



U. S. CENTER FOR
SAFESPORT

**An invitation to apply for the position of
Chief Executive Officer, U.S. Center for SafeSport**

THE SEARCH

The U.S. Center for SafeSport (SafeSport or the Center) seeks a strategic, visionary Chief Executive Officer (CEO) to lead the organization into its next phase of growth. The CEO reports to the Board of Directors and is responsible for executing the organization's strategic plan, cultivating new funding sources, developing a strong internal organization, and promoting the Center's mission of making athlete well-being the centerpiece of the nation's sports culture through abuse prevention, education, and accountability. The ideal individual will: have experience leading and growing a complex organization that operates in an extremely high-stakes environment; ensure accurate and timely representation to all key constituents, including legislative bodies; and develop a diverse network of partnerships and funding sources that supports mission-driven work.

SafeSport is an independent nonprofit organization established with the purpose of enabling all athletes to thrive by fostering a national sport culture of respect and safety, on and off the field of play. Its cornerstone services are rooted in education and the delivery of actionable tools to both prevent and respond to all kinds of abuse in sport. SafeSport also investigates and resolves allegations of physical, emotional, and sexual abuse or misconduct within the US Olympic and Paralympic Movements. The organization has disciplinary jurisdiction over approximately 14 million individuals, including youth and elite athletes, coaches, administrators, medical professionals, and others.

As the primary external ambassador for SafeSport, the CEO will work closely with members of the Olympic, professional, and amateur sports communities to promote abuse prevention, education, and accountability. This person will need to be media savvy with an ability to present to and work with the Board to respond to operational, fiscal, legislative, and brand and intellectual property initiatives and challenges. The CEO will maintain the organization's independence from the United States Olympic Committee (USOC) on all investigatory matters.

Internally, the CEO will lead and develop a talented, rapidly growing, multi-site staff in a startup-like environment. This role requires an individual who can both strategize about the big ideas and take a hands-on approach to building the organization's systems, services, and processes.

SafeSport has retained Isaacson, Miller, a national executive search firm, to assist in this search. All inquiries, nominations, and applications should be directed in confidence as noted at the end of this document.

THE ORGANIZATION

The roots of SafeSport go back to 2010, when the USOC convened the Working Group for Safe Training Environments and charged it with developing a set of recommendations concerning misconduct in sport. This group – comprised of external experts and members of the greater USOC community – focused on four main areas:

1. Addressing sexual and physical misconduct in sport;
2. Reviewing existing abuse prevention programs from across the sports world and from other related organizations;
3. Assessing the needs of athletes, coaches, staff, National Governing Bodies (NGBs), clubs, and other sports organizations; and
4. Developing a set of recommendations to promote on-going athlete well-being.

Based on the group's report, the USOC launched the first version of the SafeSport online training program in 2012 in partnership with a network of 47 NGBs and 34 multi-sport organizations. These participating groups were able to customize the initiative's core information, training, and educational resources to meet their unique needs.

Following this initial roll-out, SafeSport became an independent entity in 2017. SafeSport received Congressional authorization in early 2018 through the Protecting Young Victims from Sexual Abuse and Safe Sport Authorization Act of 2017. This bill amended the Ted Stevens Olympic and Amateur Sports Act of 1978 – which formalized the current USOC-NGB system – and designated SafeSport to serve as the independent national organization specifically responsible for protecting amateur athletes from abuse. Participation in SafeSport's activities is a requirement for each NGB's on-going membership in the USOC.

The Center is funded by the USOC, NGBs, government grants, and contributions from the private sector. The 2019 budget is \$11.3M. The budget is expected to grow to \$16.2M in 2020 and to \$25.1M by 2024, which represents a 122% expansion in the next five years.

Two important funding changes occurred in September 2018: the NGBs agreed to double their total contributions, with the largest 11 groups giving .25% of their revenue up to \$90,000; and the Center received a 3-year, \$2.2M grant from the U.S. Department of Justice to support the development of a Sports Situational Prevention Approach across NGBs and fund a newly created audit/compliance unit.

Based in Denver, the 36-member SafeSport team is projected to grow to 56 people in 2019 and reach 100 employees in the next three to five years. These staff members bring deep expertise that reflects the wide spectrum of SafeSport's mission, from education and outreach to compliance and investigation. Much of the future growth in human capital will be in non-resident investigators who will be based nationwide based on their caseloads. There is no staff overlap with the USOC and regulations guide the length of time between when someone works for an NGB and when they may join the SafeSport team. All SafeSport personnel are mandatory reporters of child abuse and comply with state and federal reporting requirements regarding child abuse, including reporting sexual abuse.

