

Minutes
USA Triathlon Board of Directors
Marriot Airport Houston, TX
February 7-8, 2015

Board Members Present:

Staci Brode
Ben Collins
Chuck Graziano
Susan Haag
Kevin Haas
Dave Kuendig
Jacqueline McCook
Joel Rosinbum
Steven Sexton
Barry Siff, President
Kevin Sullivan
Bob Wendling, Ex-Officio
Mike Wien

Staff: Rob Urbach, CEO

Sharon Carns, Sr. Governance Affairs and HR Manager

Amy Drown, Executive Assistant

Guest: Dave Surofchek, Senior Vice President – Morgan Stanley Wealth Management

Jeff Stys, Strategic Decision Associates

Siff called the meeting to order at 8:02 p.m. CST

Siff facilitated the Board of Directors' self introductions.

President's Opening Remarks – Siff noted that three new members have joined the Board and orientation materials have been forth coming and will continue. He also commented on the strong year USA Triathlon enjoyed in 2014 and the challenges to be conquered in 2015: flat membership requiring a focus on growth in the regions. Siff also prefaced agenda items for the weekend.

CEO Opening Remarks – Urbach discussed feedback from his 2014 performance review and thanked the Board for its time and support.

Approval of Minutes

Motion (by Graziano and seconded): To approve the December 8, 2014 and December 18, 2014 meeting minutes. Approved by unanimous voice vote.

Treasurer's Report – Haas referenced, summarized, and opined about the November 2014 financial report circulated before the meeting. He discussed his tracking of the financials, trends, and metrics.

Siff introduced the recently released Paratriathlon video shown to the Board.

Investment Report – Surofcheck explained his role (to maximize the return while minimizing the risk), his quarterly meetings with the Finance and Audit Committee, and reported on the year-end 2014 investment portfolio and current market environment. He also stressed the importance of keeping the IPS (Investment Policy Statement) up to date.

Office Update – Urbach welcomed the new Board members. He presented on the strategic framework: our people, plans, and practices; USAT's NCAA goal is to have 40 schools in four years; building purchase is allowing flexibility and additional revenue; and para grants and the Boy Scouts are growing as part of our youth initiative.

Recess: 9:21am CST

Reconvene: 9:27 am CST

Board of Director Training – Jeff Stys provided training and conversation on Board Leadership for the 21st Century focusing on values, basic responsibilities, roles of board and staff, legal duties, and critical duties.

USOC NGB Board Member Guidelines – Siff referred the Board to the document (attached) on NGB Board code of conduct provided through the USOC.

Action item: The Nominating and Governance Committee will review the USOC NGB Board Member Guidelines and make recommendations on if and/or how it should be incorporated by USAT (e.g. adopted as is, revised, displayed on the Board page, incorporated in the USAT Code of Ethics and Conduct, etc.).

Action item: 2013 Code of Ethics on the USA Triathlon website is outdated and needs to be removed from the website.

Recess: 11:53am CST

Reconvene: 12:52 am CST

Office Update (continued) - Urbach continued presentation on overall events and ideas to increase participation and membership: spectator friendly events/stadium style, fatalities, and safety.

Action item: CEO will present Quarterly Report tied into the Strategic Plan metrics with the first Quarterly Report by April 1st for the 2nd quarter.

Board Q&A followed the presentation.

Recess: 3:09 pm CST

Reconvene: 3:19 pm CST

Committee Ratification – Board reviewed committee list and population (attached). Vacant seats were identified. Rosinbum, Chair of the AAC, will take list before the AAC for a vote on current elite athletes.

Action item: Amy Drown will send an updated committee list to the Board by next week (February 13, 2015).

Motion (by Sexton and seconded): To ratify the 2015 committees. Approved by unanimous voice vote.

Unfinished Business

2015 Board Meeting Schedule – Siff presented the 2015 Board meeting schedule. Sexton inquired about an additional teleconference since there will not be a meeting in Chicago.

Action item: Siff will call for a meeting in September if warranted.

NCAA – Urbach reported the grant has received a lot of attention. Conversations have been started with about 35 schools. To date, four submissions have been received. The deadline has been extended to February 25, 2015. The development of clusters for races. The development of a database of entities with Title IX issues that USAT can help resolve.

Urbach discussed the possibility of having the grant money distributed through the Foundation. McCook reported that the Foundation is comfortable with the NCAA grant and the Trustees have approved this and feel this is consistent with the mission it is trying to accomplish. Selection committee needs to represent the Foundation.

Action item: Urbach/McCook will prepare a resolution to transfer the NCAA grant money to the Foundation for distribution before the March Board call.

Action item: Urbach will send the Board a list of the four schools that submitted a grant application.

Draft Legal – Urbach updated the Board on the development of webinars, the increased time commitment for USAT’s quality control employee (an ITU official), and RFPs for draft legal sprints.

High Performance Criteria Documents

Motion (by Rosinbum and seconded): to approve the following 10 consensus criteria documents (attached). Approved by unanimous voice vote.

- 2015 CAMTRI North American Junior Championship Entry Criteria
- 2015 CAMTRI Junior Championship Selection Criteria
- 2015 Junior World Championship Selection Criteria
- 2015 U23 World Championship Selection Criteria
- 2015 USA Triathlon ITU Continental Cup Event Selection Criteria
- 2015 USA Triathlon ITU World Cup Event Selection Criteria
- 2015 USA Triathlon ITU World Triathlon Series Event Selection Criteria
- USA Triathlon Athlete Selection Procedures 2016 Paralympic Games
- Paratriathlon Elite Membership License Qualification Criteria
- 2015 Junior ITU Continental Cup Selection Criteria

Action item: 6 non-consensus criteria documents remain. The AAC and HP General Manager will work together on creating a summary. Urbach will follow up to ensure the document outlines the remaining issues for the Board.

ITU World Triathlon Grand Final – Urbach updated the Board on the race in Chicago, September 2015.

Action item: Urbach will send out the race schedule and link to the hotel.

Strategic Plan Metrics – Siff provided an overview of the strategic plan (attached) and asked for discussion. Urbach presented on metrics related to diversity, benchmarks, retention rates, and growing membership.

Motion (by Graziano and seconded) to adjourn for the day at 5:39 pm CST - Approved by unanimous voice vote.

Reconvened meeting on February 8, 2015 at 7:40 am

Board Members Present:

Staci Brode
Ben Collins
Chuck Graziano
Susan Haag
Kevin Haas
Dave Kuendig
Jacqueline McCook
Joel Rosinbum
Steven Sexton
Barry Siff, President
Kevin Sullivan
Bob Wendling, Ex-Officio
Mike Wien

Staff: Rob Urbach, CEO

Sharon Carns, Sr. Governance Affairs and HR Manager

Amy Drown, Executive Assistant

Siff called Executive Session 7:45 a.m. – 9:15 am

Recess: 9:15 am

Reconvene: 9:25 am

Board Request –Urbach provided an update on our constituency value: race directors, coaches, clubs, and regions.

Race Directors: real time validation, electronic one-days, conversion vesting, differential pricing (race fee discounts for members)

Clubs: tiered club benefits for growing membership percentage within the club

Coaches: potential for free sanctioning for shared client data test program.

Bylaws Review Update

Action item: The Nominating and Governance Committee will work with the independent consultant Kae Rader (the USOC recommended expert in NGB bylaw review that has worked with other NGBs) to look at USA Triathlon Bylaws and make revision recommendations including the possibility of having a smaller board, reducing regional membership, having more professional directors, etc.

Safe Sport – Urbach reported that this is in the final stages pending legal review and further edits.

Action item: Urbach will provide the Board with a safe sport policy for review and approval by March 16, 2015.

Reorganization of the Board of Directors

Action item: Urbach will provide the Board with a book Race to Relevance that speaks to Board meetings and structure. Board will email Urbach requests for a copy.

Recess: 10:16 am CST

Reconvene: 10:26 am CST

Triathlon Business International (TBI) – Urbach and Siff provided background on TBI, its interests in race director education, and a possible partnership.

Action item: Urbach will evaluate and explore the possibility of a partnership with TBI.

Conflict of Interest Statements – Urbach reported that all USAT Colleagues will receive an email reminder to complete their 2015 COIs by March.

Action item: Urbach will have the BOD Conflict of Interest Statements placed on the Board Resource site, and have COI emails sent to all USAT Colleagues.

Age Group Drug Testing – Wien presented and suggested a task force be created to look at age group drug testing to include Wien as Chair, club presidents, USAT coaches, race directors, regional chairs, USAT staff, a member that specializes in drug interactions and performance as it relates to athletes, etc.

Motion (by Graziano and seconded) to adjourn the meeting at 11:21am CST. Approved by unanimous voice vote.



UNITED STATES
OLYMPIC COMMITTEE
1 Olympic Plaza
Colorado Springs, CO 80909

NGB BOARD MEMBER GUIDELINES

(Approved by NGB Council October 2014 and Athletes Advisory Council January 2015)

I. Purpose

These guidelines have been prepared by the Working Group of the National Governing Bodies Council (NGBC) and the Athletes Advisory Council (AAC) to assist in promoting governance best practices for board members of National Governing Bodies (NGBs). These guidelines include legal and fiduciary duties, basic board responsibilities and governing standards. A summary of several important governance best practices is also provided.

Individuals who contribute time, expertise, and knowledge with integrity can have a tremendous positive impact on their sport and the entire U.S. Olympic movement. Conversely, board members who neglect their responsibilities or perform or behave poorly can have an adverse effect. With that understanding, the Working Group developed a framework through which NGBs may address situations in which board members are not living up to the obligations of board membership.

The Working Group's goal was to develop guidelines and recommendations that would be supported by NGBs and their athletes. In addition to expectation setting, these guidelines also provide a proposed process by which board members not living up to their board obligations may be removed.

II. Legal Responsibilities

National governing bodies are nonprofit organizations. They are tax-exempt under section 501(c)(3) of the Internal Revenue Code, making them subject to the same basic standards as other nonprofits. NGBs, as nonprofits, hold public trust. As a result, NGBs and their board members are subject to strict ethical guidelines and public scrutiny. Board members must meet three well-established legal standards of conduct when carrying out board responsibilities. They are:

Duty of Obedience ensures that operations and resources are aligned to fulfill the mission. Programs and services must support the mission. This relates directly to upholding the "public trust."

Duty of Care requires responsible financial and legal stewardship when making board decisions and taking action.

Duty of Loyalty requires sole commitment to the best interests of the organization. For example, board members cannot "self-deal" or use their board position for personal gain. Complying with the Duty of Loyalty also means that a board member cannot favor the interests of a particular stakeholder group above the overall interests of the NGB. For example, a coach who serves as a board member can and should voice the perspectives of fellow coaches in board discussions. But when voting, that coach must consider all relevant factors, including other constituent voices, and vote for and act on what is best for the entire organization.

III. Ten Basic Board Responsibilities

The major responsibilities of nonprofit boards are listed in Robert T. Ingram's acclaimed book, "Ten Basic Responsibilities of Nonprofit Boards, Second Edition." His book, published by Board Source, is generally accepted and widely used. His list follows, with a summary that adapts the responsibilities to NGB boards.

1. **Determine mission and purposes.** Boards create and periodically review a statement of mission and purpose that is relevant in the current environment and appropriately serves its primary stakeholders.
2. **Select the chief executive.** Boards reach consensus on the chief executive's responsibilities and undertake a careful search to find the most qualified individual for the position.
3. **Support and evaluate the chief executive.** Boards ensure that the chief executive has the moral and professional support he or she needs to further NGB goals.
4. **Ensure effective planning.** Boards must actively participate in an overall planning process and assist in implementing and monitoring plan goals.
5. **Monitor and strengthen programs and services.** Boards determine which programs are consistent with the organization's mission and monitor their effectiveness.
6. **Ensure adequate financial resources.** Boards make sure the NGB has the resources needed to fulfill its mission.
7. **Protect assets and provide financial oversight.** Boards assist in developing an annual budget and ensuring that proper financial controls are in place.
8. **Build a competent board.** Boards articulate prerequisites for board candidates, orient new members, and periodically and comprehensively evaluate their own performance.
9. **Ensure legal and ethical integrity.** Boards are ultimately responsible for adherence to legal standards and ethical norms.
10. **Enhance the organization's public standing.** Boards clearly articulate the organization's mission, accomplishments, and goals to the public, and garner support from the community.

IV. Ten Governing Standards

Understanding board responsibilities is fundamentally important. Understanding *how* to perform them is equally important. The following governing standards are listed in no particular order. Board members are expected to perform them all.

