Three letters: “U.S.A.” Together they are the most powerful brand in Olympic sport, and nowhere is it stronger than on the track and in the field.

The organization charged with growing that brand and administering the U.S. team, USA Track & Field (USATF) is the national governing body for track and field, long distance running and race walking in the United States. Part of the Olympic Family, with the power of “The Rings” behind it, USATF also is a modern, professional sports organization who views its peers as the NBA, MLS and other pro sports leagues. USATF’s raison d’être is to advance the sport of track and field in the American psyche and in the American sports business and entertainment industries.

The sport is international, elemental and eternal. Among the most ubiquitous and accessible activities in the world, track and field has universal appeal, with 213 national member federations competing on the international level. It is a powerful social and economic force in the United States, where more than 30 million Americans are runners and 10 million Americans run 100 times or more each year. Indoor and outdoor track and cross country is the #1 participatory sport in American junior highs and high schools. Tens of thousands of Americans are involved with the sport as coaches, officials and volunteers. The sport penetrates deeply into the inner cities, while fans at some meets boast an average household income well over $150,000.

All things to all people? Maybe … but in the best possible way, and with focus on growth.

USATF is the unifying force for the sport in the United States. President/Chair Stephanie Hightower and CEO/General Secretary Doug Logan rose to their positions of leadership in 2008 and are charting a new course for the organization over the next quadrennium. Sponsorship success, TV ratings increases and participating growth all have been cornerstones of the last several years. USATF looks to build upon that success and to aggressively expand it into new areas in 2009 and beyond.
The mission of USA Track & Field is to foster sustained competitive excellence, interest, and participation in the sports of track and field, long distance running and race walking.
USATF is ...

The force behind Team USA, the World's #1 Track & Field Team

Nearly 100,000 members, from age 8 through 90+
More than 2,500 clubs and 57 regional Associations nationwide

The sanctioning body for more than 4,500 running, walking and track & field events annually
LEADERSHIP: Change at the Top

2008 will be marked as a year of historical, critical change for USA Track & Field. After a decade of growth and eight years under the same president and CEO, the organization in July hired a new CEO, Doug Logan, and in December elected a new President, Stephanie Hightower.

At one time considered the world’s best 100-meter hurdler, Hightower brought decades of experience as an athlete, administrator, volunteer and advocate to her position as president. A national champion as an athlete, Hightower had served as a team manager on the Olympic level and as chair of one of USATF’s most important committees, the Women’s Track & Field committee, among many other capacities. Professionally, she had been president of the Columbus, Ohio, Board of Education and served in cabinet positions for the Columbus mayor’s office.

A former concert promoter, the first commissioner of Major League Soccer during its incredibly successful launch in the late 1990s, and an entrepreneur, Logan came to the sport as a true “outsider,” his miles of mid-pack road running notwithstanding. With an eye toward not just shaking up the status quo but completely remaking how USATF does business, Logan began his tenure.

Hightower and Logan, together with then-USATF president Bill Roe, in late 2008 developed and successfully passed bylaw changes and remade the board of directors and the financial structure of USATF. Now a leaner, more efficient and more professional organization, USATF under Hightower and Logan will evolve at an even faster pace in 2009 and beyond. Their professional relationship has developed into one with the potential to lead USATF into areas of growth never considered possible in the past.

Among their goals for the organization are: 30 medals for Team USA in at the 2012 Olympic Games; a 30 percent increase in membership by 2012; an annual budget of $30 million by 2012; hosting the 2015 or 2017 World Championships in Athletics; further streamlining USATF’s bylaws and organizations structure; continuing the organization’s leadership in diversity matters.

Midway through 2009, USATF’s President and CEO sat down together to discuss their leadership styles, their goals for the organization and building a new business model for the sport.
GOALS

• 30 medals for Team USA at the 2012 Olympic Games

• A 30 percent increase in membership by 2012; an annual budget of $30 million by 2012

• Hosting the 2015 or 2017 World Championships in Athletics

• Further streamlining USATF’s bylaws and organization’s structure

• Continuing the organization’s leadership in diversity matters.
Q: What were your expectations for the job coming in?

HIghtower: My perspective was that we were going to be change agents for the institution. Not just your ordinary change agents, but ones that were going to be methodical, strategic and deliberate in figuring out non-conventional strategies that would enable us to move our sport forward.

Logan: When I was assessing whether I wanted to be a candidate for the job of CEO, I saw a federation that was struggling with the idea of reinventing itself, and how it would go about it. Institutions have critical years in their history, and I knew that the work that we had performed in the latter part of 2008 was only the beginning. A lot of people saw that restructuring effort as the end, but it was just the start.

When Stephanie got elected, and she and I sat down for a series of meetings on how we could mesh our styles and abilities, we recognized that the hard work was yet to come, and the hard work was in the offing for not only 2009 but even beyond that. We looked each other in the eye, and we both knew what was ahead of us.

I’m only speaking for myself, but there’s not been a single surprise. We knew what we were getting into. We knew where those pockets of resistance were, we knew that we truly needed to reinvent ourselves, and that we needed to reinvent not only the substance of what the company was about but the way we did our business.

I think we became quick studies of the other’s strengths and weaknesses and found the complementary way that we work with one another. Early on, we came to the conclusion that this was a collaboration that really could work.

Q: What have you learned from each other since you’ve been working together?

HIghtower: I learn from Doug every day. He brings a wealth of professionalism and expertise from his eclectic years in the entertainment business and sports industry, which gives me an opportunity to really learn what we can be as a sport and how we can re-invent ourselves. What I like about his management style is that while he may make a decision today, based upon information that he is aware of, that he has no problem with changing that decision the next day to accommodate new information. It has nothing to do with being right or wrong. It has to do with the fact that he is open to listening to people and re-assessing decisions. He’s comfortable in
his ability to manage this organization, knowing that there are going
to be possibly some mishaps. He's willing to accept that and keep
moving forward.

