Outside of competition, the USOC continued to make strides after a considerable transition period in the early part of the decade. Revenue has grown substantially, both from the sponsor side and via philanthropic support. Team USA is now seen not just as an awe-inspiring group of athletes, but as a brand with which others want to associate. And more and more, American fans are compelled to support the team.

With the increased revenue has come the ability to provide better resources to the many athletes who represent Team USA. Their results on an increasingly competitive world stage are evidence of that enhanced support. And beyond the number of podiums on which U.S. athletes proudly stood, the USOC is able to provide more holistic support to both athletes and National Governing Bodies.

**THE 2013–16 QUADRENNIUM**
**MARKED A PERIOD OF HISTORIC SUCCESS FOR THE UNITED STATES OLYMPIC COMMITTEE.**
**MOST IMPORTANTLY, TEAM USA ATHLETES ENJOYED UNPRECEDENTED COMPETITIVE EXCELLENCE WITH INSPIRING PERFORMANCES AT BOTH SOCHI 2014 AND RIO 2016.**

**MISSION**
**TO SUPPORT U.S. OLYMPIC AND PARALYMPIC ATHLETES IN ACHIEVING SUSTAINED COMPETITIVE EXCELLENCE WHILE DEMONSTRATING THE VALUES OF THE OLYMPIC MOVEMENT, THEREBY INSPIRING ALL AMERICANS.**

2013

2016
COMPETITIVE EXCELLENCE

THE UNITED STATES OLYMPIC COMMITTEE CONTINUED TO OPERATE IN A CULTURE OF SERVICE TO ITS ATHLETES AND NATIONAL GOVERNING BODIES THROUGHOUT THE 2013–16 QUADRENNIUM, PROVIDING STRATEGIC SUPPORT TO EFFECTIVELY IMPACT PODIUM POTENTIAL AND ADVANCE ITS MISSION OF SUSTAINING COMPETITIVE EXCELLENCE. AMERICAN ATHLETES ACHIEVED HISTORIC RESULTS ON THE WORLD STAGE, WINNING A TOTAL OF 149 OLYMPIC MEDALS AND 133 PARALYMPIC MEDALS.

AT THE HEART OF THE REMARKABLE ACHIEVEMENTS OF AMERICAN ATHLETES WAS THE CHARACTER, POISE AND HUMILITY THEY DEMONSTRATED IN Competition. EQUALITY WAS ONCE AGAIN AT THE FOREFRONT, WITH AMERICAN WOMEN WINNING MORE THAN HALF OF TEAM USA'S MEDALS AT THE OLYMPIC AND PARALYMPIC GAMES. THE UNPRECEDENTED SUCCESS OF U.S. WOMEN AND TEAM USA'S HISTORIC RESULTS IN SOCHI AND RIO ARE JUST A FEW OF THE MANY INDICATIONS THAT THE USOC IS ON TRACK FOR FUTURE SUCCESS IN 2017 AND BEYOND.
HIGHLIGHTS FROM TEAM USA’S ATHLETIC PERFORMANCES INCLUDE:

OLYMPIC GAMES

Rio 2016:
Team USA topped the medal chart in every category (gold, silver, bronze and overall) for only the seventh time in Olympic history and the first since 1948, leading all nations with 121 medals, including 46 golds. The medal haul marked the largest ever for a U.S. team in a non-boycotted Games and the 51-medal margin of victory was the most substantial in nearly 100 years, ranking second behind Team USA’s previous high of 61 in 1924. Overall, 211 American athletes returned home with medals in 20 sports, highlighted by 65 podium finishes in swimming and track and field—the most in 40 years.

The 558-member U.S. team was comprised of 264 men and 294 women, marking the most women who have competed for any nation at a single Games. Had American women competed as their own country, they would have tied for first in the gold-medal count with 27.