1. **Understand and execute board responsibilities**, while respecting the authority and responsibility of the chief executive.
2. **Lead strategically with a forward focus**; collaboratively with the chief executive, set strategic direction and high-level priorities.
3. **Do not micromanage** by getting caught-up in day-to-day details; respect the chief executive's authority to lead and manage the NGB.
4. **Commit to the best interests of the entire NGB**, vote and act responsibly for the NGB and all its stakeholders, not exclusively for one stakeholder group.
5. **Support board decisions** once they are made.
6. **Honor confidentiality** requirements and commitments.
7. **Behave ethically**, taking care to disclose and act appropriately on any conflicts of interest.
8. **Behave courteously**; communicate succinctly and respectfully; listen attentively to others; proactively encourage and seek to understand diverse viewpoints.
9. **Regularly attend and prepare** for board meetings and activities.
10. **Serve as NGB advocate**, speak well of the NGB and other board members.

V. Governance Best Practices

Over the years, NGBs have evolved from operating as simple volunteer driven sports organizations to operating more like businesses. Increasing legal and fiduciary responsibilities and the desire for systematic ongoing success requires this shift.

A. **Roles & Responsibilities**

Highly performing NGBs clearly define roles. Job descriptions that articulate roles and responsibilities for board members (and also for officers, chief executives, and committee chairs) should be developed, distributed and presented in a comprehensive board member orientation. These should be reviewed by all concerned annually. Board powers and key responsibilities are codified in NGB bylaws. NGBs are required to comply with the Ted Stevens Olympic and Amateur Sports Act, USOC bylaws and to operate in accordance with nonprofit best practices. *See Appendix A for sample job descriptions.*

B. Board Recruitment

Board recruitment is strategic and proactive. NGBs should recruit individuals who are highly capable of performing board responsibilities and who they believe will act in accordance with best practices and governing standards. Where constituents drive the selection of board member candidates, the constituent group should keep this in mind. Careful consideration must be given to what each board candidate can contribute in terms of skills, experience, and sound judgment for the organization as a whole.

Well-qualified board members possess the highest personal values, judgment and integrity. They understand athletic competition, Olympic ideals and may be familiar with the business, financial, and other challenges that face the NGB. They may have a strong background in finance, marketing, fundraising, audit, management, communications, and sport. Before accepting a board position, candidates should be informed of board responsibilities and be asked if they are prepared to commit the necessary time and effort to fulfill them well. *See Appendix B for standard board member qualifications.*

C. Constituency Based Board Members

Many NGBs appoint or elect board members who represent various constituencies. The intent is to bring diverse viewpoints from within the NGB community to the board table for insightful discussion. However, there are a few caveats of this practice. The first is that conflicts of interest are inherent in stakeholder-based boards. Conflicts of interests are in and of themselves not bad. Rather, it is how they are addressed that is important. *See Appendix C to understand how to handle these responsibly.*

Second, whether a board member is recruited by the NGB or by a constituent group, it is critical that the individual brought forward meets the same standards of being highly capable of performing board responsibilities and is committed to acting in accordance with governing standards and for the benefit of the organization as a whole.

D. Athletes as Board Members

Athletes are key stakeholders to the NGB. The Ted Stevens Olympic and Amateur Sports Act requires that at least twenty percent of an NGB's board is comprised of athletes who are actively engaged in amateur athletic competition or who have represented the United States in an international amateur athletic competition in within the preceding ten (10) years. Athlete requirements for board membership are further defined in the USOC bylaws and NGB bylaws. It is critically important that athlete representatives on NGB boards are held to the same standards as all other board members. Given that athletes may be actively competing or just beginning their professional careers, particular attention should be given to whether the athlete being put forward has the time, flexibility and focus to perform board service. To ensure participation, NGBs are to cover travel costs for athlete members to attend board meetings.

E. Ethics and Conflicts of Interest

Avoiding real or perceived conflicts of interest is a board imperative. The board develops and follows ethics and conflict of interest policies that are applicable to NGB stakeholders, including staff, volunteers, board and committee members. These stakeholders certify compliance annually, which includes completion of conflict of interest disclosure forms. *See Appendix C to gain insight into ethical considerations and conflicts of interest and how to handle them honorably.*

F. Fiduciary Responsibility

Financial oversight is a crucial board responsibility and includes, but is not limited to:

- Approving budgets.
- Hiring independent auditors to conduct annual audits.
- Approving any loans, accumulations and restricted accounts.
- Overseeing bank accounts, investment advisors and/or endowments.
- Monitoring sales transactions and checking for any unrelated business income.
- Complying with legal and fiduciary laws and regulations.
- Overseeing compensation, benefits and liability.
- Approving capital campaigns and fund raising goals.

G. Strategic Planning

Board members partner with the chief executive to set strategic direction and measure progress. NGBs that consistently achieve organizational and sport success work within a strategic framework that sets goals based on high level priorities, articulates measurable objectives, and rewards performance. The value of strategic planning lies not only in creating a plan document, but also in the planning process itself. If done well, this process provokes productive thought, sparks compelling dialogue, and fosters stakeholder collaboration and commitment to the success to benefit the entire NGB.

H. Fund Raising

Increasingly, NGBs are engaging in direct fund raising activities. Typically, staff directs and manages fund raising efforts, but board members assist. Board members are well aware of fund raising goals and can readily articulate reasons to give. It is a standard best practice for every board member to contribute personally. Many funders require 100% board giving before considering a funding request. Contributions may be in dollars, time and/or expertise. However, individual board member gifts do not afford undue influence or power.

I. Assessment

Chief Executive

The Board, or a subset of the board, should manage the chief executive's job performance annually. The job description, any performance goals and review process should be established and agreed upon with the chief executive at least one-year in advance of the review. Board members must commit to supporting the chief executive's efforts toward goal achievement, while simultaneously holding him or her accountable to those goals. Constructive feedback, both positive and developmental, should be given regularly throughout the year.

Board Members

The Board should engage in a self-assessment program. In addition to assessing the chief executive's performance every year, boards should assess their own performances. There are several ways this may be done. A survey could be administered on paper at a board meeting, or through a simple online tool. Individual board members may evaluate the board's performance as a whole, using board member responsibilities and governing behaviors as the baseline. Results should be reported to the board and discussed at a meeting. Board members should note areas of good performance and commit to improving as needed.

VI. Removal of Board Members

Board members are required to comply with applicable laws and regulations as they fulfill their duties and responsibilities. They are also expected to conduct themselves in accordance with best practice governing standards. As responsible stewards of the NGB, they should also work to ensure that their fellow board members do the same. Boards have the authority to remove poorly performing and/or unethical members. *Note: grounds for removal of board members and the process of removing them may apply also to Officers, and Standing Committee Members.*

A. Grounds for Removal

Best practices recommend that Board Members may be removed by the board for any of the following reasons:

- Failure to perform basic responsibilities, or doing so improperly.
- Failure to act in accordance with board governing standards.
- Failure to perform fiduciary obligations.
- Inappropriate disclosure of confidential information.
- Violation of NGB bylaws, or NGB rules, regulations or policies.
- Causing another to violate NGB bylaws, or NGB rules, regulations or policies.
- Engaging in conduct that is detrimental to the NGB or which is inconsistent with the best interests of the sport or of the NGB's athletes. *Note: This does not apply to board members who, in good faith, express minority viewpoints within board meetings while conducting themselves in accordance with the governing standards.*
- Engaging or having engaged in criminal misconduct.

B. Removal Process

It is the Working Group's recommendation that, in order to ensure a fair and transparent removal process, with support and buy-in from across the Olympic movement, the following process, at a minimum, be used:

- A member may not be removed without receiving written notice in advance of the meeting where the proposed removal action is scheduled for review and vote.
- The notice must specify the grounds for the proposed removal, and the position from which the board proposes to remove the member.
- Any member who is the subject of the proposed removal will have the opportunity to be heard, in person or telephonically, by the board in advance of the vote.
- Any decision of the board in favor of removal of a member will require at least a 2/3 vote of the entire board, excluding the member who is the subject of the vote.
- The board may remove a member from one or all positions on the board, including director, officer or standing committee member; provided, however, that a board decision to remove a director from the board shall simultaneously remove that director from any officer and standing committee position they may have concurrently held.
- Certain states require that constituency-based board members may be removed only by a vote of the constituency. In those cases, boards must, of course, comply with state law. It is recommended, however, that where the Board has the authority to remove the Board member, and such member is removed, the Board inform the relevant constituency leaders of the reasoning behind the board's action.
- Board members shall not be removed from the board or suffer harassment, retaliation or any adverse consequence due to vigorous, but respectful disagreement during board debate or the holding and expression of different viewpoints in board meetings.
- If an athlete board member is removed, the athlete should be replaced expeditiously, as the Act requires at least 20% athlete representation on NGB boards

NGB/AAC WORKING GROUP

NGB Council:

Rich Bender, CEO, USA Wrestling

Glenn Merry, Executive Director, US Rowing

Chris Ramsey, CEO, USA Water Polo

Denise Parker, CEO, USA Archery

Athletes Advisory Council:

Sarah Konrad, AAC Chair

Andrew Johnson, AAC At-Large

Mary Weeks, AAC Rep, Shooting

Curt Tomasevich, AAC Rep, Bobsled

USOC Staff:

Benita Fitzgerald Mosley, Chief of Organizational Excellence

Rana Dershowitz, General Counsel

Rick Adams, Chief of Paralympic Sport and NGB Organizational Development

Gary Johansen, Associate General Counsel

Governance Consultant:

Kae Rader, Rader Consulting, LLC

APPENDIX A
Sample Job Descriptions

- **Board Members**
 - Perform the “Ten Basic Responsibilities of Nonprofit Boards”.
 - Govern in accordance with “Board Governance Style”.

- **Chair (President)**
 - Assures integrity and fulfillment of the board’s duties.
 - Sets all meetings and meeting agendas with chief executive.
 - Presides over board meetings, facilitating discussion to ensure that the board focuses on priorities and not details.
 - Manages board actions so that they consistently comply with NGB rules and those imposed upon it from outside authorities.
 - Helps guide and mediate board actions, including the conduct of other board members.
 - Encourages the board's role in strategic planning.
 - Reviews organizational priorities with chief executive.
 - Appoints committee chairpersons in consultation with other board members and chief executive.
 - Acts as spokesperson with the chief executive.
 - Manages chief executive’s formal performance evaluation.
 - Has no individual authority to make decisions about policies created by the board.
 - Manages annual board self-assessment.

- **Vice Chair (Vice President)**
 - Acts in the absence of chair/president.
 - Performs other responsibilities as assigned by the chair.

- **Board Treasurer**
 - Oversees effective management of organization finances and fiscal priorities.
 - Performs other responsibilities as assigned by the chair.

- **Secretary**
 - Keeps the minutes of the proceedings of the board.
 - Sees that all notices are duly given in accordance with the provisions of bylaws or as required by law.
 - Is custodian of the corporate records.
 - Performs all duties incident to the office of secretary.
 - Performs such other duties as from time to time may be assigned by the chair.

- **Assistant Secretary (Optional)**

- Performs responsibilities listed in the secretary's job description - this position is filled by a staff person instead of a board member.

Note: some NGBs have only one officer--Chair/President. Staff performs duties of other officers as appropriate.

- **Committee Chair**

- Sets tone for committee work.
- Ensures that committee members have information needed to do their jobs.
- Oversees the logistics of committee's operations.
- Reports to board chair.
- Reports to full board on committee's decisions/recommendations, if requested.
- Works closely with chief executive and other staff as agreed to by chief executive.
- Assigns work to committee members, sets the agenda, runs committee meetings, and ensures distribution of meeting minutes.
- Initiates and leads the committee's annual evaluation (if standing committee).
- Performs other responsibilities as assigned by the chair.

- **Committees**

Effective committees are:

- Created for a specific purpose, then disband when the job is completed.
- Given specific working parameters, such as:
 - Measurable goals.
 - Budget guidelines (if a budget relevant and/or available).
 - Timeline & persons responsible.
 - Reporting requirements.
- Instructed that their work is given serious consideration, but recommendations may be accepted or rejected by the board and/or chief executive.

- **Chief Executive (Chief Executive Officer/Executive Director)**

- Leads with vested authority to make decisions on behalf of management.
- Is responsible for all staff functions, directly and indirectly.
- Oversees the hiring and firing of staff and staff's ethical and competent implementation of board policies, guidance and strategic direction.
- Determines size and compensation of professional staff in accordance with NGB's compensation policies and guidelines established by the Board.
- Co-creates strategic direction with the board.
- Develops a strategy for achieving the mission, goals and objectives, and presents the strategy for board approval.
- Is responsible for resource generation and allocation.
- Coordinates international activities.
- Acts as spokesperson with the chair.
- Prepares and submits quadrennial and annual budgets to the Board.
- Performs all functions as usually pertain to a chief executive.

APPENDIX B
Board Member Qualifications

- **Vision and Leadership**

- Guidance in areas of personal expertise.
- Ability to help create and shape long-term strategy and policy to support the NGB in achieving its mission.