LOGAN: If I can talk about the qualities I found in Stephanie, first of all,
I think she has some of the most astute political skills that I have run
across. That's just in her, and her ability to mount constituencies
behind ideas is a skill that you rarely find. You rarely find someone
who has got them honed to that degree.

Stephanie has leadership skills that in other places and in other
times, and in other situations, could lead troops to war, could lead a
corporate boardroom. It's a remarkable set of leadership skills that I
have always gravitated to, because I may or may not have the exact
same skills. She is far more politic than I am, but I think we share the
ability of basic leadership, which is to take an idea, take a concept,
and mobilize people into action behind those ideas. We are at a point
in time where true leadership in this organization requires the
leaders to have to say no. She has the courage to say no.

Q: When it became clear that the two of you would be the people to
lead the organization, some observers saw two strong personalities that
would clash with one another. Did you have any concerns?

HIGHTOWER: Absolutely, but I gained a level of respect for Doug the
night of the election for the USATF presidency. After the election that
night, he made it a point to find out where my celebratory party was
being held, and he showed up there, just to say congratulations. That
said to me that I had a partner I was going to be able to work with.
There wasn't any hesitation on his part. He walked into that room
with a level of competence that this is something he, as the CEO,
should be doing, and I think he gained a lot of respect from other
people that night. That's when I knew he wasn't afraid of whatever
people were going to perceive as a collision – he's not afraid of it.
That's a level of courage we haven't had. It's going to take courage
for us to move this organization to the next level.

LOGAN: I knew that Stephanie probably had some questions about me
when I was first hired. We mildly locked horns once or twice. I think
there was a period when we were taking the measure of one another:
I wonder how tough he is, I wonder how tough she is. But it was sport.

HIGHTOWER: It was competitiveness. He was showing me his
competitiveness. I think I've had, in relationships with people I work
with, folks view me as being too assertive or too competitive. Again, you have him, he can spar and there wasn’t a hesitation. That’s what I enjoy about working with Doug.

LOGAN: It was serious, but it wasn’t serious. That’s why I made the statement at the end of my State of the Sport speech, that this organization wasn’t going to get any shrinking violets this year. It’s interesting. People don’t have a sense. When two strong, assertive people collaborate on a project, people naturally presume they are going to be in conflict. That’s not necessarily the case, because first and foremost, if you get an agreement that the project is more important than either one of us, that the health of the organization is paramount, and that we are just pawns in this fight, sometimes you can get a force multiplier out of it. I think that’s what came out of this and came out of it very quickly. We both agreed that there was a better day ahead, this was a sport in need of fixing, that we weren’t anywhere close to reaching our potential. I was able to reach that conclusion coming from the outside and looking at it. Stephanie had lived it, and lived it from the inside. We both reached the same conclusion. So it was relatively easy for both of us to ... we subjugated ourselves to that larger cause, and it’s been a hell of a ride.

Q: You govern and oversee two different, yet codependent parts of the organization, Doug oversees the professional and business sides, while Stephanie oversees our Board of Directors and volunteers. How can and should those volunteers, professionals and board members work together in the future, and how as leaders can you make that happen?

HIGHTOWER: That’s a part of this whole change and this paradigm of change that is needed and is going to be difficult. We need to be strategic about finding the best ways for our volunteers to be intimately involved. They bring subject-matter expertise that we don’t have internally in our professional staff. Yet at the same time, there is a level of accountability that needs to be put into place. At the end of the day, we are running a business, and that means accountability. We have outcomes that we have to be responsible for, to corporations and to the USOC. The buck is going to stop with Doug. The independent board has to set the policy and the strategic vision, along with the CEO, for what we need to do to be successful. Doug has the responsibility, with inclusion of the volunteers, to figure out how to make that vision a reality. It’s a delicate balance that hasn’t
been done before in this organization. We are creating a new model. We’re up for the challenge.

LOGAN: Stephanie and I talk every day. In our deliberations, one would presume there is an advocate for management, and there is an advocate for the membership. But in reality, those roles are interchangeable. We mesh so well because we both truly understand the other’s role. She understands what I’m all about.

We are trying to run a professional sport in a membership-based organization. There are those who would say that’s an oxymoron. It’s a difficult, difficult challenge, and you really cannot get it too much out of kilter. When I arrived in this job and we started our collaboration in December, it tilted too much in one direction and needed to be righted. We’re trying to strike that balance. I think we’re comfortable in saying we think we found that balance. Now it’s a matter of getting the buy-in from various constituencies to understand that this is the correct balance to position this sport for the glory it deserves.

HIGHTOWER: The power and beauty of this partnership is that when people talk to either one of us, they are hearing a consistent message. There might be a little variation, but it’s the same basic message. That’s something a lot of people didn’t count on.

Q: What were the high points of 2008?

LOGAN: We had a critical reinvention meeting in Indianapolis over the course of three days in October of 2008. The first day was extraordinarily contentious, but by 3 o’clock Sunday afternoon, the fact and substance of our reorganization plan was put together and received a unanimous vote. There were multiple leaders who stood up, took some chances and took some leaps of faith in what might be one of the most important meetings this organization has ever had.

HIGHTOWER: I would underscore that. I think restructuring and the hiring of the CEO. These are two dramatic changes. One of my initial hesitations about Doug was that the hiring process was not transparent and we ended up hiring someone who was totally out of character for what we thought we would have hired. That is significant for our organization. And as he articulated, the restructuring was the other part of the piece.
Q: What are your goals for the organization in 2009?

HIGH TOWER: Beginning to set a strategic vision for the organization is, first and foremost, what the board wants to accomplish this year. With that comes developing a new business model for the organization.

