAOPA and the USCSS;
- h) ~~t~~The Committee will maintain minutes of its activities and records of attendance of its members; and
- i) ~~t~~The Committee will conduct such other activities as may be requested or assigned by the Board or as set forth in these Bylaws.

Section 5.3.4 Meetings. The ~~Athlete and NGB Engagement~~ Committee ~~shall will~~ meet at least four times a year, of which at least two meetings will be held in-person. The Committee ~~shall will~~ meet periodically in executive session without management present. The Committee may invite such members of management, corporate employees, individuals associated with the corporation's independent auditors or outside legal counsel, or others to its meetings as it deems desirable or appropriate.

The Committee ~~shall~~will report its minutes and recommendations to the Board of Directors after each committee meeting.

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

Section 5.4.1 Appointment and Composition. ~~The Committee will consist of at least these three and not more than five members, all of whom will be members of the Board. The Chair will appoint, with approval of the Board, an independent Board member as one member of the Committee and its chair. The AAC will appoint an AAC representative on the Board and the NGBC will appoint an NGBC representative on the Board as members of the Committee, via appointment procedures adopted by those bodies and approved by the Board. The Chair shall appoint the members of the Compensation Committee and its chair, with approval of the Board. The Compensation Committee shall consist of at least three and not more than five members, all of whom shall be members of the Board. In the event the Committee will include a fourth and/or fifth member, these individuals will be appointed by the Chair with the Board's approval. The Compensation Committee shall include at least one member who was selected as a member of the Board from among individuals nominated by the AAC.~~

Section 5.4.2 Term. The term of each member of the ~~Compensation~~ Committee ~~shall~~will expire automatically when such individual's term as a director expires. In addition, the Board ~~may~~, from time to time, determine to rotate members of the Board on to and off of the Compensation Committee (subject always to AAC and NGBC opportunities to appoint, as applicable). The Secretary ~~shall~~will maintain a list of Committee members and their terms of services.

Section 5.4.3 Responsibilities. The purpose of the ~~Compensation~~ Committee ~~shall~~will be to carry out the Board's overall responsibility relating to compensation, benefits, human capital management, and organizational health, including diversity and inclusion.

The responsibilities of the ~~Compensation~~ Committee ~~shall~~will be as follows:

- a) to assist the Board in developing and evaluating potential candidates for the CEO position, and to oversee the development of executive succession plans;
- b) to review and approve on an annual basis the corporate goals, and objectives with respect to performance and compensation for the CEO, including salary, bonus and incentive compensation, benefits, perquisites, and any other compensation (the ~~Compensation~~ Committee ~~shall~~will evaluate at least once a year the CEO's performance in light of these established goals and objectives; based upon these evaluations ~~shall~~will set the CEO's annual compensation, including salary, bonus, incentive, and any other compensation; and

- ~~shall~~will communicate performance feedback to the CEO following such evaluations);
- c) to review and approve on an annual basis the evaluation process and compensation structure for the corporation's senior executive management (the ~~Compensation~~-Committee ~~shall~~will review with the CEO the CEO's view of the performance of the corporation's senior executives and ~~shall~~will also review and provide oversight of management's decisions concerning the performance and compensation of other corporation executives, and the corporation's policies concerning benefits, retirement plans and contributions thereto, relocation benefits, and all other forms of benefits and perquisites offered to the corporation's employees);
 - d) to review the corporation's incentive compensation and other compensation plans and recommend changes to such plans as necessary (the ~~Compensation~~-Committee ~~shall~~will have and ~~shall~~will exercise the authority of the Board with respect to the oversight of such plans);
 - e) to conduct periodic review of the reasonableness of the compensation of the corporation's executives using relevant market benchmarks and survey data;
 - f) to maintain regular contact with the CEO and/or his designees about compensation issues;
 - g) to prepare and follow an annual work plan and report to the Board on its activities (the report to the Board may take the form of an oral report by the chair of the ~~Compensation~~-Committee or any other member of the Compensation ~~Committee~~—designated by the chair of the ~~Compensation~~-Committee to make such report);
 - h) to maintain minutes of its activities and records of attendance of its members;
 - i) to conduct such other activities as may be requested or assigned by the Board or as set forth in these Bylaws;
 - j) to manage the initiation and communication of the CEO's employment contract terms and renewal, subject to Board approval.

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

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

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

The ~~Compensation~~ Committee ~~shall~~will report its minutes and any recommendations to the Board of Directors after each Compensation Committee meeting.

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

Section 5.5.1 Appointment and Composition. ~~The Nominating and Governance Committee shall appoint the members of the Ethics Committee other than its chair.~~ The Ethics Committee ~~shall~~will consist of five members. The chair of the Ethics Committee ~~shall~~will be a member of the Board, appointed by the Chair with approval of the Board. The AAC will appoint an AAC representative and the NGBC will appoint an NGBC representative as members of the Committee, via appointment procedures adopted by those bodies and approved by the Board. The Nominating and Governance Committee will appoint two other members of the Committee.

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

Section 5.5.2 Term. Other than the chair, who ~~shall~~will serve until his or her term as a director expires (unless replaced by the Chair with the Board’s approval), each member of the ~~Ethics~~ Committee ~~shall~~will serve for an initial term of four years. At the end of each member’s initial term, ~~he or she/s/he shall~~will be eligible for a second four year term if so determined by the body appointing him or her under the terms of these Bylaws; Nominating and Governance Committee, provided, however, that at the beginning of any such subsequent four-year term, the AAC athlete’s representative on the Ethics Committee must be a 10-Year-Rule Athlete have competed within ten years preceding the date when they start serving as members of the committee (provided that if or, if they are a member of the AAC Board, the applicable period is within the ten (10) years preceding when they started serving in that role on the Board.) at the time of such

~~consideration to be eligible.~~ The members of the ~~Ethics~~ Committee, excluding the chair, ~~shall~~will have staggered terms. ~~To accomplish this, members sitting on the Ethics Committee have been divided into two classes expiring in alternating even years.~~ The Secretary ~~shall~~will maintain a list of Committee members and their terms of service.

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

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

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

Section 5.6 Finance, Audit, and Risk Committee. The Finance, Audit, and Risk Committee ~~shall~~will be comprised in accordance with, governed pursuant to and perform those duties as contained in those sections set forth below.

Section 5.6.1 Appointment and Composition. ~~The Chair shall appoint the members of the Committee and its chair, with approval of the Board.~~ The Committee ~~shall~~will consist of at least three and not more than five members, all of whom ~~shall~~will be members of the Board. ~~The Chair will appoint, with approval of the Board, an independent Board member as one member of the Committee and its chair. The AAC will appoint an AAC representative on the Board and the NGBC will appoint an NGBC representative on the Board as members of the Committee, via appointment procedures adopted by those bodies and approved by the Board. In the event the Committee will include a fourth and/or fifth member, these individuals will be appointed by the Chair with the Board's approval.~~

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

Section 5.6.2 Term. The term for each Committee member shallwill expire automatically when such individual's standing as a director expires. In addition, the Chair, with approval of the Board, may, from time to time, determine to rotate members of the Board on to and off of the Committee (subject always to AAC and NGBC opportunities to appoint, as applicable). The Secretary shallwill maintain a list of Committee members and their terms of service.

Section 5.6.3 Responsibilities. The purpose of the Committee shallwill be to assist the Board in its oversight of:

- a) the integrity of the financial statements of the corporation;
- b) the corporation's compliance with legal and regulatory requirements relating to corporation finances and reporting thereof;
- c) the corporation's risk management function and efforts;
- d) the independence and qualifications of the independent auditor; and
- e) the performance of the corporation's internal audit function and independent auditors.

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

The responsibilities of the Committee shallwill include the following:

- a) to discuss with management the annual audited financial statements and quarterly financial statements including matters required to be reviewed under applicable legal, regulatory or other requirements;
- b) to approve the corporation's financial statements prior to publication;
- c) to discuss with management and the independent auditor, as appropriate, press releases containing financial information and financial information provided to the public;
- d) to select the independent auditor to examine the corporation's accounts, controls and financial statements (the Committee shallwill have the sole authority to approve all audit engagement fees and terms and the Committee must pre-approve any non-audit service provided to the corporation by the corporation's independent auditor);
- e) to discuss with management and the independent auditor, as appropriate, any audit problems or difficulties and management's response, and the corporation's risk assessment and risk management policies, including the corporation's major financial risk exposure and steps taken by management to monitor and mitigate such exposure;
- f) to review the corporation's financial reporting and accounting standards and principles, significant changes in such standards or principles or in their application and the key accounting decisions affecting the corporation's financial statements, including alternatives to, and the rationale for, the decisions made;

- g) to review and approve the internal audit staff functions, including (i) purpose, authority and organizational reporting lines and (ii) annual audit plan, budget and staffing;
- h) to review and approve of the appointment and compensation of the Director of Internal Audit, who shall will report functionally to the Committee and operationally to the CEO or his/her designee;
- i) to review, with the CEO, Chief Financial Officer, Director of Internal Audit, General Counsel, independent auditors, and/or others, as the Committee deems appropriate, the corporation's internal system of audit and financial controls and the results of internal and independent audits;
- j) to periodically review with the independent auditor the qualifications and performance of the corporation's finance personnel as observed by the independent auditor;
- k) to establish practices or procedures alone or in conjunction with the CEO and or the Ethics Committee as appropriate, providing effective mechanisms for employees and others to make complaints relating to accounting practices, internal accounting controls, or audit matters, with provisions for confidential anonymous submission by employees and others (the Committee shall will be provided with an analysis of all financial, accounting and audit related complaints and their disposition, and shall will provide safeguards against retaliation against employees and others who make such complaints);
- l) to obtain and review at least annually a formal written report from the independent auditor delineating (i) the auditing firm's internal quality-control procedures and (ii) any material issues raised within the preceding five years by the auditing firm's internal quality-control reviews, by peer reviews of the firm, or by any governmental or other inquiry or investigation relating to any audit conducted by the firm (the Committee will also review steps taken by the auditing firm to address any findings in any of the foregoing reviews and will also review with the independent auditor any significant lawsuits or criminal action alleged against the independent audit firm and the impact, if any, of such suits on the viability of the independent audit firm);
- m) to maintain minutes of its activities and records of attendance of its members; and
- n) to conduct such other activities as may be requested or assigned by the Board or as set forth in these Bylaws.

Section 5.6.4 Meetings. The Committee shall will meet at least three times a year with management and with the Internal Auditor, and at least annually with the corporation's independent auditors. The Committee shall will meet periodically in executive session without management present. The Committee may invite such members of management, corporate employees, individuals associated with the corporation's independent auditors or outside legal counsel, or others to its meetings as it deems desirable or appropriate.

The Committee shall will report its minutes and recommendations to the Board of

Directors after each committee meeting.

Section 5.7 Nominating and Governance Committee. The Nominating and Governance Committee ~~shall~~will be comprised in accordance with, governed pursuant to and perform those duties as contained in those sections set forth below.

Section 5.7.1 Appointment and Composition. The ~~Nominating and Governance~~ Committee ~~shall~~will consist of five ~~(5)~~ members. The Chair ~~shall~~will appoint, with approval of the Board, two ~~(2)~~ Board members who are not members of the IOC and who are not eligible for re-~~eselection~~ to the Board to serve on the ~~Nominating and Governance~~ Committee, one of which will be its chair. The three ~~(3)~~ remaining members of the ~~Nominating and Governance~~ Committee ~~shall~~will be selected one each by the ~~NGB Council~~NGBC, the AAC, and the Multisport Organizations Council from individuals who are not on the existing Board and who meet the definition of independence as set forth in Section 3.4 of these Bylaws. The AAC representative on the Nominating and Governance Committee shall will be include at least one a 10-Year-Rule A-athlete who has competed as a member of a United States national team in the Olympic, Pan American or Paralympic Games, or other major amateur international competition, within the ten (10) years preceding the date when he or she starts serving as a member of the committee (provided that or, if they are a member of the AAC Board, the applicable period is within the ten (10) years preceding when he or shes/he started serving in that role on the Board). The chair of the Nominating and Governance Committee shall be one of the two appointed Board members. The chair of the Nominating and Governance Committee shall be appointed by the Chair, with approval of the Board.

Section 5.7.2 Term. Each member of the ~~Nominating and Governance~~ Committee ~~shall~~will serve for an initial term of four years. At the end of each member's initial term, s/he will be eligible for a second four year term if so determined by the body appointing him or her under the terms of these Bylaws; provided, however, that at the beginning of any such subsequent four year term, the AAC representative on the Committee must at the time of re-election be a 10-Year-Rule Athlete (provided that, if they are a member of the AAC, the applicable period is 10 years preceding when they started serving in that role.) The members of the Committee, excluding the chair, will have staggered terms. At the end of each member's initial term, he or she shall be eligible for a second four year term, provided however that the athlete's representative on the Nominating and Governance Committee must have competed within ten years preceding the date when they start serving as members of the committee (or, if they are a member of the Board, within the ten (10) years preceding when they started serving on the Board) at the time of such consideration to be eligible. The Secretary ~~shall~~will maintain a list of Committee members and their terms of service.

Section 5.7.3 Responsibilities. The responsibilities of the ~~Nominating and Governance~~ Committee ~~shall~~will include the following:

- a) to lead the search for individuals qualified to become independent

- members of the Board and to recommend potential directors qualified under the terms of these Bylaws and the director criteria referred to in Section 5.7.3(b) hereof for consideration by the Board (the ~~Nominating and Governance~~ Committee ~~shall~~will recommend individuals to serve as directors who ~~shall~~ have the highest personal and professional integrity, who ~~shall~~ have demonstrated exceptional ability and judgment, and who will shall be most effective, in conjunction with the other nominees to the Board, in collectively serving the long-term interests of the corporation) and ; to recommend for election appropriate individuals with each such individual recommendation to be accompanied by a written description of the qualifications, skills and experiences of each individual so identified;
- ~~a) b) to confer with and provide support and guidance as appropriate to the AAC, NGBC, and USOPA in their elections of Board members;~~
 - ~~b) c) to develop (including in consultation with the AAC, NGBC, and USOPA) and appropriately disseminate a set of consistent written director criteria for all each open Board seatsposition, taking into consideration the recommendations and directions (if any) provided by the Board pursuant to Section 3.5 of these Bylaws, the needs of the corporation, the skills, experience and qualifications of the then current Board members, and the categories of Board seat(s) then open;~~
 - ~~e) in recommending candidates for the Board to vote on as potential new Board members and in providing support to other bodies in their election process for Board members, to endeavor to achieve diversity and balance in Board members' skills, experience, and qualifications, including by taking into account these characteristics of then-current Board members, and to to provide the Board with appropriate individuals for the Board to vote upon as potential new Board members, with each such individual recommendation to be accompanied by a written description of the qualifications, skills and experiences of each individual so identified;~~
 - d) ~~in recommending candidates for the Board to vote upon as potential new Board members endeavor to , to ensure that there is (1) at least one director on the Board who has leadership experience within, or other substantial experience with, Paralympic sport in the United States, and (2) at least two directors on the Board who competed in the Olympic Games at some time during their lives, and in the event that vacancies occur in Board positions such that the foregoing is not in place, to use its best efforts to recruit Board members to replace such vacancies or vacated positions within six (6) months;~~
 - e) to, at the request of the Board, work with the Chair and CEO and their designees to develop and implement an appropriate trainingorientation program for new directors and continuing education of existing directors, including a set of required training elements for all directors and additional, optional training elements for directors who seek them, and to support and track each director's participation in such training;

- e)f) to develop and conduct a recurring Board member evaluation process applicable to all USOPC Board members, including by reference to the consistent director criteria referred to above, and to report process results as appropriate;
- g) to report to the Board of Directors on its activities (the report to the Board of Directors may take the form of an oral report by the chair of the ~~Nominating and Governance~~ Committee or any other member of the ~~Nominating and Governance~~ Committee designated by the chair of the ~~Nominating and Governance~~ Committee to make such report);
- h) to maintain minutes of its activities and records of attendance of its members; and
- i) to conduct such other activities as may be requested or assigned by the Board or as set forth in these Bylaws.