- **Advocacy/Stewardship**

- Willingness to engage personally on behalf of the NGB and maintain a sense of values and concern for the NGB and its stakeholders.
- Ability to promote the views, interests and goals of the NGB to enhance its presence, both domestically and internationally, without forgetting the interests of the NGB's stakeholders through effective balancing of responsibilities and loyalties.

- **Character/Integrity**

- A character that is honest, open, sincere and trustworthy.
- No material conflicts of interest.

Note: Many NGBs require routine background checks for board candidates.

- **Independent Directors**

Independent directors who have no material relationship with the NGB are desirable because they offer the following:

- Fresh strategic perspectives and new ideas.
- Skills and knowledge currently not available within organization.
- Independent and objective views.
- Ability to tap into new funding sources.
- Free of "political" issues and ties.

Many NGBs define the requirements for independent status in their bylaws.

NGBs do not discriminate on the basis of race, religion, national origin, gender, age, orientation, handicap or veteran status. All qualified applicants will be given equal opportunity.

APPENDIX C
Ethics and Conflict of Interest

- Commit to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as board members.
- Represent “unconflicted” loyalty to the interests of the NGB and all its stakeholders; this accountability supersedes any conflicting loyalty such as that to a specific constituency group and membership on other boards or staffs.
- Avoid conflict of interest with respect to fiduciary responsibility.
- Avoid self-dealing or any conduct of private business or personal services between any board member and the organization, except as procedurally controlled, to assure openness, competitive opportunity, and equal access to inside information.
- Absent himself or herself without comment, deliberation or vote when the board is to decide upon an issue about which a member has an unavoidable conflict of interest.
- Avoid using their positions to obtain employment for themselves, family members, or close associates. Should a member desire employment, he or she must first resign; sitting board members and committee members may not be considered for open staff positions. Board members may be considered for employment by the NGB no less than one year after vacating their seat on the board. The board may, by a two-thirds (2/3) vote, determine that a lesser period of time is appropriate in extenuating circumstances.
- Annually disclose involvements with other organizations, with vendors, or any other associations that might produce a conflict or be perceived as producing a conflict.
- Attempt to exercise individual authority over the organization except as explicitly set forth in board policies.
- Interact with the public, media, or other entities except to repeat explicitly stated board decisions.
- Give no consequence or voice to individual judgments of CEO or staff performance.
- Respect the confidentiality appropriate to issues of a sensitive nature, and do not breach the confidentiality of board executive sessions.

Governance Management System

National Committees

Age Group

Name	Title
Campeau, Ray	Mid-Atlantic Region Representative
Donatello, Kat	Vice Chair, Northeast Region Representative
Haag, Susan	BOD Liaison
Jones, John	Florida Region Representative
Koehler, Catherine	Northeast Region Representative
Lohrmann, Peter	Pacific Northwest Region Representative
Manzi, Tom	Mid-Atlantic Region Representative
Modica, Ken	Mid-Atlantic Region Representative
Smith, Molly	Rocky Mountain Region Representative
Sutherland, Steve	Chair, Southwest Region Representative
Valdes, Jose	Rocky Mountain Region Representative
Vigorito, Robert	Mid-Atlantic Region Representative
Weaver, Jim	Mideast Region Representative
Wiggins, Beth	Southeast Region Representative

Athlete Advisory

Name	Title
Collins, Ben	Member
Collins, Patricia	Member
Jorgensen, Gwen	Member
ONeill, John	Member
Reinertsen, Sarah	Ex-Officio
Rosinbum, Joel	Chair
Sexton, Steve	Member
Shoemaker, Jarrod	Member

Board of Directors

Name	Title
Brode, Staci	South Midwest Region Representative
Collins, Ben	Athlete Director
Graziano, Chuck	Mid-Atlantic Region Representative
Haag, Susan	Florida Region Representative
Haas, Kevin	Southwest Region Representative
Kuendig, Dave	Mideast Region Representative
McCook, Jacqueline	Independent Director
Rosinbum, Joel	Athlete Director
Sexton, Steve	Athlete Director
Siff, Barry	President, RM/PNW/MW Regions Representative
Sullivan, Kevin	Secretary, Northeast Region Representative
Wendling, Bob	Ex-Officio Member
Wien, Mike	Vice President, Southeast Region Representative

Collegiate

Name	Title
Bronson, Blair	Northwest Conference Commissioner
Feigh, Adam	Southeast Conference Commissioner
Finlay, Jessica	Midwest Conference Commissioner
Jansen, Jacob	Florida Conference Commissioner
Knight, Taylor	Mid-Atlantic Conference Commissioner
Kotar, Keith	South Midwest Conference Commissioner
Maddock, Courtney	Mideast Conference Commissioner
Mueller, Geneva	Mountain Conference Commissioner
Petersen, James	Northeast Conference Commissioner
Ricci, Michael	Chair
Roos, Andrew	Southwest Conference Commissioner
Sexton, Steve	BOD Liaison

Compensation

Name	Title
Collins, Ben	Member
McCook, Jacqueline	Member
Siff, Barry	BOD President

Duathlon

Name	Title
Armstrong, Tim	Member
Armstrong, Tonya	Co-Chair
Carbary, Judi	Member
Digman, Jason	Member
Forgione, Don	Member
Grasky, Brian	Member
Haas, Kevin	BOD Liaison
Kern, Annmarie	Member
Koranda, Stephen	Member
Lasorsa, Dave	Member
Maruna, Dean	Member
Poyner, Virginia	Member
Preisig, Jim	Member
Preisig, Anne Curi	Member
Rule, Bill	Member
Whipple, Carol	Member

Ethics Committee

Name	Title
Breier, Sarah	Member
Corea, Al	Member
Jones, Judge	Member
Kent, Kelly	Athlete Representative
Sullivan, Kevin	Chair, BOD Liaison

Finance and Audit

Name	Title
Haas, Kevin	BOD Treasurer
Sexton, Steve	Athlete Representative
Wendling, Bob	Member

Hall of Fame Executive

Name	Title
Babbitt, Bob	Member
Craig, Paul	Member
Donatello, Kat	Member
Leonard, Brad	Member
Noll, Jon	Chair
Siff, Barry	BOD Liaison

Hall of Fame Nominating

Name	Title
Donaldson, Jim	Chair
Jones, Judge	Member
Kidder, Lew	Member
Sutherland, Steve	Member

Hall of Fame Voting

Name	Title
Allen, Mark	2011 Inductee
Armstrong, Tonya	Co-Chair
Babbitt, Bob	2011 Inductee
Bengtson, Penni	RDC Chair
Bradley Cox, Susan	2010 Inductee
Brode, Staci	BOD Member
Buder, Sister Madonna	2013 Inductee
Buteau, Mike	Media Representative
Churches, Cory	Mid-Atlantic Region Chair
Collins, John	2013 Inductee
Collins, Judy	2013 Inductee
Collins, Ben	BOD Member
Comer, Tara	Women's Committee Chair
Craig, Paul	Sponsor/Manufacturer Representative
Curl, Jim	2009 Inductee
Donatello, Kat	Northeast Region Representative
Dunn, Ella Haile	Member
Edwards, Sally	2011 Inductee
Edwards, Tim	NCC Chair
Gilbert, Ann	Pacific Northwest Region Chair
Graziano, Chuck	BOD Member
Haag, Susan	BOD Member
Haas, Kevin	BOD Member
Johanson, Charles	Southwest Region Chair
Kuendig, Dave	BOD Member
LeStrange, Missy	2012 Inductee
Lenhart, Mike	Paratriathlon Committee Chair
Lindquist, Barb	2009 Inductee
MacLaren, John	Brother of 2012 Inductee
McCook, Jacqueline	BOD Member
McGillivray, Dave	2010 Inductee
Model, Justin	Northeast Region Chair
Molina, Scott	2011 Inductee
Moss, Julie	2012 Inductee
Newby Fraser, Paula	2009 Inductee
Noll, Jon	2008 Inductee
Pigg, Mike	2013 Inductee
Rosinbum, Joel	BOD Member
Scott, Dave	2010 Inductee
Scott, Verne	2008 Inductee
Sexton, Steve	BOD Member
Siff, Barry	BOD Member
Smyers, Karen	2008 Inductee
Sullivan, Kevin	BOD Member

Sutherland, Steve	AGC Chair
Swarthout, Kris	Midwest Region Chair
Thomas, Carl	2009 Inductee
Tinley, Scott	2011 Inductee
Torres, Hector	RCC Chair
Warren, Tom	2013 Inductee
Weaver, Jim	Mideast Region Chair
Wendling, Bob	BOD Member
Wien, Mike	BOD Member
Willett, Dana	Rocky Mountain Region Chair
Young, David	South Midwest Region Chair

Hearing and Appeals

Name	Title
Alper, Jodi Lee	Attorney
Backer, David	Attorney
Burton, Paul	Attorney
Davitt, James	Attorney
Erickson, Stephen	Attorney
Haag, Susan	BOD Liaison
Harrington, Brian	Attorney
Jafarieh, Nicolas	Attorney
Jones, Judge	Attorney
Kirk, Trent	Attorney
Kowalczyk, Ronald	Attorney
Milone, Matthew	Attorney
Morrison, Matt	Attorney
Nohr, Katharine	Attorney
Norris, Christina	Attorney
Peters, Kai	Attorney
Phillips, Barnet	Attorney
Rapp, Jordan	Athlete Representative
Schwartz, Eric	Athlete Representative
Shapiro, Margie	Athlete Representative
Singer, Adam	Attorney
Urbach, Rob	Chair

International Relations

Name	Title
Beeson, Jon	ITU Paratriathlon Committee
Bernhardt, Gale	ITU Constitution Committee
Donaldson, Joyce	ITU TO and Technical Committees
Edwards, Tim	NCC Chair
Haag, Susan	ITU Women's Committee
Hiller, Doug	ITU Medical Committee
Newby Fraser, Paula	International Race Director
Reinertsen, Sarah	Athlete Representative
Sexton, Steve	ITU Elite Athlete Committee
Siff, Barry	BOD Liaison
Torres, Hector	Chair, RCC Chair
Wending, Bob	President Ex-Officio

Marketing

Name	Title
Goldberg, Rob	Member
Hayward, Wally	Member
Lefar, Steve	Member
McCook, Jacqueline	Chair, BOD Liaison
OBrien, Vince	Member
Petruzzelli, Guy	Member

National Championship Event Selection

Name	Title
Armstrong, Tonya	Duathlon Committee Chair
Bengtson, Penni	RDC Chair
Graziano, Chuck	BOD Liaison
Manzi, Tom	Member
Sexton, Steve	Athlete Representative
Smith, Molly	Member
Sutherland, Steve	AGC Chair
Torres, Hector	RCC Chair
Williams, Susan	Athlete Representative

National Coaching

Name	Title
Doughtie, Brooks	Member
Edwards, Tim	Chair
Hyman, Lindsay	Member
Kuendig, Dave	BOD Liaison
Palmquist, Christine	Member
Wilson, Graham	Member

Nominating and Governance

Name	Title
Averill, Eric	Chair
Farnan, Elizabeth	Member
Sullivan, Kevin	BOD Liaison
Urbach, Rob	USAT CEO

Paratriathlon

Name	Title
Averill, Eric	Member
Cole, Ami	Secretary
Lenhart, Mike	Chair
Reinertsen, Sarah	Athlete Representative
Ricks, Travis	Paratriathlete
Rosinbum, Joel	BOD Liaison
Serota, Keri	Vice Chair

Race Director

Name	Title
Bengtson, Penni	Chair
Brode, Staci	BOD Liaison
Dunn, Bruce	Member
Ebeling, Kari	Member
Johnson, JJ	Member
Langen, Scott	Member
Mueller, Gene	Member
Whiteford, Tina	Member

Regional Chairs

Name	Title
Churches, Cory	Mid-Atlantic Region Chair
Dunn, Ella Haile	Southeast Region Chair
Gilbert, Ann	Pacific Northwest Region Chair
Johanson, Charles	Southwest Region Chair
Model, Justin	Northeast Region Chair
Swarthout, Kris	Midwest Region Chair
Torres, Hector	Chair, Florida Region Chair
Weaver, Jim	Mideast Region Chair
Wien, Mike	BOD Liaison
Willett, Dana	Rocky Mountain Region Chair
Young, David	South Midwest Region Chair

Strategic Planning

Name	Title
Bickerstaff, Ryan	Athlete Representative
Graziano, Chuck	Member
Shapiro, Margie	Athlete Representative
Siff, Barry	Chair, BOD President
Wendling, Bob	Member

Womens

Name	Title
Barrera, Brenda	Member
Burke, Kelle	Member
Comer, Tara	Chair
Dunn, Ella Haile	Member
Flakes, Lana	Member
Haag, Susan	BOD Liaison
Lindquist, Barb	Athlete Representative
Stockwell, Melissa	Paratriathlete
Ware, Allison	Member



2015 ITU JUNIOR WORLD CHAMPIONSHIP SELECTION CRITERIA

1. Introduction

This 2015 ITU Junior Triathlon World Championship Team Selection Criteria (the “Criteria”) will be used to determine the athletes that will represent the United States at the 2015 ITU Junior Triathlon World Championships (the “Team”) in Chicago, Illinois, USA, on or about September 18, 2015 (the “World Championship”). The selection criteria are designed to provide emerging athletes aged 16 to 19 (as of December 31, 2015) the opportunity to continue their athletic development by demonstrating their abilities at the highest levels of international triathlon competition.

