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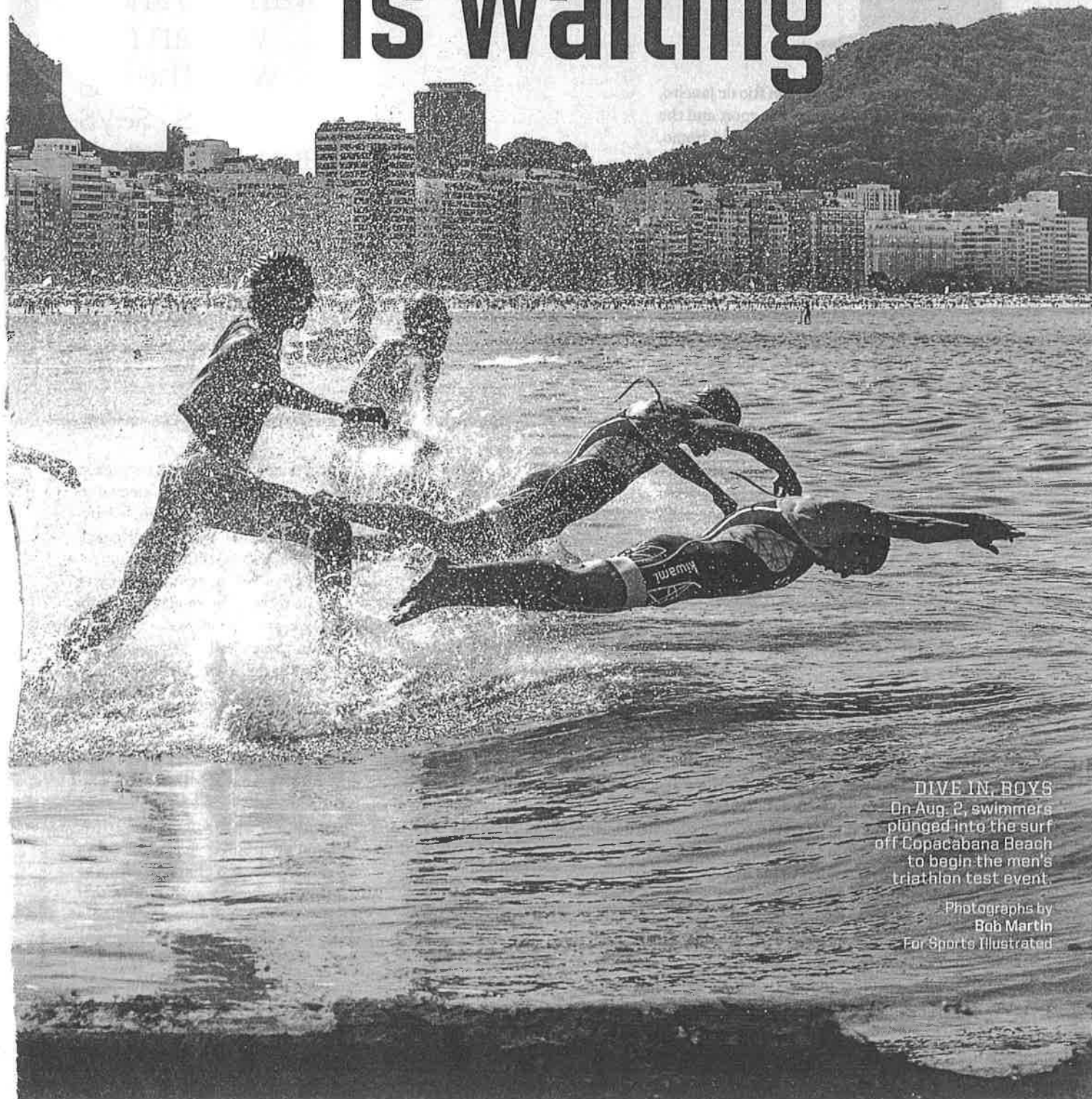


Member, U.S. Olympic Committee

One year from the start of the 2016 Olympics, host Rio de Janeiro is pleased with its progress, but even as its scenic splendor and irrepressible spirit command attention, the city still has obstacles to overcome

BY ALEXANDER WOLFF

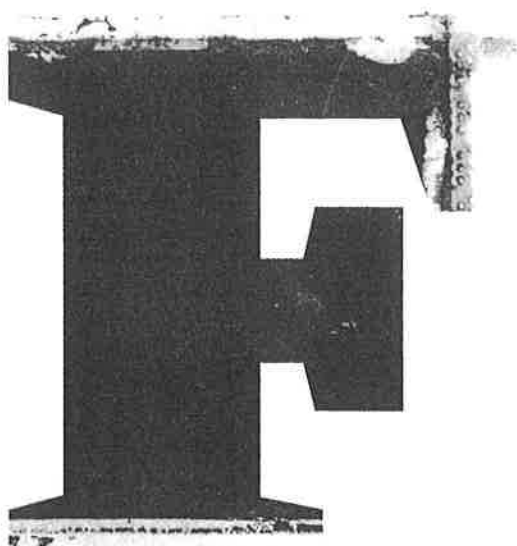
Is Waiting



DIVE IN, BOYS

On Aug. 2, swimmers plunged into the surf off Copacabana Beach to begin the men's triathlon test event.

Photographs by
Bob Martin
For Sports Illustrated



FOR AN IMAGE to capture an Olympics in Rio de Janeiro, you could do worse than to choose one sport and the venue that will host it: archery and the Sambódromo, or Sambadrome. Archers at the 2016 Games will file into that famed site in central Rio, the scene of so much communal wriggling every year at Carnival, to draw back their arrows and strive for an individual stillness. With one year to go before the Opening Ceremony, that's essentially how things stand in Rio. *A Cidade Maravilhosa*, the Marvelous City, draws a bead on its targets under unforgiving deadline pressure, even as Brazil's economy stalls, a critical environmental promise goes unmet and the world anxiously watches.

"We may be a samba people, but we're a country that wants to show we can run with the big dogs," says Ricardo Prado, a swimming silver medalist at the 1984 Olympics who is the competition manager for aquatic sports for the Rio 2016 organizing committee. "We won't be as perfect as London, but we're going to follow every requirement, and we'll have the Brazilian soul in it. If there are any doubts, the ['14] World Cup showed we could do it. I tell my team: Guys, the world came, partied, played soccer and had a great time. We're just going to have to do it again, only in one city and with 28 sports."

But things are more complicated than that. Such is usually the case in Brazil, a country that, as bossa nova legend Antônio Carlos Jobim once put it, is not for beginners.

When Rio won the right to host the 2016 Olympics, in Copenhagen six years ago, Brazil was swishing a prosperous derriere. Upon learning of the city's victory, on Oct. 2, 2009, President Luiz Inácio Lula da Silva—known simply, soccer-style, as Lula—celebrated madly, clutching the Brazilian flag. The motto on that flag reads ORDEM E PROGRESSO, Order and Progress, but members of the Brazilian delegation showed very little of the former as they began to realize how much of the latter the moment portended. Closing his eyes and trying to calm himself amid the joyous scrum, Lula placed his left hand to his brow. A picture of the scene, captured by an AP photographer, highlighted the president's missing pinky, lost as a teenager in a lathe accident in a São Paulo auto factory.

The tens of thousands of Cariocas (Rio natives) who celebrated on Copacabana Beach understood how their bootstrapping president's own journey, from grade school dropout to the highest office in the land, mirrored their country's. But if Brazil landed the Games as a nation on the move, it will host them as, at best, a country struggling



LULA'S LEGACY

The ex-president was overcome when Rio was named host. Construction of Olympic Park (far right) began three years later.

to get going again. Lula's handpicked successor, Dilma Rousseff, elected to a second term 10 months ago, is looking at single-digit approval ratings, a corruption scandal at the government-controlled oil company Petrobras, and an economy beset by creeping inflation and widespread job losses.

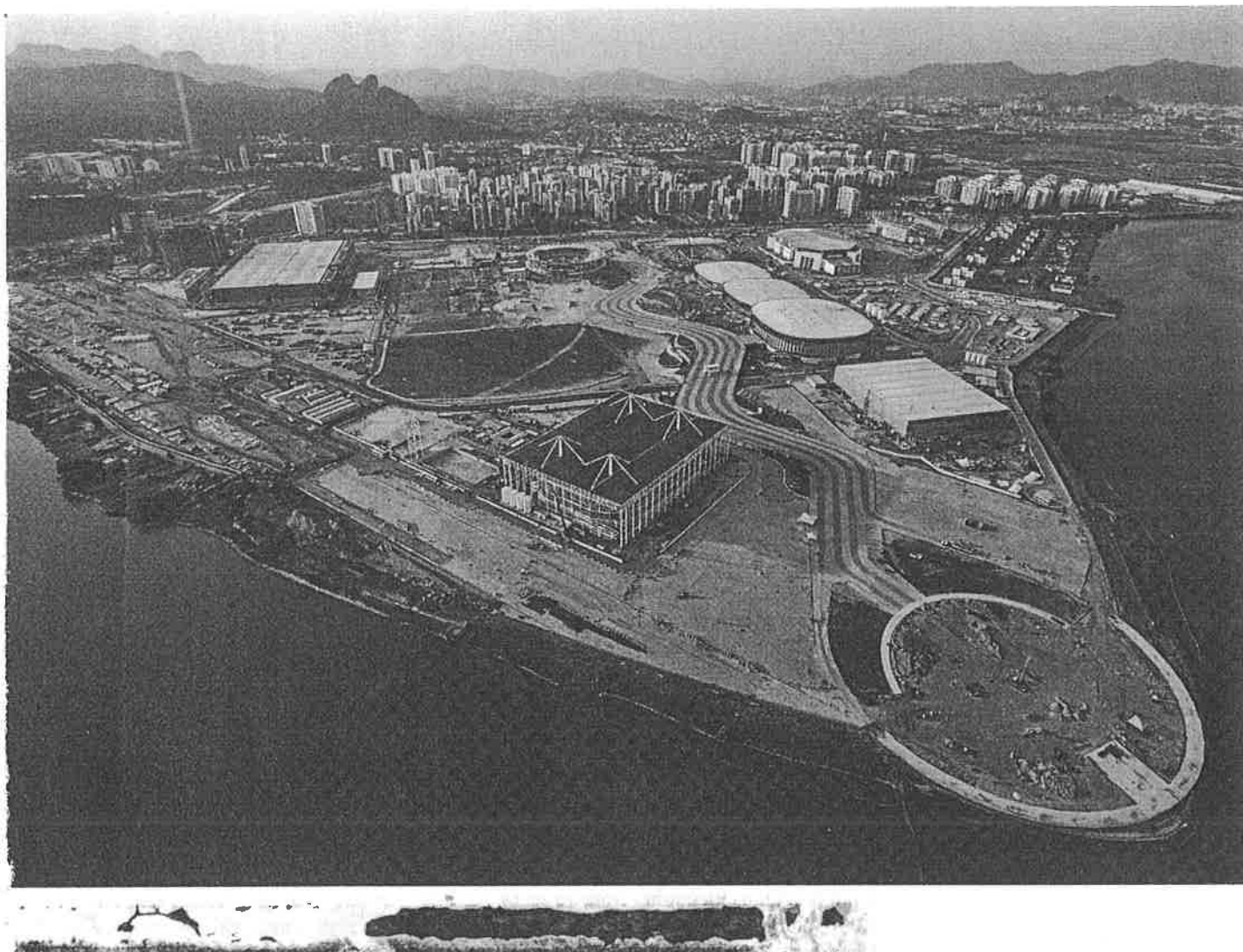
Yet in these challenges, organizers see opportunity. There will be no temptation to stage a spendthrift bacchanal reminiscent of Beijing or Sochi. "We'll deliver excellent Games, but we're not going for luxury," says Mário Andradá, Rio 2016's executive director of communications. "None of our stadiums will light up when spectators drink. We won't drive everybody around in a Porsche. We won't have an espresso machine in every venue, but there'll be hot, delicious coffee. If we had a money-printing machine, O.K., but our economy lost 345,000 jobs last year."