~~The Nominating and Governance Committee shall select candidates for the Board to consider as follows: If a vacancy occurs or is about to occur in a position of a director selected from among individuals nominated by the NGB Council or the AAC, either because a director's term ended or because a director left the position before the term ended, that council (NGB Council or AAC) shall nominate two (2) individuals to be considered by the Nominating and Governance Committee for selection to be a director. Prior to such nomination, the Nominating and Governance Committee shall provide the AAC or NGB Council, as applicable, with written selection criteria in accordance with Section 3.5 of these Bylaws. When making nominations for any director position, (x) no more than one of the two individuals nominated by the NGB Council may be paid employees or staff members of an NGB, and (y) all of the individuals nominated by the AAC must be amateur athletes who have competed as a member of a United States national team in the Olympic, Pan American or Paralympic Games, or other major amateur international competition, within the last ten (10) years, as defined in the Act. If the AAC or NGB Council nominates only one (1) or fails to nominate any individual within the time prescribed by the Nominating and Governance Committee (which in all events shall be not less than 60 days), then the Nominating and Governance Committee may select an individual or individuals to bring the candidate pool up to two (2) individuals. The Nominating and Governance Committee shall then recommend one of the two (2) individuals to the Board. The Board shall then vote on whether to elect such recommended individual to the Board. If the term of a director selected from individuals nominated by the AAC or the NGB Council comes to an end (or is ending) before that director has served two years as a director (because the director is serving the end of another director's term) or if that director is the Chair of the Board when his or her initial term on the Board ends, then he or she shall be considered to have been nominated again by the organization that nominated that director initially, and shall be considered in addition to the other two (2) nominees submitted by that council. The Nominating and Governance Committee shall then decide whether one of the new nominees should be recommended to the Board or whether the current director should be recommended to the Board to serve a new term as a director. If a vacancy occurs or is about to occur in a position of an independent director, the Nominating and Governance Committee shall solicit candidates from the Olympic and Paralympic~~

~~community, including, without limitation, the AAC, the NGBC, the MSOC and the US Olympians, and the general public after preparing and disseminating written director selection criteria.~~

Section 5.8 General Board Committee Powers/Requirements. Each Board committee ~~shall~~will have the authority to delegate any of its responsibilities to a subcommittee or to an individual member of the committee as the Board committee may deem appropriate in its discretion, subject to review and oversight by the Board. Each Board committee ~~shall~~will have the authority to retain such compensation consultants, outside counsel and other advisors as the Board committee may deem appropriate in its sole discretion, consistent with the policies, budgets, and controls established by the Board. The Board committee in question ~~shall~~will have the authority to approve related fees and retention terms unless specifically restricted by the Board or restricted by policies established by the Board. Each Board committee ~~shall~~will report its actions and any recommendations and the attendance of its membership to the Board after each committee meeting and ~~shall~~will conduct and present to the Board an annual performance evaluation of the Board committee. Each Board committee ~~shall~~will review at least annually the adequacy of its charter and ~~shall~~will recommend any proposed changes to the Board for review and consideration.

Section 5.9 Vacancies. Notwithstanding any provision herein to the contrary, committee members (whether members of the Board or not) ~~shall~~will hold office until such committee member's successor ~~shall~~will have been appointed or until such committee member's earlier death, disability, resignation, disqualification, incapacity or removal.

Section 5.10 Resignation and Removal. The absence of any committee member, without adequate excuse, from two or more consecutive meetings may be construed as his/her resignation from such committee by a majority vote of the Board. Members of any committee may be removed, for cause or not for cause, upon the majority vote of the Board, after the member has been provided an opportunity to be heard by the Board.

SECTION 6

THE CEO

Section 6.1 Employment. There shall/will be a CEO of the corporation, who shall/will report to the Board. Internationally, the CEO may also be referred to as the Secretary General of the corporation. The CEO shall/will be employed by the Board for whatever term the Board deems appropriate and may be removed at any time for or not for cause by the Board without prejudice to the CEO's contract rights, if any, and the contract of employment between the corporation and the CEO, if any, shall/will provide that the CEO's employment may be terminated by the Board for cause or not for cause.

Section 6.2 Management Responsibilities. The CEO shall/will either directly or by delegation, manage all staff functions; determine the size and compensation of, hire and terminate the professional staff in accordance with the corporation's compensation policies and guidelines established by the Compensation Committee and/or the Board; develop a strategy for achieving the mission, goals and objectives of the corporation as established by, and consistent with the policies of the Board; be responsible for resource generation and allocation; manage key government relationships and coordinate government relations activities; work collaboratively with the Chair to manage key international relationships, with the allocation of international responsibilities between the CEO and the Chair to be determined by the Board in the event of a conflict between the two; coordinate the international relations activities of the corporation; act as the corporation's spokesperson; be primarily responsible for coordinating the corporation's communications on all issues, subject to communication policies established by the Board; prepare and submit quadrennial and annual budgets to the Board; oversee the activities of all task forces the CEO appoints; and perform such other functions as usually pertain to that office. The CEO shall/will implement the policies established by the Board and report to the Board concerning the results achieved.

Section 6.3 Official Notices. All official notices intended for the corporation or its Board, or any of its committees or task forces, may be addressed in care of the CEO or any member of management designated by the CEO, who will be responsible for proper attention thereto.

Section 6.4 Service. The CEO shall/will devote his/her entire time and service to the affairs of the corporation and shall/will not engage in any other profession or employment (other than reasonable appropriate membership on boards of directors of other organizations as approved by the Ethics Committee and the corporation's Board). The CEO shall/will receive such salary, benefits and other perquisites as shall/will be set forth in the CEO's contract of employment with the corporation, if any, or as otherwise determined by the Board or the Compensation Committee.

SECTION 7

THE OLYMPIC AND PARALYMPIC ASSEMBLY

Section 7.1 Purpose and Attendance. Once each year, in association with a regularly scheduled Board meeting, the corporation ~~shall~~will hold an Olympic and Paralympic Assembly. The purpose of the Assembly ~~shall~~will be to facilitate communication between and among the corporation, the Board, the corporation's members and other constituents. Representatives of all members of the corporation and the members of the AAC may choose to attend the Olympic and Paralympic Assembly as well as such others as the Board determines may attend. The Board ~~shall~~will determine the parameters for attendance at the Olympic and Paralympic Assembly, including but not limited to determining a limit on the number of attendees and the amount of travel expenses, if any, that the corporation will pay, associated with the attendance of individuals at the Olympic and Paralympic Assembly.

Section 7.2 Development of Assembly Content and Format. The CEO ~~shall~~will oversee and coordinate all operational aspects of the Olympic and Paralympic Assembly and ~~. In order to ensure the most effective Olympic and Paralympic Assembly, the CEO shall~~will convene an Assembly Advisory Committee to provide him or her with advice and input regarding the Assembly format, sessions and content. The Assembly Advisory Committee ~~shall~~will consist of a representative from the Board, one representative each appointed by ~~from each of the three councils (NGB Council, NGBC, the AAC, USOPA, and the MSOCultisport Organizations Council) appointed by each council, a representative of the US Olympians appointed by the US Olympians~~ and such other individuals as the CEO may determine in his or her discretion. The Assembly Advisory Committee ~~shall~~will meet telephonically as and when deemed appropriate by the CEO, and the CEO ~~shall~~will, in good faith, consider all recommendations made by the Assembly Advisory Committee prior to making any Assembly-related recommendations to the Board. The purpose of the work of the Assembly Advisory Committee ~~shall~~will be to ensure that the Assembly is designed so as to facilitate communication between and among the Board, the CEO and senior management of the corporation, the three councils and their members, and other members of the Olympic and Paralympic community; and to advance the mission of the corporation. The Board ~~shall~~will ultimately decide the time, place, and format of the Olympic and Paralympic Assembly based upon the recommendation of the CEO.

Section 7.3 Information to Assembly Attendees. The Board, in conjunction with the CEO, ~~shall~~will provide information to the attendees at the Olympic and Paralympic Assembly on the affairs of the corporation, which ~~shall~~will include information on the performance of the organization, the financial performance and well-being of the corporation, preparations for the Olympic, Paralympic and Pan American Games, achievement of the corporation's mission, and actions taken, results achieved, and programs being implemented by the corporation, or such other matters as are

determined by the Board and/or CEO to be included.

Section 7.4 Communications with the Board. At the Olympic and Paralympic Assembly ~~the attendees at the Olympic and Paralympic Assembly~~ will have an opportunity to provide information and to communicate with the Board and the CEO concerning the performance, policies and other matters related to the corporation. Such input ~~shall~~will be advisory in nature and ~~shall~~will not be deemed to direct the Board or the CEO to take or not take any particular action. The Olympic and Paralympic Assembly ~~shall~~will not conduct or perform any governance functions.

Section 7.5 Board and Council Meetings. The Board, ~~NGB Council~~NGBC, AAC, USOPA, and Multisport Organizations Council ~~shall~~will each also meet in association with the Olympic and Paralympic Assembly in the same geographic location.

SECTION 8

MEMBERS

Section 8.1 Board Authority. The Board has the power to elect properly qualified organizations to membership in each of the categories of membership listed in this Section 8, to transfer a member organization from one membership category to another and to terminate a member organization's membership. The Board ~~shall~~will specify the date upon which the rights and duties of new and transferred members ~~shall~~will become effective. If no date is specified, such rights and duties ~~shall~~will become effective immediately.

Also, the Board has the power to ~~certify~~recognize qualified organizations as NGBs ~~or~~ PSOs. Further, the Board has the power to review all matters relating to the continued ~~certification~~recognition of an NGB ~~or~~ PSO and may take such action as it considers appropriate, including, but not limited to, placing conditions upon the continued ~~certification~~recognition of an NGB ~~or~~ PSO, placing an NGB ~~or~~ PSO on probation, suspending an NGB ~~or~~ PSO or ~~decertifying~~terminating the recognition of an NGB ~~or~~ PSO, provided that notice of any such proposed action ~~shall~~will be given to the NGB ~~or~~ PSO.

Section 8.2 General Membership Requirements. Organizations eligible for membership ~~shall~~will be those that take some active part in the administration of one or more sports or competitions on the program of the Olympic, Pan American or Paralympic Games, organizations that administer other sports that are widely practiced in the United States and organizations (patriotic, educational, or cultural) that are engaged in efforts to promote the participation in, or preparation for, amateur athletic competition.

Organizations that are purely commercial or political in character are not eligible for membership.

Section 8.3 Olympic Sport Organizations. Eligibility for membership as Olympic Sport Organizations ~~shall~~will be limited to those amateur sports organizations that are recognized ~~and certified~~ by the corporation as the NGBs for sports that have competed on the program of the Olympic Games or competed in medal sports in the immediate past Olympic Games. The term "sports that have competed on the program" means sports that have been approved by the IOC to participate as medal sports at an upcoming Olympic Games. An Olympic Sport Organization that has participated in the immediate past Olympic Games is eligible to remain an Olympic Sport Organization until determined that it is not included on the program of the next Games. Each Olympic Sport Organization ~~shall~~will be identified with a sport included on the program of the Olympic Games. In accordance with the IOC's Olympic Charter, the corporation ~~shall~~will not recognize ~~or certify~~ more than one ~~(1)~~ NGB in each sport. Olympic Sport Organizations ~~shall~~will be United States members of IFs recognized by the IOC.

~~No amateur sports organization is eligible to be recognized as an Olympic Sport NGB, or is it eligible to continue to be recognized as an Olympic Sport NGB, unless it complies with Sections 220522 through 220525 of the Act.~~

Section 8.4 Pan American Sport Organizations. Eligibility for membership as Pan American Sport Organizations ~~shall~~will be limited to those amateur sports organizations that are recognized and certified by the corporation as the NGBs for sports that have competed on the program of the Pan American Games, but which are not competing at the Olympic Games. The term “sports that have competed on the program” means sports that have been approved by PASOPanam Sports to participate as medal sports at an upcoming Pan American Games or competed as medal sports in the immediate past Pan American Games. A Pan American Sport Organization that has participated in the immediate past Pan American Games is eligible to remain a Pan American Sport Organization until determined that it is not included on the program of the next Games. Each Pan American Sport Organization ~~shall~~will be identified with a sport included on the program of the next Pan American Games. In accordance with the IOC’s Olympic Charter, the corporation ~~shall~~will not recognize or certify more than one ~~(1)~~ Pan American Sport Organization in each sport. Pan American Sport Organizations ~~shall~~will be United States members of IFs recognized by the IOC. ~~No amateur sports organization is eligible to be recognized as a Pan American Sport NGB, or is it eligible to continue to be recognized as a Pan American Sport NGB, unless it complies with Sections 220522 through 220525 of the Act.~~

Section 8.5 Designation to Govern a Paralympic Sport. For any sport that is included on the program of the Paralympic Games, the corporation is authorized to designate, where feasible and when such designation would serve the best interest of the sport, and with the approval of the affected NGB, an NGB recognized under this Section 8 to govern such sport.

Section 8.6 Paralympic Sport Organizations. ~~Eligibility for membership as a Paralympic Sport Organization will be limited to those amateur sports organizations that are recognized and certified by the corporation as the NGBs. Where designation of an NGB is not feasible or would not serve the best interest of the sport, the corporation is authorized to recognize an amateur sports organization as a PSO to govern a sport that is included on the program of the Paralympic Games. The term “sports that are included on the program” means sports that have been approved by the IPC to participate as medal sports at an upcoming Paralympic Games. A PSO, with the approval of the corporation, may govern more than one sport included on the program of the Paralympic Games. Subject to the terms of these Bylaws, a~~Any such PSO ~~shall~~will comply with the criteria for NGBs applicable to Olympic and Pan American Sport Organization members, and ~~shall~~will perform those duties, and have those powers that the corporation, in its sole discretion, determines are appropriate to meet the objects and purposes of the Act and these Bylaws. A PSO ~~shall~~will be a member of each IF or International Sports Organization of the sport or sports it governs.