LOGAN: I would agree with those goals and would add a couple of others. I honestly thought 2009 would be a down year, performance-wise, for our athletes, and I was wrong. It has been a remarkable year and it is only half over. I had hoped that we would have good competitions, not only on the field but also attractive, great events for patrons and television viewers. I think our record is kind of mixed with regard to that. Restructuring the staff, while it’s not really visible from the outside, is going to result in better customer service and better abilities to react to the needs of the board and what it puts before us, because I am sure the board is going to give us some great challenges for executing the strategic plan.

Another goal is introducing some new talent. This is an organization that really hasn’t availed itself of some talented people that are out there in the work force, and that is an additional goal: to add other component parts that will help us reach what is our quest internally, which is excellence.

Q: How do you define success for the staff, and for our board and volunteers?

LOGAN: Having a successful group of colleagues and staff means that I can focus my energies externally, which means the staff will embrace my philosophy of empowerment, of accountability and responsibility, take decisions onto themselves, make them in a judicious way and own the responsibility for those decisions. The more I have to be involved in supervising or managing the staff, the more I consider that to be a failure. I see my role as CEO as being a picture window to the outside. What’s happening inside in the living room and the den, if I have to focus too much on the internal housekeeping, I can’t do a good job of dealing with the outside issues.

HIGH TOWER: I think success for the board will be to begin to create a body of work that moves the organization into the 21st century. That is when we’ll be a successful board. For volunteers, it is to provide subject matter, expertise to the organization that gives athletes the ability to excel and perform at their highest level.
LOGAN: I think someone volunteers to gain enrichment in their lives. They have a passion for the sport and they want to be enriched by participating in it. The challenge for us is to redefine how one can achieve that enrichment, and it isn’t necessarily by doing some of the things that the volunteers currently think are necessary. There are people who stay up late at night organizing local events and worrying about the technical aspects of the sport, that do it at no pay, and whose lives are enriched by that. We truly depend on them for that kind of service. They don’t really need, even though they may think they need, to control sub-budgets or make misisterialadministrative decision, because the real enrichment is the participation in the sport. We need to help them understand that’s really where the fun is. And we need to keep them engaged. Their passions are vital to the fray.

HIGHTOWER: We have to redefine what the role of the volunteer is. We need a manual for it.

Q: In the end, the sport is all about the athletes.

LOGAN: Everything we do is related to the athletes. EVERYTHING we do. Everything we have talked about today has to do with how we create a system to develop, nurture and coach athletes for their best possible performance. My job is to create the environment to enable an athlete, at whatever level of development and whatever age, to strut their best stuff. I talk and think about the athletes from the time I get up in the morning until the time I go to bed in the evening. I work for the sport, the athlete. If I’m going off to get sponsorship, what am I getting sponsorship for? To be able to take the athlete and make that athlete better.

HIGHTOWER: At the end of the day, in my every decision, I’m always going to wear my athlete’s hat. My athlete hat is put on first. I never take it off when I move forward to make any decision within this organization. For me, it’s organic.

Q: One final question ...

LOGAN: If I were a tree, I’d be an elm.
THE PLAYERS: Names and Faces

THE CHAMPION – Bryan Clay, 2008 Jesse Owens Award winner

When he wasn't busy raising money for charity, assisting local schools and taking part in the U.S. Anti-Doping Agency’s most rigorous drug-testing program, Bryan Clay in 2008 was training for, and winning, gold medals at the Olympic Games and World Indoor Championships.

Entering 2008 as the defending Olympic silver medalist, Clay left no doubt on the athletic field that he is the leading force in the men’s decathlon, posting the two highest scores in the world in winning at the Olympic Trials and the Olympic Games. Over two days at the Olympic Trials, Clay scored 8,832 points to break the previous Olympic Trials record of 8,726 set by Dan O’Brien in 1996, the year O’Brien won Olympic gold. Clay's score was a personal best, the best by an American in 16 years, and the best in the world in four years. He won the Olympics a full 240 points clear of the field, which is the largest winning margin in the Olympic decathlon since 1972. Clay was also dominant indoors, winning the 2008 World Indoor Championship heptathlon gold medal with a personal-best 6,371 points.

A father of two, Clay is an active philanthropist. In addition to starting the Bryan Clay Foundation to provide academic and athletic opportunities to underprivileged children in Hawaii, he hosts free track clinics, walk-a-thon fundraisers, and in 2008 introduced a new charity initiative called “Take Your Shirts Off”, asking people to donate workout clothes to Winning Is Giving, an organization promoting athletic activities for the youth in refugee camps throughout the world.
After graduating college in 2003, discus thrower Stephanie Brown Trafton had a plan. Literally. In the hope of convincing her father to allow her to live at home while she trained, she wrote a complete business plan detailing how she would make the 2004 Olympic Team, work with a coach, arrange for physiotherapy, handle travel and all other matters relevant to elite athletes. Her father accepted the plan. She lived at home. She made the 2004 Olympic Team.

Her goal accomplished, she had to revise her plan. Leveraging grants from the USATF Foundation as well as a part-time job at an environmental sciences company, Brown Trafton set her sights on winning the 2008 Olympic Games, even though she had never even won a national title. She had USATF staff take photos of the Olympic Stadium from the perspective of the discus circle, blew up those photos and posted them in her house, her training camp room and her Olympic Village dorm.

Again, she accomplished her goal. With her opening-round throw of 64.74 meters (212 feet, five inches), she won the gold, becoming the first American woman to do so since 1932.
Growing up in Iowa in the 1980s and 90s, Lolo Jones, her mother and family often were without a home. Shuttling from one temporary housing solution to another, including a church basement, Jones saw track and field as the way to make sure she got a college education. She didn't want glory, she wanted to expand her opportunities and her mind.