Sochi 2014:
Facing stiff competition, the U.S. finished second with 28 medals—the most won by Team USA at any Olympic Winter Games held outside North America. Overall, 61 Americans contributed to the medal total and 10 were crowned Olympic champions. While the U.S. achieved historic podium finishes in sliding sports and other traditional events, American athletes made the biggest impact in new medal events, highlighted by a momentous podium sweep in men’s slopestyle skiing.

PARALYMPIC GAMES

Rio 2016:
The 2016 U.S. Paralympic Team had one of its most successful performances to-date, as 130 athletes earned 115 medals—the most in 20 years since the Games were last held on home soil—to finish fourth in the overall medal chart. Overall, U.S. athletes set eight world records, including six in swimming, and two in track and field. To extend what were truly a historic Games for American women, U.S. female Paralympians claimed more than half of Team USA’s medals, highlighted by three podium sweeps in triathlon, and track and field.

Sochi 2014:
Competing in the largest Paralympic Winter Games in history, U.S. Paralympians garnered 18 medals and finished third overall in the medal count. Thirty-two Americans earned podium spots in four sport disciplines, and five U.S. athletes won multiple medals.

PAN AND PARAPAN AMERICAN GAMES

Toronto 2015:
Team USA won an impressive 400 medals across the Pan and Parapan American Games. At the Pan American Games, the U.S. topped the medal chart in every category, leading all nations with 265 medals, including 103 golds. The 621-member U.S. team won medals in all 37 sports in which it competed.

At the Parapan American Games, the U.S. finished third with 135 medals—including 40 golds—marking the most medals ever won by Team USA. The 239-member U.S. team competed in 14 of 15 sports, earning its lion’s share of medals in track and field with 51 podium finishes.
Lillehammer 2016:
Sixty-two Team USA athletes were among the 1,100 gathered from 71 nations for a cultural celebration of sport and education. American athletes collected 16 medals, doubling their medal haul from the inaugural Winter Youth Games in 2012. Of the 16 medals, 10 were gold, which tied for the most of any nation. Team USA competed in 64 of the 70 medal events across all 15 sport disciplines, earning 45 top-10 finishes.

Nanjing 2014:
A team of 92 athletes represented the U.S. at the Summer Youth Olympic Games, which featured 3,800 athletes from 204 nations and all 28 sports on the Olympic program. Team USA experienced world-class competition, winning 22 medals in 11 sports. While U.S. athletes enjoyed athletic success, they also participated in more than 2,500 events as part of the Culture and Education Program, which encouraged interaction between countries and fostered personal growth.

OPERATION GOLD EVENTS

In a non-Games year, Operation Gold events are designated as the most distinguished, elite-level competitions for each sport, such as world championships or world cups. In Operation Gold events in 2013 and 2015, U.S. athletes topped both the gold and overall medal charts for Olympic sport, while placing third for Paralympic sport.
During the 2013–16 quadrennium, the United States Olympic Committee increased its focus in several areas that ultimately impact the performance and well-being of the many athletes it serves. Safe Sport, revenue growth, an Olympic and Paralympic bid, new Paralympic programming, diversity and inclusion, collegiate initiatives, National Governing Body organizational development, the launch of the U.S. Center for SafeSport, and the expansion of the Athlete Career and Education program took center stage throughout the last four years.

Safe Sport

The USOC is fully committed to eliminating abuse and misconduct in sport. A number of policies and procedures were implemented in 2013–16 to ensure the safety and well-being of athletes, which led to the March 2017 opening of the U.S. Center for SafeSport.