Section 8.7 NGB and PSO Certification Membership Requirements. An Olympic, Pan American ~~grand~~ Paralympic Sport Organization, in order to fulfill its membership obligations and to be considered a member in good standing with the corporation ~~shall~~must cooperate with and satisfy all aspects of the corporation's NGB Certification program. Any entity not so certified, and any entity decertified by the corporation will automatically be ineligible for membership.

Section 8.7.1. Certification Standards.

To be certified, an NGB must satisfy these requirements:

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a) Governance and Compliance.

- i. fulfill all responsibilities as an NGB as set forth in the Act
- ii. adopt and maintain governance and athlete representation policies complying with the requirements of these Bylaws
- iii. adopt and maintain appropriate good governance practices
- iv. be recognized by the Internal Revenue Service as a tax-exempt organization under the Internal Revenue Code
- v. adopt and enforce a code of conduct for its employees, members, board of directors, and officers including clear conflicts of interest principles
- vi. adopt and enforce ethics policies and procedures
- vii. demonstrate an organizational commitment to diversity and inclusion
- viii. satisfy such other requirements as are set forth by the corporation

b) Financial Standards and Reporting Practices.

- i. demonstrate financial operational capability to administer its sport
- ii. be financially and operationally transparent and accountable to its members and to the corporation
- iii. adopt a budget and maintain accurate accounting records in accordance with accounting principles generally accepted in the United States of America (GAAP)
- iv. submit its complete IRS Form 990 and audited financial statements, including management letter and budget, to the corporation annually
- v. post on its website its current bylaws and other organic documents, its IRS Form 990 for the three most recent years, and its audited financial statements for the three most recent years
- vi. satisfy such other requirements as are set forth by the corporation

c) Athlete Safety.

- a. comply with all applicable athlete safety and child protection laws
- b. comply with the policies and requirements of the US Center for SafeSport
- c. maintain and enforce an athlete safety program consistent with the policy(ies) and standards directed by the corporation
- d. comply with the anti-doping policies of the corporation and with the policies and procedures of USADA
- e. satisfy such other requirements as are set forth by the corporation

d) Sport Performance.

- i. maintain and execute on a strategic plan that is capable of supporting athletes in achieving sustained competitive excellence, and in growing the sport
- ii. establish clear athlete, team, and team official selection procedures approved by a Designated Committee (or if no such Designated Committee exists by the NGB Board) and by the corporation, for the Olympic, Paralympic or Pan American Games teams as applicable, and timely disseminate such procedures to the athletes and team officials
- iii. effectively conduct, in accordance with such selection procedures, a selection process, including any Games trials (as approved by the corporation), to select athletes for the Olympic, Paralympic and Pan American Games teams
- iv. competently and timely recommend to the corporation athletes, teams, and team officials for the Olympic, Paralympic and Pan American Games teams as applicable
- v. maintain and implement effective plans for successfully training Olympic, Paralympic and Pan American Games athletes
- vi. satisfy such other requirements as are set forth by the corporation

e) Operational Performance.

- a. demonstrate managerial capability to administer its sport
- b. obtain and keep current insurance policies in such amount and for such risk management as appropriate
- c. actively seek, in good faith, to generate revenue in addition to any resources that may be provided by the corporation, sufficient to achieve financial sustainability
- d. maintain and enforce grievance procedures that provide for prompt and equitable resolution of grievances and fair notice and an opportunity for a hearing before declaring an individual ineligible to participate;
- e. adopt a whistleblower policy;
- f. cooperate with the corporation in preventing the unauthorized use of the names and trademarks of the corporation, the words

“Olympic,” “Paralympic” and “Pan American,” and their derivatives, as well as their symbolic equivalents

g. satisfy such other requirements as are set forth by the corporation

- ~~1. fulfill its responsibilities as an NGB or PSO as set forth in the Act;~~
- ~~2. be recognized by the Internal Revenue Service (“IRS”) as a tax-exempt organization under the Internal Revenue Code;~~
- ~~3. develop a strategic plan that is capable of supporting athletes in achieving sustained competitive excellence, and in growing the sport;~~
- ~~4. adopt a code of conduct for its employees, members, board of directors and officers;~~
- ~~5. adopt an athlete safety program consistent with the policy(ies) and standards directed by the corporation;~~
- ~~6. cooperate with the corporation in preventing the unauthorized use of the names and trademarks of the corporation, the words “Olympic,” “Paralympic” and “Pan American,” and their derivatives, as well as their symbolic equivalents;~~
- ~~7. establish a written procedure, approved by a Designated Committee (as defined in Section 8.8.1 of these Bylaws) of the NGB or PSO, or if no such Designated Committee exists, by the NGB or PSO Board, and thereafter approved by the corporation, to fairly select athletes and team officials for the Olympic, Paralympic or Pan American Games teams, and, upon approval, timely disseminate such procedure to the athletes and team officials;~~
- ~~8. conduct, in accordance with approved selection procedures, a selection process, including any Games trials, to select athletes for the Olympic, Paralympic and Pan American Games teams (no Games trials shall be conducted unless the NGB or PSO first contracts with the corporation to hold such trials, or the corporation otherwise gives its assent to hold such trials);~~
- ~~9. recommend to the corporation athletes and team officials for the Olympic, Paralympic and Pan American Games teams;~~
- ~~10. establish and implement a plan for successfully training Olympic, Paralympic and Pan American Games athletes;~~
- ~~11. comply with the anti-doping policies of the corporation and with the policies and procedures of the independent anti-doping organization designated by the corporation to conduct drug testing and adjudicate anti-doping rule violations (no exceptions to such procedures shall be allowed unless granted by the CEO, or his or her designee, after allowing the NGB or PSO to present the reasons for such exception);~~
- ~~12. comply with the safe sport policies of the corporation and with the policies and procedures of the independent safe sport organization designated by the corporation to enhance safe sport practices and to investigate and resolve safe sport violations (no exceptions to this requirement shall be allowed unless granted by the CEO, or his or her designee, after allowing the NGB or PSO to present the reasons for such exception);~~

- ~~13. actively seek, in good faith, to generate revenue, in addition to any resources that may be provided by the corporation, sufficient to achieve financial sustainability;~~
 - ~~14. be financially and operationally transparent and accountable to its members and to the corporation;~~
 - ~~15. adopt a budget and maintain accurate accounting records in accordance with accounting principles generally accepted in the United States of America (GAAP);~~
 - ~~16. permit the corporation to conduct an organization-wide audit of its financial and managerial capabilities;~~
 - ~~17. submit its complete IRS Form 990 and audited financial statements, including management letter and budget, to the corporation annually;~~
 - ~~18. post on its website its current bylaws and other organic documents;~~
 - ~~19. post on its website its IRS Form 990 for the three most recent years;~~
 - ~~20. post on its website its audited financial statements for the three most recent years;~~
 - ~~21. obtain and keep current insurance policies in such amount and for such risk management as the corporation considers necessary or appropriate;~~
 - ~~22. permit the corporation, at its request, to have reasonable access to all files, records and personnel necessary to make such membership and governance reviews as the corporation deems necessary or appropriate; and~~
- a) ~~satisfy such other requirements as are set forth by the corporation.~~

These standards and the particular measures to be used in evaluating compliance with them will be set out in the corporation's NGB Certification Standards Policy approved by the Board and administered by the corporation's NGB Audit team.

Section 8.7.2 Certification Standards Exceptions. The corporation may provide limited exceptions to the foregoing standards as applied to an NGB that, as a result of its overall structure or other activities, cannot and need not reasonably be required to meet a particular standard. In the case of any such exceptions, the corporation will specify in writing the limited exceptions made and post the exceptions online for public access.

Section 8.7.3 Annual Certification Audits. Every NGB must cooperate with and annually demonstrate its satisfaction of the certification requirements set out in these Bylaws and the corporation's NGB Certification Standards Policy as set out in the NGB Audit Procedures connected to that policy.

Section 8.7.4 Phased Initiation of Section 8.7 Requirements. The specific requirements of this Section 8.7 and the NGB certification program generally will be phased in during calendar 2020 and become fully binding on NGBs beginning in calendar 2021, based on specifics set out in the NGB Certification Standards Policy.

Section 8.8 Athlete Representation on ~~Certain~~ NGB Boards and Committees. ~~Additionally,~~ an Olympic ~~and~~ Pan American Sport Organization, in order to fulfill its membership obligations and to be considered a member in good standing with the corporation, shall will comply with the athlete representation requirements as set forth below.

Section 8.8.1 Representation on Boards and Designated Committees. Athlete representatives shall will equal at least 20 percent of all NGB boards of directors, executive boards, and other governing boards, as well as those committees that are “Designated Committees” within the meaning of these Bylaws. For purposes of these Bylaws, the phrase “Designated Committees” means nominating and budget committees, panels empowered to resolve grievances and committees that prepare, approve or implement programs in the following areas:

- a) expenditures of funds allocated to NGBs by the corporation; and
- b) selection of international, Olympic, Paralympic and Pan American Games Team members including athletes, coaches, administrators and sports staff.

If approved by the corporation, NGBs may use proportional or weighted voting to achieve the necessary level of athlete representation in extraordinarily large legislative bodies such as “Houses of Delegates” or “Boards of Governors.”

Section 8.8.2 Standards. Athlete representatives on those NGB boards or committees described in Section 8.8.1 of these Bylaws shall will meet the following standards:

- a) at least one-half of the individuals serving as athlete representatives shall will have competed in the NGB’s events or disciplines that are on the sport’s program in the Olympic or Pan American Games;
- b) up to one-half of the individuals serving as athlete representatives may have competed in (i) an event or discipline not on the program of the Olympic or Pan American Games, provided that such event or discipline is recognized by the IF of the NGB or is regularly included in the international competition program of the IF, or (ii) the Paralympic Games, or an IPC-recognized World Championship in events on the Paralympic Games program; and
- c) at the time of election, all NGB athlete representatives shall will have demonstrated their qualifications as athletes by having:
 - 1. within the ~~ten~~ (10) years preceding election, represented the United States in the Olympic or Pan American Games, or an Operation Gold event, or a World Championship recognized by the NGB’s IF for which a competitive selection process was administered by the NGB, or, in a team sport, an international championship recognized by the IF of the NGB; or
 - 2. within the ~~twenty-four~~ (24) months before election, demonstrated

that they are actively engaged in amateur athletic competition by finishing in the top half of the NGB's national championships or team selection competition for the events outlined in subparagraphs (1) or (2) or in a team sport, have been a member of the NGB's national team; or for the purposes of the standards outlined in this Section 8.8.2.b(ii) only, within the ~~ten~~(10) years preceding election, represented the United States in the Paralympic Games, or an IPC-recognized World Championship in events on the Paralympic Games program.

Athlete representatives may not be drawn from events that categorize entrants in age-restricted classifications commonly known as "Juniors," "Masters," "Seniors," "Veterans" or other similarly designated age-restricted competition. This provision is not meant to exclude from eligibility athletes who compete in an event for which the IOC or an IF has established an age restriction but whom otherwise meet the standard set forth in this Section 8.8.2.

Section 8.8.3 Representation on Other Committees. Athlete representatives ~~shall~~will also equal at least 20 percent of those NGB committees that are not Designated Committees, except that qualification as an "athlete representative" ~~shall~~will be determined as follows:

- a) at least one-half of the individuals serving as athlete representatives ~~shall~~will have competed in the NGB's events or disciplines that are on the sport's program in the Olympic or Pan American Games;
- b) up to one-half of the individuals serving as athlete representatives may have competed in (i) an event or discipline not on the program of the Olympic or Pan American Games, provided that such event or discipline is recognized by the IF of the NGB or is regularly included in the international competition program of the IF, or (ii) the Paralympic Games, or an IPC-recognized World Championship in events on the Paralympic Games program; and
- c) at the time of selection, all NGB athlete representatives under this Section 8.8.3 ~~shall~~will have demonstrated their qualifications as athletes by having:
 1. within the ~~ten~~(10) years preceding selection, represented the United States in the Olympic or Pan American Games, or an Operation Gold event, or a World Championship recognized by the NGB's IF for which a competitive selection process was administered by the NGB, or, in a team sport, an international championship recognized by the IF of the NGB; or the Paralympic Games, or an IPC-recognized World Championship in events on the Paralympic Games program; or
 2. within the ~~twenty-four~~(24) months before selection, demonstrated that they are actively engaged in amateur athletic competition; or
 3. for the purposes of the standards outlined in this Section 8.8.3.b.(ii) only, within the ~~ten~~(10) years preceding selection, represented the United States in the Paralympic Games, or an IPC-recognized

World Championship in events on the Paralympic Games program.

Athlete representatives may not be drawn from events that categorize entrants in age-restricted classifications commonly known as “Masters,” “Seniors,” “Veterans” or other similarly designated age-restricted competition. This provision is not meant to exclude from eligibility athletes who compete in an event for which the IOC or IF has established an age restriction but whom otherwise meet the standard set forth in Sections 8.8.2 or 8.8.3 of these Bylaws.

Section 8.8.4 Permissibility of Higher Standards. An NGB may set standards for its athlete representatives that are higher than those in Sections 8.8.2 and 8.8.3 of these Bylaws provided that such standards are not in conflict with the Act or these Bylaws.

Section 8.8.5 Direct Election by Athletes. Athlete representatives to an NGB’s board of directors, executive committee, and other such governing boards as defined in Section 8.8.1 of these Bylaws ~~shall~~will be directly elected by athletes who meet the standards set forth in Section 8.8.2 of these Bylaws. Athlete Representatives to all other NGB committees and task forces ~~shall~~will be selected by the NGB with the approval of the athletes, or a representative group of athletes, who meet the standards set forth in Section 8.8.3 of these Bylaws.

Section 8.8.6 Application for Review. Any NGB may submit an Application for Review (“Application”) to the CEO. The Application ~~shall~~will set forth:

- a) the reasons why the NGB believes it cannot meet the requirements of this Section 8.8; and
- b) the NGB’s proposed alternative plan for compliance with this Section 8.8, which should expand on the standards set forth in Sections 8.8.2 and 8.8.3 of these Bylaws only to the extent necessary to achieve the required 20 percent athlete representation.

If the Application is not approved by the CEO, the provisions of this Section 8.8 ~~shall~~will apply. An NGB may appeal the decision of the CEO on the Application to a three-person panel composed of one individual appointed by the AAC Chair, one individual appointed by the ~~NGB Council~~NGBC Chair, and one individual appointed by the CEO.

