

Track Sessions

Overview and Discussion Briefings for Delegates

Advance Sports & Competitions

Build Communities

Connect Fans & Funds

Define Movement Leadership & Establish Sustainable Capabilities

Establish Values that Define our Culture

Leverage Games

ADVANCE SPORTS & COMPETITION

Track Session Overview

Date and Time

June 7 2:00pm – 5:30pm

June 8 9:00am – 12:00pm

Location

Fez 1, Level 1, Palais des Congress

ADVANCE SPORTS & COMPETITION

Track Session Overview

Track Staffing

Track Leaders: Deborah Bright; Lee Todd
Facilitator: Lynn Doyle

Session Logistics

Date & Time: June 7: 2:00pm - 5:30pm
June 8: 9:00am - 12:00pm
Location: Fez 1, Level 1, Palais des Congres

Desired Outcomes

By the end of the track session, delegates will:

- Understand and provide formal feedback on the overall Vision, Goals, and Strategies of the pillar.
- Provide feedback on which strategies and targets they understand and endorse; which they do not understand; and which they disagree with as a vehicle for achieving the Vision.
- Assess feasibility of Athlete Development Model based on participant interest and commentary and identify key elements of such a model at the Program level (3-5).
- Determine global interest in Unified Sports development and outline major barriers to implementation across Regions.

Session Format

This Track will be conducted over two days into two distinct sessions. Some delegates will remain in the Track for both days. Others will join either for Day 1 or Day 2 only. Tracks will be professionally facilitated and will operate under consistent *SO Global Congress Rules of Engagement* (attached separately).

Day 1 is an overall review of the Vision, Objectives, and Strategies. Delegates will hear how the Vision was developed and how the proposed Objectives are designed to help us achieve that vision. Then the delegates will break into discussion groups (formed primarily according to language) to discuss the Vision and Objectives and ask questions or provide input. At the end of this day, delegates will rank the top three tactics in order of importance to achieve goals as well as the three least important tactics to achieving the goals. Delegates will rate all proposed strategies and targets as: One they understand and see as helpful; One that they either don't understand or feel is neither helpful or harmful; or One they feel is not helpful or even harmful for programs working toward the Vision.

Day 2 is dedicated to in-depth discussion and feedback on two of the pillars strategies: 1) Unified Sports; and 2) Sport Development Model. On this day, delegates will be asked for feedback on these issues/proposals and answer questions related to implementation at the Program level. This is the day for people who want to delve into more detail on a specific topic. Delegates will be asked to discuss the specific "Questions for Engagement" which are listed below:

Sport Development Model – Breakout Questions:

- What is required to identify the maximum potential for each athlete?
- What would an Athlete Development Model look like at the Program level?
- What is the main obstacle to establishing/enhancing coach certification programs?
- Should all Programs offer the Young Athlete Program?

Unified Sports – Breakout Questions:

- Should every SO Program worldwide embrace Unified Sports as a key aspect of programmatic development?
- Is it realistic to expect that every Program will introduce Unified Sports opportunities in at least 10% of sports offered?
- What are the primary obstacles for Unified Sports development in each of the Regions?
- Should Unified Sports feature "equal skill levels" and "unequal skill levels" component to address competitive as well as recreational/developmental opportunities?

Key Initiative: SPORT DEVELOPMENT MODEL

Vision 2015: Special Olympics is recognized as a global leader in sports providing excellence in coaching, training, and competition management at all levels, offering each athlete the opportunity to develop to their personal best through the development and activation of an enhanced athlete and coach model.

Situation Assessment & Problem Statement

- Too few certified coaches and coaches with higher level of sport specific certification involved with SO. Globally, the number of coaches decreased by 6% while the number of athletes increased by 8%;
- Coaching education materials need to be enhanced and provided to the local Program level.
- Unified Sports and Young Athletes Programs have been growing but the growth has been limited regionally and still represents a very small part of the athlete population.
- Difficulty in finding core information about divisioning and SOs competitions, even within our own materials.
- No consistent approach and principles for enhanced and integrated training and competitive opportunities.
- Core processes of “divisioning” and competitions are still not well understood, shared nor consistently applied.

Proposed Strategic Recommendations for 2011-2015

START:

- Develop Athlete Development Model providing age and skill level appropriate enhanced training and competition opportunities.
- Set higher standards for training and competitions and increase the training expectations for athletes of all ability levels.
- Establish a Coaches Online Academy for access to education materials and sharing of best practices.
- Develop Coach Model that has excellence as its foundation; develop or enhance a standardized coach certification program.
- Provide coaches with a tool to track athlete performance and progress.
- Establish sustainable relations and partnerships with Sport Organizations, Fitness/Health Organizations, Universities, and Physical Education faculties to recruit coaches, officials, Unified Partners, and expand competition opportunities.