She graduated from Louisiana State University in 2004 with several NCAA runner-up finishes, and spent her early years as a professional living in Louisiana without air conditioning, to save money on bills. After failing to make the 2004 Olympic team, she decided to make it or break it in terms of her career. She made it, becoming the world's top-ranked hurdler in 2008, despite the heartbreak of hitting the second-to-last hurdle at the 2008 Olympic Games.

Now financially secure, Jones first looks for ways to give back. Named USATF's 2008 Visa Humanitarian Athlete of the Year, Jones donated her 2008 Olympic Trials prize money to a single mother in Cedar Rapids, Iowa, who had been a victim of flooding. Her shoe sponsor matched the donation. She also donated cash and equipment to the Theodore Roosevelt High School track team in Des Moines to help repair the track after flooding. She continues to make personal appearances and make donations in Iowa and nationwide.
At age 16, in the summer of 2008, Jordan Hasay had won more USATF national titles than most athletes do in a career. She already was a multi-time winner of Junior Olympic and Youth titles in the middle distances, in various age groups, since her pre-teen years. But she shows no signs of slowing down.

In the women’s 1,500m at the 2008 U.S. Olympic Team Trials, the Arroyo Grande, Calif., resident broke the national high school record by running 4 minutes 14.50 seconds to place fifth in the semifinal and qualify for the final, where she was 10th. Also in 2008, she won the 2008 USA Junior Cross Country Championships and the USA Junior track title at 1,500m. In July, she was fourth in the 1,500 at the World Junior Championships, the highest finish ever by an American. She won several California high school titles and was Track & Field News’ Girls’ High School Athlete of the Year.

Joining Hasay on the Most Likely to Succeed list is 2007 USATF Youth Athlete of the Year William Wynne. A double gold medalist at the 2007 IAAF World Youth Championships, the Kennesaw, Georgia, native is a multi-time state high school champion in the 400m hurdles. Wynne kept on winning in 2008, taking the USATF Junior Olympic gold medal in the young men’s 400m hurdles with a time of 49.84, just off the national record held by 2008 Olympic silver medalist Kerron Clement.
THE SERVICE CULTURE: USATF’s Service to Sport & Community

WIN WITH INTEGRITY

Begun in 2004, USA Track & Field’s Win With Integrity youth outreach program is aimed at educating youth, parents, educators and coaches about the positive results that come from leading a physically active, drug-free and healthy lifestyle. A program in which the heroes of track and field work directly with young people around the nation, it has grown from a start-up program to one of USA Track & Field’s most successful initiatives.

In 2008, Win With Integrity had its biggest year to date, with 21 different athletes taking part in 10 USATF-organized events around the country. Highlights of the program included a July 2 visit to the Sheldon Community Center in Eugene, Oregon, by members of the Olympic Team staff and athletes Shameeka Marshall, April Steiner, Aretha Thurmond and Joanna Hayes. The group was joined by Eugene Mayor Kitty Piercy in dedicating a friendship tree to the victims of the May 12 earthquake in Sichuan Province, China.

THE USA TRACK & FIELD FOUNDATION

Launched in 2002, the USA Track & Field Foundation assists people of all walks of life and ability levels to find enjoyment and accomplishment through our inclusive sport. The Foundation is committed to exposing more young people to the benefits of track and field and to funding travel to major youth events; expanding existing masters events and programs and access to them; promoting the development of Team USA; helping to attract and train the next generation of the world’s best officials; expanding coaching education curricula and providing scholarships to deserving coaches; and assisting USA Track & Field in its fight against drugs in sport.

In 2008, the Foundation made a total of $704,500 in grants to a variety of programs related to the sport. Included among their grants was $410,000 in training and other assistance to scores of elite athletes; nearly $225,000 to various youth travel, athletic and outreach programs; and distributing $70,000 in equipment donations.
SERVING THE SPORT

USATF is composed of more than just athletes. Thousands of Americans volunteer each year as coaches, officials or general volunteers.

Nearly 20,000 coaches have gone through USATF’s Coaching Education curricula, providing the backbone for the sport at all ages and ability levels.

Officials play an important role in making thousands of events run smoothly each year. From working national championships to officiating high-school track meets, officials are essential for maintaining the highest levels of integrity at all levels of competition.

Without thousands of volunteers nationwide, track and field competitions would not be successful. Thousands are involved with USATF, and hundreds of these volunteers attended USATF’s 2008 Annual Meeting in Reno.
FIELD OF PLAY: Competitive Highlights

It’s what every track and field athlete dreams of as a child: the Olympic year. Careers can be made, stalled or elevated into a new stratosphere during the pinnacle year of the Olympic cycle, and 2008 was no exception. American athletes produced great performances throughout the season, indoors and out, on the track, in the field and on the roads.
Before the Olympics came fully into view, the IAAF World Indoor Track & Field Championships and USATF’s own Indoor Visa Championship Series provided the competitive and economic fuel for athletes’ fires.

Already the most consistently successful medal-winning U.S. athlete since 2000, high-octane shot putter Adam Nelson was the star of the domestic season, becoming the #3 male thrower of all time with a heave of 22.40 meters (73 feet, 6 inches) at the Tyson Invitational. The mark gave him even more than usual to holler about: the title of Visa Champion as the top male performer of the four-meet Visa Championship series. A charismatic hurdler who was to win, and break, the hearts of millions in Beijing, Lolo Jones was the women’s Visa champion as the top female performer indoors.