Section 8.9 Community-Based Multisport Organizations. Eligible for membership as Community-Based Multisport Organizations ~~shall~~will be those national amateur sports organizations in the United States that are not Armed Forces or Education-Based Multisport Organizations and meet one or more of the following criteria: (i) directly or indirectly conduct a national program or regular national amateur athletic competition in two ~~(2)~~ or more sports that are included on the official program of the Olympic, Pan American or Paralympic Games on a level of proficiency appropriate for the selection of amateur athletes to represent the United States in unrestricted international amateur

athletic competition; (ii) promote and encourage physical fitness and public participation in amateur athletic activities; (iii) encourage and provide assistance to amateur athletic activities for women and/or minorities; or (iv) encourage and provide assistance to amateur athletic programs and competition for amateur athletes with disabilities.

Section 8.10 Education-Based Multisport Organizations. Eligible for membership as Education-Based Multisport Organizations ~~shall~~will be those sports organizations comprised of member educational institutions regularly conducting programs in sports that are included on the program of the Olympic and Pan American Games on a level of proficiency appropriate for the selection of amateur athletes to represent the United States in athletic competition and that base the eligibility of athletes upon enrollment in an educational institution sanctioned by a national accrediting body.

Section 8.11 Armed Forces Organizations. Eligible for membership as Armed Forces Organizations ~~shall~~will be any branch of the armed services recognized by the United States Government.

Section 8.12 Recognized Sport Organizations. Eligible for membership as Recognized Sport Organizations ~~shall~~will be those national amateur sports organizations (i) that are not eligible for membership as an Olympic, Pan American or Paralympic Sport Organization, (ii) that administer sports not considered to be disciplines of Olympic, Pan American or Paralympic sports, (iii) that are widely practiced in this and other countries and continents, and (iv) whose international sports federation is recognized by the IOC as administering a Recognized Sport. Additionally, such sports organizations ~~shall~~will:

- a) comply substantially with Sections 220522 through 220525 of the Act;
- b) be incorporated as a not-for-profit organization in the United States;
- c) be recognized by the Internal Revenue Service as a tax exempt organization under the Internal Revenue Code;
- d) administer and support an annual national championship of athletes from several different areas or regions of the United States;
- e) have an active athlete training and competition program financially supported by self-generated funds;
- f) have participated with a full contingent in two ~~(2)~~ of the last three ~~(3)~~ World Championships as sanctioned by its appropriate IF; and
- g) satisfy such other requirements as are set forth by the corporation.

Section 8.13 Other Sport Organizations. Eligible for membership as Other Sport Organizations ~~shall~~will be those national sports organizations in the United States not eligible to be recognized in any of the other categories of membership that meet one or more of the following criteria: (i) foster the development of amateur athletic facilities for use by amateur athletes and assisting in making existing amateur athletic facilities available for use by amateur athletes; (ii) provide and coordinate technical information on physical training, equipment design, coaching and performance analysis; (iii) encourage and support research, development and dissemination of information in the

areas of sports medicine and sports safety; or (iv) are recognized by the Board in its discretion as organizations that should be included as attendees at the Olympic and Paralympic Assembly to advance the mission of the corporation.

~~Section 8.14 US Olympians. Eligible for membership in the Multisport Organizations Council shall be the US Olympians. The US Olympians organization may elect or appoint individual members to leadership positions under the terms of the organization's bylaws; all such leaders are subject to the qualifications criteria and resolution process set out in Section 3.7 of these Bylaws.~~

Section 8.145 Dues. The Board ~~shall~~will fix the amount of annual dues, if any, for each member organization of the corporation. Such dues ~~shall~~will be fixed on an equitable basis and ~~shall~~will be due and payable on the first day of January each year. A member's failure to pay its dues by the first day of February ~~shall~~will suspend all membership privileges of the delinquent member, including participation in the Olympic and Paralympic Assembly, until all arrearages are paid. Membership ~~shall~~will be terminated automatically if the delinquent member remains in arrears for dues by the first day of February of the next succeeding year.

Section 8.156 Attendance at the Olympic and Paralympic Assembly. ~~The US Olympians~~USOPA and other organizations that meet the requirements for membership as Olympic, Paralympic or Pan American Sport Organizations, Community-Based Multisport Organizations, Education-Based Multisport Organizations, Armed Forces Organizations, Recognized Sport Organizations, or Other Sport Organizations ~~shall~~will be entitled to attend the Olympic and Paralympic Assembly.

Section 8.167 Publication of Members. The corporation ~~shall~~will publish on its website a list of its member organizations.

Section 8.178 General Procedures Applicable to Membership Matters. Except for changes in membership and recognition as an NGB ~~or PSO~~ as provided for in Sections 10 and 11 of these Bylaws, all questions relating to membership in the corporation including termination of membership status, ~~shall~~will be decided by the Board, after a report by the CEO. In preparing his or her report to the Board, the CEO ~~shall~~will solicit input from the affected constituent(s).

Section 8.189 Applications for Membership. ~~Public Hearings.~~ An amateur sports organization that desires to become a member of the corporation, or that desires to transfer membership from one membership group to another, ~~shall~~will apply in writing to the corporation through the CEO. Applications made under this Section ~~shall~~will be of sufficient detail to demonstrate that the applicant meets the criteria for membership in the group for which application is made. Prior to action by the Board on an application for membership, or for membership transfer, the CEO ~~shall~~will submit a written report with recommendations to the Board showing the facts that relate to the proposed action. In the case of an application for membership as an Olympic, Pan American or Paralympic Sport Organization, prior to preparing his or her report to the Board, the

CEO ~~shall~~will hold at least two ~~(2)~~ public hearings concerning the application for membership. The corporation ~~shall~~will publish on its website, not less than ~~thirty (30)~~ days or more than ~~sixty (60)~~ days prior to the date of each hearing, a notice of the time, place, and nature of such hearing. The corporation ~~shall~~will send written notice, which ~~shall~~will include a copy of the application, at least ~~thirty (30)~~ days prior to the date of any such public hearing to all amateur sports organizations in that sport that are known to the corporation. At such hearing, the CEO or the CEO's designee ~~shall~~will afford both the applicant organization and any other interested parties an opportunity to comment on the merits of the application, and the CEO ~~shall~~will summarize in the CEO's report to the Board the comments so received.

Section 8.1920 NGB Compliance; Decertification Termination of NGB and PSO Membership and Recognition. ~~Any action by the corporation to decertify or otherwise suspend or, revoke, or otherwise take action with respect to the membership and recognition of an Olympic, Pan American or Paralympic Sport Organization pursuant to the provisions of Section 220521(d) of the Act and Section 8.1 of these Bylaws shall~~will be taken at the initiative of the CEO and ~~shall~~will be finally determined by the Board. Such action may be taken as a result of a compliance review undertaken by the corporation or pursuant to other information known to, or provided by a third party to, the corporation.

Section 8.19.1. NGB Compliance. ~~The corporation's NGB Compliance team will oversee matters involving potential or actual failures of any NGB to comply with the certification and membership requirements in these Bylaws. The NGB Compliance team will work with the corporation's NGB Audit team and Dispute Resolution teams as well as other elements of the organization, to inform its work. In addition to prosecuting NGB decertification actions in support of the CEO, the NGB Compliance team may implement a consistent series of compliance steps for application across NGB compliance matters, and develop a standing set of recommended corporation compliance actions for application in particular matters. These may be published in corporation NGB compliance policies.~~

Section 8.1920.24 Initiation of Decertification Action. The CEO, upon initiation of such an action, ~~shall~~will (i) issue a complaint to the Olympic, Pan American or Paralympic Sport Organization setting forth the legal and factual basis of non-compliance or other deficiency, and (ii) the remedy requested. The ~~Chair~~CEO shall will ~~also~~ appoint an independent hearing panel of three individuals to hear the complaint. The hearing panel ~~shall~~will consist of ~~one(1)~~ member of the Board (who ~~shall~~will chair the panel), one ~~(1)~~ individual who is a member of the ~~NGB Council~~NGBC, and one ~~(1)~~ individual who is a member of the AAC. The hearing panel ~~shall~~will not include any individual having a direct interest, either personally or by virtue of organizational affiliation, in the outcome of the proceeding.

Section 8.1920.32 Hearing. A hearing ~~shall~~will be held at which the Olympic, Pan American or Paralympic Sport Organization ~~shall~~will be given a reasonable opportunity to present factual evidence and legal argument regarding the allegations of the

complaint. Upon conclusion of the hearing, the hearing panel ~~shall~~will prepare a report to the Board on the ~~o~~Organization's non-compliance or deficiency. The report ~~shall~~will also include a recommendation as to the action to be taken by the Board.

Section 8.1920.43 Report to the Board. The CEO ~~shall~~will provide the hearing panel's report and recommendation, together with any report the CEO wishes to make, to the Board. The Olympic, Pan American or Paralympic Sport Organization ~~shall~~will also be furnished with a copy of the hearing panel's report and recommendation, and with a copy of the CEO's report, if any. The Olympic, Pan American or Paralympic Sport Organization ~~shall~~may ~~also be provided an opportunity to~~ present a written report to the Board.

Section 8.1920.54 Board Consideration. The Board ~~shall~~will consider the matter relating to the Olympic, Pan American or Paralympic Sport Organization's certification and/or membership ~~and recognition~~ as soon as is practicable. The Board ~~shall~~will not hold a further hearing on the matter, but ~~shall~~will only be required to consider the reports and recommendations provided to it. The Board ~~shall~~will then determine what action it will take concerning the Olympic, Pan American or Paralympic Sport Organization's membership and recognition. The action of the Board ~~shall~~will be final and binding on the Olympic, Pan American or Paralympic Sport organization.

SECTION 9

ATHLETES' RIGHTS

Section 9.1 Opportunity to Participate. No member of the corporation may deny or threaten to deny any amateur athlete the opportunity to participate in the Olympic Games, the Pan American Games, the Paralympic Games, a World Championship competition, or other such protected competition as defined in Section 1.3 of these Bylaws nor may any member, subsequent to such competition, censure, or otherwise penalize, (i) any such athlete who participates in such competition, or (ii) any organization that the athlete represents. The corporation ~~shall~~will, by all reasonable means, protect the opportunity of an amateur athlete to participate if selected (or to attempt to qualify for selection to participate) as an athlete representing the United States in any of the aforesaid competitions. In determining reasonable means to protect an athlete's opportunity to participate, the corporation ~~shall~~will consider its responsibilities to the individual athlete(s) involved or affected, to its mission, and to its membership.

Any reference to athlete in this Section 9 ~~shall~~will also equally apply to any coach, trainer, manager, administrator or other official.

Section 9.2 Manner of Filing ~~athe~~ Complaint. Any athlete who alleges that ~~he or shes/he~~ has been denied by a corporation member an opportunity to participate as established by Section 9.1 of these Bylaws, may seek to protect his or her opportunity to participate by filing a complaint with the CEO, with a copy to the corporation's legal division. A copy of the complaint ~~shall~~will also be served on the respondent. The party filing the complaint ~~shall~~will file with the corporation proof of service on the respondent. An athlete competing in a team sport, where the team as a whole is affected, may bring a claim on behalf of the team.

Section 9.3 The Complaint. The complaint ~~shall~~must be in writing and ~~must be~~ filed on the form ~~as~~ provided by the corporation. Such form ~~shall~~will be set forth on the corporation's website. The complaint ~~shall~~will contain at a minimum the following:

- a) the name and addresses of the parties;
- b) the factual and legal basis upon which the claimant alleges that his or her opportunity to participate has been denied;
- c) the competition that is the subject of the complaint; and
- d) the relief sought.

Section 9.4 Failure to Properly File. A complaint that is not filed in accordance with Sections 9.2 and 9.3 of these Bylaws ~~shall~~will render the filing ineffective and the complaint ~~shall~~will not be considered to have been properly filed.

Section 9.5 Administration. Complaints filed under this Section 9 ~~shall~~will be administered by the corporation's ~~dispute resolution team~~legal division. When a complaint is filed, the ~~dispute resolution legal team~~division shall~~will~~ promptly notify the athlete Ombudsman and the Chair of the AAC of the complaint and confirm that the complaint has been served on the respondent.

Section 9.6 Action by the Corporation. Upon the filing of a complaint, the CEO, or his or her designee, and the Athlete Ombudsman ~~shall~~will review the complaint, seek information from the parties as to the merits of the complaint, and determine whether the complaint can be informally resolved to the satisfaction of the parties. The parties ~~shall~~will cooperate with the CEO, or his or her designee, in providing information regarding the complaint and in exploring resolution of the complaint.

Section 9.7 Arbitration. If the complaint is not settled to the athlete's satisfaction the athlete may file a claim with the arbitral organization designated by the corporation~~AAA~~ against the respondent for final and binding arbitration. If an impending competition requires immediate resolution of the complaint, an athlete may file a claim with the arbitral organization~~AAA~~ simultaneously with the filing of the complaint with the CEO.

The corporation has the right to participate in the arbitration proceeding, but it cannot be involuntarily joined by a party.

The arbitrator ~~shall~~will render a reasoned award in writing. All such awards ~~shall~~will be made public and may be published on the corporation's website.

Section 9.8 Affected Parties. In any arbitration brought pursuant to this Section 9, the athlete filing the claim ~~with the AAA shall~~will submit with the claim a list of all individuals the athlete believes may be adversely affected by the arbitration. The respondent ~~shall~~will also promptly submit to the arbitrator~~AAA~~ a list of individuals it believes may be adversely affected by the arbitration, along with the relevant contact information for the individuals identified by the respondent and by the athlete. The arbitrator may also determine that individuals not listed by either the athlete or the respondent ~~shall~~will be given notice. The arbitrator ~~shall~~will then promptly determine which individuals must receive notice of the arbitration. The arbitrator ~~shall~~will also approve the notice to be given. Unless determined otherwise by the arbitrator, the arbitrator~~AAA shall~~ will then be responsible for providing notice to those individuals. Any individual so notified of the claim, ~~shall~~will have the option to participate in the arbitration as a party. If an individual is notified of the claim, then that individual ~~shall~~will be bound by the decision of the arbitrator even though the individual chose not to participate.

Section 9.9 Expedited Procedures. Upon the request of a party, and provided that it is necessary to expedite the proceeding in order to resolve a matter relating to a competition that is so scheduled that compliance with regular procedures would not be likely to produce a sufficiently early decision to do justice to the affected parties, the

arbitratorAAA shall will hear and decide the claim within ~~forty-eight (48)~~ hours of the filing of the claim. In such case, the arbitratorAAA is authorized to hear and decide the claim under such procedures as are necessary, but fair to the parties involved.

Section 9.10 Time Bar. A claim against a respondent shall will be prohibited unless filed with the arbitratorAAA not later than six ~~(6)~~ months after the alleged date of denial.

