



In the year 2000, the United States Anti-Doping Agency was born as the result of recommendations made by the United States Olympic Committee (USOC) Select Task Force on Externalization to uphold the Olympic ideal of fair play, and to represent the interests of Olympic, Pan American, and Paralympic athletes. This special commemorative Spirit of Sport issue documents the impactful history of this evolving agency.

Doping in History

The term “doping” may be a relatively modern term in the context of performance enhancement, but the use of extraordinary substances to enhance performance in sport is quite familiar. Athletes seeking an edge dates back to the ancient Greeks and the original Olympic Games. Like today, there was a great deal at stake, and the enticement to win – for some at any cost – was as irresistible then as some might find it today.

Fast forward to the modern Olympic era, and we see the signs of what would become known as “doping” very early on. As early as the 1904 Olympics, mixtures of strychnine, heroin, cocaine, and caffeine were employed, and it is said that coaches and teams developed uniquely-formulated cocktails. By 1928, the International Association of Athletics Federations (IAAF) became the first international sporting federation to prohibit doping by athletes.

In the 50s, anabolic steroids became available in the U.S. under FDA approval, and the Russian weightlifting team took advantage of testosterone as a doping agent. The use of performance-enhancing drugs continued to gain popularity, and unfortunately led to the first athlete death in Olympic competition in 1960. Another death followed during the Tour de France in 1967 with both instances becoming the first athletes to succumb in competition due to doping.

In 1967, the International Olympic Committee (IOC) established the Medical Commission to fight against doping in sports, and in 1968 conducted the first drug testing at an Olympic Games. This is the same year that the first athlete was disqualified from competition for a doping violation.

Throughout the 70s and 80s, advancements in the anti-doping program continued, and included the addition of steroids to the IOC list of banned substances; Ronald Reagan

signed the Anti-Drug Abuse Act of 1988, outlawing the sale of steroids for non-medical purposes; Congress passed the Anabolic Steroids Control Act; Major League Baseball banned the use of steroids; and former East German swimming coaches admitted to two decades of systematic doping.

Significantly, in early 1999, the World Conference on Doping in Sport was held, which led to the creation of the World Anti-Doping Agency (WADA) in November of that year.

An Independent U.S. Program is Created

That same year, at the urging of the athletes themselves and with an eye toward evaluating the U.S. anti-doping efforts, the United States Olympic Committee (USOC) Select Task Force on Drug Externalization was formed, co-chaired by former USOC Executive Board Member Frank Marshall and former USOC CEO Baron Pittenger. After thorough and careful analysis, the recommendation of the Task Force was to create an independent agency to conduct drug testing and oversee anti-doping operations on behalf of America’s Olympic athletes and hopefuls. The recommendation received unanimous approval from the USOC Board of Directors in October 1999.

The formation of the United States Anti-Doping Agency (USADA), as the independent agency was named, was the result of the tremendous courage of the USOC and the Select Task Force.



2000

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At that time, USOC President, Bill Hybl said, "For the last three decades, we have heard criticism from portions of the Olympic family that the United States was not living up to its mandate about anti-doping issues. Our independent agency should assure the Olympic movement that we are meeting our obligation in a direct and effective manner, and assure America's athletes of our commitment."

"We believe that an independent agency, in which the USOC has voice but not control, will contribute substantially to both domestic and international confidence in the U.S. anti-doping efforts," added Baaron Pittenger, Task Force Co-Chair.

Following significant presence at the Sydney Games in 2000 by an expert inaugural staff, USADA officially commenced operations on October 1, 2000. Led by its first CEO, Terry Madden, first Board Chair and Olympic gold-medalist Frank Shorter, and Senior Managing Director, Larry D. Bowers, PhD. USADA set out to create the gold standard U.S. anti-doping program, as it is now recognized today, worldwide.

The full Board of Directors was made up of nine individuals with diverse backgrounds in science, medicine, research, law, and international sport, many of whom still serve. They were elected to the Board from three segments of the USOC Board of Directors: the Public Sector, the Athletes' Advisory Council (AAC) and the National Governing Body (NGB) Council.

The first Board roster included:

Public Sector representatives: Barry Axelrod (Encinitas, Calif.), Dr. Jean Fourcroy (Bethesda, Md.), and Dr. Andrew Mecca (Tiburon, Calif.), Dr. Walter W. Shervington (New Orleans, La.) and Olympic gold-medalist Frank Shorter (Boulder, Colo.).

AAC-elected representatives: past Olympians Peter Breen (Brookline, Mass.) and Kate Borg (Charleston, S.C.).

NGB Council-elected representatives: Dr. Richard Cohen (Atlanta, Ga.) and Dr. Ralph Hale (Herndon, Va.).

Focus and Mission – Athletes

USADA was formed with the objective of being equally dedicated to four main areas of service:

- 1) the anti-doping testing and results management processes,
- 2) programs that deter and detect incidences of doping,
- 3) research that advances anti-doping science, and
- 4) education initiatives aimed at preventing doping altogether, rooted in building a culture of integrity and priceless life lessons learned through true sport.

USADA's founding mission was to preserve the well-being of sport and the integrity of competition, and ensure the health of athletes through research initiatives and educational programs.