Under ITU World Championship eligibility guidelines (*see* www.competitions.com) the USA may send a maximum of three (3) men and three (3) women to compete in the Junior division of the 2015 World Championship. However, start positions are not guaranteed. Start positions are awarded to USAT by ITU based on: 1) a quota system; and 2) USA athlete results at the 2015 ITU Pan American (CAMTRI) Junior Continental Championships.

2. Minimum eligibility requirements for an athlete to be considered for nomination to the Team:

- a. Athlete must be eligible under all applicable rules of ITU (www.competitions.com), the U.S. Anti-Doping Agency (www.usada.org), and USA Triathlon.
- b. Athlete must be an annual member in good standing of USA Triathlon.

3. Selection Events

- a. **Selection Event #1:** 2015 ITU/CAMTRI Junior Championships, Monterrey, Mexico, May 2-3, 2015
- b. **Selection Event #2:** 2015 USAT Junior Elite Cup, West Des Moines, Iowa, July 12, 2015
- c. **Selection Event #3:** 2015 USAT Junior Elite National Championships, West Chester, Ohio, August 1, 2015
- d. An Event is defined by the athletes’ age and gender categorization (e.g. Junior Elite Men ages 16-19)

4. Selection Procedure

- a. The maximum team size for the Team is three (3) athletes per gender. If ITU allows for additional athletes, then USAT High Performance may request invitations from ITU. Additional nominations over the three-athletes-per-gender maximum will be made by discretionary selection. USAT will submit all entries to ITU 35 days prior to the World Championship (“Nomination Deadline”).
- b. Automatic Selection:
 - i. Up to two (2) positions will be awarded at **Selection Event #1**. The first two (2) USA athletes at Selection Event #1 will automatically qualify for the Team. Each athlete must finish in 3rd place or better among all participants (including non-USA athletes) and within 5% of the winner’s time. Any positions not earned at Selection Event #1 will be allocated to Selection Event #3 and earned per the criteria in 4(b)(iii).
 - ii. One (1) position will be awarded at Selection Event #2. At **Selection Event #2**, the first USA athlete who did not already qualify for the Team at Selection Event #1 will automatically qualify for the Team provided he/she finishes in 3rd place or better among all participants (including non-USA athletes) and within 5% of the winner’s time.
 - iii. If spots remain available for nomination, then at **Selection Event #3**, the first USA athlete who did not already qualify for the Team at Selection Events #1 or #2 will automatically qualify

provided he/she finishes in 3rd place or better among all participants (including non-USA athletes) and within 5% of the winner's time. If a second and/or third position is available at Selection Event #3 due to roll downs from earlier selection events, then the number of positions awarded will be increased accordingly, however, the athlete must finish in 3rd place or better among all participants (including non-USA athletes) and within 5% of the winner's time to earn automatic nomination.

- b. **Discretionary Selection:** any remaining slots on the Team following the Automatic Selection process will be filled by discretionary selection.

Selection Event Table:

2015 USAT Junior World Championships Selection Criteria Summary

<u>EVENT</u>	<u>LOCATION</u>	<u>DATE</u>	<u>UP TO</u>	<u>Qualifying Criteria</u>
2015 CAMTRI Junior Championship*	Monterrey, Mexico	May 2-3, 2015	2 MEN 2 WOMEN	<u>Two qualifiers per gender:</u> Requires a top 3 overall finish among all participants within 5% of the winner's time
2015 USAT Junior Elite Cup*	West Des Moines, Iowa	July 12, 2015	1 MAN 1 WOMAN	<u>One qualifier per gender:</u> Requires a top 3 overall finish among all participants within 5% of winner's time
2015 USAT Junior Elite National Championships*	West Chester, Ohio	August 2-3, 2015	1 MAN 1 WOMAN	Requires a top 3 overall finish among all participants and within 5% of winner's time; contingent on availability of spots

*In the event of cancellation of any portion of the event (swim, bike or run), slots for this event will be awarded according to the Discretionary Selection criteria in Section 5.

5. Discretionary Selection

- a. Rationale for utilizing discretionary selection: By meeting the automatic selection standards, athletes will have demonstrated their ability as the best USA athletes in this category. If the maximum number of USA athletes has not met the standards for automatic selection, then USA Triathlon may select athletes who, in the opinion of the Selection Committee, can win a medal despite not performing to the standard at the Selection Events, or who can contribute to winning a medal through specific team tactics at the World Championship.
- b. Discretionary Process: Any athlete who meets the minimum eligibility requirements in Section 2 may be considered for nomination. The Selection Committee shall rank athletes for nomination to ITU. Athletes must fully understand and agree to their individual strategic roles within the Team before being nominated to the Team by discretionary selection. USAT will submit all approved entries to ITU by the Nomination Deadline. Athletes will be notified of their selection on or before that date.
- c. Discretionary criteria:
- iv. The following criteria shall be used for discretionary selection. The criteria are listed in no particular order:
 1. Finish place in the Selection Events;
 2. USAT Junior Elite Ranking, or ITU or CAMTRI ranking (if any); and/or,
 3. a record of competitive swimming results and a record of competitive cycling results and demonstrated knowledge of cycling team tactics; or official swimming and running marks established in 2015.
 - a. For an athlete judged by swimming and running marks, the athlete must meet the "A" standard in the swim or run and the "B" standard of the other discipline from the Swim and Run Benchmarks below:

Junior Swim and Run Benchmarks				
		800yd SC	800m SC	5k
Men	A	8:15	9:05	15:20
Men	B	8:39	9:32	16:00
Women	A	8:40	9:33	17:10
Women	B	9:23	10:32	18:15

- d. The Selection Committee will be comprised of two (2) members of the High Performance Department staff and one (1) member of the Athlete Advisory Council.

6. Removal from the Team

- a. An athlete who is to be nominated to the Team by USA Triathlon may be removed as a nominee for any of the following reasons, as determined by USA Triathlon:
- i. Voluntary withdrawal. Athlete must submit a written letter to the USA Triathlon High Performance General Manager.
 - ii. Injury or illness as certified by an USA Triathlon-approved physician (or medical staff). If an athlete refuses verification of his/her illness or injury by an USA Triathlon-approved physician (or medical staff), his/her injury will be assumed to be disabling and he/she may be removed.
 - iii. Violation of the USA Triathlon Code of Conduct. An athlete who is removed from the Team pursuant to this provision has the right to a hearing per the USA Triathlon Bylaws Article XV or the USOC's Bylaws, Section 9.

7. Replacements to the Team

- a. If for any reason a position on the Team shall become vacant, such vacancy shall be filled according to the discretionary criteria, provided that the replacement athlete meets all applicable eligibility criteria, and a replacement is allowed by ITU. In the event that no athlete meets all of the eligibility and discretion selection criteria, or ITU does not allow replacement, the vacancy shall not be filled.

8. Additional Requirements for Selection

- a. All athletes selected to the Team will be required to comply with all applicable rules and requirements of ITU, WADA, USADA, and USAT, including, but not limited to, the following:
- i. Sign and abide by the USAT's Code of Conduct, any USAT or ITU Waiver or Release, and conform to all USAT policies and protocol regarding Team preparation and participation.
 - ii. Agree not to race any event **longer** than the Olympic triathlon distance (1.5km/40km/10km) up to six (6) weeks prior to the date of the World Championship.
 - iii. Agree to stay in lodging as a team for World Championship. All travel and accommodation arrangements will be coordinated by the High Performance staff.

9. Team Athlete Benefits

- a. USA Triathlon will pay all of Athlete's reasonable travel expenses to the World Championships.
- b. Athletes may be eligible for additional support as set forth in the Junior Performance Plan.

10. Preparation Training Camp

- a. All athletes selected to the Team may be required to attend a Preparation Training Camp (the “Camp”) at a date and location to be determined. Transportation, lodging, meals, and training venues will be provided at no cost to the Team by USAT. Written announcement of the pre-Worlds camp will be posted on the USAT website (www.usatriathlon.org) 90 days before the commencement of the camp.

11. International Disclaimer

- a. These Selection Criteria are based on the latest information available to USAT, and on ITU and USAT rules and regulations as presently known and understood. Any change in the selection procedures caused by a change in ITU or USAT rules and regulations, or other unforeseen circumstances, will be distributed to the affected athletes promptly, and USAT reserves the right to revise these Selection criteria in such event.



2015 CAMTRI North American Junior Championship Entry Criteria

1. Introduction

This protocol will be used to determine the order by which USA Triathlon (“USAT”) will nominate eligible U.S. athletes (“Eligible Athletes”) for starting positions allocated to USAT at the 2015 CAMTRI North American Junior Championships. The 2015 event is scheduled to take place in Sarasota, Florida, on March 14, 2015. USAT expects an initial allocation of twenty-five (25) entries per gender, with the possibility that additional spots may be made available based on the number of entries claimed by participating National Federations.

2. Minimum eligibility requirements for an athlete to be considered for nomination:

- a. Athlete must be eligible under all applicable rules of ITU (www.triathlon.org), the U.S. Anti-Doping Agency (www.usada.org), and USA Triathlon.
- b. Athlete must be an annual member in good standing of USA Triathlon.

3. Nomination Timeline

Athletes identified by nomination priority 1 and 2 below have until **December 15, 2014**, to indicate their desire to participate by [completing this form](#). Failure to complete this form by this date may result in roll-down to the next Eligible Athlete on a first-come, first-served basis until all spots allocated for U.S. athletes are filled. All athletes must meet the age requirement of this event (age 16 to 19 as of December 31, 2015).

4. Nomination Priorities

- a. The top twenty (20) age-eligible athletes from the 2014 USAT Junior Elite National Rankings.
- b. The top five (5) age-eligible athletes from the 2014 USAT Youth Elite National Rankings.
- c. All remaining age-eligible athletes with a 2014 USAT Junior Elite National Ranking.
- d. All remaining age-eligible athletes with a 2014 USAT Youth Elite National Ranking.
- e. Any eligible athlete receiving the endorsement of the USAT High Performance General Manager.

5. Responsibility for Expenses

Athletes are responsible for all expenses associated with their participation in this event, including the cost of an ITU legal race uniform. USAT may, at its discretion, provide expense reimbursement based on performance per the USAT Junior Performance Plan. Athletes are required to adhere to all ITU uniform and equipment rules for this event.

6. Additional Requirements for Nomination

All athletes are required to comply with all applicable rules and requirements of ITU, WADA, USADA, and USAT, including, but not limited to signing USAT's Code of Conduct and any USAT or ITU Wavier or Release.

7. Links

Nomination Form:

https://docs.google.com/forms/d/1HTLtQnqbCIDV5F7KvqzMocsUphre3ELpvhx6_Y3CnWc/viewform

Rankings:

<http://www.usatriathlon.org/elite-international/junior-elite.aspx>



2015 CAMTRI JUNIOR CHAMPIONSHIP SELECTION CRITERIA

1. Introduction

This 2015 CAMTRI (formerly, PATCO) Junior Triathlon Championship Team Selection Criteria (the “Criteria”) will be used to determine the athletes who will represent the United States at the 2015 CAMTRI Junior Triathlon Championship (the “CAMTRI Championship”) in Monterrey, Mexico, on May 2-3, 2015 (the “Team”). These selection criteria are designed to provide emerging athletes, ages 16 to 19 (as of December 31, 2015), the opportunity to continue their athletic development by demonstrating their abilities at the highest levels of international regional triathlon competition.

Under CAMTRI Championship eligibility guidelines (posted at www.triathlon.org) USA Triathlon (“USAT”) may nominate a maximum of eight (8) men and eight (8) women to compete in the 2015 CAMTRI Championship event. Start positions are awarded to USAT by the International Triathlon Union (“ITU”) based on: 1) a quota system; and 2) USA athlete results at designated events during the 2014 and 2015 season.

2. Minimum eligibility requirements for an athlete to be considered for nomination to the team:

- a. Athlete must be eligible under all applicable rules of ITU (www.triathlon.org), the U.S. Anti-Doping Agency (www.usada.org), and USA Triathlon.
- b. Athlete must be an annual member in good standing of USA Triathlon.

3. Selection Priority/Events

- a. **Selection Priority #1:** Athletes ranked in the top 10 of the 2014 end of season USAT Junior Elite National Rankings, with priority going to the higher ranked athlete (maximum of two (2)).
- b. **Selection Priority #2:** Finish position at the 2015 CAMTRI North American Junior Championships in Sarasota, Florida (March 14, 2014) (maximum of six (6)).