Section 9.11 Anti-Doping Violations. A decision concerning an anti-doping rule violation adjudicated by USADA~~the independent anti-doping organization designated by the corporation to conduct drug testing is shall~~ not ~~be~~ reviewable through, or the subject of, these complaint procedures.

Section 9.12 Safe-Sport Violation. A decision concerning a Ssafe-Ssport rule violation adjudicated by the USCSS~~independent safe sport organization designated by the corporation to investigate and resolve safe sport violations is shall~~ not ~~be~~ reviewable through, or the subject of, these complaint procedures.

Section 9.13 Field of Play Decisions. The final decision of a referee during a competition regarding a field of play decision (a matter set forth in the rules of the competition to be within the discretion of the referee) is shall not ~~be~~ reviewable through or the subject of these complaint procedures unless the decision is (i) outside the authority of the referee to make or (ii) the product of fraud, corruption, partiality or other misconduct of the referee. For purposes of this Section, the term “referee” shall include s any individual with discretion to make field of play decisions.

Section 9.14 Complaints Regarding Compliance. No action taken by an athlete under this Section 9 shall will preclude, or act as a bar, to the filing of a complaint by the athlete under Section 10 of these Bylaws~~alleging that an NGB or PSO is in non-compliance with Section 8 of these Bylaws and Sections 220522-220525 of the Act.~~

SECTION 10

COMPLAINTS OF NON-COMPLIANCE AGAINST AN NGB ~~OR PSO~~

Section 10.1 Complaints of NGB Non-Compliance.

Section 10.1.1 Request for Corporation Compliance Action. Any amateur sports organization or person that belongs to, or is eligible to belong to, an NGB may ask the corporation to investigate and take any appropriate compliance action against such NGB to compel satisfaction of the requirements of Section 8 of these Bylaws and Sections 220522-220525 of the Act by making a request to the corporation's compliance division and providing full factual details and bases for the request. The corporation will consider any such request and inform the requestor if it will pursue direct compliance action including possible filing of a complaint under Section 8.20 of these Bylaws.

Section 10.1.2 Formal Complaint~~Manner of Filing the Complaint.~~ In any case where the corporation declines to pursue direct compliance action under Section 10.1.1 hereof or where aAny amateur sports organization or person that belongs to, or is eligible to belong to, an NGB ~~or PSO may seek to itself otherwise wishes to~~ compel such NGB ~~or PSO~~ to comply with the requirements of Section 8 of these Bylaws and Sections 220522-220525 of the Act, such party may ~~by filing~~ a written complaint with the corporation's CEO, with a copy to the corporation's legal division, and serving. ~~A copy of the~~ the complaint ~~shall also be served~~ on the applicable NGB ~~or PSO~~. The party filing the complaint ~~shall~~will file with the corporation proof of service on the NGB ~~or PSO~~.

Section 10.2 The Complaint. The complaint ~~shall~~will be in writing and signed by the individual or the chief executive officer of the group or organization making the complaint. The complaint ~~shall~~will set forth the factual allegations in numbered paragraphs, each paragraph containing a single factual allegation, and ~~shall~~will contain, at a minimum, the following:

- a) the names and addresses of the parties;
- b) the jurisdictional basis of the complaint;
- c) the efforts made to exhaust available remedies, or if such remedies
- d) have not been exhausted, the grounds upon which the complainant
- e) alleges that exhaustion would result in unnecessary delay;
- f) the alleged grounds of noncompliance;
- g) the supporting evidence or documentation forming the basis of the
- h) complaint; and
- i) the relief sought.

Section 10.3 Filing Fee. A complaint filed by an individual ~~shall~~will be accompanied by a ~~\$two-hundred-and-fifty (250)-dollar~~ filing fee. A complaint filed by an

organization ~~shall~~will be accompanied by a ~~\$five hundred (500) dollar~~ filing fee. Such filing fee ~~shall~~will be made payable to the corporation. The complainant may request that the filing fee be reimbursed for reasons of significant financial hardship or if there is otherwise just cause. If such request is made, the hearing panel ~~shall~~will determine whether or not to reimburse the filing fee.

Section 10.4 Failure to Properly File. A complaint that is not filed in accordance with Sections 10.24 and 10.32 of these Bylaws, ~~or~~and which is not accompanied by the designated filing fee as set forth in Section 10.3 of these Bylaws ~~shall~~will render the filing ineffective and the complaint ~~shall~~will not be considered to have been properly filed.

Section 10.5 Administration. Complaints filed under this Section 10 ~~shall~~will be administered by the corporation's ~~dispute resolution~~legal division.

Section 10.6 Hearing Panel. A complaint properly filed under this provision ~~shall~~will be heard by a corporation hearing panel. The hearing panel ~~shall~~will consist of a panel of three individuals appointed by the ~~Chair~~GEO. The hearing panel ~~shall~~will consist of one ~~(1)~~member of the Board, one ~~(1)~~individual who is a member of the ~~NGB Council~~NGBC ~~or Multisport Organizations Council~~ and one ~~(1)~~individual who is a member of the AAC. The ~~Chair~~GEO ~~shall~~ will also appoint the chair of the hearing panel. The hearing panel ~~shall~~will not include any individual having a direct interest, either personally or by virtue of organizational affiliation, in the outcome of the proceeding.

If for any reason a hearing panel member is unable to perform his or her duties as a Panel member, and such vacancy occurs prior to commencement of a hearing on the merits, the ~~Chair~~GEO ~~shall~~will appoint a substitute hearing panel member. If such vacancy occurs after commencement of the hearing, the remaining hearing panel members may continue with the hearing and render a decision on the complaint, unless the parties agree to have a substitute hearing panel member appointed.

Section 10.7 Communication with the Hearing Panel. No party and no one acting on behalf of any party ~~shall~~will communicate ~~ex parte with~~directly with a hearing panel member ~~unless the communication is simultaneously provided to all hearing panel members and parties involved.~~

Section 10.8 Mediation. At the request of a party, the hearing panel may adjourn the proceeding to allow for mediation of the complaint. The hearing panel ~~shall~~will set a deadline for completion of the mediation. The ~~Chair~~GEO ~~shall~~will appoint a mediator, after consultation with the parties. The mediator ~~shall~~will not be a member of the hearing panel associated with the mediation.

Section 10.9 Conduct of the Proceeding. The hearing panel ~~shall~~will have the authority to rule on all motions and other matters raised in the proceeding. The hearing panel ~~shall~~will set such timelines and other rules regarding the proceeding, and the

conduct of the hearing, as it deems necessary.

Section 10.10 Time Computation. In computing any period of time, the last day of the period so computed ~~shall~~will be included, unless it is a Saturday, a Sunday or a legal holiday, in which event the period runs until the end of the next day which is not one of the aforementioned days. The parties may modify any period of time by mutual agreement and consent of the hearing panel. The hearing panel may extend any period of time as it deems necessary.

Section 10.11 Exhaustion of Remedies. The complainant may file a complaint under this Section 10 only after exhausting all available remedies with the NGB ~~or PSO~~ for correcting deficiencies, unless it can be shown by clear and convincing evidence that those remedies would have resulted in unnecessary delay.

———The hearing panel ~~shall~~will determine whether the complainant has exhausted his or her or its remedies within the applicable NGB ~~or PSO~~. If the hearing panel determines that such remedies have not been exhausted, it may direct that such remedies be pursued before the hearing panel will further consider the complaint.

Section 10.12 Motion to Dismiss. If the respondent contends that jurisdiction of the complaint is improper, that the complainant has failed to exhaust available remedies, that there is some other procedural or jurisdictional defect that would preclude a hearing on the merits, or that the complaint fails to state a claim upon which relief can be granted, it may move to dismiss the complaint. Such motion to dismiss ~~shall~~will set forth the grounds for dismissal and ~~shall~~will be filed within ~~thirty (30)~~ days after receipt of the complaint by the respondent.

———The complainant ~~shall~~will be given the opportunity to submit papers in opposition to the respondent's motion to dismiss. The hearing panel ~~shall~~will determine whether or not to have argument on the motion to dismiss.

Section 10.13 Answer. If no motion to dismiss is filed, the respondent ~~shall~~will file an answer within ~~thirty (30)~~ days after receipt of the complaint by the respondent. If the hearing panel finds against the respondent with respect to its motion to dismiss, the respondent ~~shall~~will file an answer to the complaint within ~~thirty (30)~~ days after the hearing panel issues its decision on the motion to dismiss. If no answer is filed within the stated time, the respondent ~~shall~~will be deemed to have ~~agreed with~~ denied the claim.

Section 10.14 Preliminary Hearing. Either on its own directive, or at the request of a party, the hearing panel may schedule a preliminary hearing with the parties. The preliminary hearing may be conducted by telephone at the hearing panel's discretion.

———During the preliminary hearing, the parties and the hearing panel ~~will~~should discuss the future conduct of the proceeding, including clarification of the issues and

claims, a schedule for the hearing and any other preliminary matter.

Section 10.15 Exchange of Information. Either on its own directive or at the request of a party, the hearing panel may direct the production of documents and other information. Further, the hearing panel may require that the parties (i) identify any witnesses the parties intend to call at the hearing and (ii) exchange copies of all exhibits the parties intend to submit at the hearing. The hearing panel shall will set due dates for the exchange of such information. The hearing panel is authorized to resolve any disputes concerning the exchange of information.

Section 10.16 Recording the Proceedings. Proceedings may be recorded by a court reporter upon the request of a party. The party making the request shall will pay for the services of the court reporter, or if the parties mutually agree, the cost may be equally divided between the parties. A party requesting a transcript shall will pay for the cost of the transcript. Any transcript ordered by a party shall will be made available to the hearing panel upon request of the panel.

Section 10.17 Hearing. Provided that the complaint is not dismissed, the hearing panel shall will hold a hearing on the merits of the complaint. The hearing panel shall will set such timelines and other rules regarding the hearing as it deems necessary.

_____—At any hearing all parties shall will be given a reasonable opportunity to present oral or written evidence, to cross-examine witnesses, and to present such factual or legal claims as desired. ~~RThe rules of evidence shall not be strictly enforced; instead, rules of evidence generally accepted in administrative proceedings shall will~~ be applicable. The hearing panel shall will determine the admissibility, relevance, and materiality of the evidence offered and may exclude evidence ~~it deemed by the hearing panel~~ to be cumulative or irrelevant. The hearing panel shall will have the right to question witnesses or the parties to the proceeding at any time.

The burden of proof shall will be upon the complainant who shall will also initially have the burden of going forward with the evidence. The respondent shall will then have the burden of going forward with evidence in opposition to the complaint and in support of respondent's position.

The complainant must establish by a preponderance of the evidence that the NGB ~~or PSO has failed to does not~~ meet one or more of the criteria of Section 8 of these Bylaws and/or Sections 220522-220525 of the Act.

Section 10.18 Decision. A decision shall will be determined by a majority of the hearing panel. The hearing panel shall will issue a written reasoned decision of its findings. The decision shall will be made public and may be published on the corporation's website.

If the hearing panel determines that the NGB-~~or~~ PSO is in compliance with the requirements of Section 8 of these Bylaws and Sections 220522-220525 of the Act, it ~~shall~~will so notify the Board, the complainant and such NGB-~~or~~ PSO.

If the hearing panel determines that the NGB-~~or~~ PSO is not in compliance with the requirements of Section 8 of these Bylaws and/or Sections 220522 –220525 of the Act, it ~~shall~~will so notify the Board, the complainant and the NGB-~~or~~ PSO. Further, the hearing panel ~~shall~~will make a recommendation to the Board either to place the NGB-~~or~~ PSO on probation or to ~~decertify/~~revoke the recognition of the NGB-~~or~~ PSO. However, if the hearing panel finds that the NGB-~~or~~ PSO's non-compliance can readily be rectified, then, prior to making a recommendation to the Board, the hearing panel may issue an order directing that the NGB-~~or~~ PSO take such action as is appropriate to correct the deficiency, and if such deficiency is corrected, the hearing panel may then make a finding of compliance.

Section 10.19 Action of the Board. Upon receipt of the hearing panel's notification of non-compliance, the Board ~~shall~~will ~~convene and~~ determine whether:

- a) to place the NGB-~~or~~ PSO on probation for a specified period of time, ~~not to exceed one hundred eighty (180) days, which it considers necessary to enable such NGB-~~or~~ PSO to comply with such requirements; or~~
 - b) to ~~decertify/~~revoke the recognition of the NGB-~~or~~ PSO.
- b)

—————In making this determination the Board ~~shall~~will consider the recommendation of the hearing panel, but is not bound by it.

Section 10.20 Probation. If an NGB-~~or~~ PSO is placed on probation, it ~~shall~~will, at the conclusion of the probationary period, submit a report to the hearing panel as to whether or not it is in compliance. The hearing panel ~~shall~~will then convene to consider the report.

If, after considering the report of the NGB-~~or~~ PSO, the hearing panel determines that such NGB-~~or~~ PSO is in compliance with the requirements of Section 8 of these Bylaws and Sections 220522-220525 of the Act, it ~~shall~~will ~~it shall~~will so notify the Board, and the NGB-~~or~~ PSO.

If, after consideration of the report of the NGB-~~or~~ PSO, the hearing panel determines that such NGB-~~or~~ PSO is not in compliance with the requirements of Section 8 of these Bylaws and/or Sections 220522-220525 of the Act, it ~~shall~~will so notify the Board and the NGB-~~or~~ PSO. If the hearing panel determines that the NGB-~~or~~ PSO ~~has~~NBAs proven by clear and convincing evidence that, through no fault of its own, it needs additional time to comply with such requirements, the hearing panel may recommend to the Board that the probationary period be extended.

If, at the end of the probationary period allowed by the Board, the NGB-~~or~~ PSO

has not complied with such requirements, the Board ~~shall~~will ~~decertify~~revoke the ~~recognition of the NGB or PSO~~.

Section 10.21 Arbitration. There shall be no right of appeal to any other body of the corporation from a decision of the hearing panel or from a remedy imposed by the Board. Any party that considers itself aggrieved by a decision of the hearing panel on the merits of the complaint or by a remedy imposed by the Board may, within ~~thirty (30)~~ days after such decision or imposition of remedy, file a demand for arbitration with the arbitral organization designated by the corporation~~AAA~~. The corporation has the right to participate in the arbitration proceeding, but it cannot be involuntarily joined by a party.

A respondent shall be entitled in a demand for arbitration to raise any jurisdictional or procedural objection to the complaint raised in its original motion to dismiss, but determined against it by the hearing panel that considered the jurisdictional or procedural challenge.

The arbitrator shall render a reasoned award in writing. All such awards shall be made public and may be published on the corporation's website.

———The arbitral award shall be binding upon the parties, and unless the award is inconsistent with the terms of the Act, these Bylaws, or the rules of the IOC, upon the corporation.