Preparations for the 2007 Pan American Games in Rio ran perilously late,

RIO 2016



"We're a country that wants to show we can run with the big dogs," says Prado. "We won't be as perfect as London, but we'll have the Brazilian soul in it."



and the budget was busted by a factor of six. Only six of the 35 promised transportation projects were completed on time for the 2014 World Cup, and publicly financed stadiums in the cities of Manaus and Cuiabá could find no private takers to operate them afterward. The Rio Olympics seemed fated to suffer from similar organizational shortcomings when, in April '14, IOC vice president John Coates of Australia, a veteran of nine Games, described preparations as "the worst I have experienced." Today organizers seem to have at least made the podium in the Expectations Games. "We are the last country in the universe anyone would expect to be on time and on budget," Andrada says, "yet here we are."

Olympic organizers seem to have gotten the message from massive street protests before the World Cup, which decried Brazil's corrupt soccer establishment and called instead for investments in education, health care and

public transportation. The organizers highlight the progress of construction on a subway link between central Rio and Barra da Tijuca to the west, site of the Olympic Park—one reason the number of Cariocas who use public transport is expected to jump from 16% in 2009 to 60% post-Games. They cite the free English lessons offered to anyone who simply applies to volunteer. And they point to the Olympic Park's handball venue, the so-called Arena of the Future, which will be broken down after the Games and reassembled to create four schools in neighborhoods that desperately need them. "Almost 60% of the budget comes from the private sector," says Roberto Aimbinder, project director of Rio's Municipal Olympic Company. "Never at an Olympics has there been so much. There's a concern not to build white elephants. The goal has been to save the public money."

But, again, Brazil 101 is not a simple

course. Private investment may be a way to preserve the public purse, but the public-private partnerships (called PPPs) at the heart of the Rio Olympics have a flip side. In exchange for that private money, developers exact a price: the right to take title to real estate in a radically transformed Rio once the Games are over. The Olympics have served as a pretext for razing favelas (densely populated shantytowns) and skirting environmental regulations. Build the Olympic golf course? Fine, but give us the right to construct high-rises around it. Throw up the 31 towers that will house 18,000 members of the Olympic family during the Games? O.K., but we want to turn the athletes' village into the Ilha Pura (Unspoiled Island) luxury condominiums, whose sales office is already open. A corruption scandal, which came to light over the past year, revealed kickbacks to politicians or their parties from construction companies with contracts to build



Olympic and World Cup infrastructure.

The remorselessness with which the city has depopulated Vila Autódromo, the favela that fringes the Olympic Park, underscores how politicians cater to developers' interests. "If the U.S. has a military-industrial complex, Brazil has a construction-industrial complex," says Rio native Juliana Barbassa, a journalist and the author of *Dancing with the Devil in the City of God: Rio de Janeiro on the Brink*. "If you look at what these companies are getting, it's the transferring of public wealth into private hands. The urgency of the Games, the constant rhetoric of 'the world is watching,' is used to push these projects through without due diligence."

The London Olympics unified an outlying quarter, the East End, with the center of a city. But at least London earmarked some of its athletes' village for affordable housing. Rio's forced relocations echo those in Beijing and Sochi, which left citizens embittered and human rights groups up in arms. Although Brazilian cities suffer from an acute housing shortage, activists estimate that 8,000 families nationwide will have been moved because of the World Cup and the Olympics.

Vila Autódromo began as a fishing village that sprang up on the edge of Rio's old Formula One racetrack in the 1960s. As Barra boomed, the favela became home to the maids, gardeners and security guards who staffed the gated high-rises and the malls that give western Rio the car-culture feel of the South Florida megalopolis. Vila Autódromo had running water, electricity and regular trash collection, and it suffered none of the drug gangs that characterize favelas in some other parts of Rio. Yet back in the early 1990s, Eduardo Paes, now Rio's mayor but then a 23-year-old deputy mayor for the city's western district, made one of the first attempts to wipe out the community, around the time Rio hosted the '92 Earth Summit. Vila Autódromo somehow survived, then outlasted another attempt at eradication before the 2007 Pan Am Games.

But the Olympics is proving to be too strong a force. After years of passive-aggressive harassment by the government—reassurances that residents could stay followed by sudden demurrals—Vila Autódromo sits nearly empty. Nine out of 10 residents have accepted deals, including accommodations in a new housing project a few minutes' drive away. The holdouts scrawl their resistance on the walls that remain. Though never formally accused of corruption, the mayor is often the target: MODALIDADE CORRUPÇÃO: MEDALHA DE OURO PARA DUDU PAES (Corruption competition: gold medal for Dudu Paes) and, alongside a caricature of him as Pinocchio, PAES MENTE (Paes lies).

But the graffiti is muted by the pounding of jackhammers at work on the adjacent main press center and a 25-story hotel. "We've become merchandise to the government," says Hamilton Isidoro de Souza, who's in his 20s and still lives in a half-destroyed structure in Vila Autódromo that once housed eight people from three families. He has no idea where he'll be in a year. "The *prefeitura* [local government] takes off [the lids of] the *bueiros* [sewer pipes] to make life uncomfortable for us," says De Souza. "And they don't collect the garbage anymore."



WATER WORLD

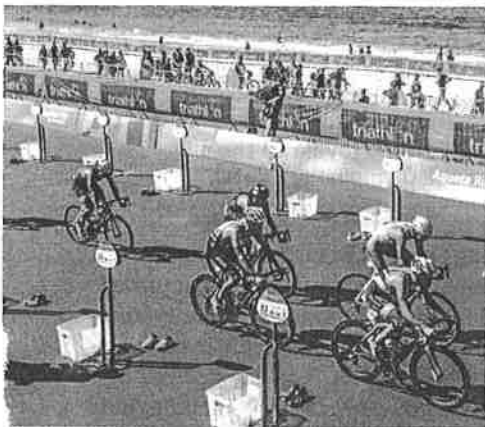
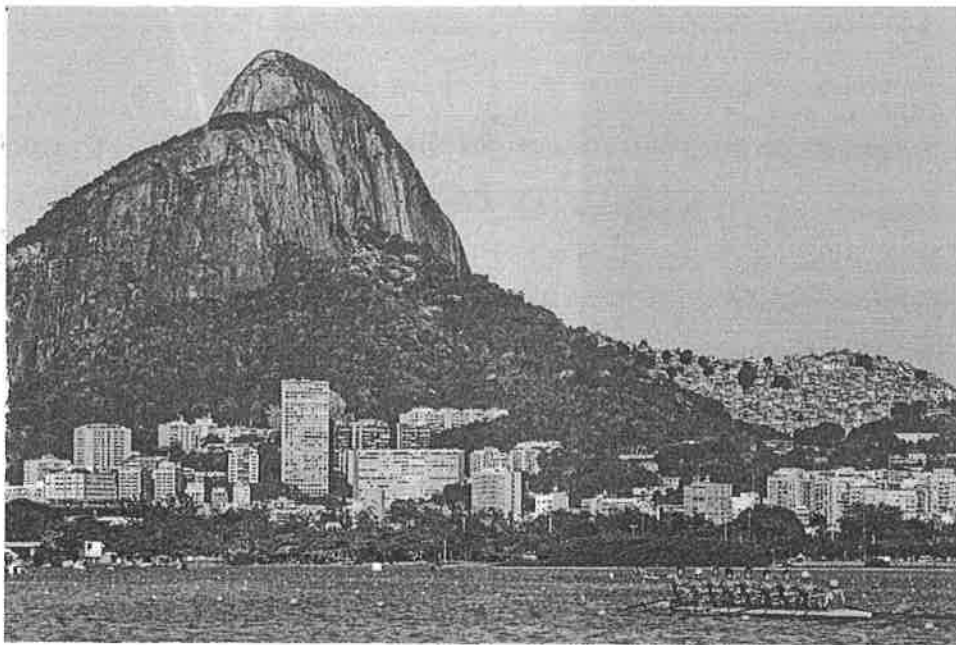
While the events will be awash in scenic beauty (opposite), the sewage-tainted bay and lagoon won't be as picturesque.



The wide shots will be jaw-dropping. But this is a city not quite ready for its close-up. "To live in Rio," says Barbassa, "is to be constantly confronted by its failures."

On paper—certainly on postcard—there's no more dazzling setting for an Olympics than Rio de Janeiro. The NBC cameras will love it. If London's venues showcased historical grandeur, Rio's will highlight natural beauty: curved lines and bolts of green, blue and white. Rio 2016 organizers take inspiration from the 1992 Olympics in Barcelona, the last Summer Games in a Latin country: The Rio Olympics will feature three venue clusters in addition to Olympic Park, and a reclaimed port as a centerpiece of its legacy.

Soccer will take place where it's meant to, in the storied Maracanã stadium, with Brazilians' second-favorite sport, volleyball, next door in the cozy Maracanãzinho. The cluster in the northwest, Deodoro, home to old generals' residences and a military base, will host shooting and equestrian competitions, with an overlay of youth sports: BMX, whitewater canoeing and mountain biking, as well as one of the Games' live sites (where events are shown on large screens for non-ticket-



holders). And the boats and open-water swimmers usually exiled far from the other Olympic action will take over the downtown of this most nautical of big cities, with sailors on Guanabara Bay, swimmers cutting through the surf off Copacabana Beach, and rowers and canoeists plying Rodrigo de Freitas Lagoon (in what Cariocas wryly call *Sivaco do Cristo*, or Christ's Armpit, beneath the iconic statue of Christ the Redeemer).

The wide shots will be jaw-dropping. But this is a city not quite ready for its close-up. "To live in Rio is to be so aware of its potential, but also to be constantly confronted by its failures," says Barbassa, who spent 2½ years as a correspondent for the AP in Rio. "Every day I'd go for a run and see the beauty and smell the sewage. The possibilities and the failures, it's heartbreaking. That's what happened with the Olympic bid—we set priorities that weren't our own. There's the city we sold, and there's the city we live in."

"Yes, Rio will pull everything together in the end. The Olympics will look good and be fun. But the cost. . . They basically planned it as they went along. The culture works that way, from the doormen to the governor."