Over the past ten years, USADA's goals for achieving the most effective anti-doping program have been numerous, ambitious, and ever-growing. Some achievements include:

- Appearing in front of more than 40,000 athletes, coaches, parents, and youth to impart the principles of true sport, educating that it is well worth the commitment, and without shortcuts, to achievement,
- Allocating more than ten million dollars to cutting-edge scientific research aimed at understanding and effectively combating the use of performance-enhancing drugs,
- Collecting and managing the results of more than 70,000 drug tests, including tests for EPO and hGH, and utilizing the most sophisticated analysis available,
- Partnering with federal, state, and local governments to be more effective, including huge successes in efforts with BALCO, Operation Raw Deal, and others, and
- Most importantly, restoring the image of U.S. athletes abroad, giving them the hope that the decision to compete clean is worth it, and assuring them that USADA is here to support them.

While it would be easy to become satisfied with these outcomes, USADA knows that now is the time to use past successes to propel the anti-doping movement to the next level and completely return the playing fields to clean athletes.



Over the past ten years, USADA has met with over 40,000 athletes, coaches, parents and youth to share the principles of true sport.

2001

Frank Shorter named the first Chair of USADA Board of Directors – USADA established itself as one of the world's foremost anti-doping agencies in 2001 – its first full year of operation. Chaired by two-time Olympic medalist and marathoner, Frank Shorter, the USADA Board of Directors provided the organization with a well-rounded, professional, and diverse group of talented individuals. Frank Shorter worked extensively in support of worldwide anti-doping initiatives and testified before the United States Congress.



On-line Athlete Location Forms – USADA's Communications Department and Doping Control implemented an on-line registration system for athletes to submit location information.

Drug Reference Line – Created to provide athletes, parents, coaches, etc., a personal resource for understanding prohibited substances and methods based on the World Anti-Doping Agency (WADA) Prohibited List, the Drug Reference Line (800-233-0393) enabled athletes to ask questions about prohibited and not prohibited substances. After previously operating with a delayed response to athlete queries, the Drug Reference Line improved in May 2003 and provided a direct human connection during business hours.

Terry Madden named CEO of USADA – Terry Madden became Chief Executive Officer of USADA in 2000 after serving as Chief of Staff to the USOC President, Bill Hybl. Madden began his professional career as Assistant District Attorney to the Dallas, Texas County District Attorney's Office. In addition, Madden's diverse background included serving as Executive Director of USA Badminton, Secretary of the Board of Trade, and member of the Office of Investigations and Audits. As CEO of USADA, Madden worked closely with the USADA Board of Directors to strengthen the United States' position as a leader in the fight against doping.



USADA trains Doping Control Officers (DCOs) – As representatives of USADA, DCOs are key components of the testing program. USADA held two DCO training sessions and trained more than 160 DCOs. This was the beginning of seminars, workshops, and conferences to mold competent, dependable DCOs.

2002

Athlete Ambassadors– USADA's Athlete Ambassador program was initially developed for current and/or retired Olympic athletes to serve as members of an advisory board. The advisory board's goal was to provide feedback for effective educational programs.

Missed Test Policy– In 2001, the USOC implemented a policy that placed responsibility directly on the athlete to provide athlete location information. USADA enforced the USOC policy which recommended that an athlete who missed three Out-of-Competition tests (without a valid reason) over an 18-month period be subject to a two-year suspension.

Inaugural Research Symposium and Grants – USADA budgeted \$2 million per year for support of research related to the deterrence of performance-enhancing drugs in sports. In addition, USADA hosted its inaugural Symposium on Anti-Doping Science entitled 'Oxygen Transport Enhancing Agents and Methods.' More than 80 scientists, sports administrators, and IOC lab directors from 24 nations attended.

EPO Testing– USADA began executing blood testing for the detection of erythropoietin (EPO).



In 2002, USADA initiated testing athletes for Erythropoietin ("EPO"). EPO is a prohibited substance under the classification of Hormones.

2003

BALCO - The Scientific Investigation

By Larry Bowers, PhD, USADA Chief Science Officer

When a sports reporter contacted USADA about an anonymous informant on June 4, 2003, their question was "If USADA got a syringe containing an undetectable doping agent, what would they do with it?" While the reverberations from Bay Area Laboratory Co-operative (BALCO) are still being felt today, the thirteen months following that phone call demonstrated USADA's commitment to pursuing doping cheats. The teamwork and commitment necessary to unravel a network of sophisticated dopers and to do the scientific work necessary to support cases against those found to have taken a previously unknown substance cannot be underestimated.

When the syringe actually arrived on June 6, there was only a drop of a straw-colored liquid in the tip of the syringe. The contents were carefully washed out and diluted using supplies obtained from the UCLA Olympic Analytical Laboratory (OAL). One portion was sent to the OAL while a second was kept at USADA in case anything went awry. By the week of July 4, Dr. Don Catlin and his OAL co-workers, supported by USADA science staff, had used various chemical and instrumental approaches to identify the compound.

