

As I reflect on my career in track & field, I am struck by how much this sport has given me - and, in turn, how strongly I feel that I must continue to do everything in my ability to give back. My journey in the sport of track & field began 49 years ago in much the same grassroots way many of yours did – I joined my school team. That experience as a young athlete became the first block in the foundation of my lifelong commitment to our sport. It is where I began to learn the rules and lessons, where I first understood that there is a place here for all shapes, sizes and abilities, and where I was exposed to the important values at the core of athletics. Later, in my early years of coaching, I discovered the joy and satisfaction in helping others achieve their own greatness and soon realized that this would be the most significant gift I have to offer the sport I love. Most recently, becoming a director of track & field and an administrator has taught me that the most successful organizations and teams are those made up of uniquely skilled groups of people all working toward and contributing to a common goal. This election represents for us an opportunity to work together to establish a collaborative vision for our shared mission, and a pledge to always put the athletes first and grow our sport in every way from coast to coast.

I am running for the office of President because I believe I have the qualifications, experience and passion to represent USA Track & Field at this very exciting and critical time in our sport. I have been a part of numerous USATF Associations from New England to the Pacific with lots of stops along the way. The President is called on to work with all constituencies, volunteer and professional, to help set the vision for the organization. Each group that makes up USATF is vitally important to our success. As a leader I realize that it is important to respect the work and passion of all of our volunteers. As President, I will actively engage our Associations, the AAC and all athletes, officials, Youth leadership, high performance and development groups, members of the long distance running communities, MUT, race walking and masters athletes – all facets of our organization – and represent the voices and concerns of these parties to the Board as we work to advance the direction of and initiatives pursued by USATF. You will have a champion in me unlike anyone you've had before.

I have always found that more is learned about what people truly need by listening to them directly. It is through considering the thoughts of others, making my own observations, and reflecting on shared experiences that I have developed the ideas I have for working with the National Office, the various committees, and volunteers to move this great Federation forward. All of the successes I've helped lead have been built on listening to those around me, identifying needs, assembling capable teams, and marshaling the resources necessary to create real change. As your President, I will be accessible to you, I will actively listen to you, and will always be sure your voice is heard.

Our future is bright. The 2016 Olympic Games were a historic success for Team USA. Our youth athletes, who make up three quarters of our membership, are turning in remarkable performances. New domestic competitions are emerging. Associations are working in thousands of communities to grow the grassroots of track & field, road racing, race walking, and cross country. Hard work, careful planning and a great deal of collaboration yielded successful events in the 2014 IAAF World Junior Championships and 2016 IAAF World Indoor Championships, and the 2021 IAAF World Championships will be coming to the United States for the first time ever. These championships must be a part of a nationwide, long-term plan that will mean exciting things for athletes of all ages, coaches, Associations, officials, and fans of our sport.

Everything I have done in my career has been focused on ensuring that athletes, officials and volunteers have the resources, guidance and backing they need to be successful. Only together can we advance all aspects of track & field in the United States. For this reason, I am running for the position of USATF President and respectfully seek your support.

OUR VISION

A. An American Renaissance for the Sport

When I was the head coach at Dartmouth and then Stanford, our coaches and administrators sought not only to develop our athletes and win championships, but also to develop our sport. Hosting events like the USA Outdoor Championships and creating the distance carnivals at Stanford brought forth some great benefits for our sport at all levels. As athletic director at Oberlin, I recruited new coaching talent and increased the number of assistant coaches while raising funds to build a new track & field stadium. When hired by the University of Oregon in 2005, I was brought in to serve as more than a coach and administrator. I was charged with helping a proud community once again live up to its moniker as TrackTown USA. What started with dedicated volunteers preparing an outstanding 2008 U.S. Olympic Trials developed into TrackTown USA, Inc., a nonprofit company striving to set a new standard in the organization and presentation of our events, our athletes and ultimately our sport.