SECTION 11

APPLICATION TO REPLACE AN NGB-~~OR PSO~~

Section 11.1 Manner of Filing the Application. Any amateur sports organization may seek to replace an incumbent as the NGB-~~or PSO~~ for a particular sport by filing with the corporation a written application for such recognition with the CEO, with a copy to the corporation's legal division. A copy of the application shall will also be served on the applicable NGB-~~or PSO~~. The party filing the application shall will file with the corporation proof of service on the NGB-~~or PSO~~.

Section 11.2 Multiple Applications. If two ~~(2)~~ or more organizations file applications for the same sport, the applications shall will be considered in a single proceeding. Each applicant shall will serve a copy of its application on the other applicant, and shall will file with the corporation proof of such service.

Section 11.3 Filing Period. An application under this Section 11 must be filed (i) within the one-year ~~(1-year)~~ period after the final day of any Olympic Games in the case of a sport for which competition is held in the Olympic Games or Paralympic Games, or in both the Olympic and Pan American Games, or (ii) within the one-year ~~(1-year)~~ period after the final day of any Pan American Games in the case of a sport for which competition is held in the Pan American Games and not in the Olympic Games.

Section 11.4 The Application. The application shall will be in writing and signed by the chief executive office of the organization making the application. The application shall will set forth the factual allegations in numbered paragraphs, each paragraph containing a single factual allegation, and shall will contain at a minimum the following;

- a) the names and addresses of the parties;
- b) the jurisdictional basis of the challenge; ~~-and~~
- c) the factual basis upon which, pursuant to the criteria of Section 8 of ~~-these~~ Bylaws and Sections 220522-220525 of the Act, the applicant ~~-claims that it~~ shouldis entitled to replace the respondent; ~~-and~~
- d) ~~the relief sought.~~

A copy of the applicant's corporate formation and governanceorganic documents shall must be appended to the application.

Section 11.5 Filing Fee. An application filed by an applicant shall will be accompanied by a ~~five hundred (500)~~ dollar filing fee. Such filing fee shall will be made payable to the corporation.

Section 11.6 Failure to Properly File. An application that is not filed in accordance with Sections 11.1 through 11.4 of these Bylaws, and which is not accompanied by the designated filing fee as set forth in Section 11.5 of these Bylaws shall will render the

filing ineffective and the application ~~shall~~will not be considered to have been properly filed.

Section 11.7 Administration. Applications filed under this Section 11 ~~shall~~will be administered by the corporation's ~~dispute resolution~~legal division.

Section 11.8 Hearing Panel. An application properly filed under this provision ~~shall~~will be heard by a corporation hearing panel. The hearing panel ~~shall~~will consist of three ~~(3)~~ individuals appointed by the ~~Chair~~CEO. The hearing panel ~~shall~~will consist of one ~~(1)~~ individual who is a member of the Board, one ~~(1)~~ individual who is a member of the ~~NGB Council~~NGBC or Multisport Organizations Council, and one ~~(1)~~ individual who is a member of the AAC. The ~~Chair~~CEO shallwill also appoint the chair of the hearing panel. The hearing panel ~~shall~~will not include any individual having a direct interest, either personally or by virtue of organizational affiliation, in the outcome of the proceeding.

If for any reason a hearing panel member is unable to perform his or her duties as a panel member, and such vacancy occurs prior to commencement of a hearing on the merits, the ~~Chair~~CEO shallwill appoint a substitute hearing panel member. If such vacancy occurs after commencement of the hearing, the remaining hearing panel members may continue with the hearing and render a decision on the application, unless the parties agree to have a substitute hearing panel member appointed.

Section 11.9 Communication with the Hearing Panel. No party and no one acting on behalf of any party ~~shall~~will communicate ~~directly with a hearing panel member unless the communication is simultaneously provided to all hearing panel members and parties involved.~~
~~ex-parte with a hearing panel member.~~

Section 11.10 Mediation. At the request of a party, the hearing panel may adjourn the proceeding to allow for mediation of the application. The hearing panel ~~shall~~will set a deadline for completion of the mediation. The ~~Chair~~EO shallwill appoint a mediator, after consultation with the parties. The mediator ~~shall~~will not be a member of the hearing panel. The parties ~~shall~~will bear all costs associated with the mediation.

Section 11.11 Conduct of the Proceeding. The hearing panel ~~shall~~will have the authority to rule on all motions and other matters raised in the proceeding. The hearing panel ~~shall~~will set such timelines and other rules regarding the proceeding, and the conduct of the hearing, as it deems necessary.

Section 11.12 Time Computation. In computing any period of time, the last day of the period so computed ~~shall~~will be included, unless it is a Saturday, a Sunday or a legal holiday, in which event the period runs until the end of the next day that is not one of the aforementioned days. The parties may modify any period of time by mutual agreement and consent of the hearing panel. The hearing panel may extend any period of time as it deems necessary.

Section 11.13 Motion to Dismiss. If the respondent contends that jurisdiction of

the application is improper, that there is some other procedural or jurisdictional defect that would preclude a hearing on the merits, or that the application fails to state a claim upon which relief can be granted, it may move to dismiss the application. Such motion to dismiss shall will set forth the grounds for dismissal and shall will be filed within ~~thirty~~ (30) days after receipt of the application by the respondent.

The applicant shall will be given the opportunity to submit papers in opposition to the respondent's motion to dismiss. The hearing panel shall will determine whether or not to have argument on the motion to dismiss.

Section 11.14 Answer. If there is no motion to dismiss, the respondent shall will file an answer within ~~thirty~~ (30) days after receipt of the application by the respondent. If the panel finds against the respondent with respect to its motion to dismiss, the respondent shall will file an answer to the application within ~~thirty~~ (30) days after the hearing panel issues its decision on the motion to dismiss. If no answer is filed within the stated time, the respondent shall will be deemed to have agreed with ~~denied~~ the claim.

Section 11.15 Preliminary Hearing. Either on its own directive, or at the request of a party, the hearing panel may schedule a preliminary hearing with the parties. The preliminary hearing may be conducted by telephone at the hearing panel's discretion.

During the preliminary hearing, the parties and the hearing panel should discuss the future conduct of the proceeding, including clarification of the issues and claims, a schedule for the hearing and any other preliminary matter.

Section 11.16 Exchange of Information. Either on its own directive, or at the request of a party, the hearing panel may direct the production of documents and other information. Further, the hearing panel may require that the parties (i) identify any witnesses the parties intend to call the hearing, and (ii) exchange copies of all exhibits the parties intend to submit at the hearing. The hearing panel shall will set due dates for the exchange of such information. The hearing panel is authorized to resolve any disputes concerning the exchange of information.

Section 11.17 Recording the Proceedings. Proceedings may be recorded by a court reporter upon the request of a party. The party making the request shall will pay for the services of the court reporter, or if the parties mutually agree, the cost may be equally divided between the parties. A party requesting a transcript shall will pay for the cost of the transcript. Any transcript ordered by a party shall will be made available to the hearing panel upon request of the panel.

Section 11.18 Hearing. Provided that the application is not dismissed, the hearing panel shall will hold a hearing on the merits of the application. The hearing panel shall will set such timelines and other rules regarding the hearing as it deems necessary.

The corporation ~~shall~~will publish notice of the time and place of such hearing on its website at least ~~thirty (30)~~ days, but not more than ~~sixty (60)~~ days, prior to the date of the hearing. The parties, at the direction of the hearing panel, ~~shall~~will send written notice, including a copy of the application, at least 30 days prior to the date of the hearing to all ~~amateur sports organizations known~~ to the parties in that sport. The hearing ~~shall~~will be open to the public.

At any hearing ~~each party~~all parties shall~~will~~ be given a reasonable opportunity to present oral or written evidence, to cross-examine witnesses, and to present such factual or legal claims as desired. ~~The rules of evidence shall not be strictly enforced; instead,~~ rules of evidence generally accepted in administrative proceedings ~~shall~~will be applicable. The hearing panel ~~shall~~will determine the admissibility, relevance, and materiality of the evidence offered and may exclude evidence deemed by the hearing panel to be cumulative or irrelevant. The hearing panel ~~shall~~will have the right to question witnesses or the parties to the proceeding at any time.

The burden of proof ~~shall~~will be upon the applicant who ~~shall~~will also initially have the burden of going forward with the evidence. The respondent ~~shall~~will then have the burden of going forward with evidence in opposition to the challenge and in support of respondent's position.

The applicant must establish by a preponderance of the evidence that:

- a) it meets the criteria for recognition and certification as an NGB ~~or PSO~~ under Section 220522 of the Act; and
- b) (i) the NGB ~~or PSO~~ does not meet the criteria of Section 8 of these Bylaws or Sections 220522-220525 of the Act, or (ii) the applicant more adequately meets the criteria of Section 220522 of the Act, is capable of more adequately meeting the criteria of Section 8 of these Bylaws and Sections 220523-220524 of the Act, and provides, or is capable of providing, a more effective national and international program of competition than the NGB ~~or PSO~~ in the sport for which it seeks recognition.

Section 11.19 Decision. A decision ~~shall~~will be determined by a majority of the hearing panel. The hearing panel ~~shall~~will issue a written reasoned decision of its findings. The decision ~~shall~~will be made public and may be published on the corporation's website.

If the hearing panel determines that such NGB ~~or PSO~~ should continue as the NGB ~~or PSO~~ for its sport the hearing panel ~~shall~~will so notify the Board, the applicant and such NGB ~~or PSO~~.

If the hearing panel determines that such NGB ~~or PSO~~ would have retained recognition and certification except for a minor deficiency in one of the requirements of Section 8 of these Bylaws or Sections 220522-220525 of the Act, the hearing panel ~~shall~~will so notify the Board, the applicant and the NGB ~~or PSO~~. The hearing panel

~~shall~~will also make a recommendation to the Board to place the NGB~~-or-PSO~~ on probation for a specified period of time not to exceed ~~one hundred eighty (180)~~ days, pending compliance by the NGB~~-or-PSO~~.

If the hearing panel determines that the recognition and certification of such NGB~~-or-PSO~~ should be revoked, ~~it shall~~it shallwill so notify the Board, the applicant, and such NGB~~-or-PSO~~. Further, the hearing panel shallwill make a recommendation to the Board either to (i) declare a vacancy in the NGB~~-or-PSO~~ for that sport, or (ii) recognize and certify the applicant as the NGB~~-or-PSO~~.

Section 11.20 Action of the Board. Upon receipt of the hearing panel's notification (i) that the NGB~~-or-PSO~~ would have retained recognition and certification except for a minor deficiency, or (ii) that the NGB~~-or-PSO~~'s recognition and certification should be revoked, the Board shallwill convene and determine whether:

- a) to place such NGB~~-or-PSO~~ on probation for a specified period of time not to exceed ~~one hundred eighty (180)~~ days, which it considers necessary to enable such NGB~~-or-PSO~~ to comply with such requirements; or
- b) to decertify and revoke the recognition of such NGB~~-or-PSO~~ and declare a vacancy in the NGB~~-or-PSO~~ for that sport; or
- c) to decertify and revoke the recognition of such NGB~~-or-PSO~~ and recognize the applicant as the NGB~~-or-PSO~~ for that sport.

In making its determination, the Board shallwill consider the recommendation of the hearing panel, but is not bound by it.

Section 11.21 Probation.

If an NGB~~-or-PSO~~ is placed on probation, it shallwill, at the conclusion of the probationary period, submit a written report to the hearing panel as to whether or not it is in compliance. The NGB~~-or-PSO~~ shallwill provide a copy of that report to the applicant. The hearing panel shallwill then convene to consider the report.

If, after considering the report of the NGB~~-or-PSO~~, the hearing panel determines that such NGB~~-or-PSO~~ is in compliance with the requirements of Section 8 of these Bylaws and Sections 220522-220525 of the Act, the hearing panel shallwill so notify the Board, the applicant, and the NGB~~-or-PSO~~.

If, after consideration of the report of the NGB~~-or-PSO~~, the hearing panel determines that such NGB~~-or-PSO~~ is not in compliance with the requirements of Section 8 of these Bylaws or Sections 220522-220525 of the Act, the hearing panel shallwill so notify the Board, the applicant, and the NGB~~-or-PSO~~.

If, at the end of the probationary period allowed by the Board, the NGB~~-or-PSO~~ has not complied with such requirements, the Board shallwill decertify and revoke the

recognition of such NGB-~~or PSO~~ and either (i) recognize and certify the applicant as the NGB-~~or PSO~~ or (ii) declare a vacancy in the NGB-~~or PSO~~.

Section 11.22 Arbitration. There ~~shall~~will be no right of appeal to any other corporation body from a decision of the hearing panel or from a remedy imposed by the Board. Any party that considers itself aggrieved by a decision of the hearing panel on the merits of the hearing panel's decision concerning the application or by a remedy imposed by the Board may, within ~~thirty (30)~~ days after such decision or imposition of remedy, file a demand for arbitration with the arbitral organization designated by the corporation,AAA. The corporation has the right to participate in the arbitration proceeding, but it cannot be involuntarily joined by a party.

A respondent ~~shall~~will be entitled in a demand for arbitration to raise any jurisdictional or procedural objection to the application raised in its original motion to dismiss, but determined against it by the hearing panel that considered the jurisdictional or procedural challenge.

The arbitrator ~~shall~~will render a reasoned award in writing. All such awards ~~shall~~will be made public and may be published on the corporation's website.

The arbitral award ~~shall~~will be binding upon the parties thereto, and unless the award is inconsistent with the terms of the Act, these Bylaws, or the rules of the IOC, upon the corporation.

Section 11.23 Replacement of NGB-~~or PSO~~. If the Board upholds the application of an amateur sports organization to replace the incumbent as the NGB-~~or PSO~~ and there is no appeal, or if there is an appeal and the final arbitration award upholds the application of an amateur sports organization to replace the incumbent as the NGB-~~or PSO~~:

- a) such applicant organization ~~shall~~will be deemed elected to membership in the corporation, and the membership of the incumbent ~~shall~~will be deemed terminated without further action of the Board; and
- b) The incumbent ~~shall~~will cease to exercise the authority of an NGB-~~or PSO~~ as specified in Section 220523 of the Act.

The Board ~~shall~~will, within ~~sixty (60)~~ days after such award, recommend and support in any appropriate manner the new NGB-~~or PSO~~ to the appropriate international sports federation or organization for recognition by such federation or organization as the United States NGB-~~or PSO~~ in that sport, any provision to the contrary in Section 10 of these Bylaws notwithstanding. Such action ~~shall~~will include, without limitation, formally advising such federation or organization of the decision of the Board and recommending acceptance of such action by the federation or organization.

In the event that there is a significant delay in the acceptance of the new NGB-~~or PSO~~ as the United States member in such international federation or organization, the

Board ~~shall~~will take any and all steps that may be necessary to protect the right of United States athletes to participate in international amateur athletic competition.