American athletes springboarded from the Visa Championship Series to the top of the medal tables at the World Indoor Championships March 7-9 in Valencia, Spain, where they won five gold medals and 13 medals overall. Team USA had a 1-2 punch in a pair of events as Christian Cantwell and Reese Hoffa went 1-2 in the men’s shot put, and Lolo Jones and Candice Davis topped the women’s 60m hurdles to lead the American performance.
Eugene, Oregon, bills itself as “Track Town, USA,” but for two weeks in June it was “Track Town, Milky Way” – the center of the track and field universe. USATF’s 2008 Outdoor Visa Championship Series concluded in one of the best meets ever contested on U.S. soil, the 2008 U.S. Olympic Team Trials – Track & Field, at Eugene’s Hayward Field. As 167,123 fans took in the action over eight days of competition, the potent Team USA roster for Beijing was set.

The Trials saw more than 30 records of various types, including four American records, eight Olympic Trials records, five national championships records, 11 Hayward Field records, two U.S. high school records and one record apiece for collegiate and U.S. all-comers marks. The performer of the meet had to have been Tyson Gay, who ran a wind-aided time of 9.66 seconds in the quarterfinals of the men’s 100 meters to become the second-fastest human being ever, before breaking the American record in the final in 9.77.
THE OLYMPICS

All eyes were cast to the Far East during the month of August, for the Olympic Games in Beijing. Five individual gold medals and a pair of relay golds led Team USA to the top of the Olympic medal tables, with an additional nine silver and seven bronze to total 23 medals.

The list of gold medalists were full of surprises: women’s discus gold medalist Stephanie Brown Trafton had never won a USA title; men’s 400m hurdles gold medalist Angelo Taylor was third at the Olympic Trials and had been the 2000 Olympic champion; Dawn Harper had barely made the Olympic Team and shocked everyone with her 100m hurdles victory; and LaShawn Merritt beat the #1-ranked 400m runner of the previous four seasons to take the men’s 400 by nearly a full second. Bryan Clay lived up to his potential in winning the decathlon, as did the men’s and women’s 4x400m relays, where the men broke an Olympic record that had stood since 1992. Americans swept the men’s 400m and 400m hurdles.

American records fell nine times during the outdoor campaign, including Gay’s 100m mark and Jenn Stuczynski breaking her own pole vault record from earlier in the year by clearing 4.92 meters (16 feet, 1.75 inches) at the U.S. Olympic Team Trials. Those performances earned the duo the men’s and women’s Visa Championships, respectively. Other athletes posting American records were Brad Walker in the men’s pole vault, Shalane Flanagan in the women’s 10,000m (twice) and Anna Willard and Jenny Barringer (twice) in the women’s 3,000m steeplechase.
The activity enjoyed by the greatest number of Americans, road running, is perhaps the most egalitarian of track and field disciplines. Nowhere else can the slowest runner in a race line up at the same time, and mostly in the same place, as the world’s best.

But the best still rise to the top, and in 2008, two of the best were Americans. The preternaturally fresh-faced Ryan Hall became the second-fastest American marathoner of all-time in April at the London Marathon, leading many to rank him among the biggest global forces at the distance. In London, the Olympic Trials champion placed fifth in a personal-best time of 2 hours, 6 minutes and 17 seconds.

Just a few months later, Kara Goucher made the most auspicious marathon debut ever by an American woman, placing third at the ING New York City Marathon in November in a time of 2:25:53, the fastest debut marathon in history by an American woman and the fastest by an American woman ever at New York. Not bad for a rookie.

Domestically, top American talent hit the roads as part of the USA Running Circuit, a USATF road series that features USA Championships from 5 km to the marathon and attracts the top U.S. distance runners. In 2008, Deena Kastor and Fernando Cabada won the overall, points-based USARC titles for their performances throughout the circuit.

The 2008 circuit had nine events for men and seven events for women. The mission of the USA Running Circuit is to showcase, support, and promote U.S. runners. Since its inception in 1995, the USARC and its races have provided over $4 million dollars to U.S. distance runners.
USATF IS FOR THE YOUNG ...

The numbers don’t lie. USATF’s largest programs in participatory terms, more than 6,000 athletes competed at the 2008 Junior Olympic Championships alone, held in July in Omaha, Nebraska, and 70,000 competed at the Junior Olympic local and regional levels. All told, Youth and Junior participation in USATF programs approached 100,000 in 2008.

Youth and Junior Olympic competitions take place in 2-year age divisions, from 10 & under through 17-18, while Juniors are age 19 and under and are considered the “elite” young athletes in the United States. It was these Juniors who donned the Team USA jersey and competed in the 2008 IAAF World Junior Championships in July in Bydgoszcz, Poland. Like their Olympic counterparts, Team USA’s Juniors topped the medal chart in Poland with 17 total medals, which included 11 gold, four silver and two bronze medals. World Junior hammer throw gold medalist Walter Henning set three American Junior records in the hammer during the course of the year, including in Poland.
AND THE YOUNG-AT-HEART ...

Whether over-30 “submasters” or 35-and-over masters athletes, Americans of all ages participated, set records and won medals in 2008. More than 2,000 athletes competed in USATF masters championships on the track and the road in 2008, as championship events were held in track and field, road running and race walking. Competitions traditionally are held in 5-year age increments and all illustrate USATF’s commitment to lifelong fitness.

Team USA once again was atop the medal tables at the 2008 Olympic Games, with 23 medals overall. Yet something about Team USA’s performance gave the new CEO, Doug Logan, a “sense of unease.” Wanting to learn as much as possible about the true inner workings of USA Track & Field’s institutional, high-performance programs, and wanting as detailed and objective analysis as possible, Logan in October formed what became known as the Project 30 Task Force.

The group has thus far become the defining element of USATF in the Logan era.

Taking its moniker from Logan’s goal of 30 Olympic medals in London 2012, the Task Force was comprised of Olympic gold medalists Carl Lewis and Benita Fitzgerald Mosley, who also has been a sports administrator; 1992 Olympic men’s coach and USTCCCA Hall of Fame coach Mel Rosen; renowned physiologist and Olympic silver medalist Ralph Mann; USOC executives Doug Ingram, Steve Roush and Jay Warwick; and three-time Olympic athletes Deena Kastor, Aretha Hill and Philip Dunn.