In no category will Rio fall shorter of its sales pitch than in water quality. Two thirds of the sewage generated by Rio's residents goes untreated into some public body of water. Guanabara Bay is essentially a septic tank; 8,200 liters of raw sewage pour into it each second, and every day Cariocas clog it with another 100 tons of garbage. Rio won the Olympics in part with a promise to clean up the bay. Today everyone concedes that won't happen.

Organizers still hope to stage the sailing competition in the bay. They intend to clear the course of floating debris by using "eco-boats" equipped with nets, and they will count on the dry Brazilian weather, with favorable winds and less effluvial runoff, to deliver accept-

able water quality. The state of Rio de Janeiro claims to have made progress in its cleanup effort; officials say that the bay, 12% clean when Rio won the Games, is nearly 50% clean now.

"Those numbers don't mean a lot, because there's no real technical way to measure," says Torben Grael, the Brazilian national sailing coach, whose family will count three generations of Olympic sailors, if his daughter, Martine, or son, Marco, competes next year. "But even if it's not 100%, we hope we can put together the agreements [to finish the cleanup]. That's what happened in Sydney. The harbor wasn't the way they wanted for the Games, but all the agreements were in place. If we can have something similar to that, it would be something to celebrate."

But the government has yet to earmark enough funding to address the source of the problem. "Politicians don't like to build sewage treatment plants, because sewage pipes run underground," Andrada says. "They prefer roads and bridges and things they can put their names on."

"There's nothing we can do about it in the time we have. But we need to keep talking about it, to pay attention, because the bay is the heart of Rio. It will be clean enough for competition. But it needs to be clean, period."

On July 19, Andrada told SI that "there's no risk to the health of the athletes." But 11 days later the AP published the results of its investigation into water quality in and around the Rio venues. In four separate readings taken over the previous five months, conducted by a Brazilian virologist and audited by a marine biologist and a public health official, both based in the U.S., tests identified "dangerously high levels of viruses and bacteria from sewage in venues where athletes will compete." In the lagoon, the bay and even off Copacabana Beach, virologist Fernando Spilki found concentrations of human adenoviruses consistent with raw sewage. Human adenoviruses, which are found in human waste, can cause diarrhea, vomiting and respiratory infections.



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Brazilian authorities didn't react to the AP's findings by diving fully clothed into the bay, as Rio State Environment Secretary André Corrêa did three months earlier to assuage concerns about water quality. But the AP report will renew calls for the sailing to be moved out to sea, far from the Marina da Glória, where it's currently planned. And the news casts a more disturbing light on the massive die-off in the lagoon in April, when city officials attributed the sudden appearance of 37 tons of rotting fish carcasses to a sudden change in water temperature caused by heavy rains.

From the World Cup's shortcomings, Andrada says, Rio 2016 organizers learned that "if you have a deliverable, you deliver it, or you're just a bag of wind. We talk legacy all the time. In Rio it will be very clear: Did we transform the port area? Did the subway get to Barra? And did we clean the bay?"

The answers, for now: Yes. Probably. And no way, nohow, João.



Á COMIGO is a popular expression in Rio. Figuratively it means, *Leave it to me*. For generations that statement has been less a literal promise than a vague affirmation of solidarity and goodwill. But Cariocas realize that a year from now they'll be judged not by bravado or good intentions but by the letter of their pledges. And so they permit themselves a cautious pride as they prepare to welcome the world. "I can always work on apartment buildings," says Edinor Mato Grosso de Oliveira, one of the construction workers building the three Arenas Cariocas in the Olympic Park. "But this is special, because the whole world will see it."

Ainbinder, the city's Olympic Park project director, says he incants a mantra to himself: "The Games must serve the city, not the other way around." Several weeks ago he caught a glimpse of the renovated port, the Praça Mauá, where samba was born early last century. Once a decaying eyesore, it's now a collection of gardens, bike paths and cultural attractions including the Santiago Calatrava-designed Museum of Tomorrow. "The transformation of this piece of Rio, you can see it," Ainbinder says. "You don't have to wait until 2016. It has happened."

Maurício Cruz Lopes, general director of the athletes' village in Barra, points to high-speed elevators: "The IOC asked that elevators allow for the evacuation of everybody within 30 minutes." The lifts are 70% faster than those found in a typical Brazilian high-rise.

And in the Rio 2016 offices, just a few blocks down the street from the Sambadrome, staffers' cubicles are festooned with Brazilian flags. Left over from the World Cup, they still hang, notwithstanding the host country's 7-1 semifinal loss to Germany, as reminders of the national honor everyone is working to uphold.

Here Amanda dos Santos Pereira, a college student from Petrópolis—the mountain town outside of Rio that was the summer residence of Brazil's 19th-century emperors—volunteers in the sanitation and waste collection department. She takes inspiration from Renato Sorriso, the municipal street sweeper who, cleaning up dur-

CARTOONED CHARACTER

Rio's mayor has been blamed (above) for displacing the residents of the Vila Autódromo favela on the edge of the Olympic Park (left).

ing Carnival in 1997, broke out into an improvised dance routine that turned him into a nationwide celebrity and, ultimately, a central figure in Rio's bid campaign.

"I hope Brazil wins medals, but I also hope that things work well," Pereira says. "That the traffic gets better and that the city works better. I hope we can show the world a different part of Brazil—how we can be friendly and welcoming, but can also organize things without problems."

Brazil has never won Olympic gold in soccer. To do so at home would help atone for the *Seleção's* embarrassment last summer. "I think Brazil needs this medal, but it's not the most important thing," Pereira says. "Education, health care, transport—that is the meaning of the Olympic Games. Legacy."

To reach her office, or to get to Rio's Federal University, where she studies design, Pereira used to spend 2½ hours covering the 40 miles from her home, as a result of the world's third-worst traffic, after Mexico City's and Istanbul's. She hopes her commute will be cut in half after the transport upgrades are done. A direct line—no shimmying, few stops and starts, less samba than an arrow launched straight and true—now that would be an Olympian feat. □

L.A. GIVES USA SHOT AT GAMES

With legitimate bid for 2024, city extracts USOC from awful spot after Boston debacle.

Nancy Armour, USA TODAY Sports 10:48 p.m. EDT September 1, 2015



L.A. City Council President Herb Wesson along with L.A. City Council member Gilbert Cedillo speak in front of USOC CEO Scott Blackmun, LA 2024 Chairman Casey Wasserman, former Olympian Janet Evans, announcer Al Michaels and Los Angeles Mayor Eric Garcetti during a news conference to officially launch a Los Angeles 2024 Olympic and Paralympic Games bid at Annenberg Beach House. (Photo: Harry How, Getty Images).

At some point, U.S. Olympic Committee leaders ought to send the folks in Boston a thank-you note.

Instead of trying to sell the International Olympic Committee on a city that wanted no part of the 2024 Summer Games, the USOC got the dumb luck to wind up with Los Angeles. And when we're talking about the fiasco of this bid city process, dumb is putting it nicely.

Los Angeles was the best choice all along, a city that not only knows what it takes to pull off an Olympics but also is eager for the opportunity to do so. In announcing L.A.'s bid for the 2024 Games on Tuesday, the USOC gave itself a fighting chance to bring the Olympics back to American soil for the first time in two decades rather than setting itself up for another dose of international humiliation.

"We definitely feel fortunate," USOC CEO Scott Blackmun said after Los Angeles threw an impromptu, star-studded party on the Santa Monica beach to celebrate its official entry into the 2024 race.

"Because Los Angeles has hosted before and because of its incredible enthusiasm for the Games, evidenced by 81% approval in a (recent) poll, this was really an option we could move forward with quickly, and we could not be more grateful or happy with the outcome," Blackmun said. "It's a really good partnership, a strong bid, and we're excited to have this."

Which begs the question of why the USOC ever thought Boston was a good idea.

The embarrassing and early exits of New York and Chicago in bidding for the 2012 and 2016 Olympics showed that not only did the USOC need to repair its dysfunctional relationship with the IOC, its bids also had to be rock solid. There could be no question marks, no fuzzy math and absolutely no doubts about what kind of reception the Games would get.

Boston had all three. Yet the USOC picked it anyway, figuring whatever problems the bid had would magically disappear.

They didn't. Quite the contrary.

At least the Boston dumpster fire was put out before it reached the IOC, and Los Angeles was there to bail out the USOC.

It's fitting, really, given that L.A. has come to the Olympic movement's rescue before.

In the early 1980s, no one wanted the Olympics. Costs were too high and host cities didn't make money. Sound familiar? But Los Angeles, backed by public, business and political support, staged what is still considered the most financially successful Games ever in 1984.

The 2024 organizers don't plan to stray far from that model, projecting a \$161 million surplus. That's largely because 85% of LA 2024's venues are already built or planned, Games or no Games.

The Coliseum would be used for the the opening and closing ceremony, as well as track and field. Staples Center would host basketball, gymnastics and trampoline. Hollywood Boulevard would be the setting for the marathon and road cycling. Griffith Park would have mountain biking and BMX.

Santa Monica's beach would have beach volleyball, triathlon and open-water swimming, not to mention providing the L.A. Games with its picture-postcard signature setting.

Of the major sports, only swimming still needs a venue, and organizers have said they would build a temporary pool complex.

"The cornerstone venues are really the cornerstone venues," Los Angeles Mayor Eric Garcetti said.

As for the transportation projects that are traditionally among the Olympics' biggest costs, Garcetti pointed to an expansion of Los Angeles International Airport and the addition of five train lines that are already underway.

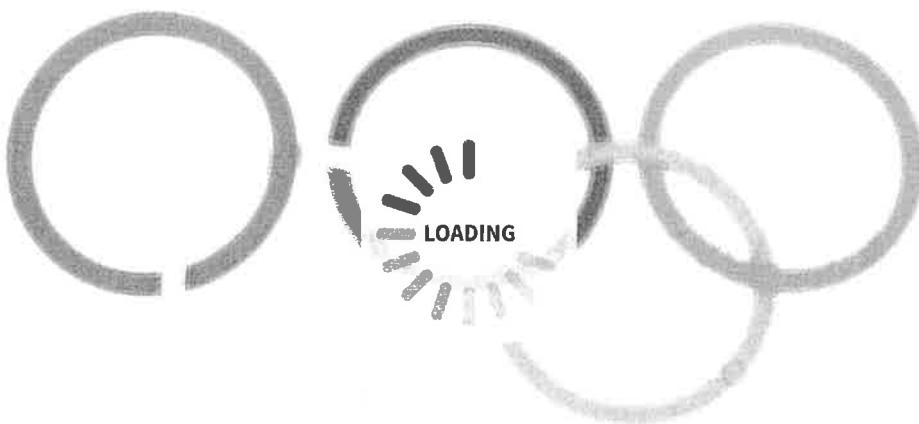
"Not because of the Games, but the Games will benefit from them," he said.

There is no guarantee the 2024 Olympics will wind up in Los Angeles. Paris, a sentimental favorite for what would be the 100th anniversary of its 1924 Olympics, and Rome have announced bids. Toronto and Doha, Qatar, are considering them.

But Los Angeles presents an attractive, economical and enthusiastic candidate. That's far more than could ever have been said about Boston.

"We did not take the most direct route to get here today, and we'll be the first to admit that," Blackmun said. "But we're beyond thrilled with the results, beyond thrilled with the level of cooperation we've gotten from the city of Los Angeles."