Following the 2012 introduction of the USOC’s SafeSport program, a public awareness campaign was launched in 2013 and mandatory minimum standards went into effect across the U.S. Olympic and Paralympic movements. Following USOC board approval of the creation of an independent safe sport entity in 2014, work began in earnest to fund and establish the U.S. Center for SafeSport. The independent Center is a nonprofit entity and is the first national organization of its kind dedicated to overseeing education programs for safe sport, and investigating and adjudicating misconduct claims in sports that are managed by USOC-sanctioned National Governing Bodies. Center participation is now a requirement of USOC membership.
The USOC’s financial outlook is extremely strong with sponsorship revenue up 36 percent over the prior quad and a broadcast deal in place through 2032. A pillar of support for Team USA, the broadcast rights deal with NBCUniversal was extended for a record six Games in 2014. Overall, commercial revenue jumped by 22 percent—which includes a 35 percent increase in licensed product—as new sponsors were secured and additional revenue streams were created. Additionally, the Team USA fan base has grown faster than any other sports property, increasing by 11 million (to 106 million) since 2008. Team USA is now among the top 50 sport teams based on digital engagement and is the No. 1 property among moms and millennials—a key differentiating factor versus other sports properties.

In 2013, the USOC took an important step in its goal of increasing philanthropic support for Team USA’s athletes and programs by launching the U.S. Olympic and Paralympic Foundation. In its initial years of operation, the focus of the USOPF—a separate 501(c)(3) nonprofit organization—was to build a sustainable development organization and volunteer structure. Led by a 60-member board of directors and a group of trustees who provide additional support and counsel, gross philanthropic revenue in the 2013–16 quad increased 168 percent over the 2009–12 period. In the coming years, the USOPF will focus on building a broader base of support through its annual giving program, while continuing to increase the number of donors who are supporting Team USA with larger gifts.

The USOC recommitted to engaging and growing the global Olympic and Paralympic movements by initiating a bid to host the 2024 Olympic and Paralympic Games. Launched in September 2015, LA 2024 pledges to connect the Olympic and Paralympic Games to the future with a high-tech, low-risk, sustainable and athlete-led concept that serves the Olympic Movement far beyond 2024. The privately funded Games plan—supported by an unprecedented 88 percent of Angelenos—will utilize only temporary and existing venues, including an Athletes Village at UCLA. With incredible support from the local, state and federal governments, the LA 2024 bid enters the September 2017 vote in a two-horse race with Paris looking to bring the Summer Games back to the U.S. for the first time in nearly three decades.

The USOC significantly enhanced resources for Paralympic athletes and programs during the 2013–16 quad, which resulted in progress in high performance, talent identification and overall awareness. Beyond the success enjoyed by Team USA on the field of play, U.S. Paralympics continued to increase talent-identification measures and participation opportunities at the grassroots level. Among the highlights, the Paralympic Sport Club network—which identified more than 13,000 new participants in 2013–16—expanded from 157 to 225 communities. The U.S. Paralympics Military Program also provided opportunities for thousands of injured service members and disabled veterans, including the 55 military athletes who competed in the 2014 and 2016 Paralympic Games.

Meanwhile, Paralympic awareness by Americans increased from 66 percent to 89 percent since 2012, which was aided by amplified Games coverage on the NBC network and extensive live streaming on Team USA media platforms. In addition, Paralympic sponsor activation has increased significantly with numerous national advertising campaigns featuring Paralympians and increased support of the U.S. Paralympic Team Trials.
DIVERSITY AND INCLUSION

The USOC recognizes the need to promote diversity and inclusion to effectively further its mission. During the past quad, the USOC took definitive steps to create a more inclusive, competitive and progressive organization, while diversifying its workforce—and that of 52 NGBs and High Performance Management Organizations—to better reflect the athletes it serves.

In September 2016, the USOC became the first large sports organization to release its diversity numbers in a scorecard, offering a candid and transparent assessment of the U.S. Olympic and Paralympic family’s commitment to diversity. While similar industry reports are also published, the USOC Diversity and Inclusion Scorecard Program differentiates in that it also measures the inclusion of disability and military veterans.

As part of the scorecard program, a benchmark is derived using diversity data from the U.S. Census, NCAA, and each NGB or HPMO. The benchmarks are tailored to each organization in a manner that respects the uniqueness of the sport and its resources. Including the USOC, the Scorecard Program collectively impacts 53 sport organizations that are comprised of more than 1,025 board members, 250 executive committee members, nearly 3,000 staff and a combined membership of nearly four million. Since the inception of the scorecards in 2013, the USOC and NGBs have implemented more targeted diversity plans, which led to the creation of two annual Diversity and Inclusion Awards in 2015 that recognize NGBs for their progress in the areas of diversity and inclusion.