Response and Resolution

When SafeSport was founded, there were no clear expectations around the number of abuse and misconduct reports that would fall under its purview. The volume of reports has steadily increased: from March 2017 to December 2018, SafeSport received over 2,000 reports; 87% of these came in 2018 alone. Given the available data on reporting trends, SafeSport is anticipating a 20% average annual growth rate in reports over the next two years, which would put the investigatory load at over 3,600 cases by 2021.

Growth in reporting can be attributed to:

- More education, including on the federal requirement to report any suspected abuse to SafeSport and law enforcement;
- More awareness of successful resolution to reports made to SafeSport;
- National climate/awareness around abuse; and
- No statute of limitations (historical cases continue to come to the forefront).

One of the key components of the SafeSport Response & Resolution team is its independence. The team's ability to carry out investigations without interference from various stakeholders – namely the USOC and the NGBs – is key to its success.

Education and Outreach

The most widely known component of SafeSport is its comprehensive educational platform. These educational offerings consist of a variety of in-person and online educational opportunities for coaches, staff and volunteers, parents, and athletes. There is a robust online course menu comprised of the abuse awareness and prevention SafeSport™ Trained Certificate, parent online course and toolkits, youth athlete resources, live webinars, policies and tools for implementation, conferences, and seminars. These are increasingly offered to all sports organizations via a fee-for-service model.

In 2018 alone:

- 340,624 individual NGB members completed online training, bringing the overall total to 524,744 individuals trained since SafeSport's founding.
- 2,021 people attended in-person training sessions.
- SafeSport authored and released its Minor Athlete Abuse Prevention Policies, which set consistent training requirements across all NGBs and the USOC.
- A Youth Advisory Board was created to involve young athletes in initiatives to promote safety across all sports.
- SafeSport partnered with three NGBs to collect and analyze climate surveys from athletes, coaches, families, and other community members.

LEADERSHIP

SafeSport's Board of Directors comes from a broad spectrum of fields and share a commitment to building a healthy sports culture for all participants. The CEO and the Board work together to ensure

the ongoing financial, strategic, and legal success of the organization. For more information on the Board of Directors, please visit: <https://safesport.org/who-we-are>.

THE ROLE OF THE CEO

The CEO is responsible for all components of SafeSport's operation. Internally, the CEO is focused on: growing and developing the staff team; building systems and processes to guide education, communication, and investigatory activities; and managing the growing budget and funding streams. The CEO will ensure that plans are in place to guide SafeSport's rapid growth in the coming years, including empowering the senior leadership team and other staff to make key decisions that drive progress. Externally, the CEO works directly with current and potential funders; represents SafeSport to the media, legislative bodies, and the sports community; works closely with the Board on strategic planning and decision making; and advocates for the importance of SafeSport's work nationwide.

OPPORTUNITIES AND CHALLENGES

Operationalize a strategic plan that supports rapid growth

If recent trends are any indication, the Center's rapid growth rate over its first two years of existence will only increase moving forward. The CEO will lead this expansion by creating, in conjunction with the Board and staff, a strategic plan that is in alignment with the organization's mission and vision and includes clear milestones, performance goals, and fiscal discipline. Rapid growth must be grounded in a commitment to SafeSport's core focus and be supported by strong communications to all involved stakeholders. The CEO will also be responsible for creating and overseeing the budgeting process to maintain a sound financial base for the organization, supporting both short-term and long-term needs and objectives.

Establish a broad and diverse pipeline of donors and strategic partnerships

SafeSport's growth is dependent on increasing support from a variety of sources. While the USOC and NGBs will always provide a portion of funding, the CEO will need to identify and cultivate additional support streams. This new leader will create a comprehensive business plan and growth strategy for scaling and expanding key prevention and response services. A central area of growth will be fee-for-service partnerships, especially with sports organizations outside of the Olympic movement. Developing strategic partnerships with other highly-visible sports organizations will help expand SafeSport's reach. With this growth comes an increased need for branding and intellectual property protections and the CEO will work with the Board to ensure success in both areas.

Develop systems to support all components of SafeSport's work

Because of SafeSport's rapid growth, daily operations have often taken precedence over the establishment of long-term systems and processes. With investigators carrying increasingly heavy caseloads, growing both the personnel and systems infrastructure for the Response and Resolution team is a top priority. Additionally, developing systems that more accurately track and predict areas of concentrated reporting will allow the organization to more proactively respond to misconduct and

abuse allegations. The CEO will need to not only conceptualize these new operational systems, but also work alongside a talented staff of experts to establish new operations and work flows and monitor their efficacy.