The lab named the compound tetrahydrogestrinone or THG because the compound was very similar to the WADA prohibited substance gestrinone. Dr. Tom Hoyer from the

University of Minnesota produced a report describing a three-dimensional picture of the THG molecule. The Australian National Analytical Reference Laboratory (NARL; now the National Measurement Institute) was shipped a sample of gestrinone from a supplier in the UK - primarily because they could provide it in the shortest period of time. NARL synthesized THG and was able to certify a reference material by mid-August. A second batch of material was produced by September, and USADA distributed a reference standard to each of the WADA-accredited laboratories so they were able to test for THG.

We knew what was in the syringe, but still needed to identify what would appear in the urine of an athlete doping with THG. For that part of the investigation, we employed two groups who had access to an "artificial human liver" and primates that could be given THG so that we could analyze what appeared in the urine. In August 2003, USADA Science Director Rich Hilderbrand hand-carried the minute amount of THG that had been synthesized to the University of Minnesota and Southwest National Primate Research Center in San Antonio, TX. The final sample of baboon urine was collected on August 29 and forwarded to the OAL.

We caught a huge break in that a large portion of the THG was excreted unchanged in the urine. Thus, the

OAL was able to work on developing a urine test for THG.

During the summer, USADA was also in contact with IRS Criminal Investigations personnel, and learned that the individual of their investigation in the Bay Area was the same individual who we knew to be the source of "the cream," now identified as THG.

By day's end on September 3, I had joined the federal legal action at the BALCO facility just south of San Francisco. What was clear from the visit to the cinderblock storage facility was that many elite athletes had been assisted in doping by the owners of BALCO and their co-conspirators. It was both an exhilarating and a depressing day. I knew that

BALCO was going to provide much information to combat doping, but I also had concrete proof that the "designer steroid" that we had all feared was real.

By mid-September, the OAL had developed and validated a method for identifying THG in urine, and a number of athletes tested positive including Dwayne Chambers, Regina Jacobs, and Kevin Toth. A team of dedicated scientists that spanned three continents had been able to identify, study the metabolism of, and develop a method for detection of the "designer steroid" in just over three months. Preparing for the Dwayne Chambers case in London, the defense team was telling the newspapers that USADA could not even prove that THG was a steroid. I could only smile.



When a syringe containing a sample of THG (a previously unknown substance) arrived in an overnight package at the USADA offices on June 6, 2003, it sparked an investigation, the results of which would have lasting effects on the world of sports.

CASPER - The Coalition for Anabolic Steroid Precursors and Ephedra (CASPER), with USADA as a founding member, was formed to support legislation which would regulate anabolic steroid precursors and ephedra in dietary supplements. In addition, CASPER worked to educate the American public about the health risks caused by dietary supplements containing anabolic steroid precursors and ephedra. CASPER's membership included the nation's leading medical, public health, and sport organizations.

USADA 2nd annual Research Symposium - In September 2003, USADA held its second annual Symposium on Anti-Doping Science in Los Angeles entitled, "Application of Gas Chromatography (GC) - Combustion (C) - Isotope Ratio Mass Spectrometry (IRMS) to Doping Control." The purpose of the symposium was to discuss the use of GC/C/IRMS in the identification of exogenous substances which are normally found in the body in lesser amounts.

2004

Global Harmonization in Sport

Countries from around the world united in the fight against doping in sport on March 5, 2003, when the World Anti-Doping Code was formally adopted at the World Conference for Doping in Sport in Copenhagen, Denmark. For the first time, sport federations collaborated to approve a policy that standardized anti-doping rules, regulations, and penalties for all Olympic and Paralympic athletes. Prior to the Code, each Olympic sport had its own anti-doping program.

A worldwide effort to implement the Code began on January 1, 2004 and this marked a major accomplishment, as it was the first time that athletes from across the globe were held to the same level of anti-doping standards. Previously, anti-doping rules varied, and in some cases did not exist. Athletes from all sports and nations were exposed to an equal and level playing field for the first time. With the new Code in

place, any sport that failed to follow the rules could be banned from the Olympic or Paralympic Games, and any nation that refused to comply with the Code could be barred from hosting the Games.

The Code was and still is the core document that ensures harmonization of anti-doping efforts across sports and governments around the world. It provides a framework for anti-doping policies, rules, and regulations within sport organizations and among public authorities. It also provides International Standards to harmonize different technical aspects in the battle against doping – including testing, laboratories, athlete whereabouts, Therapeutic Use Exemptions, and the Prohibited List. The Code is one of the most significant achievements in the fight against doping and has allowed anti-doping leaders from across the world to collaborate and learn from each other. This achievement has led



to significant advances in the global fight against doping in sport.

The Code is reevaluated as necessary, in order to stay at the forefront of the anti-doping movement. The evaluation and review process allows for a stronger method to ensure that all athletes are treated equally, despite

the sport, nationality, or country where they are tested.

Today, more than 400 individual sporting bodies and 125 governments have signed onto the World Anti-Doping Agency (WADA program).