And beyond thrilled that Boston saved them from themselves.



The Case for . . . L.A. To Dodge It

BY S.I. PRICE

IN 1972, WHEN Dick Lamm, then a Colorado state legislator, CPA and self-described Olympics lover, challenged Denver's winning bid for the 1976 Winter Games, it seemed only logical. "They had overestimated their revenues and underestimated their expenses," he says of the organizing committee. Cue the outrage: *How dare you?*

"All I started doing was asking questions," says Lamm, who went on to serve three terms as the state's governor. "You'd think I was pissing on the flag."

Today? Someone would throw a parade in his honor—cost-effectively. Though no other city has given back an Olympics—after 60% of Coloradans voted in 1972 to outlaw the use of state funds for the Olympics, the '76 Games went to Innsbruck, Austria—Lamm became godfather of

a movement that has all but obliterated the International Olympic Committee's last molecules of mystique. Indeed, the combination of Boston's bid for the 2024 Summer Games, which was aborted on July 27, and Beijing's being awarded the 2022 Winter Olympics last Friday reinforced a sense that the "Olympic movement" may be running out of road.

It was painful to watch the spin from Kuala Lumpur, site of the IOC meeting, with references to Beijing's "historic" election as the first city to host a Summer and a Winter Games. Going back to China, amid its ongoing crackdown on dissent, only emphasized the IOC's few options. The only other bidder, Almaty, Kazakhstan, another corrupt autocracy, could hardly deliver China's efficiency and revenue.

Still, if the IOC finds itself snuggling with dodgy bedmates—Vlad Putin and his \$51 billion Sochi Olympics?—it has only itself to blame. Despite the IOC's recent stabs at reform, and optimism surrounding Tokyo's 2020 Games, decades of budget bloat and a long line of debt-ridden hosts have

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Decades of budget bloat and a long line of debt-ridden hosts have made it fashionable to **dismiss the Olympics.**

made it fashionable to dismiss the Olympics as more trouble than they're worth. Krakow, Munich, Oslo, Stockholm and Switzerland all passed on 2022 bids. Lviv, Ukraine, pulled out after the Russian invasion.

So it should have come as no shock that a protest group, No Boston Olympics, could galvanize public opinion against the city's \$8.6 billion bid for the 2024 Games. But the end to Boston's campaign left the USOC scrambling to gin up another candidate by the IOC's Sept. 15 deadline, and momentum is building to offer up Los Angeles—ready, willing and able. But L.A. should wait.

It has been two decades since the U.S. hosted a Summer Games (Atlanta in 1996). Since then, anti-American sentiment within the IOC, spurred by U.S. foreign policy and broadcast-rights disputes, helped torpedo bids by New York 2012 and Chicago 2016. USOC chairman Larry Probst has since "done a tremendous job of mending fences," says former IOC and USOC member Bob Ctvrtlik. "But if the time isn't right and we don't have the right city and the right leadership? It's better not to bid than to bid with someone you don't think can win."

Retired from Olympic administration, with no claim on the L.A. bid or IOC thinking, Ctvrtlik rightly believes that a third SoCal Olympics would be "fabulous." But a formidable Paris leads the pack for 2024, followed by Rome, Hamburg and Budapest. Another U.S. failure could demoralize American efforts for a generation.

Let L.A.'s bid breathe. Learn from Boston's reversal. Wait for 2028 and give IOC members four more years to see: They need the U.S. more than the U.S. needs them. □

PAGE 2

Swimming advocates have a vision for S.A.

In a moving scene in "McFarland, USA," Kevin Costner, playing a noble cross-country coach, stops at a Pacific Coast state park with a team of inspiring, underprivileged Latino runners from a California farm town. They've just left a state-qualifier.

And they've never seen the ocean.

Costner doesn't have enough to pay the fee, but makes his case to the guard, who looks back at the boys and gives them a pass. Next we see them running toward the water, ecstatic expressions on their faces.

What we don't see is if they can actually swim. Statistics wouldn't be on their side.

USA Swimming, the governing body of U.S. competitive swimming which was in San Antonio for the Phillips 66 Nationals at the Northside Swim Center, says there's a great disparity in the water.

Thirty percent of Anglos, 65 percent of Latinos and 70 percent of African-Americans can't



ELAINE AYALA
OPINION COLUMNIST

swim, says Juan Caraveo, who works on diversity and inclusion at USA Swimming. These facts don't keep them out of the water, though.

Caraveo, a first-generation Mexican-American and former Pearland swim coach, says San Antonio's nonswimming status might be higher given its concentration of low-income neighborhoods in the inner city.

San Antonio's legendary swimming coach George Block agrees. When they (Block has mentored Caraveo for years) toured city facilities, they noticed that both adults and children were clustered in the swal-

low end of pools. It's safer, if more limiting.

Many factors are at work here. It is socioeconomic, for sure. Lessons aren't free; pool access is lower in poorer neighborhoods, where there are fewer private pools.

Racism has played a role, too. Pools have been segregated spaces, where people of color were not welcome.

On National Public Radio, Jeff Wiltse, author of "Contested Waters: A Social History of Swimming Pools in America," said pool desegregation led to white flight, ending a frenetic pace of public-pool construction and setting off private-pool building. The divide continues, and as we saw in McKinney, people of color in suburban pools still can trigger racial tension.

Block, who spent 32 years at Northside ISD and is a founder of San Antonio Sports, compares the city's disparity to a "doughnut" with lessons concentrated around the city, not

inside it.

All this has been exacerbated by budget cuts to recreation. "If we can solve this problem," Block says, "it not only answers the drowning problem. It makes a massive dent in childhood obesity."

Block and Caraveo also point to the lack of big names in Latino swimming who could serve to inspire families to embrace the life-saving importance of swimming. Caraveo says it's the only sport that can save your life or someone else's.

With others in San Antonio, they're working on a plan to turn the numbers around, to create a legacy for a city that's now a competitive-swimming destination. That vision includes inner-city swim leagues, more participation in high school teams and, ultimately, competitive swimming.

Last year, only about six of San Antonio's 24 public pools offered swimming lessons, they said. This summer money was raised to allow San Antonio

Sports' Viva Swim for Life to offer free lessons to 4,000 children in all those facilities.

Caraveo says part of the answer is appealing to the community from an academic standpoint. It means changing a mind-set and getting parents to overcome their own fears. He says self-discipline in the pool can serve in the classroom.

Block and Caraveo envision a San Antonio that can swim. There are coaches now that don't know they are coaches, they say; lifeguards and swim instructors, too.

"This can be done," says Caraveo.

They're figuring out what to do next, especially with the first 4,000. They were able to claim a medal, presented by an Olympian, during the national championships.

The 4,000 represent "generation one," Caraveo says. With a little help, their expanse can reach even beyond the deep end.

ayala@express-news.net

Animals help children at camp

By Vincent T. Davis
STAFF WRITER

Christian Center. "This made it possible for them to have a fun summer."

when Mark starts explaining the differences in breeds of the animals.



SMACK!

Note: Ban from admin on coach is membership. For his for prohibited substance & methods. All appeals exhausted (cas)



PHILIP HERSH

Based on track record, this sport is hard to love

What to say when something you love keeps making that passion seem foolish by playing fast and loose, jilting your sense of moral responsibility and just plain cheating?

That's the question I keep asking about my reportorial relationship with track and field. The sport won my affection 35 years ago for the simple beauties of its essence — run faster, throw farther, jump longer or higher — but has sorely tested it, especially after being caught in one sordid affair after another of late.

■ Haunted by his past, the fastest sprinter in the world the last two seasons, 2004 Olympic 100-meter champion Justin Gatlin, draws condemnation more than celebration for his startling performances and his unapologetic insistence a 2006 doping offense was sabotage.

■ Tyson Gay, the leading U.S. sprinter before Gatlin, last month officially cost five teammates — Gatlin among them — their relay silver medals from the London Olympics because Gay admitted having used before London the banned performance-enhancer for which he later tested positive.

Gay's admission, which cut his doping ban in half, included testimony that led in December to an eight-year ban of his former coach, Jon Drummond, also former chair of USA Track & Field's Athletes Advisory Committee.

■ Two of the world's leading women's marathoners during the last decade, Liliya Shobukhova of Russia and Rita Jeptoo of Kenya, were busted for doping in 2014.

■ The legendary success of Kenyan distance runners has come under doubt after more than three dozen doping positives in recent years.

■ Russia's track and field federation is mired in doping allegations a German TV network unearthed in December, implicating the country's purported anti-doping agency as complicit in the drug use.

■ Alberto Salazar, coach of 2012 Olympic distance running champion Mo Farah of Britain, silver medalist Galen Rupp of the U.S. and many other leading U.S. athletes, has pushed use of medications, some with performance-enhancing qualities, to the limit (or beyond?), according to a joint investigation by ProPublica and the BBC.

■ USATF appointed ex-doper Dennis Mitchell as a coach for one of its international teams. Mitchell and his wife, ex-doper Damu Cherry, coach Kaylin Whitney, 18, the apparent bright new light of U.S. sprinting.

Mitchell also coaches Gatlin, likely to be one of the biggest stories of the U.S. championships

that begin Thursday in Eugene, Ore., and serve as a selection meet for the August world championships in Beijing.

Gatlin also had trained with Trevor Graham, the coach at the center of the Marion Jones doping affair.

"Our sport doesn't need more negative attention," Gay said ... in 2008.

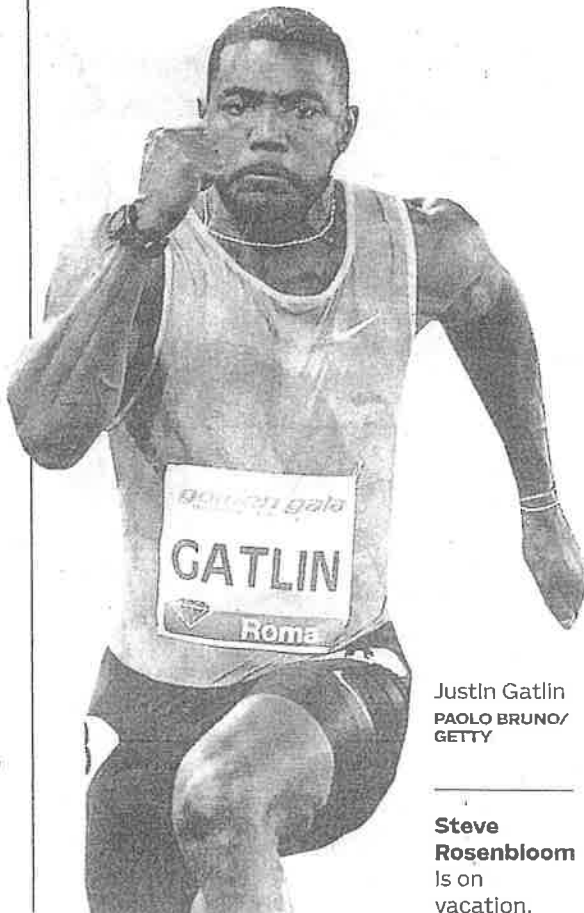
He was referring to Gatlin's having sought an injunction (denied) to compete in the 2008 U.S. Olympic Trials, even though Gatlin was in the middle of his four-year doping ban.