SECTION 12

CODE OF CONDUCT FOR VOLUNTEERS, STAFF AND MEMBER ORGANIZATIONS

Section 12.1 Code of Conduct. The Board ~~shall~~will adopt a Code of Conduct for members of the Board, committee and task force members, member organizations associated with the corporation, the CEO, all corporation employees and others who are associated with the corporation (the "Code"). The Code ~~shall~~will establish minimum standards for the conduct of corporate personnel, including staff. All member organizations ~~shall~~will comply with the requirements of the Code, when representing the corporation or participating in corporation activities or events. Violations of the Code ~~shall~~will be handled in the manner specified in the Code. Amendments to the Code ~~shall~~will require a recommendation of the Ethics Committee and the approval of two-thirds of the voting power of the directors present at a meeting of the Board.

Section 12.2 Affirmative Obligation to Promote Ethical Conduct. All corporation personnel should promote ethical behavior and take steps to ensure that the corporation:

- a) encourages employees, Board, committee, and task force members and ~~o~~thers associated with the corporation to address ethical concerns, and to talk to supervisors, managers, and the Ethics Officer, when in doubt about the best course of action in a particular situation;
- b) encourages everyone associated with the corporation to report, on a confidential basis, violations of laws, rules, regulations or the Code to the Ethics Officer or the Ethics Committee; and
- c) informs corporation personnel that the corporation will not allow retaliation for reports made in good faith concerning ethical behavior or the violation of laws, rules, regulations, or the Code.

Section 12.3 Written Standards. The corporation ~~shall~~will develop, maintain, and distribute written standards of conduct, as well as written policies, procedures and protocols, that promote the corporation's commitment to compliance with such standards and address specific areas of potential infractions.

Section 12.4 Compliance Officer. The corporation ~~shall~~will designate an ethics officer who ~~shall~~will report functionally to the Ethics Committee and operationally to the CEO or his/her designee and ~~shall~~will be charged with the responsibility for developing, operating, and monitoring the corporation's ethics program, subject to oversight by the Ethics Committee.

Section 12.5 Education and Training. The corporation ~~shall~~will develop and maintain regular and effective education and training programs for all affected corporation employees, officers, directors, committee and task force members, and

volunteers, and others associated with the corporation.

Section 12.6 Effective Communication. The corporation ~~shall~~will ensure that an effective line of communication exists between the ethics officer and all corporation employees, officers, directors, committee members, and volunteers, and others associated with the corporation, including maintaining a process, such as a hotline or other reporting system, to receive complaints and the adoption of procedures to protect the anonymity of complainants and to protect complainants from retaliation based on their reporting of ethics or compliance issues.

Section 12.7 Monitoring. The corporation ~~shall~~will use audits and other risk evaluation techniques to monitor compliance and identify problem areas affecting the corporation and its employees, officers, directors, committee and task force members, and volunteers, and others associated with the corporation.

Section 12.8 Investigation. The corporation ~~shall~~will develop and maintain policies and procedures with respect to the investigation of identified systemic problems, which include direction regarding the prompt and proper response to detected offenses, such as the initiation of appropriate corrective action and preventive matters.

Section 12.9 Reporting Systems. The corporation ~~shall~~will develop and maintain a system to respond to allegations of illegal, unethical, or improper activities and enforcement of appropriate disciplinary action against members of the Board, committee and task force members, member organizations associated with the corporation, the CEO, all corporation employees and others who are associated with the corporation who have violated internal compliance policies, applicable statutes, regulations, or other corporation requirements.

Section 12.10 Member Organizations and Bid Cities. The corporation ~~shall~~will encourage its member organizations (except that NGBs ~~and PSOs~~ are required to comply with Section 8.7(d) of these Bylaws) and ~~shall~~will require any bid city organizations to implement procedures that comply with the requirements of Sections 12.3 through 12.9 of these Bylaws.

SECTION 13

ATHLETE OMBUDSMAN

Section 13.1. Ombudsman Focus. The office of Athlete Ombudsman is charged with providing information, support, and guidance to athlete members of NGBs. The office may cooperate and coordinate with other parties, but is not charged with providing similar support to them.

Section 13.24 Confidential Information. The office of Athlete Ombudsman ~~shall~~will keep information that is communicated or provided to ~~them~~him in any matter involving the exercise of his or her official duties confidential, except that the Ombudsman may use such information as necessary in resolving or mediating a dispute.

Section 13.32 Privilege. ~~Neither the office of Athlete Ombudsman nor a member of his or her staff shall~~will be compelled to testify or produce evidence in any judicial or administrative proceeding with respect to any matter involving the exercise of ~~their~~his or her official duties. All related memoranda, work product, notes or case files of the Ombudsman are confidential and are not subject to discovery, subpoena, or other means of legal compulsion, and are not admissible in evidence in a judicial or administrative proceeding.

Section 13.43 Exceptions to Privilege. The privilege described in Section 13.2 of these Bylaws does not apply to information concerning:

- a) a felony personally witnessed by any member of the office of Athlete~~the Ombudsman or a member of his or her staff~~;
- b) a situation where an individual is at imminent risk of serious harm, which is communicated to a member of the office of Athlete~~the Ombudsman or a member of his or her staff~~; and/or
- c) the general operation of the office of Athlete ~~Ombudsman's office~~ and the general processes employed.

Section 13.54 Ombudsman Statements. In light of the Ombudsman's independence pursuant to the Act, statements of any member of the office of Athlete Ombudsman ~~shall~~will not be deemed to reflect the views or positions of the corporation as evidence in any legal or judicial proceeding.

Section 13.6 Athlete Legal Fund. The office of Athlete Ombudsman will oversee the management and implementation of the corporation fund provided for use by athletes lacking adequate resources to effectively participate in corporation dispute resolution matters contemplated in Sections 9 and 10 of these Bylaws.

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SECTION 14

ATHLETES' ADVISORY COUNCIL AND U.S. OLYMPIANS AND PARALYMPIANS ASSOCIATION ATHLETE REPRESENTATION

Section 14.1 AAC Duties. There shall be an AAC recognized by the Board and composed of, and elected by, amateur athletes to ensure communication between the corporation and currently active athletes, and to serve as a source of athlete opinion and advice to the Board with regard to both current and contemplated policies of the corporation. The AAC will elect three members to the corporation Board as set out in Section 3 of these Bylaws, and appoint corporation committee members as set out in Section 5 of these Bylaws. AAC leadership will meet regularly with the Board to discuss issues of importance to athletes and will contribute to the corporation annual report to Congress contemplated in Section 2 of these Bylaws. AAC leadership will also supervise and provide direction to professional AAC staff provided by the corporation.

Section 14.24 AAC Composition. ~~There shall be an AAC composed of, and elected by, amateur athletes to ensure communication between the corporation and currently active athletes, and to serve as a source of opinion and advice to the Board with regard to both current and contemplated policies of the corporation.~~ The AAC ~~shall~~will consist of at least (i) one ~~(1)~~ athlete from each NGB elected by athletes having competed at the appropriate level in the sport governed by that NGB, (ii) two ~~(2)~~ athletes elected from among athletes competing in winter Paralympic sports, elected by athletes having competed at the appropriate level in the winter Paralympic sports (iii) six ~~(6)~~ athletes elected from among athletes competing in summer Paralympic sports, elected by athletes having competed at the appropriate level in the summer Paralympic sports and (iv) six ~~(6)~~ athletes elected by the AAC to serve at-large on the AAC.

Section 14.3 AAC Leadership. The AAC will develop and maintain in its Bylaws election procedures for its leadership team of up to six members including a chair. These procedures must be based on elections of candidates solely from among AAC members, a full and fair opportunity for candidates to make their candidacies known and understood to all AAC members, and a full and fair vote conducted among all such members. All candidates for AAC leadership service must be qualified to serve under the terms of these Bylaws, in particular Section 3.7 hereof. The AAC will ensure that members of its leadership team serve terms of no more than four years, with leadership team member terms staggered so that no more than one-half of leadership team member terms expire in the same year.

Section 14.42 AAC Operation. The AAC ~~shall~~will meet regularly and in accordance with the budget approved by the Board. The AAC ~~shall~~will operate in accordance with bylaws adopted by the members of the AAC. AAC bylaws adoption and amendment will not require approval of the Board, except in any case where they may conflict with the Act or these Bylaws, and/or where they would require increased

~~funding or expenditures by the corporation. and approved by the Board.~~

Section 14.53 AAC Terms. Election to membership in the AAC shallwill be made in accordance with provisions of the AAC Bylaws. Elected athletes shallwill serve until their successors are elected unless removed for cause or not for cause pursuant to the AAC Bylaws, except as otherwise set forth in the corporation's Bylaws.

Section 14.64 Athlete Representation on Board and Committees. 10-Year-Rule
aAthlete representatives shallwill equal 100 percent of the AAC, at least 20 percent of the voting power of the Board of the corporation and at least 20 percent of the membership and voting power of all corporation committees, ~~task forces and other such groups~~ operating under the authority of the Board or CEO. ~~For purposes of this Section 14.4, athlete representatives must have represented the United States in the Olympic, Pan American or Paralympic Games, World Championships, or an event designated as an Operation Gold event within the ten (10) years preceding election.~~

Section 14.75 AAC Qualifications. Athlete representatives to the AAC (i) representing Olympic and Pan American sports, must be directly elected by athletes from their NGB who meet the standard set forth in Section 14.64 of these Bylaws at the time of election, (ii) representing Paralympic sports, must be directly elected by athletes from ~~either PSOs, or~~ NGBs designated to govern a Paralympic sport (or the corporation if overseeing a Paralympic sport) who meet the standard set forth in Section 14.64 of these Bylaws, and (iii) who are at-large members of the AAC must be directly elected by athletes serving on the AAC. ~~Athlete representatives to the Board shall be recommended to the Nominating and Governance Committee by members of the AAC from among the athletes who meet the standard set forth in Section 14.4 of these Bylaws at the time they would take office, and the Nominating and Governance Committee may also consider other athletes who meet the definition of independence set forth in Section 3.2 of these Bylaws to serve as independent directors on the Board, as provided in these Bylaws. Athlete representatives on corporation committees, task forces and other such groups shall be appointed after consultation with the AAC from among the athletes who meet the standard set forth in Section 14.4 of these Bylaws. The AAC may elect or appoint individual members to AAC leadership positions under the terms of the AAC Bylaws; all such leaders are subject to the qualifications criteria and resolution process set out in Section 3.7 of these Bylaws.~~

Section 14.86 AAC NGB Election Procedures. Each NGB shallwill adopt and submit to the AAC, consistent with policies established by the AAC, a procedure whereby eligible athletes as defined in Section 14.64 of these Bylaws shallwill elect an active athlete to represent the Olympic or Pan American sport governed by the NGB on the AAC. The ~~PSOs and~~ NGBs designated to govern a Paralympic sport, collectively, with the corporation, shallwill adopt and submit to the AAC, consistent with policies established by the AAC, a procedure whereby eligible athletes as defined in Section 14.64 of these Bylaws shallwill elect eligible athletes to represent the Paralympic sports on the AAC.

Section 14.9 USOPA. There shall be a U.S. Olympians and Paralympians Association recognized by the Board and composed of Olympians and Paralympians to foster Olympism and Olympic and Paralympic values in communities, develop camaraderie among members, and honor those who have shared the unique experience of representing the United States of America in the Olympic or Paralympic Games. USOPA will elect two members to the corporation Board as set out in Section 3 of these Bylaws.

Section 14.2 USOPA Composition. USOPA will consist of Olympians, Paralympians, other members of US delegations to those events, and others demonstrating extraordinary commitment to the USOPA mission as set out in the USOPA Bylaws.

Section 14.3 USOPA Leadership. USOPA will develop and maintain in its Bylaws election procedures for its leadership team including a chair. These procedures must be based on elections to a leadership team from among USOPA regular member candidates, a full and fair opportunity for candidates to make their candidacies known and understood to all AAC members, and a full and fair vote conducted among all such members. All candidates for USOPA leadership service must be qualified to serve under the terms of these Bylaws, in particular Section 3.7 hereof. USOPA will ensure that members of its leadership team serve terms of no more than four years, with leadership team member terms staggered so that no more than one-half of the leadership team face term expirations in the same year.

Section 14.4 USOPA Operation. USOPA will meet regularly and in accordance with the budget and USOPA bylaws approved by the Board.

SECTION 15

NATIONAL GOVERNING BODIES COUNCIL

Section 15.1 ~~Duties~~Composition. ~~There will be an NGBC recognized by the Board and made up of representatives of NGBs selected by their boards of directors to ensure communication between the corporation and NGBs, and to serve as a source of NGB opinion and advice to the Board with regard to both current and contemplated policies of the corporation. The NGBC will elect three members to the corporation Board as set out in Section 3 of these Bylaws and appoint corporation committee members as set out in Section 5 of these Bylaws. NGBC leadership will meet regularly with the Board to discuss issues of importance to NGBs and will contribute to the corporation annual report to Congress contemplated in Section 2 of these Bylaws.~~ There shall be an NGBC recognized by the Board and made up of representatives of NGBs selected by their boards of directors to ensure communication between the corporation and NGBs, and to serve as a source of NGB opinion and advice to the Board with regard to both current and contemplated policies of the corporation. The NGBC will elect three members to the corporation Board as set out in Section 3 of these Bylaws and appoint corporation committee members as set out in Section 5 of these Bylaws. NGBC leadership will meet regularly with the Board to discuss issues of importance to NGBs and will contribute to the corporation annual report to Congress contemplated in Section 2 of these Bylaws. ~~There shall be an NGB Council whose members shall be representatives of the NGBs and PSOs selected by their boards of directors or such other governing boards to ensure effective communication between the corporation and such NGBs and PSOs.~~

Section 15.2. Composition. The NGBC will include one member elected by each NGB.

Section 15.2 Term. Each member of the ~~NGB Council~~NGBC shallwill serve until replaced by the NGB ~~or PSO~~ that appointed them, unless removed for cause or not for cause by the ~~NGB Council~~NGBC pursuant to fair procedures as provided for in the ~~NGB Council~~NGBC bylaws.

Section 15.3 Leadership. The NGBC will develop and maintain in its Bylaws election procedures for its leadership team of up to six members including a chair. These procedures must be based on elections of candidates solely from among NGBC members, a full and fair opportunity for candidates to make their candidacies known and understood to all NGBC members, and a full and fair vote conducted among such members. All candidates for NGBC leadership service must be qualified to serve under the terms of these Bylaws, in particular Section 3.7 hereof. The NGBC will ensure that members of its leadership team serve terms of no more than four years, with leadership team member terms staggered so that no more than one-half of the leadership team terms expire in the same year.