100% Me, My Choices Matter – Through a partnership with two Colorado Springs Boys and Girls Clubs, USADA administered a pilot project titled “100% Me, My Choices Matter,” designed to equip young athletes with the knowledge and skills necessary to make responsible, ethical, and healthy choices. With a student handbook and DVD to enhance the 10-12 year-old participants’ experience, USADA’s education staff facilitated two separate groups in two one-week programs that reached 38 children. A website was introduced to offer interactive activities to accompany the program, both of which targeted the pre- to early-adolescent population.



“No Doubt About It...My health, My sport, My victory...I compete clean”

– In 2004, the “No Doubt About It...My health, My sport, My victory...I compete clean” campaign was launched to celebrate clean sport. The campaign included: public service announcements featuring athletes from six summer sports, t-shirts displaying the campaign slogan, and a poster series with athletes from four Summer Olympic and Paralympic sports. In anticipation of the 2004 Athens Games, National Governing Bodies and athletes were prompted to “Take the Stand for Clean Sport” and invited to order t-shirts and posters, available through USADA’s website at no cost.

NO
DOUBT
about it.

Drug Reference Online – The Drug Reference Online was added to the USADA website to provide easily accessible information on the status (prohibited or not) of specific U.S. pharmaceutical and over-the-counter products. Like the Drug Reference Line (phone), athletes could inquire about substances anonymously on Drug Reference Online website. Results of each search from Drug Reference Online were logged for future aggregate reference, but remained anonymous.

Play Clean Line – In an effort to provide a place for individuals, especially athletes, to report situations where they believed doping compromised the integrity of their sport, the toll-free Play Clean line (877-752-9253) was created.



USADA 3rd annual Research Symposium – USADA held the third annual Symposium on Anti-Doping Science. The symposium addressed the state-of-the-art testing for human growth hormone (hGH).

2005

USADA's First Athlete's Advantage

USADA embarked on a program in 2005 known as the Tertiary Program. The program was created to assist athletes who had missed tests or doping violations that could have led to sanctions against the athletes. The program set out to: prevent recurrence and reduce potential for incidence of missed tests and doping violations, and increase awareness and knowledge about policies and resources. Overall, the program was established to increase the responsibility of athletes with respect to their career and life choices as they related to anti-doping. The Tertiary Program covered three main focus areas; atti-

tude, awareness, and knowledge, and was comprised of an online interactive component, which included videos with former Olympians, and printed materials.

Through a decision-making activity, "Attitude" identified an athlete's attitude about prohibited substance use, receiving a sanction for a doping violation, and the athlete location requirements. The Six Pillars of Ethical Decision Making were used to foster the athlete's character:

- Trustworthiness- being honest and being reliable,
- Respect- display of regard for the worth of people including oneself,
- Responsibility- being in charge of choices and our lives,
- Fairness- issues of equality and due process,
- Caring- genuinely concerned with the welfare of others,
- Citizenship- civic virtues and duties on how we ought to behave as part of the community.

The "Knowledge" component tested an athlete's comprehension of Athlete Location Form information. 'When and how should ALFs be submitted' and 'how to make changes to schedules' were a couple topics discussed within "Knowledge." Athletes' completed scenario-based questions to help increase their ability to access appropriate resources and to increase their knowledge about Out-of-Competition ALF requirements. The last main component of the Tertiary Program was "Awareness," which taught athletes about the anti-doping tools available to them and how to apply them.

The former Olympians featured in the program made the following statements about their athletic career and USADA:

- Be a true champion with passion and desire.
- USADA is your friend as you take this journey in your career.
- USADA wants to protect integrity of sport, for both athletes as well as the fans watching these performances.
- Don't jeopardize your life after your sport.
- Be able to sleep at night with a clear conscious.
- Filling out an Athlete Location Form is a small part of your day and it doesn't take that long to do.
- The ALF works, because many athletes have been caught doping in my field of sport and it's good to know we are getting rid of dopers.

The Tertiary Program was later renamed to Athlete's Advantage, which continued to help athletes understand their rights and responsibilities, and later became mandatory for all Registered Testing Pool athletes prior to submitting their whereabouts information.

USADA's initial Athlete's Advantage program was created to educate athletes about their anti-doping responsibilities.



Education - USADA's education department continued efforts to grow and enhance the educational experience for athletes, athlete support, youth and outreach. These initiatives included:

- Renewing the Athlete Ambassador program with nine active and retired athletes signing on to represent USADA.
- Printing publications such as Optimal Dietary Intake for Sport...the Basics - a Nutrition Module, and The Playing Field - an athlete support newsletter.
- Producing four winter sport public service announcements in partnership with the USOC, which featured, Apolo Anton Ohno (Speedskating), Vionetta Flowers (Bobsled), Mark Grimmette (Luge), Manny Guerra (Sled Hockey), Jennifer Rodriguez (Speedskating), and Angela Ruggiero, Jenny Potter and Julie Chu (Women's Ice Hockey).

Doping Control Officers - All Doping Control Officers were recertified in accordance with the WADA International Standard for Testing. Seventy-seven DCOs completed two workshops in Atlanta, Ga. and Colorado Springs, Colo. USADA recruited and certified nine new DCOs.

USADA 4th Annual Research Symposium - USADA hosted its fourth annual Symposium on Anti-Doping Science entitled, "Muscle Development and Recovery Implications for Doping."