In a seven-point charter, Logan asked them to analyze USATF’s International Team Staff system; International/Olympic Team Selection Process; Olympic Team Preparation; National Relay Team Preparation and Training; Management of Team USA at International Competitions; Team USA performance; USATF High Performance/Development programs.

In its 69-page report, the Project 30 Task Force issued ten recommendations for improvement in these areas, as well as what it considered to be key components in the fight against performance-enhancing drugs, a topic on which Logan has taken a consistently vociferous stand.
As a result of the Project 30 Task Force’s work, Logan committed to several major changes in how USATF manages elite athlete programs and high performance development. These changes include:

- Hiring a Managing Director of Competition to oversee all areas related to Team USA High Performance, including staff selection and management;
- Shortening the length of the Olympic Trials;
- Terminating the extant National Relay Program and restructuring the management of relays;
- Targeting technical events for medal growth;
- Establishing a well-defined Professional Athlete designation;
- Establishing a more stringent anti-doping reinstatement system.

If the Task Force’s recommendations are followed, it believes that the goals of Project 30 at the 2012 Olympic Games are realistic and attainable. The full text of the Project 30 Task Force report is available online at www.usatf.org
ON THE HORIZON: 2009 and beyond

With a foundation for change within USA Track & Field and a strong leadership structure, USATF is pointing toward even greater things to come in 2009 and beyond.

Bucking the standard expectation of a post-Olympic nosedive, USATF enjoyed significant increases in television ratings in early 2009. USA Track & Field’s signature series of events, the 2009 Indoor Visa Championship Series, saw ratings on ESPN rise 22 percent over 2008, earning a .50 average rating. Ratings for ESPN2’s coverage of the 2009 USA Indoor Track & Field Championships, the finale event of the Visa Championship Series, were up nine percent over 2008, with a .51 rating. ESPN2 broadcasts for the season overall were up 2 percent, averaging .45 for the Indoor Visa Championship Series.

In June, 2009, CEO Doug Logan announced the hiring of Benita Fitzgerald Mosley as Chief of Sport Performance, opening a new era for USATF high performance programs. With a single individual being accountable for achieving the goal of 30 medals in London, Logan looks for a strong and steady uptick in the already world-beating performance of Team USA athletes, particularly in field events.

As the custodian of the sport’s business interests, Logan holds himself accountable for a renaissance in the business performance of the sport. In 2009, USATF will open a marketing and communications office in New York to gain even more traction and visibility for the business dealings and public image of the sport.

To stay up to date on what lies on the horizon for USA Track & Field, visit www.usatf.org
2008 Financials
REPORT OF INDEPENDENT AUDITORS

Board of Directors:
USA Track & Field, Inc.
Indianapolis, Indiana

We have audited the accompanying statements of financial position of USA Track & Field, Inc. (USATF) as of December 31, 2008 and 2007, and the related statements of activities and cash flows for the years then ended. These financial statements are the responsibility of the USATF's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly in all material respects, the financial position of USA Track & Field, Inc. as of December 31, 2008 and 2007, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

Crowe Horwath LLP

Indianapolis, Indiana
June 24, 2009
## USA TRACK & FIELD, INC

### STATEMENTS OF FINANCIAL POSITION
December 31, 2008 and 2007

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$3,410,019</td>
<td>$3,703,063</td>
</tr>
<tr>
<td>Accounts receivable, net</td>
<td>2,079,833</td>
<td>1,151,385</td>
</tr>
<tr>
<td>Inventory</td>
<td>415,362</td>
<td>316,836</td>
</tr>
<tr>
<td>Prepaid expenses and other assets</td>
<td>627,090</td>
<td>1,788,478</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>136,768</td>
<td>135,856</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$6,689,381</strong></td>
<td><strong>$6,495,620</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES AND NET ASSETS</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$1,444,597</td>
<td>$1,606,385</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>1,157,033</td>
<td>2,154,018</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>2,558,630</strong></td>
<td><strong>3,760,393</strong></td>
</tr>
<tr>
<td>Net Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>4,056,182</td>
<td>2,707,165</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>34,399</td>
<td>32,931</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td><strong>4,090,581</strong></td>
<td><strong>2,735,101</strong></td>
</tr>
</tbody>
</table>

| **Total assets**                | **$6,689,381** | **$6,495,620** |

See accompanying notes to financial statements.

## USA TRACK & FIELD, INC

### STATEMENTS OF ACTIVITIES
Year ended December 31, 2008 and 2007

<table>
<thead>
<tr>
<th>UNRESTRICTED NET ASSETS</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue and support</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sponsorships, net</td>
<td>$7,226,989</td>
<td>$8,074,045</td>
</tr>
<tr>
<td>United States Olympic Committee grants</td>
<td>1,883,710</td>
<td>2,277,906</td>
</tr>
<tr>
<td>Events and athlete programs</td>
<td>4,108,804</td>
<td>1,141,089</td>
</tr>
<tr>
<td>Member-based programs</td>
<td>2,274,385</td>
<td>2,050,768</td>
</tr>
<tr>
<td>Merchandise sales</td>
<td>803,377</td>
<td>570,419</td>
</tr>
<tr>
<td>Other revenue</td>
<td>692,839</td>
<td>486,562</td>
</tr>
<tr>
<td><strong>Net assets released from restriction</strong></td>
<td>14,971</td>
<td>226,001</td>
</tr>
<tr>
<td><strong>Total revenue and support</strong></td>
<td><strong>15,985,075</strong></td>
<td><strong>14,766,790</strong></td>
</tr>
</tbody>
</table>