Maintain a balance between partnerships and independence

While SafeSport initially grew out of a USOC initiative, it is a completely independent non-profit organization, especially regarding Response and Resolution activities. At the same time, SafeSport's success relies on close partnerships with the USOC and NGBs to promote a unified and powerful message against abuse and misconduct. As linkages with Congress increase through appropriations, the CEO will also need to manage expectations relating to independence with that legislative body. This person will need to bring a critical eye to balancing the partnerships that amplify SafeSport's activities, namely on the educational side, with the independence that is required to be a trusted regulatory and investigatory body.

Represent the organization with all key constituents

SafeSport's position as the national champion of abuse and misconduct prevention in sport requires the CEO to represent and advocate for the organization's work in front of diverse audiences. This includes serving as the chief spokesperson to the media and keeping legislative bodies updated on the Center's activities. The CEO will need to respectfully interact with everyone from Congressional leaders and their staffs to individuals and families bringing forward cases of abuse and misconduct, all while assuring proper representation of SafeSport's work.

Recruit, mentor, and manage a team of high-performing leaders and staff

SafeSport's rapid growth will require the staff team to nearly triple in size from 36 at the end of 2018 to 100 in the next three to five years. The CEO will collaborate with senior leadership to continue building an internal structure that meets the demands of the organization and its constituents. The current staff team has deep expertise and experience in many areas, and the CEO will need to empower these employees to take on expanding decision-making responsibilities. Identifying and recruiting additional high-quality talent will also be a priority. With an increasing group of remote employees, this person will need to build a robust management system to support a diverse multi-site team. In the midst of this growth, the CEO will promote a culture of high performance and continuous improvement.

THE SUCCESSFUL CANDIDATE

SafeSport seeks an experienced, strategic leader with intellectual breadth, strong relationship building and communication skills, and a demonstrated record of financial and operational management experience. This individual will exhibit confidence, emotional fortitude, a collaborative and flexible spirit, and a level of professionalism that will inspire and motivate stakeholders, staff, and funders. The ideal candidate will bring many of the following skills and qualities:

- Experience leading an organization during start-up phases or periods of marked growth and culture change;

- Significant experience in strategic planning, board governance, and nonprofit finance;
- Demonstrated success in building revenue, including fee-for-service programs, and increasing philanthropic support from diverse sources;
- Subject-matter expertise in areas related to SafeSport's mission (investigation of sexual misconduct and/or other forms of emotional or physical abuse audits and compliance);
- A successful track record of attracting, developing, motivating, and retaining a high-performing, team-oriented staff;
- The ability to serve as the principal spokesperson and advocate to the sports industry, media, law enforcement, and government entities;
- A history of successfully engaging, partnering, and alliance-building with a broad range of constituencies; and
- Extraordinary judgement and the highest ethical standards.

TO APPLY

SafeSport has retained the services of Isaacson, Miller, a national executive search firm, to assist in its identification and review of candidates. Confidential inquiries, nominations, referrals, and curriculum vitae with cover letters should be directed in confidence to:

Rebecca Kennedy, Partner
Caitlin Barrett, Senior Associate
Isaacson, Miller
263 Summer Street
Boston, MA 02210

<http://imsearch.com/6988>

Electronic submission is strongly encouraged

US Center for SafeSport is an Equal Opportunity Employer that does not discriminate on the basis of actual or perceived race, creed, color, religion, alienage or national origin, ancestry, citizenship status, age, disability or handicap, sex, marital status, veteran status, sexual orientation, genetic information, arrest record, or any other characteristic protected by applicable federal, state or local laws. Our management team is dedicated to this policy with respect to recruitment, hiring, placement, promotion, transfer, training, compensation, benefits, employee activities and general treatment during employment.

APPENDIX

NGBs (organized by resource level according to a 2018 Deloitte needs assessment report; does not include non-Olympic sports or sports that will be new to the Olympics in 2020 except for climbing):

- Tier 1: Equestrian, Figure Skating, Ski & Snowboard, Soccer, Tennis, Gymnastics (under investigation), Hockey, Swimming, Track & Field, Volleyball, Golf

- Tier 2: Rowing, Sailing, Basketball, Cycling, Fencing, Field Hockey, Rugby, Shooting, Triathlon, Water Polo, Wrestling
- Tier 3: Bobsled & Skeleton, Speedskating, Archery, Boxing, Curling, Diving, Judo, Luge, Taekwondo, Weightlifting
- Tier 4: Canoe, Biathlon, Badminton, Pentathlon, Synchronized Swimming, Table Tennis, Team Handball, Climbing

<https://www.sportsbusinessdaily.com/Journal/Issues/2018/08/13/Olympics/NGB-side.aspx>