2006

USADA 5th Annual Research Symposium - The fifth annual USADA Symposium on Anti-Doping Science, titled "Intra-Individual Reference Ranges: Implications for Doping Control," was held September 29-30, 2006 in Lausanne, Switzerland in conjunction with an anti-doping conference organized by the International Association of Athletics Federations (IAAF).

First Education Symposium - USADA hosted its first education symposium, "Effective Anti-Doping Education Prevention Strategies," November 9-11, 2006 in Tempe, Arizona. The education symposium focused on current effective interventions as well as future strategies and research to bridge the gaps in anti-doping education. The convening groups developed the Clean Sport Alliance to promote a sports culture which valued fair play as much as winning, and where participants respected themselves, their teammates and opponents, and their sport.

2007

End of an Era

After seven years and four months as its chief executive officer, Terry Madden left the United States Anti-Doping Agency, an organization he helped to build from the ground up.

"It was a total surprise to him when, on a March day in 2000 at the O'Hare Hilton in Chicago during the organization meeting of the new board of directors, he was approached by newly elected board chairman Frank Shorter and board member Dr. Ralph Hale to determine whether he would have an interest in becoming USADA's first staff leader. At that time, Madden was Chief of Staff to United States Olympic Committee President, Bill Hybl. He had also been serving as staff liaison to the Select Task Force on Externalization which recommended the creation of a testing agency independent of the USOC. "I needed two or three days to think about it," Madden remembers. "I knew the need for an independent agency, but I was concerned about my abilities to do all that needed to be done."

"Thankfully, he took the job," says Dr. Hale, who succeeded Shorter as Board Chair in 2003. "Terry took over an organization that, at best, was only a concept at the beginning, but one which was greatly needed by U.S. sport. He has developed that organization into the premier anti-doping agency in the world today. He gained the respect of sport both nationally and internationally, as well as that of Congress and the administration. His tasks were difficult and his path often full of roadblocks, but he persisted and overcame all of the obstacles. USADA is what it is today because of his diligence, intelligence, and perseverance."

For his part, Madden is equally thankful for his board. "They have been wonderful to work with from day one," he says. "No agendas. Just a desire to provide guidance and get the job done."

Madden's first two tasks were to assemble a staff that had the abilities and dedication to achieve his goals, and to put in place the funding that was necessary to support it. "We needed to find and attract people who were competent in the areas of science and education, and at the outset, outside people who had the knowledge and interest to help us develop our testing protocols and procedures, and to get athlete input. We were very fortunate to have Dr. Larry



USADA's first CEO Terry Madden took the organization from concept to reality, overcoming obstacles with diligence and integrity.

Bowers, who had directed the IOC-accredited laboratory in Indianapolis, join USADA as our science director, and Rich Young, as outside counsel, from Colorado Springs, help develop our protocols. Those were key additions. But every member of our staff has played a role in developing the organization into the leader it has become in the worldwide anti-doping effort."

The issue of financial support that existed from the beginning has been one that required constant attention through USADA's development and evolution. Although the responsibilities assigned to USADA by the task force were significantly expanded over those conducted by the USOC's anti-doping program, the USOC's financial commitment to USADA was roughly similar to the resources devoted to its own program. "Our budget for the first year was \$6.7 million," Madden recalls, "of which \$3.7 million came from the USOC. Today, our budget is \$13 million plus. Little did I know that we would need that level of funding."

The growth of financial resources has been provided principally by the federal government. In the first several years it came through a grant arranged by then Colorado Senator Ben Nighthorse Campbell through the Office of National Drug Control Policy. Subsequently, through Madden's effective leadership and USADA's growing reputation as a worldwide leader in the anti-doping effort, other members of Congress on both sides of the aisle have become supporters. "What we do isn't the kind of activity which draws corporate sponsorship," Madden said, "so the confidence of Congress has been of great importance to our progress."

That confidence extends globally in the battle against performance-enhancing drugs. "Thanks to Terry's commitment to clean sport, the situation in the United States in relation to anti-doping has undergone a profound sea change,"

2007

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said David Howman, director general of the World Anti-Doping Agency. "Under Terry's leadership, USADA has been established not simply as a highly effective and professional organization, but more significantly as a world leader among national anti-doping organizations."

Madden admitted to having been surprised by the world's perception of America's Olympic athletes when he attended his first Council of Europe meeting in November of 2000, a month after USADA opened its doors. "I didn't know how low our reputation was. We were seen as being on the same level as East Germany and China. That meeting certainly strengthened my resolve."

As he left USADA, Madden was asked to look back on some of the "firsts" the organization achieved during his run as CEO. "We were the first independent, transparent and confidential agency in the war on

drugs," he says. "In fact, the WADA Code is based upon our protocols and procedures. We were the first agency to have a long-term, broad-based research program. One has to ask where we would be, not only nationally but internationally, without USADA's contributions in the development of tests involving EPO, human growth hormone, blood doping, and so-called undetectable steroids such as THG. We were the first to take blood doping and EPO cases to hearing."