4. Selection Procedure

- a. Through ITU’s quota system, USAT may earn up to eight (8) athletes per gender. If ITU allows for additional athletes, then USAT High Performance may request invitations from ITU. Additional nominations over the 8 athletes per gender maximum will be made by discretionary selection. USAT will submit all entries for the competition to ITU 35 days prior to the CAMTRI Championship (the “Nomination Deadline”).
- b. Automatic Selection:
 - i. The highest ranked USA athletes in Selection Priority #1 will automatically qualify for the Team provided they are ranked 10th or better. Athletes will qualify by order of rank and a maximum of two (2) athletes will be identified through this priority. Athletes who qualify by this standard must also demonstrate their fitness by meeting one of the following standards in 2015:
 1. Compete in a draft-legal triathlon in 2015 prior to the CAMTRI Championships; or
 2. Meet swimming and running benchmarks prior to the deadline for submitting nominations to ITU for the CAMTRI Championships. Athlete must meet the “A” standard in the swim or run, and the “B” standard of the other discipline from the “Junior Swim and Run Benchmarks” table below.
 - ii. Up to six (6) positions will be awarded via Selection Priority #2.
 1. The first six (6) USA athletes at the CAMTRI North American Junior Championships (Selection Priority #2), who did not already qualify for the Team, will automatically qualify for the Team, provided they finish within 5% of the winner’s time.
- c. **Discretionary Selection:** any remaining slots on the Team following the Automatic Selection process will be filled by discretionary selection.

Selection Event Table:

2015 USAT Junior PATCO Championships Selection Criteria

PRIORITY/EVENT	LOCATION	DATE	UP TO	Qualifying Criteria
2014 USAT Junior Elite Rankings	www.usatriathlon.org	N/A	2 MEN 2 WOMEN	The highest ranking Junior USA athletes provided they are ranked 10 th place or better. Athletes qualify by order of rank, and must demonstrate fitness in 2015
2015 CAMTRI North American Junior Championship*	Sarasota, Florida	March 14, 2015	6 MEN 6 WOMEN	First six athletes not already qualified; must finish within 5% of winner's time

*In the event of cancellation of any portion of the event (swim, bike or run), slots for this event will be awarded based on the discretionary selection criteria.

5. Discretionary Selection

- a. Rationale for utilizing discretionary selection: By meeting the automatic selection standards, athletes will have demonstrated their ability as the best USA athletes in this category. If the maximum USA athletes have not met the standards for automatic nomination, then USA Triathlon may select athletes who, in the opinion of the Selection Committee, can win a medal despite not performing to the standard at the selection event, or who can contribute to winning a medal through specific team tactics during the event.
- b. Discretionary Process: Any athlete who meets the minimum eligibility requirements in Section 2 may be considered for nomination. The Selection Committee will rank athletes for nomination to ITU. Athletes must fully understand and agree to their individual strategic roles within the Team before being nominated by discretionary selection. USAT will submit all approved entries for the competition to ITU 35 days prior to the 2015 CAMTRI Championship. Athletes will be notified of their selection on or before that date.
- c. Discretionary criteria:
 - i. The following criteria shall be used for discretionary selection. The criteria are listed in no particular order:
 - 1. Finish place in 2014 and 2015 Junior Elite draft-legal events; and/or,
 - 2. USAT Junior Elite Ranking, CAMTRI or ITU ranking (if any); and/or,
 - 3. a record of competitive swimming results and a record of competitive cycling results and demonstrated knowledge of cycling team tactics; or official swimming and running marks established in between September 1, 2014 and the Nomination Deadline.
 - a. For an athlete judged by swimming and running marks, the athlete must meet the "A" standard in the swim or run and the "B" standard of the other discipline from the Swim and Run Benchmarks below. Results submitted on or before the Nomination Deadline will be considered in the discretionary process.

Junior Swim and Run Benchmarks				
		800yd SC	800m SC	5k
Men	A	8:15	9:05	15:20
Men	B	8:39	9:32	16:00
Women	A	8:40	9:33	17:10
Women	B	9:23	10:32	18:15

- d. The Selection Committee will be comprised of two (2) members of the High Performance Staff and one (1) member of the Athlete Advisory Council.

6. Removal from the Team

- a. An athlete who is to be nominated to the Team by USA Triathlon may be removed as a nominee for any of the following reasons, as determined by USA Triathlon:
 - ii. Voluntary withdrawal. Athlete must submit a written letter to the USA Triathlon High Performance General Manager.
 - iii. Injury or illness as certified by an USA Triathlon-approved physician (or medical staff). If an athlete refuses verification of his/her illness or injury by a USA Triathlon-approved physician (or medical staff), his/her injury will be assumed to be disabling and he/she may be removed.
 - iv. Violation of the USA Triathlon Code of Conduct. An athlete who is removed from the Team pursuant to this provision has the right to a hearing per the USA Triathlon Bylaws Article XV or the USOC's Bylaws, Section 9.
 - v. Failure to meet the fitness requirement of Section 4(b)(i) of this document.

7. Replacements to the Team

- a. If for any reason a position on the Team shall become vacant, such vacancy shall roll down to the next qualified athlete from Selection Priority #2, provided that the replacement athlete meets all applicable Selection Criteria requirements, or by discretionary selection if there are no qualified athletes from Selection Priority #2, and a replacement is allowed by ITU. In the event that no athlete meets all of these criteria, or ITU does not allow replacement, the vacancy shall not be filled.

8. Additional Requirements for Selection

- a. All athletes selected to the Team will be required to comply with all applicable rules and requirements of ITU, WADA, USADA, and USAT, including, but not limited to, the following:
 - vi. Sign and abide by the USAT's Code of Conduct, any USAT or ITU Waiver or Release, and conform to all USAT policies and protocol regarding Team preparation and participation.
 - vii. Agree not to race any event **longer** than the Olympic triathlon distance (1.5km/40km/10km) between the period beginning six (6) weeks prior to the date of the CAMTRI Championship.
 - viii. Agree to stay in lodging as a team for CAMTRI Championship, if so requested. In which case, accommodation arrangements will be coordinated by the High Performance staff.

9. Team Athlete Benefits

- a. Athletes selected for the CAMTRI Junior Championship Team will receive the following benefits:
 - i. USA Triathlon will cover the CAMTRI Championship race registration fee, room and board, and will provide a base travel grant of \$300.
 - ii. USA Triathlon will provide a team uniform. Sponsor logos are permitted uniform, but must comply with ITU specifications and are the responsibility of the athlete.
 - iii. USAT will provide team leadership and coaching support for the Team.
 - iv. Athletes may be eligible for travel reimbursement pending performance – a summary of funding opportunities can be found in the USAT Junior Performance Plan.

10. International Disclaimer

- a. These Selection Criteria are based on the latest information available to USAT, and on ITU and USAT rules and regulations as presently known and understood. Any change in the selection procedures caused by a change in ITU or USAT rules and regulations, or other unforeseen circumstances, will be distributed to the affected athletes promptly, and USAT reserves the right to revise these Selection criteria in such event.



2015 U23 WORLD CHAMPIONSHIP SELECTION CRITERIA

1. Introduction

This 2015 U23 ITU World Championship Team Selection Criteria (the “Criteria”) will be used to determine the athletes aged “Under 23” (18 to 23 as of December 31, 2015) that will represent the United States in the International Triathlon Union (ITU) U23 World Championship (the “Team”) in Chicago, Illinois, USA, on or about September 20th, 2015 (the “World Championship”).

Under ITU World Championship eligibility guidelines (posted on the ITU web site www.triathlon.org), the USA may send a maximum of three (3) men and three (3) women to compete in the U23 division of the 2015 ITU Triathlon World Championship event. However, start positions may be limited to two in a gender category should the US not place at least two (2) athletes in the top twenty-five (25) in that gender at the 2014 ITU U23 Triathlon World Championship. Based on the results of the 2014 World Championship and ITU World Triathlon Series Qualification Criteria published at this time, USAT has earned an allocation of two (2) male and three (3) female spots for the 2015 World Championship.

2. Minimum eligibility requirements for an athlete to be considered for nomination to the Team:

- a. Athlete must be eligible under all applicable rules of ITU (www.triathlon.org), the U.S. Anti-Doping Agency (www.usada.org), and USA Triathlon.
- b. Athlete must be an annual member in good standing of USA Triathlon.

3. Selection Events

- a. **Automatic Selection Event:** 2015 Monterrey CAMTRI Triathlon Pan American Championships; May 2, 2015
- b. **Additional Selection Events:** All 2015 World Triathlon Series (WTS) and World Cup (WC) events prior to August 10th, 2015

4. Selection Procedure

- a. The maximum size for the Team is two (2) male athletes and three (3) female athletes (the “Quota”). If the ITU allows for additional athletes, then USAT High Performance may apply for additional spots by invitation. Additional nominations over the Quota will be made by discretionary selection. USAT will submit all entries for the competition to the ITU thirty-five (35) days prior to the World Championship (the “Nomination Deadline”).
- b. **Automatic Selection:** The highest placing U23 USA athlete at the Automatic Selection Event will automatically qualify for the Team provided they finish within five percent (5%) of the winner’s time, and within the top 25% of all starters.
- c. **World Series/World Cup Performance:** After the Automatic Selection Event, one or two Quota spots will remain available. U23 USA athletes who place Top 15 at a World Triathlon Series event and/or Top 3 at a World Cup event in the 2015 competitive season prior to August 10th will qualify for the Team in the following priority order or until these spots have been filled:
 - i. Number of Top 15 WTS and/or Top 3 WC finishes between January 1, 2015 and August 10th, 2015. In the event of a tie, the ITU Points List Rank as of August 10th, 2015, will be determinative
- d. **Discretionary Selection:** If there are any remaining slots on the Team following the Automatic Selection process, the remaining slots will be filled by discretionary selection per Section 5 below.

Selection Event Table:

2015 USAT U23 World Championships Selection Criteria

Selection Event	Location	Date	Qualification Criteria
2015 Monterrey CAMTRI Triathlon Pan American Championships*	Monterrey, Mexico	May 2, 2015	First USA U23 finisher; provided he/she has a finish time within 5% of winner and top 25% of all starters.
2015 WTS and WC Events prior to August 10 th , 2015*	Multiple	Multiple	U23 USA athletes who place Top 15 at a World Triathlon Series event or Top 3 at a World Cup event will automatically qualify for the Team in the following priority order: <ul style="list-style-type: none"> • Number of Top 15 WTS and/or Top 15 WC finishes between January 1, 2015 and August 10th, 2015 • ITU Points List Rank as of August 10th, 2015
*In the event of cancellation of any portion of the event (swim, bike or run), slots for this event will be awarded according to the Discretionary Selection criteria in Section 5.			

5. Discretionary Selection

- Rationale for utilizing discretionary selection: By meeting the automatic selection standards, athletes will have demonstrated their ability as the best USA athletes in this category. If the maximum number of USA athletes have not met the standards, then USA Triathlon may select athletes who, in the opinion of the Selection Committee, can win a medal despite not performing to the standard at the Selection Events or who can contribute to winning a medal through specific team tactics at the World Championship.
- Discretionary Process: Any athlete who meets the minimum eligibility requirements in Section 2 may be considered for nomination. The Selection Committee shall rank athletes for nomination to the ITU. Athletes must fully understand and agree to their individual strategic roles within the team before being nominated to the Team by discretionary selection. USAT will submit all approved entries to ITU 35 days prior to the 2015 ITU U23 World Championships. Athletes will be notified of their nomination on or before that date.
- Discretionary criteria:
 - i. The following criteria shall be used for discretionary selection. The criteria are listed in no particular order:
 1. Finish place in the Selection Events;
 2. ITU ranking points (if any);
 3. Other results from competitive draft-legal international events; and/or,
 4. Official swimming and running marks established in 2015.
 - a. For an athlete judged by swimming and running marks, the athlete must meet the “A” standard in the swim or run and the “B” standard of the other discipline from the Swim and Run Benchmarks below:

Under-23 Swim and Run Benchmarks			
		1000 LCM	5k
Men	A	11:33	14:26
Men	B	11:53	14:51
Women	A	12:20	16:38
Women	B	12:41	17:06

- The Selection Committee will be comprised of two members of the High Performance Department staff and one member of the Athlete Advisory Council.

6. Removal from the Team

- An athlete who is to be nominated to the Team by USA Triathlon may be removed as a nominee for any of the following reasons, as determined by USA Triathlon:
 - Voluntary withdrawal. Athlete must submit a written letter to the USA Triathlon High Performance General Manager.
 - Injury or illness as certified by a USA Triathlon-approved physician (or medical staff). If an athlete refuses verification of his/her illness or injury by a USA Triathlon-approved physician (or medical staff), his/her injury will be assumed to be disabling and he/she may be removed.
 - Violation of the USA Triathlon Code of Conduct. An athlete who is removed from the Team pursuant to this provision has the right to a hearing per the USA Triathlon Bylaws Article XV or the USOC’s Bylaws, Section 9.