| Expenses                         |            |            |
| Program expenses                 |            |            |
| Elite athlete competitions       | 7,786,654  | 6,432,559  |
| Elite athlete support and development | 2,250,502 | 2,819,600 |
| Grass roots programs             | 537,908    | 922,669    |
| Member-based programs            | 1,842,934  | 1,876,527  |
| Program support                  | 1,042,926  | 1,150,571  |
| Cost of goods sold               | 464,067    | 344,046    |
| **Total program expenses**       | **14,024,991** | **13,516,372** |
| Administration and governance    | 1,593,005  | 877,311    |
| Other expenses                   | 12,092     | 4,222      |
| **Total expenses**               | **15,630,088** | **14,427,905** |

| Change in unrestricted net assets | 1,654,987 | 338,885 |

| TEMPORARILY RESTRICTED NET ASSETS |            |            |
| Contributions                     | 15,794     | 194,372    |
| Interest income                   | 165        | 500        |
| Net assets released from restriction | (14,971) | (226,001) |
| **Change in temporarily restricted net assets** | 588 | (31,128) |

| **Total change in net assets**    | **1,355,975** | **307,756** |
| Net assets at beginning of year   | 2,735,016    | 2,427,260  |
| **Net assets at end of year**     | **$4,090,991** | **$2,735,016** |

See accompanying notes to financial statements.
USA TRACK & FIELD, INC.
STATEMENTS OF CASH FLOWS
Year ended December 31, 2008 and 2007

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash flows from operating activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in net assets</td>
<td>$1,335,975</td>
<td>$307,766</td>
</tr>
<tr>
<td>Adjustments to reconcile changes in net assets to net cash provided by operating activities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>66,259</td>
<td>47,585</td>
</tr>
<tr>
<td>Changes in operating assets and liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>(928,448)</td>
<td>(3,783)</td>
</tr>
<tr>
<td>Inventory</td>
<td>(96,496)</td>
<td>(23,417)</td>
</tr>
<tr>
<td>Prepaid expenses and other assets</td>
<td>361,188</td>
<td>(435,463)</td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>(162,949)</td>
<td>333,177</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>(1,016,765)</td>
<td>237,185</td>
</tr>
<tr>
<td>Net cash from operating activities</td>
<td>(233,136)</td>
<td>963,203</td>
</tr>
<tr>
<td>Cash flows from investing activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acquisitions of property and equipment</td>
<td>(89,187)</td>
<td>-</td>
</tr>
<tr>
<td>Net cash from investing activities</td>
<td>(89,187)</td>
<td>-</td>
</tr>
<tr>
<td>Net increase (decrease) in cash and cash equivalents</td>
<td>(293,128)</td>
<td>963,278</td>
</tr>
<tr>
<td>Cash and cash equivalents at beginning of year</td>
<td>3,703,063</td>
<td>2,739,285</td>
</tr>
<tr>
<td>Cash and cash equivalents at end of year</td>
<td>3,410,040</td>
<td>3,703,063</td>
</tr>
</tbody>
</table>

Supplemental cash flows information
Non-cash transactions: In-kind contributions and expense | $1,335,436 | $1,396,999 |

See accompanying notes to financial statements.

USA TRACK & FIELD, INC.
NOTES TO FINANCIAL STATEMENTS
December 31, 2008 and 2007

NOTE 1 - MISSION AND ORGANIZATION
USA Track & Field, Inc. (USATF) is the national governing body for track and field, long-distance running, race walking, and cross-country running. USATF is the United States' representative member of the International Association of Athletics Federations (IAAF), the world governing body for athletics, as well as a Group A member of the United States Olympic Committee (USOC).

Through its national membership of over 2,000 clubs, schools and other organizations interested in track and field, long-distance running, and race walking, USATF promotes programs of training and competition for all ages, protects the interests and eligibility of its more than 85,000 registered athletes, and establishes and maintains the sport's rules of competition.

As a governing body, USATF may discipline individuals or organizations for violations of its rules. Individuals or organizations who are disciplined may seek administrative and civil remedies, including arbitration or litigation.

Revenue to support these programs is generated primarily by sponsorships, USOC grants, events, and memberships.

In 2008 and 2007, USATF received approximately 49% and 50% of total revenues from one sponsor and the USOC. Agreements with the sponsor include a long-term contract that extends through 2009.

NOTE 2 - SIGNIFICANT ACCOUNTING POLICIES

Basis of Presentation: Revenue and expenses are reported as an increase or decrease, respectively, in unrestricted net assets unless use of the related assets is limited by donor-imposed restrictions. Temporarily restricted net assets are assets whose use by USATF has been limited by donors to a specific time period or purpose. However, if a restriction is fulfilled in the same time period in which the contribution is received, the contribution is reported as unrestricted.

Income Tax Status: The Internal Revenue Service has ruled the USATF qualifies under Section 501(c) (3) of the Internal Revenue Code and is, therefore, not subject to income taxation under present income tax laws. USATF is subject to tax on the sale of merchandise which is considered unrelated to its tax-exempt purpose. Unrelated business income tax expense totaled $134,816 and $30,818 for 2008 and 2007.

(Continued)
NOTE 2 - SIGNIFICANT ACCOUNTING POLICIES (Continued)

Use of Estimates: The preparation of the financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues, expenses, gains, losses and other changes in net assets during the reporting period. Actual results could differ from these estimates.

Revenue Recognition: Membership revenue is recognized ratably over the membership period. Television rights fees, gate receipts, and other event revenue, including event sponsorships, are recognized upon completion of the respective event. National sponsorships are recognized ratably over the sponsorship period, and are shown net of agency commissions of $411,672 and $428,221 for 2008 and 2007. USATF has entered into marketing agreements with sponsors and other business partners that extend until 2013. Association membership fees collected by USATF and passed through are not shown as revenues or expenses in the accompanying financial statements.

Contributions: Contributions, which include unconditional pledges, are recognized as revenue in the period received or pledged.