"Our drug reference line has constantly improved, and is a great service to athletes. We were the first to have it staffed 24 hours a day, seven days a week. We were the first agency to develop an education program not only for Olympic athletes, but for the nation's youth. Other nations have either adopted or borrowed from our education materials.

"In the area of doping control,

USADA has been the leader in developing an all-encompassing athlete whereabouts program to facilitate out-of-competition testing, and one which is easy for the athletes. We were the first agency to develop a Play Clean telephone line for athletes to communicate concerns directly to us, and we were the first and only agency to develop a comprehensive field observation and audit program for drug control officers."

"We developed an adjudication system that is both fair to the accused athlete, but also protects the rights of the clean athlete. We were the first to take non-analytical cases to hearing involving some of America's greatest athletes in the BALCO case, and I believe that our activities were largely responsible for the seven Congressional hearings into the problem of drugs in sports."

Somewhere, after an appropriate break, another challenge awaits Terry

Madden. It is hard to believe it will be as challenging, or as satisfying.

Terry Madden built an outstanding staff prior to his decision to leave USADA. Fortunately, USADA underwent a smooth transition as Madden stepped down and Travis T. Tygart emerged as his successor. Tygart joined USADA in October 2002 as Director of Legal Affairs and in October 2004, became Senior



Managing Director, General Counsel, overseeing all legal and communication matters. Prior to joining USADA,

Tygart was an attorney in the sports law practice group at Holme, Roberts and Owen, LLP in Colorado Springs, Colo. He graduated from the University of North Carolina with a bachelor's degree in philosophy and earned his J.D. from Southern Methodist University, graduating Order of the Coif.

www.ThatsDope.org - A new website, www.ThatsDope.org, was launched targeting 14-20 year-old students and student-athletes with the most current information about doping, athletic performance, dietary supplements, nutrition, ethical decision-making, and other pertinent topics.

THATS DOPE.ORG



Survey - USADA, through its Education Division, undertook for the second time a formal survey on its efforts from its key stakeholders, athletes, and athlete support personnel. The goal was to obtain information to assist USADA's continuing efforts to be the most effective in fulfilling its mission to protect the rights of clean athletes and the integrity of Olympic sports.

Anti-Doping Congress - A two-day Anti-Doping Congress was conducted in October, at the Galt House in Louisville, Kentucky, hosted by the Association for Applied Sports Psychology and USADA. The primary goal was to engage various organizations representing sport and exercise sciences, coaching, education, healthcare, media and other involved professions to collectively look at the problem of performance-enhancing drug use and other doping issues, and to begin to work collaboratively on action items to curb future doping at all levels of sport and exercise. The Congress served to extend USADA's breadth of constituents, including the media, and to generate additional momentum.

Testing improvements - USADA's testing division was restructured to provide a more sport-specific approach to Out-of-Competition (OOC) testing, with a goal of more intelligent and focused testing plans.

Texting USADA - As a convenience to athletes, the athlete whereabouts reporting system was expanded to include text messaging. The new feature allowed athletes to submit schedule updates to USADA.

Text Message



USADA 6th Annual Research Symposium - USADA's sixth annual Symposium on Anti-Doping Science, titled "Oxygen Transport and Energy Production" was conducted in Dallas, TX. In addition, USADA funded \$1,738,000 in grant and instrument proposals submitted by scientists from five countries.

2008

Pilot Testing Program - A dozen Olympians voluntarily agreed to participate in an intense testing program which included both blood and urine samples. The purpose of the program was to conduct research and analysis regarding longitudinal testing, for the ultimate goal of advancing the science of anti-doping. The program served as a significant effort to enhance doping control methods, and contributed to a strong commitment to eradicate doping in sport. The program was not only beneficial from a scientific perspective, but also sent a powerful and positive message to athletes and the public that performance-enhancing drugs have no place in sport.

Mandatory Athlete's Advantage - To inform athletes of the WADA International Standard for Testing changes, USADA launched an online mandatory tutorial, Athlete's Advantage. As the first mandate, athletes in the USADA Registered Testing Pool were required to finish the tutorial in the fourth Quarter of 2008 prior to completing their Quarter 1 2009 Whereabouts Filing. The tutorial became mandatory as an obligation under the USOC Anti-Doping Policies and the USADA Protocol and provided an invaluable education tool.

Direct hGH test developed - A direct test for human growth hormone (hGH) was introduced for routine blood testing during 2008. The direct test measured the relative amounts of different forms of hGH that are produced naturally. The Sports Medicine Research and Testing Laboratory (SMRTL) in Salt Lake City was one of the first groups of WADA-accredited laboratories to validate the test.

Clean Sport Alliance - With national and international scandals involving doping in sport regularly making headlines, USADA felt it was imperative to work collectively with organizations that share USADA's concern for today's sport culture and that look to change those behaviors and attitudes that influence the decisions to dope. Continuing the momentum established during the 2006 USADA education symposium and the 2007 Anti-Doping Congress in Louisville, Kentucky, USADA hosted the Clean Sport Alliance Working Group Meeting in Colorado Springs, Colorado February 14-16, 2008. A dozen groups came together believing that prevention and education must be a priority and that working together to share best practices would only enhance the efforts and maximize the results of all alliance members.