One thing I understand well is that grand ideas often come with price tags to match, but it is my experience in raising well over \$100 million for our sport, its athletes and events that people rally their resources around worthwhile projects. In each case, new public and private partners were brought on board to pursue a shared vision. I am proud of our partnership with USATF and look forward to working with them to raise significant new funds in support of the initiatives in which we all believe. We have big things to accomplish in order to live up to the tremendous potential this sport holds in our country. Associations, officials and sports groups all need to see appropriate support for their efforts. By listening, bringing voices together and unifying our message to create clear and accountable goals, I know that without a doubt we can achieve unprecedented successes as a Federation. We must engage with our very best volunteers and paid staff at every level to advance the coaching, marketing and participation in track & field. Within this theme, I'm focused on three areas in particular:

- **Youth Engagement**

Our sport is thriving at the youth level, but we must better support our Youth leadership and athletes. From the Junior Olympics and Hershey Youth Outdoor Championships to the all-comers meets that happen across this country, Associations and members of the Youth Committee are already doing an excellent job introducing young people to the sport through year-round meets, camps and very robust coaching sessions. With a very well-developed junior high school and high school system, more young people are participating in our sport than ever before. We have the most dedicated group of youth volunteers and youth coaches in the world. But we must work together in a unified way to create an integrated plan that coordinates the coaching, competition, development and retention of youth athletes in track & field. This effort, championed by our Youth and Association leadership, coaches, and then supported by National Office staff is a cornerstone for track & field's future in the United States. We must acknowledge and support our youth members, who make up over 75% of our organization, in order to reach our goals in growing the sport. As President, I will make supporting Youth leadership and programming a high priority.

- **Increasing Domestic Competitive Opportunities**

We must increase the number of opportunities our elite athletes have to participate in high-level competitions here at home, and in so doing, expose both running fans and casual observers to our sport at its finest. We know that great events take place more often than once every four years, but it has become the case that the Olympic Games is the only time elite competition comes onto the radar of most Americans. There is no better way to build the fan base than by giving people a chance to experience the excitement of attending an event firsthand. I propose that we work to get meets and elite road races out into more communities nationwide. We need major track & field, cross country, and race walk events throughout the country and throughout the calendar. The TrackTown Summer Series,

American Track League events, House of Track programming, and the adidas Boston Boost Games are all tremendous recent additions to the domestic calendar each with an online or television presence, but these must be just the beginning. With focused formats and sound business models, our objective is clear: celebrate, elevate, reward and promote hometown heroes. The more opportunities American sports fans have to see our stars, the more of them they will want to see. We must be honest and objective – including seeking outside perspectives – in looking for creative and new ways to organize events. With the World Championships coming to the U.S. for the first time, we must show leadership in this critical area.

- **Enhancing Competitive Excellence**

We must never cease to aspire for greatness, creating the right conditions and opportunities for our athletes to succeed. The rest of the world is catching up with Team USA and we need to be prepared with the most advanced technical, scientific and coaching methods available. I will use my experience as a national and Olympic coach as well as my relationships with other national caliber coaches and key members of our High Performance Division to create a focus group charged with defining best practice models for enhancing the competitive performance of our elite athletes. Much has been done in recent years to increase financial support to both elite and emerging elite athletes, but we must continue to work to expand Athlete Support programs. I would like to work with USATF and AAC leadership to better understand where gaps remain between the funding available and what is needed for athletes to live, train, recover, travel and compete at the highest level. As this pool of resources grows I believe we need to continue to refine the distribution model to ensure that both accomplished athletes and rising stars are being compensated for their contributions to our sport.

B. Core Values

As President, I promise to bring a renewed emphasis and discussion on how we protect, enhance and celebrate the core values of our sport and its athletes and volunteers. We must keep these at the center of what we do and ensure that our future strategy and decisions are driven by our values. In general, these values are transparency, diversity, fair play, inclusion, collaboration, integrity and enthusiasm. We must strive to bring transparency to every aspect of our sport, home and abroad; all successful, professional endeavors have a high degree of open clarity. One of the fundamental strengths of our sport comes from its diversity. Our leaders and constituencies come from a variety of backgrounds with diverse experiences and expertise; the multiplicity this brings must be amplified. A total dedication to fair play must guide all we do, particularly supporting the domestic and international anti-doping agencies working to create a clean, fair and level playing field. We can offer a sport for everyone, and this inclusiveness must be reflected in our leadership.