CONTINUE:

- Grow Unified Sports, Young Athletes, and other enhanced sporting opportunities.
- Increase number of Special Olympics competitions for a broader spectrum of opportunities and ensure that all competitions are conducted to Sport Governing Body standards, and that the advancement criteria are enforced.
- Source professional development partnership opportunities for coach development and post links on-line.
- Promote coaching education at Regional and Program level.
- Develop recognition program for coaches.

Recommended Business Model – Role of SOI HQ, SOI Regions, and SO Programs

SOI Global HQ	SOI Regional	Accredited Programs
<ul style="list-style-type: none"> • Develop minimum standards for coaches and develop a standard certification system for coaches • Develop guiding principles for the Athlete Model and Coach Model • Establish sustainable relations with International Sports Federations • Manage the Sport Resource Teams • Develop on-line Coach Academy 	<ul style="list-style-type: none"> • Develop plans and implement Train the Trainers seminars to implement Athlete and Coach Models • Establish sustainable relations with Regional Sports Federations and other relevant institutions • Support translation of materials 	<ul style="list-style-type: none"> • Offer flexible models for coaches’ education and track certification • Organize Unified Sports and Young Athletes Programs and integrated opportunities with Focus on Youth Development opportunities • Implement tracking of coach certification program • Cooperate with Sports Organizations, and Universities to recruit coaches, officials and Unified Partners

Questions for Engagement at the Global Congress

- What is required to identify the maximum potential for each athlete?
- What would an Athlete Development Model look like at the Program level?
- What is the main obstacle to establishing/enhancing coach certification programs?
- Should all Programs offer the Young Athlete Program?

Key Initiative: UNIFIED SPORTS

Vision 2015: Special Olympics will become a Movement of inclusive experiences reaching at least 25% of our athletes with Unified Sports opportunities.

Situation Assessment & Problem Statement

- Unified Sports represents a demonstrated model of achieving SO goals in self-development and relationship building.
- Unified Sports fulfills the organization’s brand promise around acceptance and skills development.
- Globally we still face challenges with respect to matching ability levels of Unified athletes and partners effectively.
- Concepts of Unified/inclusive participation in sports still face resistance in certain areas of the world.
- Unified Sports selection and training rules and frameworks are perceived as difficult to implement in a number of Programs.
- With Unified Sports® participation increasing by 57 percent in 2009, Unified Sports® program participants constitute the fastest growing segment of the overall Athlete population. For the third consecutive year, participation in Unified Sports® continues to accelerate from 28 percent growth rates achieved in 2006 and 2007, to 35 percent growth rate in 2008, and 57 percent growth in 2009. However, growth remains uneven across Regions as well as across athlete and partner groupings.

Proposed Strategic Recommendations for 2011-2015

START:

- Requiring evidence of at least one type of inclusive or Unified Sports programming in every program.
- Training for Program leaders in how to establish and support Unified Sports programs.
- Rewarding Programs with Unified Sports programs by allowing access to more grants and sponsored Unified competitions as well as seeking Unified competition opportunities at NGB and mainstream events.
- Evaluate Mentoring Division concept to address equal ability level requirements.

CONTINUE:

- Offering Unified Sports at Regional and World Games.
- Sharing best practices and encouraging collaboration between programs offering Unified Sports.
- Monitoring Unified Sports tracking via Athlete Census and PDS.

Recommended Business Model – Role of SOI HQ, SOI Regions, and SO Programs

SOI Global HQ	SOI Regional Offices	Accredited Programs
<ul style="list-style-type: none"> • Re-assert a committed leadership position in the area of Unified Sports • Develop and update definitions, business models and options for implementation (including recreational version, globally aligned principles and expectations) • Develop templates for resource generation and fundraising • Position Unified Sports at the core of brand development efforts to become an agent of change at schools 	<ul style="list-style-type: none"> • Create Regional goals and strategies for Unified Sports implementation and growth; work with Accredited Programs to develop country/state-specific Unified Sports targets 	<ul style="list-style-type: none"> • Establish Program-specific growth target for Unified Sports in at least 10% of the sports offered

Questions for Engagement at the Global Congress

- Should every SO Program worldwide embrace Unified Sports as a key aspect of programmatic development?
- Is it realistic to expect that every Program will introduce Unified Sports opportunities in at least 10% of sports offered?
- What are the primary obstacles for Unified Sports development in each of the Regions?
- Should Unified Sports feature “equal skill levels” and “unequal skill levels” component to address competitive as well as recreational/developmental opportunities?