My Victory Clean Sport Campaign -

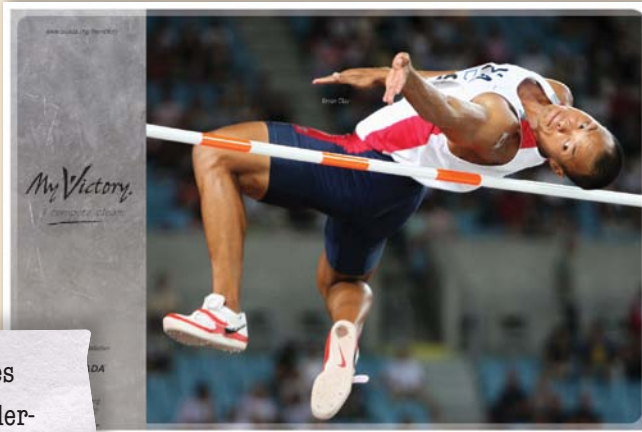
In celebration and recognition of the overwhelming number of athletes who are clean competitors, the My Victory campaign gave athletes a platform to talk about their commitment to clean sport and to raise awareness among elite athletes about the value of competing clean. The name My Victory symbolized the ideal that athletes dedicate themselves and make sacrifices for the love of their sport, in the interest of reaching the pinnacle of success, which is personal achievement through honest effort and ability, and without performance-enhancing drugs.

My Victory.
I compete clean.

Partnership for Clean Competition - USADA, along with the USOC, the National Football League, and Major League Baseball formed a new organization, the Partnership for Clean Competition (PCC) (www.cleancompetition.org), to fund research in the anti-doping field.

USADA's Olympic Division - The development of USADA's Olympic Division created customer-focused teams aligned by sport and accountable for delivering exceptional customer service to the USOC, the National Governing Bodies (NGBs), and athletes. The Olympic Division was broken up into two sections - Sportfolio teams and Olympic Education - which are dedicated to ensuring the success of USADA's Registered Testing Pool, Test Distribution Plan, and educational programs.

USADA 7th annual Research Symposium - The seventh Annual Symposium on Anti-Doping Science entitled "Proteins to Mitochondria: New Challenges for Anti-Doping Science" was held in Colorado Springs on October 17-20, 2008. Three topic areas were addressed during the symposium: the potential for altering the function of the mitochondria (the power source for the cell) to improve performance; the potential for using mass spectrometric techniques to confirm protein prohibited substances; and the factors that affect the appearance of doping substances in urine.



The 2008 My Victory clean sport campaign featured athletes who were committed to competing clean and underwent an unprecedented series of drug tests to prove it!

2009

Game Plan 2012 - USADA developed a strategic plan for the next quadrennium, entitled Game Plan 2012, which featured a renewed mission: Preserving the integrity of competition, Inspiring true sport, and Protecting the rights of athletes. Game Plan 2012 contained four main goals: Be a strong and influential partner and voice in the anti-doping community; Expand influence in the scientific community; Build client-focused teams that are accountable for delivering exceptional service; and Impart and inspire a commitment to the core principles of true sport.



Global Drug Reference Online - In October 2009, USADA, the United Kingdom of Anti-Doping (UKAD), and the Canadian Centre for Ethics in Sport (CCES) rolled out a landmark partnership to jointly launch the Global Drug Reference Online (Global DRO). Developed initially by USADA in 2004 as a resource for the U.S. only, Global DRO became a multi-national online directory, providing critical information about the status (prohibited or not) of specific substances based on the WADA Prohibited List. Global DRO is updated regularly and all data is fully verified by pharmacists with experience in the field of anti-doping.



I Compete Clean because... - In collaboration with seven of America's inspirational winter Olympic and Paralympic athletes, USADA's clean sport campaign promoted these athlete role models competing the right way - without cheating and free of performance-enhancing substances.



Supplement Safety Now (SSN) - A nationwide effort, Supplement Safety Now was created to protect Americans whose health is threatened by the consumption of dangerous over-the-counter products disguised as "healthy" supplements. SSN's mission is to urge Congress to establish a regulatory framework that ensures that all supplements sold over-the-counter in retail stores and online are safe and effective. And, that the federal agencies regulating this industry have the tools to effectively protect consumers' health. Supplement Safety Now was founded by USADA, with support from Major League Baseball, the National Football League, the U.S. Olympic Committee, the National Basketball Association, the National Hockey League, and a host of organizations deeply concerned about the health and safety of Americans of all ages and athletic abilities.



Partnership for Clean Competition (PCC) announces first grant recipient -

The PCC announced its first grant recipient in May 2009, Dr. J. Thomas Brenna of Cornell University for his research project entitled, "The Characterization for the Human Urinary Steroidome."

PARTNERSHIP FOR clean competition

True Sport Awards - USADA True Sport Awards were launched in partnership with Discovery Education to foster clean, safe, and healthy living among youth. Promoting integrity, respect, teamwork, and healthy choices, True Sport Awards is a delivery mechanism through which to distribute USADA's 100% Me and That's Dope curriculum to educators and community leaders imparting the critical life lessons that contribute to the development of ethical and health individuals.