7. Replacements to the Team

- If for any reason a position on the Team shall become vacant, such vacancy shall be filled by discretionary selection, provided a replacement is allowed by the ITU. In the event that there is no athlete that meets all of these criteria, or the ITU does not allow replacement, the vacancy shall not be filled.

8. Additional Requirements for Selection

- All athletes selected to the Team will be required to comply with all applicable rules and requirements of ITU, WADA, USADA, and USAT, including, but not limited to, the following:
 - Sign and abide by the USAT’s Code of Conduct, any USAT or ITU Wavier or Release, and conform to all USAT policies and protocol regarding Team preparation and participation.
 - Agree not to race any event **longer** than an Olympic triathlon distance (1.5km/40km/10km) up to six (6) weeks prior to the date of the World Championship through the date of the World Championship.
 - Agree to stay in lodging as a team for the World Championship. All travel and accommodation arrangements will be coordinated by the High Performance staff.

9. Team Athlete Benefits

- USA Triathlon will pay all of Athlete’s reasonable travel expenses to the World Championships.
- Athletes may be eligible for additional support as set forth in the 2015 High Performance Incentive Plan.

10. Preparation Training Camp

- a. All athletes selected to the Team may be required to attend a Preparation Training Camp (the "Camp") at a date and location to be determined. Transportation, lodging, meals, and training venues will be provided at no cost to the athlete by USAT. Written announcement of the pre-Worlds camp will be posted on the USAT website (www.usatriathlon.org) 90 days before the commencement of the camp.

11. International Disclaimer

- a. These Selection Criteria are based on the latest information available to USAT, and on ITU and USAT rules and regulations as presently known and understood. Any change in the selection procedures caused by a change in ITU or USAT rules and regulations, or other unforeseen circumstances, will be distributed to the affected athletes promptly, and USAT reserves the right to revise these Selection Criteria in such event.



2015 ITU Continental Cup Event Selection Criteria

Introduction

This document explains how USA Triathlon (USAT) will prioritize USA athletes for nomination to the International Triathlon Union (ITU) to compete in ITU Continental Cup (CC) events, excluding those serving as a selection event for the USA 2016 Rio Olympic Games Team. It is derived from the current ITU CC Elite Qualification Criteria and shall be revised by USAT within seven (7) business days to comply with any material changes made by the ITU. Changes made to USA Triathlon international event selection criteria require approval from the USAST Board of Directors. While USA Triathlon will make changes within seven days, the approval process may take longer.

The ITU determines the qualification criteria for ITU CC events. Selections to these events are made by the ITU from entries submitted by USA Triathlon. All USA athletes interested in CC entry are advised to read the ITU CC Qualification Criteria posted at www.triathlon.org.

ITU CC events are the first tier of international standard distance (Sprint and Olympic) draft-legal triathlon where ITU ranking points are awarded. They are an important stepping stone for developing athletes to gain race experience and ranking points in order to progress to World Cup and World Triathlon Series events.

Athlete Eligibility

The eligibility requirements for an athlete to be considered for entry into an ITU CC Event are as follows:

- Athletes must be a citizen of the United States or be eligible to race for the United States;
- Must hold a current USAT Elite License;
- Must abide by all USAT, USOC, ITU, USADA and WADA anti-doping policies and procedures and be in good standing with these organizations.
- Must sign the USAT Nomination Procedure Agreement.

Athlete Nomination Process

All athletes must follow the nomination process set forth by USAT. No exceptions will be made.

1. Athletes must request entry to a CC event by written notice to USAT via ituentries@usatriathlon.org by the USAT entry deadline for that event. No other form of request will be accepted (including email with staff and in person communication).
2. Deadlines: USAT deadlines are midnight ET the Sunday before the ITU deadline. USAT will continue to enter athletes into the ITU system after the deadline has passed. All nomination requests submitted after the deadline will be handled in the order of which they were received. Please note that after the ITU deadline, the wait list is ordered by date/time of entry to the ITU online system.
Note: In the event that the ITU does not post a start list by the posted ITU deadline, USAT will continue to enter athletes into the ITU system with no penalty to the athlete.
3. USAT will enter additional athletes as place holders whenever possible to maximize the number of US quota places available. *Place holder is defined as an athlete who has not requested a start to an event by the published USAT deadline and is not racing another ITU event the same weekend.*
4. Selection to the CC event will be made by the ITU in accordance with the ITU CC Qualification Criteria and start lists are expected to be posted 32 days prior to the event.
5. Substitutions: Per ITU policy, after the start list for a CC event has been created, three athletes per gender may be replaced per the ITU substitution procedure. The purpose of this protocol is to ensure athletes returning from injury, quickly rising up the pipeline, or capable of contributing to a medal performance can be placed on the team to enhance medal opportunities. This substitution process will only be used in the following cases:



2015 ITU Continental Cup Event Selection Criteria

- An athlete who has been placed on the start list as a place holder;
 - An athlete on the start list who is unable to compete due to injury or illness.
- a. Substitutions will be exercised in the following priority order:
1. Discretionary nomination identified by the High Performance Department;
 2. Remaining USA athletes based on wait list priority order

Fines and Penalties

USAT will enforce the nomination and withdrawal policies outlined in this document. If an athlete fails to adhere to these rules they may be penalized according to the fine schedule below. To avoid penalties, athletes must communicate via email (ituentries@usatriathlon.org) their wishes to be removed from the Continental Cup Event consideration list by the USAT deadline dates listed below. Additional penalties may be incurred from the ITU for late withdrawal. Athletes should familiarize themselves with the criteria outlined at www.triathlon.org.

Note: If the race is not fully subscribed (thus not blocking another athlete from gaining a start), and USA Triathlon does not incur a penalty from the ITU, a fine will not be imposed.

1st offense:	\$250 fine
2nd offense:	\$500 fine
3rd offense:	Ineligible for any ITU event starts for 3 months from race date

ITU and USAT Entry Deadlines

The ITU is expected to post start lists 32 days prior to the event. The USAT deadline for all events will be midnight ET the Sunday prior to the ITU deadline as noted in the second point of the Athlete Nomination Process above. All event dates can be found under the "events" section on the ITU website (www.triathlon.org).



2015 ITU World Cup Event Selection Criteria

Introduction

This document explains how USA Triathlon (USAT) will prioritize USA athletes for nomination to the International Triathlon Union (ITU) to compete in ITU World Cup (WC) events, excluding those serving as a selection event for the USA 2016 Rio Olympic Games Team. It is derived from the current ITU WC Elite Qualification Criteria and shall be revised by USA Triathlon within seven (7) business days to comply with any material changes made by the ITU. Changes made to USA Triathlon international event selection criteria require approval from the USAT Board of Directors. While USA Triathlon will make changes within seven days, the approval process may take longer.

The ITU determines the qualification criteria for ITU WC events. Selections to these events are made by the ITU from entries submitted by USA Triathlon. All USA athletes interested in WC entry are advised to read the ITU WC Qualification Criteria posted at www.triathlon.org.

ITU WC events are the tier of international standard distance (Sprint and Olympic) draft-legal races just below the level of the World Triathlon Series (WTS) and provide an important stepping stone between ITU Continental Cups and WTS events. WC events allow athletes who have demonstrated performance potential to gain race experience and ranking points. Athletes who have not yet reached this level are expected to begin by racing in ITU Continental Cups in order to demonstrate their readiness for WC level competition. There is a limited ability to fast track outstanding developing athletes to WC competition via ITU invitations and National Federation (NF) substitutions.

ITU WC events, along with WTS events and ITU Continental Championships, are the races by which National Federations earn starting slots for the Olympic Games. The primary objective of USA Triathlon at these events is to achieve top of the podium performances. An additional priority is to maximize its potential to secure three male and three female Olympic places through quality and depth of performances. As such, substitution decisions at WC events will be made in support of these priorities.

Athlete Eligibility

The eligibility requirements for an athlete to be considered for entry into an ITU WC Event are as follows:

- Athletes must be a citizen of the United States or be eligible to race for the United States;
- Must hold a current USA Triathlon Elite License;
- Must abide by all USA Triathlon, United States Olympic Committee, ITU, US Anti-Doping Agency and World Anti-Doping Agency anti-doping policies and procedures and be in good standing with these organizations;
- Must sign the USA Triathlon Nomination Procedure Agreement.

Athlete Nomination Process

All athletes must follow the nomination process set forth by USA Triathlon. No exceptions will be made.

1. Athletes must request entry to a WC event by written notice to USA Triathlon via ituentries@usatriathlon.org by the USAT entry deadline for that event. No other form of request will be accepted (including email with staff and in person communication).
2. Deadlines: USA Triathlon deadlines are midnight ET the Sunday before the ITU deadline. USA Triathlon will continue to enter athletes into the ITU system after the deadline has passed. All nomination requests submitted after the deadline will be handled in the order of which they were received. Please note that after the ITU deadline, the wait list is ordered by date/time of entry to the ITU online system. Entry deadlines for 2015 events are listed on page three (3) of this document.

Note: In the event that the ITU does not post a start list by the posted ITU deadline, USAT will continue to enter athletes into the ITU system with no penalty to the athlete.



2015 ITU World Cup Event Selection Criteria

3. Thursday prior to the USA Triathlon deadline, an email reminder about event entries will be sent to athletes who have requested to be on the High Performance listserv and those who have requested a WC or WTS entry in the current year.
4. USA Triathlon will enter additional athletes as place holders whenever possible to maximize the number of US quota places available. *Place holder is defined as an athlete who has not requested a start to an event by the published USA Triathlon deadline and is not racing another ITU event the same weekend.*
5. Selection to the WC event will be made by the ITU in accordance with the ITU WC Qualification Criteria and start lists are expected to be posted 32 days prior to the event.
6. Substitutions: Per ITU policy, after the start list for a WC event has been created, two athletes per gender may be replaced per the ITU substitution procedure. The purpose of this protocol is to ensure athletes returning from injury, quickly rising up the pipeline, or capable of contributing to a medal performance can be placed on the team to enhance medal opportunities. This substitution process will only be used in the following cases:
 - An athlete who has been placed on the start list as a place holder;
 - An athlete on the start list who is unable to compete due to injury or illness.
 - a. Substitutions will be exercised in the following priority order:
 1. Discretionary nomination identified by the High Performance Department;
 2. Remaining USA athletes based on wait list priority order

Fines and Penalties

USA Triathlon will enforce the nomination and withdrawal policies outlined in this document. If an athlete fails to adhere to these rules they may be penalized according to the fine schedule below. To avoid penalties, athletes must communicate via email (ituentries@usatriathlon.org) their wishes to be removed from the World Cup Event consideration list by the USAT deadline dates listed below. Additional penalties may be incurred from the ITU for late withdrawal. Athletes should familiarize themselves with the criteria outlined at www.triathlon.org.

Note: If the race is not fully subscribed (thus not blocking another athlete from gaining a start), and a withdrawal is requested seven days or greater before the World Cup event, and USA Triathlon does not incur a penalty from the ITU, a fine will not be imposed.

1st offense:	\$250 fine
2nd offense:	\$500 fine
3rd offense:	Ineligible for any ITU event starts for 3 months from race date



2015 ITU World Cup Event Selection Criteria

ITU and USA Triathlon Entry Deadlines

The ITU is expected to post start lists 32 days prior to the event. The USA Triathlon deadline for all events will be midnight ET the Sunday prior to the ITU deadline as noted in the second point of the Athlete Nomination Process above.

*Deadline dates are documented based on the ITU rules and event date. Any deadline date changes will be communicated via the Elite Beat.

World Cup Event	Event Date	ITU Deadline	USA Triathlon Deadline
Mooloolaba, AUS	March 14-15	February 10	February 8
New Plymouth, NZL	March 21-22	February 17	February 15
Chengdu, CHN	May 9-10	April 7	April 5
Huatulco, MEX	June 13-14	May 12	May 10
Tiszaujvaros, HUN	August 8-9	July 7	July 5
Montreal, CAN	September 12-13	August 11	August 9
Cozumel, MEX	October 3-4	September 1	August 30
Alanya, TUR	October 17-18	September 15	September 13
Tongyeong, KOR	October 24-25	September 22	September 20



2015 USA Triathlon ITU Junior Continental Cup Selection Criteria

1. Introduction

This protocol will be used to determine the order by which USA Triathlon (“USAT”) will nominate eligible U.S. athletes (“Eligible Athletes”) for starting positions in ITU Junior Continental Cups (“event”).