Seven years later, at 33, Gatlin has done his time and is running the fastest times of his life.

Yet he cannot outrun suspicion, nor can the sport divorce itself from its past perfidy.

I love you, track and field. I love you not.

phersh@tribpub.com
Twitter@olyphil



Justin Gatlin
PAOLO BRUNO/
GETTY

Steve
Rosenbloom
Is on
vacation.

BASEBALL

ESPN: Rose bet while still playing

Associated Press

BRISTOL, Conn. — ESPN says it obtained a notebook that shows Pete Rose bet on Reds games during his last season as an active player in 1986.

The career hits leader agreed to a lifetime ban from baseball in 1989 after an investigation by John Dowd, a lawyer retained by Major League Baseball, concluded he bet on the Reds to win from 1985-87 while he was a player and manager.

Rose repeatedly denied the allegations before admitting in a 2004 autobiography he bet on the Reds to win while he managed the team. Rose became player-manager in 1984 and managed the Reds until the suspension in August 1989.

ESPN's "Outside the Lines" said it obtained a notebook seized by the U.S. Postal Inspection Service in October 1989 from Rose associate Michael Bertolini reflecting betting records from March to July 1986. The documents are under seal and stored in the National Archives' New York office, ESPN said.

The timing could be devastating to whatever hopes Rose might have had about getting the ban lifted or becoming eligible for baseball's Hall of Fame.

Rose, 74, applied for reinstatement to baseball in September 1997 and met in November 2002 with Commissioner Bud Selig, who never ruled on the application. Rose applied again after Rob Manfred succeeded Selig in January. Manfred said in April that Rose would be allowed to participate in activities surrounding next month's All-Star Game in Cincinnati.

"This does it," Dowd, who reviewed the notebook, said of the ESPN revelation. "This closes the door."

'At a flashpoint for athletes' rights'

BY BEN FISCHER

STAFF WRITER

Athletes' rights took center stage again this month when U.S. runner Nick Symmonds forfeited his place in the world championships to protest what he calls "bullying" by USA Track & Field and its uniform sponsor Nike.

Don't count on it being the last time. Experts expect Symmonds to eventually be just one of many skirmishes on the topic heading into the 2016 Olympics as athletes demand a bigger share of the Games' expanding business opportunities.

As the Symmonds-USATF feud illustrates, rising sponsorship fees across all sports have caused official partners such as Nike to be more demanding about maximizing their rights, while also causing athletes to be more aggressive in carving out what ground they can control and protecting their own sponsors.

Meanwhile, social media has grown more powerful since Olympians first used Twitter to build public support for their complaints during the 2012 Games in London, allowing them to build a brand independent of their sport's institutions.

"I think we're at a flashpoint for athletes' rights, and particularly among Olympians as we look forward to the next Olympic Games," said Sathya Gosselin, a partner at Washington, D.C., law firm Hausfeld who represented the plaintiffs in the O'Bannon v. NCAA case.

Symmonds objected to a USATF contract requiring him to wear Nike-branded Team USA gear at the IAAF World Championships, which begin Saturday, because it didn't define "team events," leaving a gray area for the team to expand Nike's exclusivity at the expense of his own sponsor, Brooks Running. As it became clear that the



Nick Symmonds bypassed the IAAF World Championships to protest a requirement by USA Track & Field that he wear Nike's Team USA gear.

USATF wouldn't yield, the two-time Olympian aggressively lobbied his case on Twitter, retweeting sympathetic articles, posting his own arguments and building a network of fans who took his side. "I don't know how I could have fought this fight without social media," Symmonds said.

If Symmonds and his sympathizers successfully win limits on those rules at the USATF's annual meeting in December, as he hopes, it would be the second concession on athletes' rights made by a major Olympic sports institution this year. In June, the U.S. Olympic Committee changed some rules around Rule 40, which generally bans non-rights holders from running advertising with Olympian endorsers during the Games.

Rule 40 and Symmonds' complaints fall under the same category that's increasingly impossible to

ignore in the modern digital media age, said Octagon agent Peter Carlisle, whose client Michael Phelps found himself at the center of a Rule 40 controversy during both the 2010 Vancouver Games and the 2012 London Games.

"Social media provides a platform for opinions to be expressed, for them to be galvanized, and for people to become more educated on this important issue," Carlisle said, "so it's harder for the momentum of the current system to just roll on without needed change."

Nike and USATF struck a 24-year deal worth an estimated \$500 million last year, a deal that cements Nike as by far the governing body's single largest revenue

stream through 2040. It's a windfall to the sport, but others have raised questions about the outsized influence it offers. Competitors who can't afford mega sponsorships must decide if it's still worth marketing in a sport dominated by their larger rivals, said Steve McKelvey, a sports management professor at the University of Massachusetts, Amherst, who studies unofficial marketing tactics.

At least in this case, the issue of athletes' rights turned out to be a huge winner for Brooks' efforts.

"If I was Brooks I'd be playing this up like crazy," McKelvey said. Symmonds managed to get more publicity for his sponsor than a race ever could have, McKelvey noted. "Who knows whether he did this to get them more attention, but that was the end result," he said.

SEC leader: Compliance crucial

Dan Wolken

@DanWolken
USA TODAY Sports

7/14/15

HOOVER, ALA. Greg Sankey laid out broad goals for the Southeastern Conference to win every championship and graduate every athlete in his first media days address as commissioner but said the league wouldn't accept "even one step back" in its improved record of NCAA rules compliance over the last several years.

"Our goal is to never return a championship, never pull down a championship banner, never vacate any wins, never have any team banned from postseason play due to NCAA infractions,"

Sankey said.

In an aspirational speech that mostly avoided specifics about policy issues surrounding college sports, Sankey said the league would establish a pair of working groups to look at conduct expectations for athletes and the environment around NCAA rules compliance and enforcement.

"We have an opportunity to lead national policy," Sankey said.

The SEC this spring enacted a rule banning its schools from accepting transfers who were dismissed from a previous school because of an issue involving domestic abuse or sexual violence.

The working group will take a broader look at behavior, Sankey said, encompassing student-ath-

lete conduct issues and policies, campus policies and national requirements. "We'll do great work to ensure we're in the right place from the standpoint of oversight and policy," he said.

Sankey also made two comments that could be interpreted as shots at initiatives undertaken by other conferences. Rather than focus on freshman ineligibility — a pet project of Big Ten Commissioner Jim Delany — Sankey said the focus should be on developing a "college-going culture" that emphasizes academic progress in high school. The SEC will add a position — director of student-athlete engagement — to focus on those issues.

On playing games overseas —

something the Pac-12 and the University of Texas have aggressively pursued — Sankey said the focus should be on the communities in which the schools reside.

"Magnifying our global influence isn't simply about playing games in London or Asia or South America," he said.

Much of Sankey's address focused on academics. He praised athletes such as quarterback Cam Newton (Auburn) and wideout Earl Bennett (Vanderbilt) for returning to finish degrees after leaving college early for the NFL.

"Three simple words that define my focus: scholarships, champions and leaders," Sankey said. "Scholars first, champions second."



KELLY LAMBERT, USA TODAY SPORTS

Conduct was a point of emphasis by SEC Commissioner Greg Sankey.

Diversity a big deal for tech companies

Joelle Emerson
Special for USA TODAY

PALO ALTO, CALIF. As the push for diversity in tech continues, a growing number of companies and leaders are confronting the topic for the first time.

Diversity efforts are most successful when they're driven by a commitment from company leaders. And meaningful commitment requires leaders to understand why diversity matters. At Paradigm, we spend a lot of time brainstorming with CEOs and other company leaders about what is or should be driving their diversity and inclusion efforts.

Here are five themes emerging from those conversations:

DIVERSE TEAMS ARE SMARTER AND MORE CREATIVE

Study after study in fields like organizational science, psychology and education indicate that diversity offers significant benefits for teams focused on creativity and innovation. According to Scott E. Page, professor of complex systems, political science and economics at the University of Michigan, "Diverse groups of people bring to organizations more and different ways of seeing a problem and, thus, faster/better ways of solving it."

At Intel, CEO Brian Krzanich

has said, "A fully diverse and inclusive workplace is fundamental to our ability to innovate and deliver business results."

DIVERSE COMPANIES PERFORM BETTER

Given diverse teams are smarter and more creative than homogeneous ones, it's unsurprising a wealth of research shows a strong correlation between diverse organizations and positive financial outcomes. In a 2011 study of diversity in the top firms in Standard & Poor's Composite 1500 list, researchers found "female representation in top management leads to an increase of \$42 million in firm value."

In a 2003 study looking at 177 banks across the U.S., researchers found that for banks focused on innovation, racial diversity was clearly tied to better financial performance. Research also links gender representation at the executive and board level with better company performance.

We've spoken with a few leaders hesitant to rely on the reasons above because, as they point out, some of the most successful and innovative companies are not very diverse. Just as the example of a smoker who lives to be 100

does not disprove smoking is bad for one's health, anecdotes of companies that have succeeded in spite of homogeneity are not a counterpoint to the overwhelming evidence that diversity makes teams smarter and is linked to positive business outcomes.

COMPANIES ARE LOSING OUT ON GREAT TALENT

Failing to attract and hire employees from underrepresented backgrounds leads companies to miss out on incredible talent. In a recent blog post describing a partnership with Code2040, Slack Engineering Chief of Staff Nolan Caudill acknowledged that, "Like almost every tech company, our own upbringing, biases and life experiences result in referral networks that are very homogeneous, and we know we are missing out on great candidates based on these shortcomings."

At Paradigm, we've collected data that demonstrates biased hiring practices can significantly affect the ways in which candidates from underrepresented backgrounds are evaluated in the recruiting process. Many tech companies pride themselves on creating environments where "the best idea wins." By attracting

diverse candidates and designing interviewing processes that ensure a level field, companies have a better chance of ensuring the best idea is at the table.

DIVERSE COMPANIES BETTER SERVE A DIVERSE USER BASE

When the employees of an organization better represent their users and desired users, they will build more effectively for those groups. When YouTube's almost entirely right-handed developer team built the iOS app without considering how left-handed people would use it, for example, 5% to 10% of videos were uploaded upside down as a result. This factor may be relevant for leaders of consumer tech companies.

When Tracy Chou of Pinterest shared the company's demographic information last year, she said, "We only stand to improve the quality and impact of our products if the people building them are representative of the user base and reflect the same diversity of demography, culture, life experiences and interests that makes our community so vibrant."

Walker & Company CEO Tristan Walker recently observed that, "If more black people were building features or striking partnerships at Twitter, perhaps they'd have a great idea" for more effectively engaging black users.

IT'S THE RIGHT THING TO DO
We've spoken with a few CEOs motivated primarily by a belief cultivating an inclusive tech community is the right thing to do.

Some of these leaders have noted that the tech industry is creating vast opportunity, and that by excluding certain groups from that opportunity the industry is perpetuating and exacerbating existing social inequality. Others have emphasized a concern that by failing to involve particular communities in the process of creating new technology, we as a society lose out on the benefits of those community members' ideas.