Congratulations USADA

notes from USADA supporters & constituents

"The U.S. Olympic family stands together in commemorating USADA's tenth anniversary and celebrating their tremendous success. Today, we congratulate USADA for helping preserve a fair and level playing field for all with an unwavering commitment to education, research and testing. During their 10-year history, they have become the torchbearers for the eradication of drugs in sport and we wish them much more continued success in the future."

- Scott Blackmun, CEO of USOC

"I truly enjoyed everything about my service on the USADA Board of Directors in the start-up years from 2000-2003. The commitment of the board in the face of an often skeptical, even jaded, public was unified and extremely gratifying. Terry Madden was tailor-made for the job as first CEO and with his guidance USADA started to have success and gain public trust and credibility. The position of the agency in terms of its recognition and effectiveness is now firmly established at a worldwide level. Well done everyone! Here's to another successful 10 years as the group to emulate in the ongoing battle against performance-enhancing drugs in sport."

- Frank Shorter, Founding USADA Board Member

"It is humbling to think that I was part of the inception of USADA. There was a clear sense of urgency to get it right and do it fast. Our board was uniquely focused on this goal. So much so, we didn't mind being squeezed into a tiny conference room at the Denver airport. Maybe that meeting helped to create the lasting family atmosphere."

- Peter Breen, Founding USADA Board Member

"USADA is the culmination of a process designed to make our USOC anti-doping program above question and our athletes the cleanest in the world. From its early beginnings, there were great obstacles to overcome and many problems to address. When we started, many felt we would fail - we did not. Other countries were skeptical that we could test our athletes and report true results. We have shown that our athletes are tested, results reported and positives adjudicated. We are now a model for all anti-doping agencies. I am proud to have been a member from the very first meeting and feel very privileged to have been associated with developing such an outstanding program and to have been associated with such extraordinary staff and board members."

- Ralph W. Hale, Founding USADA Board Member

"USADA's significant investment in education reflects a serious commitment to more than just a 'trailem, nailem and jail'em' portfolio and insures future generations making better choices!"

- Andy Mecca, Founding USADA Board Member

"I remember our first gathering, in early 2000. There was a long conference table - I sat by the window, facing Richard Cohen and Ralph Hale across the table. As they went around the table and introduced themselves, I was struck by the outstanding working relationship of these people with both athletes and sports - none of which I really had. They covered the field - from swimming, to the Atlanta games, to legal expertise."

- Jean Fourcroy, Founding USADA Board Member

"The most striking and meaningful memory for me from the inception of USADA until today has to do with the very first meeting at O'Hare Airport in Chicago. I went to Chicago not knowing anything about what the meeting was to involve and not being familiar with most of the people in attendance. Somehow, under the guidance of Frank Marshall and Baaron Pittenger, the eclectic group created a new entity, formed a Board of Directors, elected officers, and developed a plan of action. By the end of the day, USADA was up and running and had a clear mission. That group of strangers, and those added to the equation over the 10 years, both Board members and unmatched staff, have accomplished much more than I could have ever imagined that first day"

- Barry Axelrod, Founding USADA Board Member

"The whole experience has been gratifying. I've been blessed to have worked with good people who really care about clean sport just as I do."

- Evelyn Ashford, USADA Board Member

"What has stood out for me about USADA from the first board meeting I attended is the knowledge and commitment of the staff. My favorite USADA memories are a collection of watching staff members—Larry fielding questions at science conferences, Travis presenting USADA's mission and support for clean athletes and Carol keeping everything running smoothly. These are just a few examples of what I know is a daily commitment by the whole staff that has contributed and will continue to contribute to USADA's success."

- Annette Salmeen, USADA Board Member

"The excitement of the BALCO Operation just as I was coming on board is an enduring memory, and hearing Larry Bowers give his take of the actual incident which was certainly a dangerous undertaking. I realized just how "Big Time" USADA actually was."

- Don Gambriel, USADA Board Member

"USADA has been an invaluable partner in our efforts to educate young athletes about the health dangers involved with doping in sport. The energy, vision, and integrity consistently demonstrated by the entire USADA team are respected around the globe. ONDCP looks forward to our continued collaboration. Congratulations."

- White House Office of National Drug Control Policy (ONDCP)

"When we began helping the U.S. Anti-Doping Agency in Washington 10 years ago, we never envisioned that USADA would become THE conscience of clean sport; not only in the Olympic movement, but also in professional, college, and high school athletics. USADA wasn't merely present during the sea change of attitude on performance-enhancing drugs; it drove the revolution to where it is today. USADA never wavered, never compromised, and never blinked. That is why it has become the premier anti-doping entity in the world."

- American Continental Group

Congratulations USADA



I COMPETE CLEAN

because.

10. INTEGRITY MATTERS.
9. I WANT TO BE TRUE TO MYSELF.
8. I'M A ROLE MODEL.
7. I'M NOT A CHEATER.
6. MY LEGACY MATTERS.
5. I RESPECT MY FELLOW ATHLETES.
4. FAIR PLAY MATTERS.
3. MY FAMILY IS WATCHING.
2. I LOVE MY SPORT.
1. MY MOM WOULD KILL ME.