2. Minimum eligibility requirements for an athlete to be considered for nomination:

- a. Athlete must be eligible under all applicable rules of ITU (www.triathlon.org), the U.S. Anti-Doping Agency (www.usada.org), and USA Triathlon.
- b. Athlete must be an annual member in good standing of USA Triathlon.
- c. Athletes must meet the age requirement of event (age 16 to 19 as of December 31, 2015).

3. Nomination Timeline

Athletes must submit their name for nomination to ituentries@usatriathlon.org prior to the nomination deadline for the event (typically 35 days). Additions to the start list after the nomination deadline are at the sole discretion of ITU.

4. Nomination Priorities

1. Most current ITU Points List Ranking at the nomination deadline
2. Most current Continental [Americas] Junior Ranking at the nomination deadline
3. Most current 2015 USAT Junior Elite National Ranking at the nomination deadline
4. Any eligible athlete receiving the endorsement of the USAT High Performance General Manager

5. Responsibility for Expenses

Athletes are responsible for all expenses associated with their participation in the event, including the cost of an ITU legal race uniform. USAT may, at its discretion, provide expense reimbursement based on performance per the USAT Junior Performance Plan. Athletes are required to adhere to all ITU uniform and equipment rules for this event.

6. Additional Requirements for Nomination

Athletes are required to comply with all applicable rules and requirements of ITU, WADA, USADA, and USAT, including, but not limited to signing USAT’s Code of Conduct and any USAT or ITU Waiver or Release.

7. Links

USA Triathlon Junior Elite Rankings:

<http://www.usatriathlon.org/elite-international/junior-elite.aspx>

ITU Rankings:

<http://www.triathlon.org/rankings>



2015 ITU World Triathlon Series Event Selection Criteria

Introduction

This document explains how USA Triathlon (USAT) will prioritize USA athletes for nomination to the International Triathlon Union (ITU) to compete in ITU World Triathlon (WTS) events, excluding those serving as a selection event for the USA 2016 Rio Olympic Games Team. It is derived from the current ITU WTS Elite Qualification Criteria and shall be revised by USA Triathlon to comply with any material changes made by the ITU. Changes made to USA Triathlon international event selection criteria require approval from the USAT Board of Directors. While USA Triathlon will make changes within seven days, the approval process may take longer.

The ITU determines the qualification criteria for ITU WTS events. Selections to these events are made by the ITU from entries submitted by USA Triathlon. All USA athletes interested in WTS entry are advised to read the ITU WTS Qualification Criteria posted at www.triathlon.org.

The ITU World Triathlon Series events are intended for the highest caliber athletes currently competing at the most competitive level of international standard distance (Sprint and Olympic) draft-legal triathlon. Athletes who have not yet reached this level are expected to begin by racing at ITU Continental Cups and progress to ITU World Cups, to gain both experience and ranking points in order to demonstrate readiness for WTS event competition. There is a limited ability to fast track athletes to WTS competition via ITU invitations and National Federation (NF) substitutions.

ITU WTS events, along with ITU World Cups and ITU Continental Championships, are the races by which National Federations earn starting slots for the Olympic Games. The primary objective of USA Triathlon at these events is to achieve top of the podium performances. An additional priority is to maximize its potential to secure three male and three female Olympic places through quality and depth of performances. As such substitution decisions at WTS events will be made in support of these priorities.

Athlete Eligibility

The eligibility requirements for an athlete to be considered for entry into an ITU WTS Event are as follows:

- Athletes must be a citizen of the United States or be eligible to race for the United States;
- Must hold a current USA Triathlon Elite License;
- Must abide by all USA Triathlon, United States Olympic Committee, ITU, US Anti-Doping Agency and World Anti-Doping Agency anti-doping policies and procedures and be in good standing with these organizations;
- Must sign the USA Triathlon Nomination Procedure Agreement.

Athlete Nomination Process

All athletes must follow the nomination process set forth by USA Triathlon. No exceptions will be made.

1. Athletes must request entry to a WTS event by written notice to USA Triathlon via ituentries@usatriathlon.org by the USA Triathlon entry deadline for that event. No other form of request will be accepted (including email with staff and in person communication).
2. Deadlines: USA Triathlon deadlines are midnight ET the Sunday before the ITU deadline. USA Triathlon will continue to enter athletes into the ITU system after the deadline has passed. All nomination requests submitted after the deadline will be handled in the order of which they were received. Please note that after the ITU deadline, the wait list is ordered by date/time of entry to the ITU online system. Entry deadlines for 2015 events are listed on page three (3) of this document.
Note: In the event that the ITU does not post a start list by the posted ITU deadline, USA Triathlon will continue to enter athletes into the ITU system with no penalty to the athlete.



2015 ITU World Triathlon Series Event Selection Criteria

3. Thursday prior to the USA Triathlon deadline, an email reminder about event entries will be sent to athletes who have requested to be on the High Performance listserv and those who have requested a WC or WTS entry in the current year.
 4. USA Triathlon will enter additional athletes as placeholders whenever possible to maximize the number of US quota places available. *Placeholder is defined as an athlete who has not requested a start to an event by the published USA Triathlon deadline and is not racing another ITU event the same weekend.*
 5. Selection to the WTS event will be made by the ITU in accordance with the ITU WTS Qualification Criteria and start lists are expected to be posted 32 days prior to the event.
 6. Substitutions: Per ITU policy, after the start list for a WTS event has been created, one athlete per gender may be replaced per the ITU substitution procedure. The purpose of this protocol is to ensure athletes returning from injury, quickly rising up the pipeline, or capable of contributing to a medal performance can be placed on the team to enhance medal opportunities. This substitution process will only be used in the following cases:
 - An athlete who has been placed on the start list as a place holder;
 - An athlete on the start list who is unable to compete due to injury or illness.
- a. Substitutions will be exercised in the following priority order:
 1. Discretionary nomination identified by the High Performance Department;
 2. Remaining USA athletes based on wait list priority order

Fines and Penalties

USA Triathlon will enforce the nomination and withdrawal policies outlined in this document. If an athlete fails to adhere to these rules they may be penalized according to the fine schedule below. To avoid penalties, athletes must communicate via email (ituentries@usatriathlon.org) their wishes to be removed from the WTS Event consideration list by the USAT deadline dates listed below. Additional penalties may be incurred from the ITU for late withdrawal. Athletes should familiarize themselves with the criteria outlined at www.triathlon.org.

If the race is not fully subscribed (thus not blocking another athlete from gaining a start), and a withdrawal is requested 26 days or greater before the World Triathlon Series event, and USA Triathlon does not incur a penalty from the ITU, a fine will not be imposed.

1st offense:	\$250 fine
2nd offense:	\$500 fine
3rd offense:	Ineligible for any ITU event starts for 3 months from race date



2015 ITU World Triathlon Series Event Selection Criteria

ITU and USA Triathlon Entry Deadlines

The ITU is expected to post start lists 32 days prior to the event. The USA Triathlon deadline for all events will be midnight ET the Sunday prior to the ITU deadline as noted in the second point of the Athlete Nomination Process above.

*Deadline dates are documented based on the ITU rules and event date. Any deadline date changes will be communicated via the Elite Beat.

WTS Event	Event Date	ITU Deadline	USA Triathlon Deadline
Abu Dhabi, UAE	March 6-7	February 3	February 1
Auckland, NZL	March 28-29	February 24	February 22
Gold Coast, AUS	April 11-12	March 10	March 8
Cape Town, RSA	April 25-26	March 24	March 22
Yokohama, JPN	May 16-17	April 14	April 12
London, GBR	May 30-31	April 28	April 26
Hamburg, GER	July 18-19	June 16	June 14

Note: for Stockholm and Edmonton deadlines, please reference the 2016 Rio Olympic Games USA Triathlon Team Selection Event Nomination Criteria



Paratriathlon Elite Membership License Qualification Criteria

PLEASE READ THE FOLLOWING INFORMATION CAREFULLY

You MUST present proof of your USAT membership at all USAT-sanctioned events. You must carry your license to all events. If license is misplaced, you may print a temporary card from the USAT website.

Key Information about Paratriathlon Elite Licenses

- Paratriathlon elite annual membership is available to qualified, highly competitive, and experienced athletes.
- A paratriathlon elite license expires on December 31st, regardless of when the license was purchased.
- Athletes have 1 year from the date of meeting any of the described elite qualification criteria below to apply for an elite license.
- In addition to renewing your paratriathlon elite membership license annually, elite paratriathletes must extend their eligibility to compete as an elite athlete. See the criteria on page 2. By submitting one result, the athlete extends the eligibility expiration date for two years from December 31st of the year of the submission of results.

Example: Athlete X is approved for a first time paratriathlon elite license in March 2014 and therefore has an eligibility expiration date of December 31, 2016. That athlete then has all of 2015 and 2016 to submit ONE additional result to extend their eligibility for an additional two years.

- Athletes who hold a paratriathlon elite license will earn USAT paratriathlon rankings points throughout the year; however, before the rankings are finalized, the elite paratriathletes will be removed. Elite paratriathletes may view their ITU World Rankings on www.triathlon.org.
- Athletes must submit proper documentation to the USA Triathlon National Office along with the appropriate license application.
 - *Applying for a paratriathlon elite membership:*
 - (1) You must provide proof that you have qualified for the paratriathlon elite membership by providing a link to the specific race result that qualifies.
 - (2) You must first obtain a paratriathlete membership type in order to be eligible for a paratriathlon elite membership.
- Once the application and paperwork has been submitted, it is the athlete's responsibility to contact USAT for proof of elite status. This could take up to fourteen (14) days.



Qualification for a Paratriathlon Elite License

Athletes who wish to race in the ITU Elite Paratriathlon World Championships must hold a current paratriathlon elite license.

Qualification criteria:

- (1) Have a current USAT paratriathlete annual membership
- (2) Have a 'C' or 'R' international class OR a national class of 'NC' or 'NR'
- (3) meet at least one (1) of the four criteria listed below

National Championship: Finish within 15% of the category winner's time in approved sport class at the USA Paratriathlon National Championships

World Paratriathlon Event: Finish within 10% of the category winner's time in approved category at an ITU World Paratriathlon Event

PATCO Championship: Finish within 15% of the category winner's time in your approved category at the PATCO Paratriathlon Championships

Special Consideration: Receive a special consideration from the AAC, which will only consider exceptions for athletes who meet the following criteria:

- Exceptional discretionary circumstances as determined by the AAC and the USAT High Performance Department

**USA TRIATHLON
ATHLETE SELECTION PROCEDURES
2016 PARALYMPIC GAMES
February 2, 2015**

1. SELECTION SYSTEM

1.1. Provide the minimum eligibility requirements for an athlete to be considered for nomination to the Team:

1.1.1. Nationality/Passport requirements:

Athlete must be a national of the United States at the time of nomination.

Athlete must hold a valid U.S. passport that will not expire for six months after the conclusion of the Games.

1.1.2. Minimum International Paralympic Committee (IPC) standards for participation:

Any competitor in the Paralympic Games must be a national of the country of the National Paralympic Committee (NPC) which is entering such competitor. For additional information regarding an athlete who is a national of two or more countries, has changed his or her nationality or acquired a new nationality, refer to the IPC Handbook (Section 2, Chapter 3.1)

1.1.3. Minimum International Federation (IF) standards for participation (if any):

At the time of selection an athlete must be internationally classified with either a C-Confirmed sport class status or R-Review sport class status with a review date after December 31, 2016. Current athlete sport class status may be found on the International Triathlon Union (ITU) website at www.triathlon.org.

An athlete must be ranked on the ITU Paralympic Qualification List closing June 30, 2016.

1.1.4. Other requirements (if any):

Athlete must be a member in good standing of USA Triathlon, with a valid Elite Paratriathlete license as of the date of nomination.

1.2. Tryout Events:

- 1.2.1. Provide the event names, dates and locations of all trials, events and camps to be used as part of the selection process.

Selection Event #1- The first selection event will be the ITU Rio de Janeiro World Paratriathlon Event conducted August 1-2, 2015.

Selection Event #2- The second selection event will be a sprint-distance, non-draft event to be held between March 1, 2016 and June 30, 2016 (exact dates and location to be determined and posted on the USAT's website at www.usatriathlon.org within 30 days of ITU posting the 2016 Paratriathlon calendar of events).

Selection Event #3- The third selection event will be the 2015 Chicago ITU World Paratriathlon Elite Event conducted September 15-20, 2015.

- 1.2.2. Provide event names, dates, locations and description of how athletes qualify for the trials, events and camps listed above in 1.2.1. (if any).

Entry to the Selection Events will be made according to one of the following documents: USAT's ITU World Championship Selection Criteria, USAT's ITU World Paratriathlon Event Selection Criteria, or USAT's Paratriathlon National Championship Qualification document.

USAT criteria can be found at www.usaparatriathlon.org.

- 1.3. Provide a comprehensive, step-by-step description of the method that explains how athletes will go through the selection process to become Team nominees (include maximum Team size).