For company leaders beginning to consider diversity and inclusion, understanding these rationales and identifying one that resonates can be a helpful first step. But it's only a first step.

After deciding that diversity matters and articulating its importance, leaders must create a strategy for building a more diverse, inclusive company and an accountability plan to ensure that strategy is effective.

Emerson is co-founder and CEO of Paradigm, a strategy firm that helps tech companies build more diverse and inclusive organizations. Before launching Paradigm, Emerson practiced law as a Skadden Fellow at Equal Rights Advocates, where she represented women in employment discrimination and sexual harassment cases.



Joelle Emerson



BRAINSTORM TECH 2015

The Education

OF *Brian*
CHESKY

Coming up with the idea for **AIRBNB** was the easy part. The transition from broke art-school graduate to multibillion-dollar company CEO? That was more complicated. Here's how the sharer-in-chief hacked leadership.

Chesky in the President's Room at Airbnb's San Francisco headquarters. The former battery factory is home to 900 of the company's roughly 2,000 global employees.

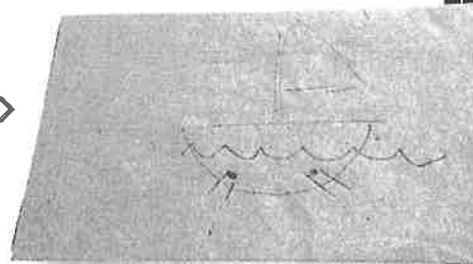
BY
LEIGH GALLAGHER

PHOTOGRAPH BY
MICHAEL LEWIS
LETTERING BY WETE



(Actual napkin pictured.)

Brian Chesky is drawing intently on a napkin.



We're sitting in the President's Room at Airbnb's airy, ultra-chic headquarters in the SoMa neighborhood of San Francisco. Other meeting spaces in the historic building, which the company moved to in 2013, are designed to replicate an Airbnb rental in Fiji or the war room from the movie *Dr. Strangelove*. With its wood-paneled walls, leather club chairs, and a model of a ship on the coffee table, the President's Room retains the feel of the original executive quarters from 1917, when the building was built to house a battery factory. After a moment of serious sketching, Chesky holds up the napkin to show me his picture: It's a boat. And, it must be said, for a graduate of the Rhode Island School of Design it's a rudimentary-looking vessel. But the quality of the drawing is not the point. I've just asked Chesky how his management style has evolved, and the boat is his answer. ¶ "If you think about it, Airbnb is like a giant ship," he says, holding up the napkin. "And as CEO I'm the captain of the ship. But I really have two jobs: The first job is, I have to worry about everything below the waterline; anything that can sink the ship." He points to the scribbled line of waves that cuts the boat in half, and below that, two holes with water rushing in. ¶ "Beyond that," he continues, "I have to focus on two to three areas that I'm deeply passionate about—that aren't below the waterline but that I focus on because I can add unique value, I'm truly passionate about them, and they can truly transform the company if they go well." The three areas he's picked: product, brand, and culture. "I'm pretty hands-on with those three," he says. "And with the others I really try to empower leaders and get involved only when there are holes below the waterline."

IT'S A HIGH-LEVEL, strategic way of thinking about management, something that sounds more out of the playbook of Jim Collins or Peter Drucker than a 33-year-old first-time CEO. And in fact there is an outside source for this bit of wisdom, but it's not what you might expect. Chesky learned the boat

theory from George Tenet, the director of the CIA from 1997 to 2004 and now a managing director at the investment bank Allen & Company. Chesky was introduced to Tenet a few years ago and asked to set up a meeting.

It may seem odd for Chesky, the CEO of the company that, along with ride-sharing giant Uber, has become the poster child for the so-called sharing economy, to seek advice from the man who signed off on the intelligence that led to the 2003 U.S. invasion of Iraq. But Tenet is just one of a long list of leaders Chesky has sought out since co-founding the home-rental website—some inside the box and some very far outside it. Others he's reached out to for lessons include Berkshire Hathaway's Warren Buffett and Disney CEO Bob Iger; a long list of tech luminaries that includes Apple's Jony Ive, LinkedIn's Jeff Weiner, and Salesforce.com's Marc Benioff; and a separate group he's taken posthumous lessons from, including Steve Jobs, Walt Disney, George Bernard Shaw, and Dwight D. Eisenhower. "It's kind of like the old Robert McNamara saying," says Chesky, referencing a comment about nuclear weapons by the controversial 1960s U.S. defense secretary to explain his own voracious pursuit of manage-



ment knowledge. "There's no learning curve for people who are in war or in startups."

Indeed, the past seven-plus years have been a combination of exhilarating, nerve-racking, and flat-out surreal for Chesky. Hatched in 2008 on a whim, Airbnb is now a massive platform that has been used by 40 million people. As this story went to press, the company was reportedly close to raising \$1 billion in a new round of funding that will give it a valuation of \$24 billion, a figure that exceeds the \$21 billion market value of hotel giant Marriott, which runs more than 4,000 hotels. Among so-called unicorns, tech startups with valuations of more than \$1 billion, Airbnb trails only Uber (reportedly close to closing a new round of funding at a value of \$50 billion) and Chinese phonemaker Xiaomi (\$46 billion). Airbnb will reportedly bring in around \$900 million in revenue this year.

It wasn't so long ago that the preparation for running a company of that size came only one way: by working one's way up through the ranks, demonstrating "leadership potential," and then embarking on a years-long process of being moved through a series of CEO-in-waiting posts. But the current tech-industry climate has turned that thinking on its head. Young people with a single, powerful business idea are thrown into CEO positions by default and not by training, and it happens very, very quickly. And while no unicorn is without investors and other advis-

Chesky, center, in 2012 with Airbnb co-founders Nathan Blecharczyk, left, and Joe Gebbia at the company's former headquarters

ers offering plenty of opinions and advice, the CEO is largely on his own, steering the ship—and occasionally drawing it on a napkin.

Chesky, who in 2008 had never heard of an angel investor or read TechCrunch, knows this better than anyone. "It's not natural for someone like myself to be at art school, to then be unemployed, and then five or six years later have this," he says. "Nothing really prepares you for that."

His solution, then, has been to hack leadership by going far and wide in search of best practices. So far, that approach seems to be working for Chesky, thanks in part to the fact that he has a temperament well-suited to the quest for mastery, as we'll see. But the story of Chesky's evolution as an executive also offers a window into the way the new economy has turned conventional CEO-ing upside down—and may offer a new playbook for leadership development.

ASK ANYONE WHO KNOWS CHESKY what he's like, and he will say one of a few things: Intense. Focused. Really, really, *really* curious. As soon as we sit down to talk for this article—the first in-depth profile of Chesky himself, rather than the company—he starts quizzing me about the process. He's surprised that he is actually the subject of an entire story. He wants to know how the day is going. I list the half-dozen executives I've already interviewed. "Wow, this feels like a 360-degree performance review," he says. "The only difference is the whole world will read it." He presses on: "What are the themes? Or do they come later?"

By now, the story of Airbnb's origin is lore in Silicon Valley and beyond: In October 2007, Chesky and Joe Gebbia, two unemployed RISD graduates, were broke and staring at their rent due date. So they came up with the idea to pull some of Gebbia's air mattresses out of the closet and



sell sleeping space in their apartment to attendees of a sold-out design trade show. They called it the Air Bed and Breakfast. (The “continental breakfast” consisted of untoasted Pop-Tarts.) Three people bunked with them that weekend, and the idea got some attention on design blogs. A few months later their engineer friend Nathan Blecharczyk joined Chesky and Gebbia as the third co-founder, and in August 2008 the site debuted as Airbedandbreakfast.com, an online platform for people to rent out space in their homes. Chesky gravitated naturally to the role of leader, with Gebbia focused on design and Blecharczyk on technology.

Many experts and Silicon Valley luminaries were highly skeptical of the Airbnb concept at first. But the idea took hold, and the following spring the founders were accepted into the prestigious startup incubator Y Combinator, run by venture capitalist Paul Graham. They soon shortened the name to Airbnb and expanded from offering shared spaces to properties including entire homes and apartments, castles, boats, and tree houses. In November 2010 the trio got their first round of VC funding. Today Airbnb has roughly 2,000 employees operating out of 21 offices worldwide, and offers its service in 34,000 cities.

Ask Chesky what he didn't know about management in the early days, and he barely knows where to start. “It's kind of like, what *did* I know?” he says. But he had no choice but to plunge in; the company couldn't wait for him. Chesky says he learned two ways: first by trial and error (“it's the old adage about jumping off a cliff and assembling the airplane on the way down”), and second by teaching himself how to go deep on subjects fast—specifically, by using a process he calls “going to the source.”

Rather than trying to learn every single aspect of a particular topic, Chesky found that it was more efficient to spend his time researching and identifying the single best source in that area, then going straight to that person. “If you pick the right source, you can fast-forward,” he says. It's an approach that has served him again and again.

Chesky and his co-founders' first “sources” were their earliest advisers, tech entrepreneur Michael Seibel and Y Combinator's Graham. Reading was also an early part of the regimen. For Chesky, a source may come in the form of a biography of a business hero such as Steve Jobs or Walt Disney. His primary book source on management technique is Andy Grove's *High Output Management*. To learn the ins and outs of hospitality, he went to the *Cornell Hospitality Quarterly*, a scholarly journal published by the Cornell University School of Hotel Administration.

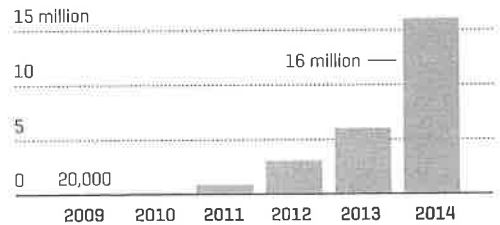
As the company became more prominent, so did Chesky's sources. Soon came meetings with Facebook's Mark Zuckerberg, Amazon's Jeff Bezos, and eBay CEO John Donahoe. He went to Bob Iger and Marc Benioff to ask how they push their executive teams to do more. From Facebook's Sheryl Sandberg he picked up tips about efficiency in scaling internationally.

A key aspect of Chesky's sourcing theory is what he calls “synthesizing divergent ideas”—basically, going to unexpected sources for insight.

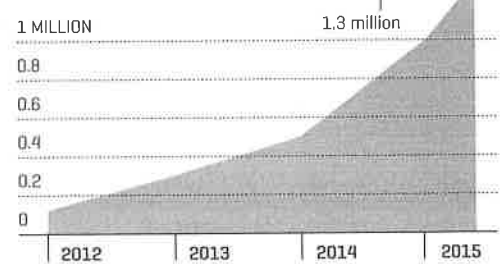
THE EDUCATION OF BRIAN CHESKY

As a kid, Chesky slept with his hockey stick. Now his company's growth chart resembles one. Some 40 million people have stayed in an Airbnb since 2008.

ANNUAL NUMBER OF AIRBNB GUESTS



NUMBER OF LISTINGS



To learn how to become an elite recruiter, for example, Chesky might skip talking to an HR exec and instead seek out a sports agent, whose business lives and dies by attracting talent.