Deferred Revenue: Amounts received pursuant to sponsorship agreements or from memberships are recorded as deferred revenue and recognized in subsequent periods when the corresponding programs are conducted or expenses are incurred.

USOC Funds: The USOC provides funding to USATF for approved programs through either advances or reimbursements. Such revenue is recognized concurrently with the related expenses. Expenditures are recorded in the program-related accounts.

Value of In-Kind and Donated Services: Numerous volunteers and sponsors donate their goods and services to USATF. Value in kind includes apparel and team uniforms, office equipment, rent, pro bono legal services, and publication printing and mailing. In-kind revenue and corresponding expense which was recognized in 2008 and 2007 of $1,309,046 and $1,396,939, represents an estimate of the goods and services provided. This amount is included under sponsorship revenue. United States Olympic Committee grants, member-based programs revenue, and other revenue on the Statement of Activities. No revenue or expense is recognized when the value of the services provided cannot be objectively or reasonably estimated.

Functional Allocation of Expenses: The costs of supporting the various programs and other activities have been summarized on a functional basis in the statement of activities. Certain costs have been allocated among the program and administrative and governance categories based on the actual direct expenditures and cost allocations based upon estimates by management.

(Continued)
NOTE 2 - SIGNIFICANT ACCOUNTING POLICIES (Continued)

Reclassifications: Certain 2007 amounts have been reclassified to conform to the 2008 presentation.

Adoption of New Accounting Standard: FASB Interpretation No. 48, Accounting for Uncertainty in Income Taxes (FIN 48), issued July 2006, was effective as of January 1, 2007. The USA Track & Field, Inc. has elected to defer adoption of FIN 48, in accordance with the provisions of FASB Staff Position No. FIN 48-3, which permits certain nonpublic enterprises to delay adoption until fiscal years beginning after December 15, 2008.

Upon adoption, the USATF will recognize a tax benefit only if it is more likely than not the tax position would be sustained in a tax examination, with a tax examination being presumed to occur. The amount recognized will be the largest amount of tax benefit that is greater than 50% likely of being realized on examination. For tax positions not meeting the more-likely-than-not test, no tax benefit will be recorded. Currently, the USATF accounts for contingencies associated with certain tax positions in accordance with SFAS No. 5, Accounting for Contingencies, which provides the recording of a contingency based on the probability of certain events to transpire that range from probable to remote as opposed to applying a more likely than not recognition threshold.

NOTE 3 - ACCOUNTS RECEIVABLE, NET

Accounts receivable consist of the following at December 31, 2008 and 2007:

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>USOC</td>
<td>$ 1,295,578</td>
<td>$ 28,210</td>
</tr>
<tr>
<td>Sponsors</td>
<td>585,941</td>
<td>667,665</td>
</tr>
<tr>
<td>USATF Foundation</td>
<td>96,665</td>
<td>120,000</td>
</tr>
<tr>
<td>Event organizers</td>
<td>25,085</td>
<td>227,683</td>
</tr>
<tr>
<td>Others</td>
<td>70,348</td>
<td>144,866</td>
</tr>
<tr>
<td></td>
<td>2,084,055</td>
<td>1,388,452</td>
</tr>
<tr>
<td>Allowance for doubtful accounts</td>
<td>$(4,202)</td>
<td>$(37,067)</td>
</tr>
</tbody>
</table>

$ 2,079,853 $ 1,151,385

(Continued)
NOTE 7 - RELATED PARTIES

USA Track & Field Foundation, Inc: The USA Track & Field Foundation, Inc (the Foundation) was formed in 2002 to attract funding and support new and innovative track and field programs and expand involvement in the sport. The Foundation is classified under the Internal Revenue Service Code as a 501(c)(3) organization. The Foundation is governed by an independent Board of Directors and its net assets and financial results are not included in the USATF financial statements. While the Foundation Board of Directors is independent of USATF, two seats on the Foundation Board are reserved for the USATF CEO and Board President. In addition, USATF provides administrative support to the Foundation and the Foundation has provided grants directly to USATF for specific programs as detailed below.

Certain expenses of the Foundation are paid by USATF on behalf of the Foundation. All direct costs incurred by USATF on behalf of the Foundation are reimbursed by the Foundation. Total expenses paid on behalf of the Foundation during 2008 and 2007 were $216,315 and $197,964, of which $230,005 and $172,315 were reimbursed by the Foundation. Unreimbursed expenses are personnel and overhead costs of USATF staff support provided to the Foundation. During both 2008 and 2007, the Foundation provided $20,000 grants to USATF designated for the "Springer Youth Travel Grants" program, which provides funding for youth athletes to travel to competitive opportunities. Similarly, during both 2008 and 2007, the Foundation provided $20,000 grants to USATF designated for the "Be a Champion" program, a youth-oriented campaign focused on fitness and anti-drug lifestyles.

Professional Athletics Association: The Professional Athletics Association (PAA) was formed in 2006 to support the interests of, and conduct programs on behalf of, professional track and field athletes. The PAA is classified under the Internal Revenue Service Code as a 501(c)(6) organization. The PAA is governed by an independent Board of Directors and its net assets and financial results are not included in the USATF financial statements. While the PAA Board of Directors is independent of USATF, the PAA Board is comprised of track and field athletes, a small number of which may simultaneously serve on the USATF Board of Directors. In addition, USATF provides administrative and financial support to the PAA as detailed below.

USATF collaborates with the PAA on certain athlete programs and provides financial support to the PAA and its programs. Total expenses incurred by USATF on PAA collaborative events were $129,348 in 2008 and $541,000 in 2007. In addition, USATF made a direct cash payment to the PAA of $150,000 in 2007, and provides unreimbursed personnel and overhead support for a variety of the PAA's programs.

(Continued)