NPC Qualification Slots

- A qualification slot is allocated to the NPC, not to an individual athlete. In the case of Bipartite Commission Invitation the slot is allocated to the individual athlete, not to the NPC.
- An NPC may be allocated a maximum of two (2) qualification slots per medal event for a maximum total of twelve (12) qualification slots. Exceptions may be made via the Bipartite Commission Invitation Allocation method.

- Maximum team size is twelve (12) total athletes with a maximum of six (6) men and six (6) women.

Maximum Entry

- An NPC can enter a maximum of two (2) eligible athletes per medal event.
- Medal events (sport classes) on the Rio 2016 program are as follows:
 - Men: PT1, PT2, PT4
 - Women: PT2, PT4, PT5

Bipartite Commission Invitation Slots

- Bipartite slots are in addition to the NPC Qualification Slots as referenced at the beginning of section 1.3.
- If the IPC/ITU awards a Bipartite slot to the athlete by name, USAT will accept such athlete to the Team provided he or she meets all the eligibility provisions and other requirements set forth in these Procedures. USAT will disclose the name of any athlete named to the Team via Bipartite invitation.

Selection Process

Athletes will be nominated to the team based on the following criteria which are in priority order:

1. The highest placing USA athlete for each respective sport class on the program of the 2016 Rio Games in Selection Event #1 (as defined in section 1.2.1 above) will be nominated to the Team provided the finish is within the top third of race starters in the respective sport class and within 5% of the winner's time in the respective sport class. A maximum of six (6) athletes may be nominated via this criterion.
2. If slots remain following selection criterion number one above, the highest placing USA athlete, not already nominated to the team via criterion one above, for each respective sport class on the program of the 2016 Rio Games in Selection Event #2 (as defined in section 1.2 above) will be nominated to the Team provided the finish is within the top third of race starters in the respective sport class and within 5% of the winner's time in the respective sport class.
3. If slots remain following both selection criteria number one and two above, then the highest placing USA athlete, not already nominated to the Team via criterion one and two above, in Selection Event #3 (as defined in section 1.2.1 above) will be nominated to the Team provided

the finish is within the top third of race starters in the respective sport class and within 5% of the winner's time in the respective sport class.

4. If slots remain following selection criteria number one, two, and three above, then the highest placing USA athlete, not already nominated to the Team via criterion one, two, and three above, in the respective sport class in Selection Event #2 (as defined in section 1.2.1 above) will be nominated to the Team.
5. If additional slots remain following the selection criteria implemented above then the highest ranked USA athlete(s), not already nominated to the Team via criterion one, two, three, or four, per sport class, on the program of the 2016 Rio Games, on the ITU Paralympic Qualification List as of June 30, 2016, will be nominated to the Team.
6. In the event of a tie via criterion five above, head to head finishing times will be used to determine the winner of the tiebreaker. The athlete with a finishing time closest to the sport class winner at Selection Event #1 (as defined in section 1.2.1 above) will be nominated to the Team. If both athletes did not race in Selection Event #1 (as defined in section 1.2.1 above) then the athlete with a finish time closest to the sport class winner at Selection Event #2 (as defined in section 1.2.1 above) will be nominated to the Team. If both athletes did not race at Selection Event #2 (as defined in section 1.2.1 above) then the athlete with a finish time closest to the sport class winner at Selection Event #3 (as defined in section 1.2.1 above) will be nominated to the Team. If both athletes did not race at Selection Event #3 (as defined in section 1.2.1 above) then the athlete with the highest aggregate ITU Paralympic Qualification List point total as of June 30, 2016 will be nominated to the Team. Should more than one athlete be tied in their aggregate point total, the tie will be broken in the following priority order:
 - Highest individual event score contributing to the aggregate total above
 - Second highest individual event score contributing to the aggregate total above
 - Third highest individual event score contributing to the aggregate total above

Guide Athletes: Guide athletes will be selected to the Team utilizing the discretionary criteria for guide athletes as set forth in Section 2.2 below.

2. DISCRETIONARY SELECTION (if applicable)

2.1. Provide rationale for utilizing discretionary selection (if any):

Guide Athletes

Guide athletes are used for the PT5 sport class (visually impaired). A guide athlete will typically work with one athlete during practice and competition; therefore accreditation allocation is typically provided for one guide athlete per qualified PT5 athlete.

2.2. List the discretionary criteria and explain how they will be used (if any):

The USA Triathlon Discretionary Selection Committee will consider the following performance-related factors (which are not in priority order) in selecting guide athletes to the Team:

- Preference of the qualified visually impaired athlete.
- Ability to positively affect the performance of the visually impaired athlete.
- Demonstrated expertise of the guide athlete.
- Knowledge and understanding of the ITU Competition Rules pertaining to guide athletes.

Guide athletes will be held to the same standards and code of conduct as outlined in these Procedures.

The guide athlete position is contingent on the selection of the visually impaired athlete to be guided. If the visually impaired athlete declines his/her selection or is subsequently removed from the Team following nomination, then the guide athlete will also be removed from the Team.

2.3. Provide the name of the committee that will be responsible for making discretionary selections, along with a complete list of the members' titles currently serving on the committee:

USAT Elite Paratriathlon Selection Committee *

Amanda Duke Boulet

USAT Paratriathlon Program Manager

Tricia Downing

Former Elite Paratriathlete

Joan Murray

Paratriathlon Development Coordinator

David Kyle

Athlete Representative

*any individual who is unable to serve on the committee for whatever reason will be replaced accordingly with an assurance that at least one member remains an Athlete Representative

- 2.3.1. Specify the process that will be used to identify and handle any potential conflicts of interest involving a member of the committee.

Any member of the Selection Committee who has a possible conflict of interest must disclose it. If such conflict exists, the Selection Committee member must recuse him/herself from committee discussions and voting. Further, the committee member should not otherwise influence other members of the committee in the nomination process. However, a committee member who recused him/herself, but who has relevant and necessary information with respect to athlete performance, may, if requested by the Selection Committee, provide such information to the committee so long as such information is provided in a fair and unbiased manner and the committee member who declared the conflict of interest does not vote toward the final decision.

3. REMOVAL OF ATHLETES

- 3.1. Prior to acceptance of nominations by the USOC, USA Triathlon has jurisdiction over potential nominees.

An athlete who is to be nominated to the Team by USA Triathlon may be removed as a nominee for any of the following reasons, as determined by USA Triathlon:

- 3.1.1. Voluntary withdrawal. Athlete must submit a written letter to the USA Triathlon CEO/Executive Director.
- 3.1.2. Injury or illness as certified by a physician (or medical staff) approved by USA Triathlon. If an athlete refuses verification of his/her illness or injury by a physician (or medical staff) approved by USA Triathlon, his/her injury will be assumed to be disabling and he/she may be removed.
- 3.1.3. Violation of USA Triathlon's Code of Conduct (Attachment A).
- 3.1.4. Re-classification by the IPC/ITU such that the athlete's qualifying performance would not have qualified him or her for the Team.
- 3.1.5. Removal by the IPC/ITU of the event in which the athlete qualified for the Team from the program of the 2016 Paralympic Games.

An athlete who is removed from the Team pursuant to this provision has the right to a hearing per USA Triathlon's Bylaws (Article XV) and the USOC's Bylaws, Section 9.

- 3.2. Once an athlete nomination is accepted by the USOC, the USOC has jurisdiction over the Team, at which time, in addition to any applicable USA Triathlon Code of Conduct, the USOC's Code of Conduct and Grievance Procedures apply. The USOC's Code of Conduct and Grievance Procedures can be found at:

<http://www.teamusa.org/For-Athletes/Athlete-Ombudsman/Games-Info>

- 3.3. An athlete may be removed as a nominee to the Team or from the Team for an adjudicated violation of IPC, WADA, ITU, USADA and/or USOC anti-doping protocol, policies and procedures, as applicable.

4. REPLACEMENT OF ATHLETES

- 4.1. Describe the selection and approval process for determining replacement athlete(s) should a vacancy occur:

- 4.1.1. Prior to submission of Entries by Name to the Local Organizing Committee, including any applicable group or committee:

The next athlete who qualifies via the procedures outlined in Section 1.3 will be the replacement athlete.

- 4.1.2. After submission of Entries by Name to the Local Organizing Committee, including any applicable group or committee:

The next athlete who qualifies under Section 1.3 will be the replacement athlete.

5. SUPPORTING DOCUMENTS

USA Triathlon will retain the approved Selection Procedures and all supporting documents, including scouting or evaluation forms, etc., and data from the selection process for six months past the date of the Closing Ceremony of the Games.

6. REQUIRED DOCUMENTS

In addition to the USOC Code of Conduct, the following documents are required to be signed by an athlete as a condition of nomination to the Paralympic Games and are included as attachments: USAT Elite Athlete Code of Conduct (Attachment A)

7. PUBLICITY/DISTRIBUTION OF PROCEDURES

The USOC approved Selection Procedures (complete and unaltered) will be posted/published by USA Triathlon in the following locations:

- 7.1. USA Triathlon Web site: These procedures will be posted as soon as possible, but not more than five business days following notice of approval by the USOC at: www.usatriathlon.org
- 7.2. NGB Official Publication: USA Triathlon Magazine
- 7.3. USA Triathlon's monthly Paratriathlon update e-mail

8. DATE OF NOMINATION

The Nomination of Athletes form, including replacements, will be announced to all athletes and submitted to the USOC on or before: July 26, 2016.

9. MANDATORY TRAINING AND/OR COMPETITION

Specify the location, schedule and duration of mandatory training and/or competition:

Athletes may be required to attend a pre-Games Camp to be held at a venue to be announced. Written announcement of the pre-Games camp will be posted on the USAT website (www.usatriathlon.org) at least 90 days before the commencement of the camp.

10. ANTI-DOPING REQUIREMENTS

Athletes must adhere to all IPC, WADA, ITU, USADA and USOC anti-doping protocols, policies and procedures, as applicable. This includes participation in Out-of-Competition Testing as required by the IPC, WADA, ITU, USADA and USOC Rules, as applicable.

11. DEVELOPMENT OF SELECTION PROCEDURES

The following committee/group (include names and titles) was responsible for creating these Selection Procedures:

USAT Paralympic Games Selection Procedures Committee

Travis Ricks	Athlete Representative
Victor Plata	USAT Board of Directors
Jon Beeson	USA Liaison to the ITU Paratriathlon Committee
Andy Schmitz	USAT High Performance General Manager
Amanda Duke Boulet	USAT Paratriathlon Program Manager

12. NGB/HPMO BYLAWS AND GRIEVANCE PROCEDURES

The USA Triathlon Bylaws and Grievance Procedures can be found at:
<http://www.usatriathlon.org/about-usat/governance.aspx>

13. INTERNATIONAL DISCLAIMER

These procedures are based on IPC, as applicable, and/or ITU rules and regulations as presently known and understood. Any change in the selection procedures caused by a change in IPC, as applicable, and/or ITU rules and regulations will be distributed to the affected athletes immediately. The selection criteria are based on the latest information available to USA Triathlon. However, the selections are always subject to unforeseen, intervening circumstances, and realistically may not have accounted for every possible contingency.

If any force of nature, or force majeure, should cause the alteration or cancellation of any of the selection events listed in this document, these selection procedures will be revised, pursuant to their resubmission to the USOC.

14. ATHLETE OMBUDSMAN

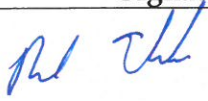


Athletes who have questions regarding their opportunity to compete that are not answered by USA Triathlon may contact the USOC Athlete Ombudsman by:

- Telephone at (719) 866-5000
- Email at athlete.ombudsman@usoc.org
- <http://www.teamusa.org/For-Athletes/Athlete-Ombudsman.aspx>

15. NGB/HPMO SIGNATURES

I certify that I have read and understand the standards/criteria set by our IF and incorporated those standards/criteria into our Selection Procedures. I further

certify that the information provided herein regarding Athlete Selection Procedures represents the method approved by USA Triathlon.

Position	Print Name	Signature	Date
NGB/HPMO President or CEO/Executive Director	Rob Urbach		3/6/15
Paratriathlon Program Manager	Amanda Duke Boulet		3/6/15
USOC Athletes' Advisory Council Representative*	Sarah Reinertsen		3/6/15

* If the USOC AAC Representative has delegated authority to the Alternate AAC Representative to sign the Selection Procedures, attach a letter from the AAC Representative indicating the reason he/she has delegated authority.

* Signature by the Athlete Representative constitutes that he/she has read and understands the Selection Procedures. If the Athlete Representative reads and does not agree with the Athlete Selection Procedures being submitted by the NGB/HPMO, he/she may submit those reasons in writing to his/her Sport Performance Team.

* If, for some reason, a sport does not have an elected USOC AAC Representative, the NGB/HPMO must designate an athlete from that sport to review and sign the Selection Procedures.