BUILD COMMUNITIES

Track Session Overview

Date and Time

June 7 2:00pm – 5:30pm

June 8 9:00am – 12:00pm

Location

Rissani Ballroom, Atlas Asni Hotel

BUILD COMMUNITIES

Track Session Overview

Track Staffing

Track Leaders: Yolanda Eleta de Varela, AnnMarie Van Weirengen
Facilitator: Susan Lenox

Session Logistics

Date & Time: June 7: 2:00pm - 5:30pm
June 8: 9:00am - 12:00pm
Location: Rissani Ballroom, Atlas Asni Hotel

Desired Outcomes

- Understand and provide formal feedback on the overall Vision, Goals, and Strategies of the pillar.
- Provide feedback on which strategies and targets they understand and endorse; which they do not understand; and which they disagree with as a vehicle for achieving the Vision.
- Identify key supports Special Olympics must provide to encourage broader participation in Athlete Leadership programs
- Outline key family engagement strategies and appropriate Special Olympics involvement across levels of the organization.
- Determine the major drivers of youth engagement and best practices for increasing youth retention and participation.
- Outline best practices for sports/health integration.

Session Format

This Track will be conducted over two days into two distinct sessions. Some delegates will remain in the Track for both days. Others will join either for Day 1 or Day 2 only. Tracks will be professionally facilitated and will operate under consistent *SO Global Congress Rules of Engagement* (attached separately).

Day 1 is an overall review of the Vision, Objectives, and Strategies. Delegates will hear how the Vision was developed and how the proposed Objectives are designed to help us achieve that vision. Then the delegates will break into discussion groups (formed primarily according to language) to discuss the Vision and Objectives and ask questions or provide input. At the end of this day, delegates will rank the top three tactics in order of importance to achieve goals as well as the three least important tactics to achieving the goals. Delegates will rate all proposed strategies and targets as: One they understand and see as helpful; One that they either don't understand or feel is neither helpful nor harmful; or One they feel is not helpful or even harmful for programs working toward the Vision.

Day 2 is dedicated to in-depth discussion and feedback on four of the pillars strategies: 1) Athlete Leadership; 2) Families; 3) Healthy Athletes; and 4) Youth. On this day, delegates will be asked for feedback on these issues/proposals and answer questions related to implementation at the Program level. This is the day for people who want to delve into more detail on a specific topic. Delegates will be asked to discuss the specific "Questions for Engagement" which are listed below:

Athlete Leadership & Enablement – Questions for Engagement:

- How do we make the Athlete Leadership Programs more extensive and robust to help more athletes achieve the associated broader life goals such as independence and employability?
- Which of the existing ALPs offerings will be most effective in helping us reach the Vision above?
- How do we evaluate ALPs programming?

Families -- Questions for Engagement

- What are some of the common obstacles to family participation in Special Olympics?
- What roles should different levels of the Movement play in family engagement?
- How can we best engage web-based family collaboration and engagement opportunities in the next five years?
- What DOES a quality Special Olympics Program look like in the areas of Family support and engagement?

Healthy Athletes -- Questions for Engagement:

- What are the primary obstacles to implementing effective, sustaining health programs down to the local level?
- What are the most important health services for your program to deliver to SO athletes?
- How can sport and health programs be integrated effectively?

Youth -- Questions for Engagement

- What obstacles exist that prevent us from expanded youth engagement as volunteers and program leaders?
- What roles are best suited to youth participation? What roles should be off-limits to youth?

Key Initiative: ATHLETE LEADERSHIP

Vision 2015: Special Olympics will become a Movement that utilizes Athlete Leadership training to build collaborative partnerships that directly and indirectly improve the lives of athletes and the communities that surround them in a holistic manner, as evidenced by 10% of our athletes having completed at least one Athlete Leadership Training and fulfilled a meaningful leadership role at the Program level.

Situation Assessment & Problem Statement

- Athlete Leadership Programs (ALPs) represent a demonstrated model of achieving SO goals in the areas of self-determination, development, relationship building, and various component skills of leadership, advocacy and governance.
- SO has a strong base of experience related to ALPs implementation challenges and opportunities across the Movement.
- ALP’ s fulfills Special Olympics brand promise around the notion of being Athlete Centered and Athlete-Led.
- ALP’s training and practical experience enhances confidence, skills and employability resulting in an improved quality of life.
- Recognition of athlete ability and potential is still a challenge.
- Athlete participation in governance still faces some resistance resulting in poor quality participation.
- ALPSs training and frameworks are perceived as optional to implement at the Program level.
- In 2009 ALPs Programs grew by 4.5%. Six of the seven Regions expanded ALPs, most notably Asia Pacific and the Middle East/North Africa which both grew their ALPs programming by over 80%. Despite these advances, less than 1% of Special Olympics athletes participate in ALPs.