Section 15.43 Operation. The ~~NGB Council~~NGBC shallwill operate in accordance with ~~NGBC~~ bylaws adopted by the members of the ~~NGB Council~~NGBC. ~~NGBC bylaws adoption and amendment will not require approval of the Board, except in any case where they may conflict with the Act or these Bylaws, and/or where they would require increased funding or expenditures by the corporation. and approved by the Board.~~ ~~The NGB Council~~NGBC shallwill elect its own officers from among its members and shall meet and conduct business as necessary in accordance with its bylaws and the budget approved by the Board. ~~All such NGB Council officers are subject to the qualifications~~

| ~~criteria and resolution process set out in Section 3.7 of these Bylaws.~~

SECTION 16

MULTISPORT ORGANIZATIONS COUNCIL

Section 16.1 Composition. There ~~shall~~will be a Multisport Organizations Council whose members ~~shall~~will be one representative of each of the Multisport Organizations (~~Community-Based Multisport Organizations, Education-Based Multisport Organizations, Armed Forces Organizations, Recognized Sport Organizations, Other Sport Organizations and the US Olympians~~) selected by their board of directors or such other governing board to ensure effective communication between the corporation and such Multisport Organizations.

Section 16.2 Term. Each member of the Multisport Organizations Council ~~shall~~will serve until replaced by the Multisport Organization that appointed them, unless removed for cause or not for cause by the Multisport Organizations Council pursuant to fair procedures as provided for in the Multisport Organizations Council bylaws.

Section 16.3 Operation. The Multisport Organizations Council ~~shall~~will operate in accordance with bylaws adopted by the members of the Multisport Organizations Council and approved by the Board. The Multisport Organizations Council ~~shall~~will elect its own officers from among its members and ~~shall~~will meet and conduct business in accordance with its bylaws and the budget approved by the Board. All such Multisport Organizations Council officers are subject to the qualifications criteria and resolution process set out in Section 3.7 of these Bylaws.

SECTION 17

INDEMNIFICATION

Section 17.1 Indemnification Right. The corporation ~~shall~~will indemnify each of its present or former directors, officers, employees, committee members or official representatives, or any person who is or was serving another corporation or other entity in any capacity at the request of the corporation, against all expenses actually and reasonably incurred by such person (including, but not limited to, judgments, costs and counsel fees) in connection with the defense of any pending or threatened litigation to which such person is, or is threatened to be made, a party because such person is or was serving in such capacity. This right of indemnification ~~shall~~will also apply to expenses of litigation that is compromised or settled, including amounts paid in settlement, if the corporation ~~shall~~will approve such settlement as provided in Section 17.2 of these Bylaws. Such person ~~shall~~will be entitled to be indemnified if he/she acted in good faith and in a manner he/she reasonably believed to be in, and not opposed to, the best interests of the corporation. The termination of any litigation by judgment, order, settlements, conviction, or upon a plea of nolo contendere or its equivalent, ~~shall~~will not, of itself, create a presumption that the person did not act in good faith and in a manner reasonably believed to be in, and not opposed to, the best interests of the corporation.

Section 17.2 Determination of Payment. Any amount payable as indemnification under this Section 17 ~~shall~~will be determined and paid by the corporation pursuant to a determination by a majority vote of a quorum of the Board, consisting of members of the Board who have not incurred expenses in connection with the litigation for which indemnification is sought, that such person seeking indemnification has met the standards of conduct set forth in this Section 17. If such a quorum is not obtainable, or even if obtainable, a quorum of disinterested directors so directs, such determination ~~shall~~will be made either:

- a) by the Board upon the opinion in writing of independent legal counsel that indemnification is proper in the circumstances because the applicable standard of conduct set forth in this Section 17 has been met; or
- b) by a majority vote of the members of the Board upon a finding that the person seeking indemnification has met the applicable standard of conduct set forth in this Section 17.

Section 17.3 Advance Payment of Litigation Expenses. Any expenses incurred by such person in connection with the defense of any litigation may be made by the corporation in advance of a final disposition of such litigation upon receipt of an undertaking by such person to repay such amount if it is determined under Section 17.2 of these Bylaws that such person is not entitled to be indemnified under this Section 17.

Section 17.4 Other Rights. The right of indemnification under this Section 17 ~~shall~~will be in addition to, and not exclusive of, all other rights to which such person may be entitled.

Section 17.5 Insurance. The Board may, at its discretion, authorize the purchase of insurance on behalf of any persons indemnifiable under this Section 17. Such insurance may include provisions for indemnification of such persons for expenses of a kind not subject to indemnification under this Section 17. Any repeal or modification of this Section 17 ~~shall~~will be prospective only and ~~shall~~will not adversely affect any right or protection of a director, officer, employee, fiduciary and agent of the corporation under this Section 17, as in effect immediately prior to such repeal or modification, with respect to any liability that would have accrued, but for this Section 17, prior to such repeal or modification.

SECTION 18

ORGANIZATION OF OLYMPIC, PARALYMPIC AND PAN AMERICAN GAMES IN THE UNITED STATES

Section 18.1 Games Organization. The organization of Olympic, Pan American and Paralympic Games is governed by the rules of the IOC, ~~PASO~~Panam Sports and the IPC. Selection of the host cities for the Olympic Games ~~shall~~will be made in accordance with IOC rules. Selection of the host cities for the Pan American Games ~~shall~~will be made in accordance with special provisions in ~~PASO~~Panam Sports rules. Selection of the host cities for the Paralympic Games ~~shall~~will be made in accordance with IPC rules.

Section 18.2 Bid Procedures. Any United States city interested in bidding for the privilege of organizing the Olympic, Pan American or Paralympic Games in the United States ~~shall~~will follow the procedures established by the Board.

SECTION 19

OLYMPIC, PARALYMPIC AND PAN AMERICAN GAMES-RELATED MATTERS

Section 19.1 Chef de Mission. The Board ~~shall~~will appoint a Chef de Mission, who ~~shall~~will function as the liaison officer between the Local Organizing Committee for the Olympic, Paralympic and Pan American Games, and the members of the United States official delegation at the site of the Games.

Section 19.2 Games Administrative Board. There ~~shall~~will be a Games Administrative Board of the corporation which ~~shall~~will have final authority at the site of the Games with respect to all matters regarding policy, protocol, discipline, and similar matters, except with regard to team selection issues and Code of Conduct violations, which are otherwise governed by the Code of Conduct and Grievance Procedures for the Games or Section 9 of these Bylaws. The Games Administrative Board ~~shall~~will consist of the chair, the CEO, the Chef de Mission, the chair of the AAC, and the chair of the ~~NGB-Council~~NGBC. In the case of (i) his/her unavailability or (ii) an actual or apparent conflict of interest as to a particular matter before the Games Administrative Board, any member may designate an alternate to serve for a limited time. Failing such a designation by the member him or herself, the Chair may designate an alternate for any absent member, who ~~shall~~will exercise all of the privileges of that absent member for a limited time. The Chair ~~shall~~will chair meetings of the Games Administrative Board, which may be held in-person or via teleconference.

Section 19.3 Games Trials. The corporation has the exclusive jurisdiction over all matters pertaining to the participation of the United States in the Olympic, Paralympic and Pan American Games, including, but not limited to, the authority (i) to approve or disapprove selection procedures recommended by NGBs ~~or PSOs~~ and (ii) to conduct trials. Also, the corporation has the exclusive right to control the use of Olympic, Paralympic and Pan American marks, images and designations in the United States related to those trials. All such trials ~~shall~~will be the property of the corporation. An NGB ~~or PSO~~ ~~shall~~will enter into an agreement with the corporation to manage the trials on behalf of the corporation, unless the corporation otherwise assents in writing that such agreement is not required. For the sake of clarity, the foregoing ~~shall~~will in no way prohibit an NGB ~~or PSO~~ from holding a regional, national, or other events as part of an approved selection process, provided that (i) the event is in no way branded with any Olympic, Paralympic or Pan American mark and (ii) no athlete earns an automatic nomination to an Olympic, Paralympic or Pan American Games teams by participating in the event.

Section 19.4 Trials Administrative Board. There ~~shall~~will be a Trials Administrative Board of the corporation which ~~shall~~will have final authority with respect to all matters regarding trials policy, protocol, discipline, and similar matters, except with regard to team selection issues and Code of Conduct violations, which are otherwise

governed by the Code of Conduct and Grievance Procedures for the Games or Section 9 of these Bylaws. The Trials Administrative Board shall will consist of the Chair, the CEO, the Chef de Mission, the chair of the AAC, and the chair of the ~~NGB Council~~NGBC. In the case of (i) his/her unavailability or (ii) an actual or apparent conflict of interest as to a particular matter before the Trials Administrative Board, any member may designate an alternate to serve for a limited time. Failing such a designation by the member him or herself, the Chair may designate an alternate for any absent member, who shall will exercise all of the privileges of that absent member for a limited time. The Chair shall will chair meetings of the Trials Administrative Board, which may be held in person or via teleconference.

Section 19.5 Former Olympic Teams. Subject to approval by the CEO, members and administrative officials of former U.S. Olympic Teams may organize separately or jointly in units, chapters or groups for the purpose of promoting the Olympic objectives as defined in the Act and these Bylaws and may use the word "Olympic" in names adopted for and by units, chapters, or groups. The activities of these units, chapters, or groups shall will be carried on and subject to the consent and approval of the CEO.

SECTION 20

FINANCIAL MATTERS

Section 20.1 Fiscal Year. The fiscal year of the corporation ~~shall~~will commence January 1 and end on December 31 each year.

Section 20.2 Accounts, Books, Minutes. The corporation ~~shall~~will keep correct and complete books and records of account and ~~shall~~will keep minutes of the proceedings of its Board and committees. All books and records of the corporation may be inspected by any director, or such director's authorized agent or attorney, for any proper purpose at any reasonable time.

Section 20.3 Financial Audit. The accounts and financial reports of the corporation ~~shall~~will be audited annually by an independent firm of auditors.

Section 20.4 Conveyances and Encumbrances. The assignment, conveyance or encumbrance or sale, exchange, lease or other disposition of any of the real property of the corporation or all or substantially all of the other property and assets of the corporation ~~shall~~will only be authorized by the Board if the purpose of such assignment, conveyance or encumbrance or sale, exchange, lease or other disposition of any of the real property of the corporation or all or substantially all of the other property and assets of the corporation complies with the purposes and restrictions on the powers of the corporation set forth in the Act and these Bylaws.

Section 20.5 Designated Contributions. The corporation may accept any designated contribution, grant, bequest or devise consistent with its general tax exempt purposes as set forth in the Act and these Bylaws, and a restricted gifts policy adopted by the Board. The corporation ~~shall~~will acquire and retain sufficient control over all donated funds (including designated contributions) to assure that such funds will be used to carry out the corporation's tax exempt purposes.

Section 20.6 Loans to Directors and the Chair Prohibited. No loans ~~shall~~will be made by the corporation to the Chair or any other director or to any corporation committee or task force members. Any Chair, director, committee or task force member, who assents to or participates in the making of any such loan ~~shall~~will be liable to the corporation for the amount of such loan until it is repaid.

Section 20.7 Individual Liability. No individual officer, director or member of a committee of the corporation ~~shall~~will be personally liable in respect of any debt or other obligation incurred in the name of the corporation or any of its committees pursuant to authority granted directly or indirectly by the Board.

Section 20.8 Bonding. All officers, directors, and employees handling funds of the

corporation ~~shall~~will be bonded or insured in such amounts as may be determined from time to time by the CEO. The expense of furnishing such bonds ~~shall~~will be paid by the corporation.

SECTION 21

IRREVOCABLE DEDICATION AND DISSOLUTION

Section 21.1 Charitable Purposes. The property of the corporation is irrevocably dedicated to charitable purposes, and no part of the net income or assets of the corporation ~~shall~~will inure to the benefit of private persons.

Section 21.2 Dissolution. Upon the dissolution or winding up of the corporation, its assets remaining after payment, or provision for payment, of all debts and liabilities of this corporation, ~~shall~~will be distributed to a nonprofit fund, foundation, or corporation which is organized and operated for charitable purposes and which has established its tax exempt status under Section 501(c)(3) of the Internal Revenue Code, as amended. The use and disposition on dissolution or winding up of real or personal property owned or used by the corporation in any and all States and Territories which are part of the United States of America ~~shall~~will be limited to the purposes stated in the foregoing paragraph in such a manner as to satisfy the requirements of the laws of such States for exemption of such property from property taxation in such States.

SECTION 22

MISCELLANEOUS

Section 22.1 Severability and Headings. The invalidity of any provision of these Bylaws ~~shall~~will not affect the other provisions hereof, and in such event these Bylaws ~~shall~~will be construed in all respects as if such invalid provision were omitted. The descriptive headings of Sections used in these Bylaws are inserted for convenience only and are not intended to and do not have any operative effect.

Section 22.2 Saving Clause. Failure of literal or complete compliance with any provision of these Bylaws in respect of dates and times of notice, or the sending or receipt of the same, or errors in phraseology of notice of proposals, which in the judgment of the members at meetings held do not cause substantial injury to the rights of members, ~~shall~~will not invalidate the actions or proceedings of the members at any meeting.

Section 22.3 Compliance with Laws. Nothing contained in the Bylaws ~~shall~~will require the corporation to violate, contravene, or abrogate its duties under any US law, including, but not limited to the Act and the Internal Revenue Code.

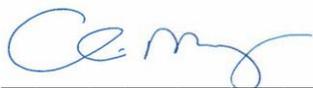
SECTION 23

AMENDMENTS OF THE BYLAWS

Section 23.1 Amendments. These Bylaws may be altered, amended or repealed and new Bylaws may be adopted by a majority vote of the Board taken at and noticed for an appropriately called Board meeting. Amendments ~~shall~~will take effect at the close of such meeting except in such cases where it may be specified in the resolution approving the amendment that the amendment will take effect during the meeting or at a later time.

Section 23.2 Proposed Amendments. Any member of the Board may recommend that the Board consider amendments to the Bylaws. If a Board member requests amendments to the Bylaws, not later than ~~sixty (60)~~ days before the date of any meeting of the Board at which an amendment is to be voted on, a general notice of the proposed alteration ~~shall~~will be published on the corporation's website setting forth the text or substantive terms of the proposed amendment, the time and place of the Board's meeting at which such amendment is to be voted upon, and a provision informing interested persons that they may comment on the proposed amendment by submitting materials and information on the amendment to the CEO not less than ~~fourteen (14)~~ calendar days before the Board meeting. All proposed amendments, along with materials or information submitted on the amendment, ~~shall~~will be distributed by the CEO to each member of the Board in a timely fashion.

The undersigned, being the Secretary of the United States Olympic & Paralympic Committee, hereby indicates that the Board has adopted the foregoing Bylaws as the Bylaws of the corporation on March 7, 2019.



Christopher McCleary, Secretary

March 11, 2019

Date