With that inclusion, naturally, comes an important opportunity for collaboration. Too often in a sport as broad and diverse as ours, groups form and fail to work together. We must enter into true partnerships with each other in order to maximize the opportunities ahead. All of these efforts will come to nothing if we are not governed by integrity every step of the way; we cannot win at any cost but rather win doing it the right way. And finally, we have to include enthusiasm and joy for all that we do. We should be engaged in an ongoing celebration of all of the amazing athletes, coaches, Associations, officials and performances that make us the World's #1 Team.

C. Governance

USATF must set the global standard for all IAAF Member Federations. This starts with fostering a dynamic, honest performance-based culture from the top down. Ultimately, leadership and the membership must all be focused on these priorities: growing the visibility of the sport, increasing funding, and growing opportunities for athletes across competitive groupings and in all disciplines. As President, I will work with all constituencies to focus in on what we do well and apply those principles to areas in which we have to grow. My first priority would be to bring together all

the USATF constituencies under a set of goals commonly developed and agreed upon. As they are the most public face of our organization, I believe that it is important that the athletes are at the heart of what we do. We must truly include them, not just as bystanders, but as participants in the leadership. The same goes for our officials and volunteers. The fact remains that we are one of the most organized, well-run Federations in the sport thanks to the combined leadership of the 57 Associations on the front lines of every community across the country along with the National Office and many Sports and Administrative committees. Our athletes are the very best in the world. They deserve the very best leaders, administrators, volunteers, officials and system in the world.

D. Enhancing Relationships

Of course, we as USATF are not acting alone to advance the sport of track & field. The strong youth, club and high school systems in the United States are crucial parts of our sports foundation. We need to increase our efforts to partner with the youth coaches, high school coaches, officials, athletes and administrators to strengthen that foundation and grow their involvement with our Federation. Through the efforts of USATF youth programs, our Associations introduce thousands of athletes to our great sport and how it can enhance opportunities. Our high school coaches are peerless in helping those athletes further develop their talent. No organization in the world invests more to develop elite talent as the NCAA. From this incredible resource, and through the efforts of our partners at USTFCCCA, we draw our talent and develop our future stars. I strongly believe that USATF must work hard to create a strong and meaningful relationship with NCAA leadership. Increasing exposure to each of these groups benefits athletes at all levels, raising the stature of our sport in the eyes of young people and the public. There is no doubt that the National Office now has the tools and is developing the resources to accomplish these ambitious goals. I will work passionately, collaboratively and tirelessly to develop and deliver on building our vision together with our domestic partners.

Thanks to our efforts to attract major IAAF events to the United States, we have developed strong personal relationships with the Federations from around the world, the IAAF President and IAAF Council Members. As President, I will work closely with the U.S. representatives on the IAAF committees to advance our interests. This includes creating a meaningful and accountable strategy with specific programs and resources aimed at increasing American leadership in the sport internationally. Additionally we must also work hard to ensure we have the respect of and access to the leadership of the United States Olympic Committee. We must create a plan that assures USATF's rightful place as a priority for the USOC and the Olympic Movement – in terms of representation, organization, sponsorship, participation and leadership. We need strong collaboration within USATF as well as well-developed relationships with our partners in the United States and throughout the world.

OUR OPPORTUNITY

I have spent my entire career preparing for this role – from holding stop watches, raking pits and setting up hurdles to rallying volunteers, working with Associations and officials, and organizing road races and race walking events. I have presided over all-comers meets that feature athletes of all ages and I have assembled teams charged with hosting the sports' most significant events. I have experience that spans the spectrum of our sport and a proven record of turning a vision into a plan. By listening and learning together we can build coalitions that transform the things we think are possible for our organization into realities. If elected President, I pledge to be both a listening ear and a strong voice representing all of those who work tirelessly to improve the sport of track & field. As President, I will promote transparency, diversity, integrity, fair play, collaboration, enthusiasm and inclusion. I will continue to be a champion for the needs and the rights of the membership – those volunteers, athletes, coaches, and officials that are USA Track & Field.

I am asking for your support on December 3rd as we unite and move forward as a stronger USA Track & Field.