Similarly, Chesky reached out to Tenet not for tips on global security, but for corporate culture: How do you create an open and transparent atmosphere when you're in the business of secrets? From their conversation, he took away the importance of “walking the park,” Walt Disney's theory of being a visible manager. Tenet told Chesky he would eat lunch in the cafeteria every day and sit at a different seat. Chesky says Tenet also taught him the importance of sending handwritten notes to employees. The former CIA chief told him that some of the most meaningful moments in his job were when he'd see a card he wrote an employee years ago still tacked on to his or her wall. And, of course, he gave Chesky the boat theory.

One of Chesky's biggest source triumphs was his audience with Buffett. A little over a

Chesky's Chiefs

BEFORE HE LEARNED how to lead, Brian Chesky had to learn how to learn. His shortcut: seeking counsel from a wide range of sources. Here are just a few—and what he learned from each.



SHERYL SANDBERG
COO, Facebook

LESSON: Be proactive. Chesky went to Sandberg for her thoughts on scaling internationally, but she also told him that as CEO, people would soon stop telling him the truth—if it hadn't already happened. He learned to ask more probing questions.



JONY IVE
Chief design officer, Apple

LESSON: Focus. From Ive, Chesky learned the Jobs-ian art of staying disciplined and resisting the temptation to chase every promising idea. Chesky likes to mention how Apple can fit every product it makes onto one kitchen table.



BOB IGER
CEO, Disney

LESSON: Stay cool. Iger had to integrate Pixar and please Steve Jobs, who "was not the easiest guy to work with, but [Iger] made him feel great about the process." Chesky adds that Iger has "the kind of composure that oftentimes founders don't learn."



WARREN BUFFETT
CEO, Berkshire Hathaway

LESSON: Avoid "noise." When he went to visit Buffett in Omaha, Chesky was struck by how the legendary investor largely avoids television and meetings, spending most of his day reading. "He thinks so deeply," Chesky says.



GEORGE TENET
Former director, CIA

LESSON: Be visible. Chesky sought out Tenet's beliefs on culture, including the importance of being visible—Tenet used to eat at the CIA cafeteria, sitting in a different seat each day—and recognizing employees with handwritten notes.

year ago, Chesky reached out and asked if he could travel to Omaha to have lunch, in part to talk about how Airbnb might help expand the number of rooms available in town during Berkshire's annual meeting weekend. The discussion ended up lasting 4½ hours. Chesky's biggest takeaway: the value of not getting caught up in the noise. "He's literally in the center of Omaha," Chesky says. "There's no TVs anywhere. He spends all day reading. He takes maybe one meeting a day, and he thinks so deeply." The experience made such an impact on Chesky that he went to the airport, and, afraid he would forget the conversation, immediately wrote a 3,600-word report and sent it to his team. For his part, Buffett says he sensed in Chesky a genuine passion for building his company: "I think he would be doing what he's doing if he didn't get paid a dime for it." Buffett's take on Airbnb? "I wish I'd thought of it."

Communicating the various pieces of wisdom he picks up as he learns them is a key part of Chesky's management style. Earlier this year he started a "Sunday night series," a weekly all-company email summarizing a principle or lesson he'd learned. A recent three-part series focused on—fittingly—how to learn.

CHESKY HAS BEEN OBSESSIVE about his pursuits since childhood. "From a very young age, you could see that he didn't just dabble in something," says his mother, Deb Chesky. Brian grew up in Niskayuna, N.Y., outside Albany, the son of two social workers. (His sister Allison, five years his junior, is a fashion editor at *Real Simple*, which is owned by *Fortune's* parent, Time Inc.) Chesky's first passion was hockey. After he got a full set of gear for Christmas one year, he insisted on sleeping in it—pads, skates, stick, and helmet. Later a hobby of drawing and redesigning Nike sneakers grew into a passion for art. He would disappear to the local museum for hours to draw replicas of the paintings.

His natural leadership potential surfaced at RISD, where he served as the captain of the hockey team and was eventually selected to be the commencement speaker at his graduation. Chesky threw himself into the task, studying every commencement speech he could find; to make the experience less intimidating, the night before his address he stood at the podium and watched as the staff set up 6,000 chairs one by one. "Who does that?" muses Deb Chesky.

After graduation, Chesky's friend and classmate Gebbia told him that he had a premonition they were going to launch a business together. "I said, 'Before you get on the plane, there's something I need to tell you,'" says Gebbia. "'We're going to start a company one day, and they're going to write a book about it.'" Chesky first moved to L.A. to become an industrial designer, but soon decided to join Gebbia in San Francisco. Eventually, they ran short of rent money, and inspiration struck.



THE BIGGEST LEADERSHIP lesson for Chesky so far came from the company's most significant crisis to date. It started when a San Francisco host's home was burglarized and ransacked by renters in June 2011. The company initially put forth a lackluster response from Chesky, but the host—a woman known as “EJ”—rebutted in a blog post his claims that the company had done everything it could to help her. Then Airbnb went silent, and the story got louder.

Inside Airbnb everyone had a different opinion on how to handle it. Some argued that taking responsibility would just open the door to more complaints; others said to put the truth out there; still others said the company should stay totally quiet. The situation dragged on for weeks. “I finally had this really dark moment and I got to the point where I wouldn’t say I stopped caring, but my priorities completely changed,” says Chesky. “And I basically said I should stop managing for the outcome and just manage to the principle.” He needed to apologize, Chesky felt, even if it might hurt the company.

Chesky composed a strongly worded letter accepting responsibility. “Over the last four weeks, we have really screwed things up,” he wrote. He not only said he was sorry but also announced that the company would be implementing a \$50,000 guarantee. “All of this was against advice,” Chesky says. “People were like, ‘We need to discuss this, we need to do testing,’ and I said, ‘No, we’re doing this.’” He did have a key assist from one major source. Marc Andreessen, co-founder of VC firm Andreessen Horowitz and an investor in Airbnb, added a zero to the amount of the guarantee, which Chesky had first set at \$5,000.

Chesky’s primary takeaway from the experience was to stop making decisions by consensus. “A consensus decision in a moment of crisis is very often going to be the middle of the road, and they’re usually the worst decisions,” he says. “Usually in a crisis you have to go left or right.”

For his team, it was a defining moment in their confidence in him as a leader. “That’s when I really saw what Brian was made of,” says Joe Zadeh, head

BRIAN’S RULES

Chesky has absorbed management lessons from the pros, but he has also developed his own leadership principles.

1. GOTO THE SOURCE

If you have a limited amount of time to learn something, spend most of your available time identifying the best source on the topic—then go to that person: “If you pick the right source, you can fast-forward.”

2. AMPLIFY YOUR MOVES

Devote your energy to actions that have the greatest impact. “It’s like chess,” Chesky says. A few key moves can give you the leverage to make other moves.

3. DON’T LEAD BY CONSENSUS IN A CRISIS

“Usually in a crisis you have to go left or right, and everyone wants to go middle. And middle is the storm.”

4. REFILL THE RESERVOIR

The best CEOs take inspiration from their outside lives. “If you stop going to fairs, concerts, and bars, and you’re just working, you lose touch with all that. You have to refill the reservoir.”

of product management. “That was the turning point where I had 100% confidence in this company’s leadership and was ready to take any challenge the world threw at us.”

DESPITE ITS RAPID GROWTH, Airbnb has endured plenty of challenges. The service runs afoul of local laws and regulations in many cities in which it operates. In its hometown of San Francisco, until recently, all short-term residential rentals without a permit were banned. Landlords, co-op boards, and urban neighbors are often hostile.

New York, which passed a bill in 2010 saying that owners or tenants can’t legally rent their apartment out for less than 30 days unless they’re living in the same space, has been a particularly tough battleground. The attacks on Airbnb got so bad in 2013 that Chesky went on a charm tour, meeting with dozens of politicians, hoteliers, real estate moguls, and influential members of the press. The tenor of the conversation in New York changed after the tour, but the city hasn’t budged on the law. Other markets, though, have been opening up: A new law in San Francisco legalizing short-term rentals went into effect in February. Nashville, Philadelphia, and San Jose have announced similar legislation, as have London and France. “I think we’re moving away from the divisive era into the more mainstream era,” Chesky says.

Airbnb is often seen as a competitor to the major hotel chains. Chesky challenges that view and insists that hotels have continued to thrive even as Airbnb has grown. He says that these days Airbnb has a “pretty healthy relationship” with the likes of Marriott, Hilton, and Starwood. In 2013, Chesky recruited Chip Conley, founder of the Joie de Vivre hotel chain and a respected figure in the industry, to focus on hospitality. Conley says executives from four of the six biggest hotel chains have come to the Airbnb headquarters for a day of “immersion.”

But the more Airbnb grows, the more it has the capacity to take business from hotels. Last year the company launched Instant Book, a new category of listings that don’t require ap-



TOP STORIES / SPORTS

DOPING

Doping, made easy

A French study has revealed a major loophole in the fight against doping. Under medical supervision, athletes were able to take minimal amounts of performance-enhancing substances - without testing positive.



How effective are worldwide doping tests? Hardly at all is the answer according to a French study. So-called "microdosing" is highly effective and hardly traceable.

In the study released by television channel France 2, eight endurance athletes were injected - under strict medical supervision - with autologous blood, EPO, growth hormones and corticosteroids in miniature amounts. The microdoses left no trace in the tests.

The increase in performance was enormous. One of the athletes ran 24 kilometers every day and improved on his personal best during the test period by ten minutes. During the 29 days of testing, the greatest improvement for the indoor 3,000 meters was an epic 31 seconds.



Fritz Sörgel: "An enormous performance increase"

Hardly any tests in the night

"This increase in performance is surprising," said Nuremberg pharmacologist and doping expert Fritz Sörgel. "Microdosing has an enormous effect, the extent of which wasn't clear before. You have to assume that it's done this way."

At most doping in microdoses is only traceable for a few hours. If forbidden substances are

taken at night, then a doped athlete can almost be certain he won't be found out. Tests between 11pm and 6am are possible, but in practice, hardly ever occur. The World Anti-Doping Agency (WADA) only mandates testing during those hours if specially justified."

WADA granted permission for the controversial series of tests. It took 18 months for the team working on the study to collect all the relevant permissions. According to France 2, none of the athletes were "tested positive at any time" during the study.

Germany's National Anti-Doping Agency Germany (NADA) has proposed a more detailed study of the results, referring to "criminal energy" that is required for this style of doping because microdosing demands a "certain know-how" and "professional guidance."

With a curious sense of logic, NADA added: "This style of micro-dose doping shows that the test system is better at filtering - the higher the dosage, the greater the risk of being caught for the doper."

But for years, the number of doped athletes caught by NADA has been declining. In 2013, only three out of 8106 tested athletes were positive for doping. In response, NADA is now calling for a "reasonable" amount of nighttime tests.

Franke: Avoiding tests is "child's play"

The athletes who were tested in Paris stated that alongside the increased performance they also felt a greater sense of well-being.

"One athlete claimed that at five o'clock every morning he would sit up in bed in perfect condition," said Sörgel. "In that sense, the study also applies to the ordinary person's day - which is also problematic...We've got to say, Wake people up in the middle of the night!"



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How many modern sportsmen and women haven't had the needle?