To further advance diversity and inclusion in sport on a national scale, the USOC also spearheaded a partnership with the NFL, MLB, U.S. Tennis Association, NASCAR, The PGA of America, PGA Tour, MLS, NHL, the Ross Initiative in Sports for Equality, You Can Play, NBA and WNBA. Established in 2013, the Diversity & Inclusion Sports Consortium aims to drive collaboration across national sport leagues through quarterly calls and create opportunities to share best practices at the annual Sports Diversity & Inclusion Symposium.

COLLEGIATE PARTNERSHIPS

With the aim of preserving the strength and impact of existing collegiate sport programs, the USOC established its collegiate partnerships department in June 2016. Institutions provide invaluable resources for current and aspiring Olympians to train, compete, receive coaching and obtain their education. Initial focus areas of the department included collegiate participation analytics; communications outreach to conferences; and strategic alliances through discussions with the NCAA, NGBs, collegiate coaches’ associations and conferences. The USOC will also look to engage the Pac-12 Conference in pilot programming in 2017.

NGB ORGANIZATIONAL DEVELOPMENT

During the last quad, the USOC’s NGB organizational development efforts targeted several NGBs with the goal of enhancing organizational stability, driving operational efficiency and increasing revenue generation. Key areas of programming included strategic planning, board recruitment and training, best practices, fundraising, NGB executive director/CEO onboarding, and communications support. Moving forward, NGB organizational development will work closely with sport performance to identify NGBs and provide sequential, targeted assistance with the ultimate goal of improving competitive excellence.
Following recommendations of a 2012 Board Working Group, the USOC committed to playing a leadership role in the expansion and integration of athlete career and education into the overall organizational strategy. Current and retired Team USA athletes are supported during their athletic careers and after retirement with career, education and life skills resources aimed at driving performance goals and professional development.

Among its many significant accomplishments in the short time since its expansion in 2014, the Athlete Career and Education Program has served 1,100 athletes across 85 percent of Olympic and Paralympic sports, assisting with 500 job placements—including via a flexible job program created with DICK’S Sporting Goods—and administering $4.3 million in higher-education scholarships and grants over the quad. In addition, ACE launched a customized online platform with access to over 10,000 jobs from athlete-friendly employers and more than 200 recruiters with Fortune 500 companies, and the ACE Mentor Network.

“ACE ENSURES ATHLETES PERFORM THEIR BEST IN EVERY AREA OF THEIR LIVES. BY HELPING ME FIND JOBS AND SCHOLARSHIPS, I CAN ADVANCE PROFESSIONALLY AND STILL FOCUS ON PERFORMING THE BEST FOR MY COUNTRY.”

Elana Meyers Taylor
Two-Time Olympic Bobsled Medalist

In 2013–16, 80 percent of expenditures—nearly $712 million—went to U.S. athletes and NGBs by way of direct support and other programming. Meanwhile, administrative expenses accounted for just 6 percent of the budget.

Olympic direct athlete and NGB support continued to grow, as grants were strategically allocated to give the greatest number of American athletes the opportunity to reach the podium using a results-driven resource-allocation process. Grants totaled more than $246 million, representing an increase of nearly $29 million.

Another significant focus of USOC support in 2013–16 was U.S. Paralympics. Despite government grants decreasing by nearly $18 million from the previous quad, overall funding increased by close to $1 million with the USOC directing almost $19 million in additional funds to Paralympic athletes and programming.

**GRANTS TOTALED MORE THAN $246 MILLION**

**REPRESENTING AN INCREASE OF NEARLY $29 MILLION**
STEWARDSHIP

SPENDING ON ADMINISTRATION HAS RISEN AT A MUCH SLOWER RATE THAN FUNDING AND PROGRAM SUPPORT OF NGBS AND ATHLETES.