Werner Franke, a doping expert from Heidelberg, isn't surprised by the study.

"By using this method, you can evade positive tests," said Franke "It's child's play. I've said it for years."

Yet he does see a chance for the anti-doping campaign.

"People who dope using microdoses are effectively always under the influence of drugs at the night," said Franke. "One test annually in the middle of the night could be enough. As long as night-time tests are taboo, we're wasting our time."

DW RECOMMENDS

Astana retain license despite doping scandals

In a remarkable turnaround, Astana cycling team has retained their race license for the year after a meeting between team representatives and the UCI. This comes despite a number of doping scandals. (23.04.2015)

Beyond big muscles: To dope or not to dope?

To get a grip on the whole bodybuilding issue, Life Links spoke to Eric Helms - researcher and bodybuilder himself - on what can be achieved naturally and why some might choose to dope. (20.03.2015)

Ready, set...dope?

Mere milliseconds in sport can mean the difference between victory or defeat. But while new records are unlikely, the desire to win burns strong. You will have to push your physical boundaries - but with drugs? Really? (20.03.2015)

New evidence in Bundesliga doping scandal

German broadcaster SWR says it has received new evidence into the Bundesliga doping scandal in the 1970s and 80s. Apparently some of the delivery bills were signed by the VfB Stuttgart club president. (10.03.2015)

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SundayReview | OPINION

How to Fight Doping in Sports

By ROSS TUCKER and JONATHAN DUGAS AUG. 1, 2015

FEW sports performances are regarded without suspicion these days. Nowhere was this more evident than in the recent Tour de France, where the winner, Chris Froome of the British Team Sky, spent three weeks responding to skeptics about his exceptional performances, which rivaled those of doped champions, including Lance Armstrong.

Then there are the recent doping allegations made by several athletes and staff against the former marathoner Alberto Salazar, head coach of the Nike Oregon Project, a training program for elite distance runners. (Mr. Salazar has denied the allegations.) Among the project's athletes is the double Olympic gold medalist Mo Farah, who was questioned by the United States Anti-Doping Agency last week as part of its investigation into Mr. Salazar. Though Mr. Farah has not been accused of wrongdoing, the head of U.K. Athletics said recently that his association with his coach "is going to be dogging him, reputationally, for some time."

What Mr. Farah and Mr. Froome also share, aside from their current success, is a remarkable transformation from good to great, as mature athletes. Both were successful professionals, but neither would have been expected to become among the greatest ever in their respective pursuits. Such profound transformations feed skepticism even more, because history has shown us that they are often achieved through nefarious pharmacological means.

Both men have invoked work ethic, attitude, innovation, altitude training, diet and attention to detail to explain their rise and current achievements. They are asking a skeptical public to trust them.

Still, those explanations have been used by athletes before, in particular, by Mr. Armstrong and his United States Postal Service team, and by the track star Marion Jones, who was stripped of the three gold and two bronze medals she won in the 2000 Olympics after admitting to using steroids. Sophisticated doping techniques, undetectable drugs and, in the case of Mr. Armstrong, his reported collusion with cycling authorities, enabled them to cover up their use of performance-enhancing drugs.

So what can a clean athlete do to rebut these suspicions? History has demonstrated that trust built on traditional antidoping controls is at best hopeful and at worst naïve.

Instead, the best athletes can offer to a skeptical public is a credible explanation for the plausibility of their performances. That can and should begin with a much greater push for transparency.

It is here where Team Sky and Mr. Froome in particular have missed an opportunity. Sky entered the sport of cycling with a zero-tolerance policy and a promise of openness, but some observers believe it has reneged on that commitment. They point out that Sky hired riders and staff with doping pasts. And during the Tour de France, the issue of transparency was front and center in the antidoping conversation, with many pushing Team Sky to reveal Mr. Froome's physiological and performance numbers.

While the team did release some of his data, selectively sharing some data but not all is insufficient to give full context to evaluating overall performance. In this instance, half-transparency may be even worse than none.

And data is important, the more of it, the better, because performance has implications for how the body functions. These physiological functions can be measured to support the plausibility of a performance. To climb a mountain in the Tour de France at 13 miles per hour requires a certain power output, measured in watts, that, in turn, requires a specific combination of physiological attributes. The maximum volume of oxygen that a body can use, or VO₂ max, is one of those attributes. So, too, are efficiency, the ability to use energy without wastefulness and fatigue resistance.

The combination of these physiological attributes sets the upper limit for what is possible. The same is true for running, and for any sport in which a performance can be related back to measurable physiological qualities. If performance, captured accurately and independently, were married to this physiological data and measured at various stages of the season, it would provide context and possibly some degree of trust in the athlete.

Even more insight might be gained by superimposing performance on physiology and what is known as an athlete's biological passport. The passport, introduced in cycling in 2008 as an antidoping tool, measures attributes of an athlete's blood to detect abnormalities over time. When an athlete dopes, either by using the hormone EPO to increase his or her red blood cell count, or by reinfusing blood for the same purpose, the passport can detect these changes from the baseline.

Data on an athlete's biology and physiology, measured frequently over time, could explain much about a result. Disclosing this information in a fully transparent system would not only be a show of openness, but would also provide measures for informed observers to evaluate what they are witnessing.

Another area where disclosure would start to win back trust is on the use of what are known as therapeutic use exemptions. These exemptions are granted by the sport's controlling bodies to athletes who are able to prove that they need them for a genuine medical reason (asthma is the most common one). An exemption allows an athlete to use an otherwise banned drug or treatment. The problem is the abuse of these exemptions, and the growing perception that they provide a loophole that ambitious coaches and athletes are actively exploiting for performance benefits.

Many of the allegations made against Mr. Salazar involve using these exemptions so some of his athletes could gain an unfair advantage. These exemptions should be disclosed, and independent testing should verify that the condition requiring an exemption actually exists.

Transparency is not, and will never be, proof that an athlete has not doped. Testing must continue: It acts as a deterrent to at least control the extent of doping, if not to eradicate it. Trust, once lost, is hard to earn back, but the combination of

testing and transparency just might help to regain the confidence of those who wish to believe in clean, competitive sport.

Ross Tucker and Jonathan Dugas are exercise physiologists who run the website The Science of Sport.

Follow The New York Times Opinion section on Facebook and Twitter, and sign up for the Opinion Today newsletter.

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Awards stir entitlement debate

Industry rejects linking trophies with children's competitive apathy

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Pittsburgh Steelers linebacker James Harrison is not about to get a trophy from the Awards and Personalization Association.

Harrison wrote on his Instagram account last weekend that he was taking away participation trophies awarded to his sons, ages 8 and 6, until they "EARN a real trophy."

"I'm not about to raise two boys to be men by making them believe they are entitled to something just because they tried their best," Harrison wrote.

That did not sit well with Louise Ristau, executive director of the Awards and Personalization Association, which represents trophy makers.

"Recently it's been rather trendy to be negative toward participation awards and to blame them for kids feeling entitled or not learning to be competitive," Ristau told USA TODAY Sports on Monday. "But what's really causing that? Is it really a participation award, or the environment they're living in?"

"You know, entitlement pre-

dates participation awards."

Former NFL quarterback Kurt Warner supported Harrison's stance on participation trophies via Twitter.

But Ristau found backing, too. Scott Sletten, CEO of JDS Industries, a multimillion-dollar company in South Dakota that makes trophies, said he questions the point of giving participation trophies to, say, 17-year-olds.

"But with these younger kids, who most of these things are for, it's just encouraging that participation," Sletten said. "Is there anything wrong with giving a medal or a token that says, 'Good job. You participated. You did something good.' I don't think there's anything wrong with it."

"And let's face it: If they don't participate when they're young, they're certainly not going to participate when they're older."

Children deserve more credit than Harrison is giving them, said Terrence Dehring, president of QuickTrophy, based in Marquette, Mich.

"Children know the difference between awards that are given out as participation trophies to commemorate the season of working and playing together and trophies that are



EUSHA PAGE, (SIOUX FALLS, S.D.) ARGUS LEADER

JDS Industries in Sioux Falls, S.D., makes a variety of trophies, though its CEO questions the idea of giving participation awards to older children.

given to the winner or MVP," Dehring said via email.

Todd Adams, owner of My TrophyStore.com, said he's frustrated when he hears critics in-

sinuate that trophy companies are getting rich selling participation trophies. He said they can be bought for less than \$3 and the profit margin on such

awards is negligible.

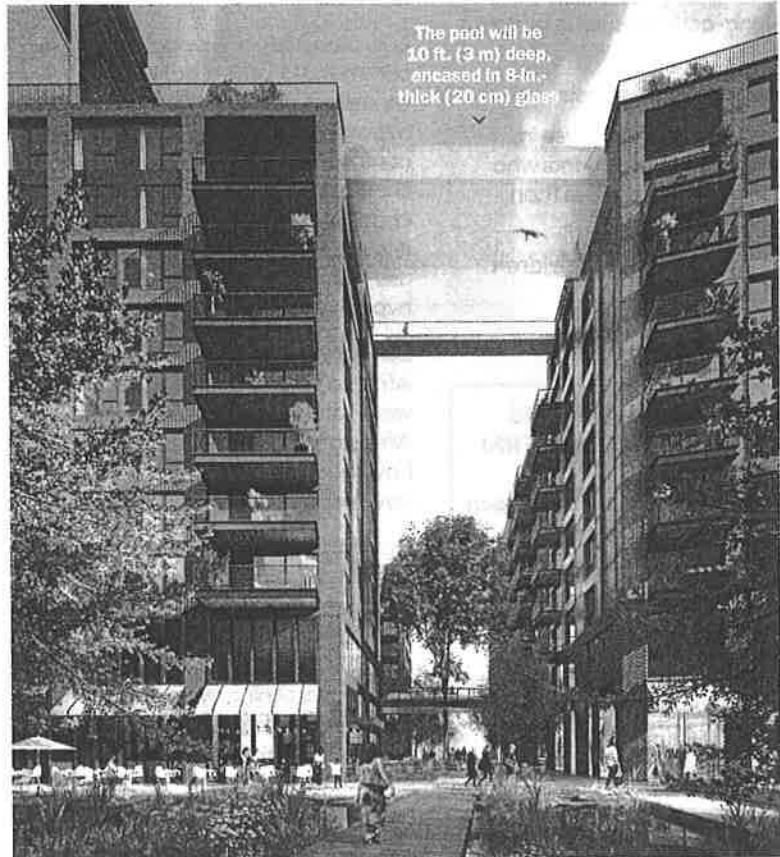
"Bottom line is, the look on the kid's face when they get that trophy," he said, "you can't put a dollar amount on that."

BIG IDEA

Sky pool

It's a bird! It's a plane! It's ... a person swimming laps? This may well occur in London, where design firm Arup Associates released plans for a 90-ft.-long (27 m) pool suspended 10 stories up between two residential buildings in the city's Nine Elms neighborhood. (Construction is set to wrap in 2019.) Once completed, however, the so-called sky pool won't be open to everyone—just residents of the Embassy Gardens luxury apartment complex. The price of admission: at least \$940,000 per unit.

—S.B.



The pool will be
10 ft. (3 m) deep,
encased in 8-in.-
thick (20 cm) glass