Proposed Strategic Recommendations for 2011-2015

START:

- Requiring evidence of athletes in leadership and employee roles as part of regular program evaluation.
- Training for Program leaders in effective models of inclusive governance and strategies to support them.
- Requiring evidence of Athlete Input Councils in all Programs
- Recognizing and encouraging high quality ALPS programming through our various grant processes

CONTINUE:

- ALPs training in public speaking (Global Messenger) and Governance at the Program level.
- Input Council training and support networks
- Monitoring ALPs training and participation via Athlete Census and PDS.

STOP:

- ALPs funding for any proposal that does not include training of BOTH athletes and Program leadership.

Recommended Business Model – Role of SOI HQ, SOI Regions, and SO Programs

SOI Global HQ	SOI Regions	Accredited Programs
<ul style="list-style-type: none"> • Re-assert a committed leadership position in the area of ALPs • Develop and update ALPs training and implementation requirements • Develop position statements leveraging ALPs in fundraising • Position ALPs at the core of brand development • Develop global standards for quality participation of athletes on Boards and as program employees 	<ul style="list-style-type: none"> • Create Regional goals and strategies for ALPs implementation and growth; work with Accredited Programs to develop country/state-specific ALPs targets 	<ul style="list-style-type: none"> • Establish Program-specific ALPs implementation strategies that result in at least 10% of athletes in documented leadership roles. • Comply with the global standards on quality athlete participation on the Board as well as meeting the athlete Program employee quota requirement

Questions for Engagement at the Global Congress

- How do we make the Athlete Leadership Programs more extensive and robust to help more athletes achieve the associated broader life goals such as independence and employability?
- Which of the existing ALPs offerings will be most effective in helping us reach the Vision above?
- How do we evaluate ALPs programming to determine if it is both meaningful AND worth our investment of time and resources?

Key Initiative: FAMILIES

Vision 2015: Special Olympics is a Movement that celebrates and supports athletes and families as they share a sense of purpose and pride/confidence with the Special Olympics athlete who is a member of their family. As their pride, confidence and sense of purpose grows, Special Olympics is prepared to address family interests and needs at all levels of the movement.

Situation Assessment & Problem Statement

- Special Olympics family members are a diverse population whose interest in and support of Special Olympics ranges from very enthusiastic to non-existent.
- Some community-based programs are built on extensive and effective family participation, while others do not involve or engage families at all.
- Family members can be extremely effective spokespersons for the Movement.
- Currently Special Olympics family leadership opportunities are executed and delivered sporadically because of varying conditions at the Program and sub-Program level.
- Predominantly family services and support mechanisms exist at the local level without a comprehensive global system.
- Special Olympics does not offer a clear range of family engagement opportunities and support.
- Family recognition opportunities exist sporadically and predominantly at the local level.

Proposed Strategic Recommendations for 2011-2015

START:

- Creating dynamic ways to assess family interests and support needs necessary to engage in active and clear roles in Special Olympics -- drafting a framework for family involvement from local to international levels with incentives for active participation.
- Recruiting and training family members to become active community builders for themselves and for other families.
- Ensuring that all Accredited Programs demonstrate involvement of families at all levels of their Program.
- Requiring evidence of family programming as part of regular program evaluation.

CONTINUE:

- Global Family Leaders program as a source of input for HQ and Regional Family Initiatives.
- Family (especially sibling) involvement in Unified Sports and Program leadership where already established.
- Options for family support and recognition at all Special Olympics events.

Recommended Business Model – Role of SOI HQ, SOI Regions, and SO Programs

SOI Global HQ	SOI Regions	Accredited Programs
<ul style="list-style-type: none"> • Develop a family engagement model – guidelines for playing a role and becoming a part of the program and the community • Family stories of change should be incorporated as a foundational element of the brand as an effort to share the sense of pride experienced through Special Olympics. 	<ul style="list-style-type: none"> • Ensure development of regional models for family recruitment, engagement and recognition as a means of helping programs address family interests and concerns. 	<ul style="list-style-type: none"> • Encourage and support family committees at all levels of the Program

Questions for Engagement at the Global Congress

- What are some of the common obstacles to family participation in Special Olympics?
- What roles should different levels of the Movement play in family engagement?
- How can we best engage web-based family collaboration and engagement opportunities in the next five years?
- What DOES a quality Special Olympics Program look like in the areas of Family support and engagement?

Key Initiative: YOUTH

Vision 2015: Special Olympics will become a Movement that provides consistent opportunities for young people with and without intellectual disabilities to engage in Unified Sports, Young Athletes, cheer teams, volunteerism, and leadership development activities worldwide. Youth will become a significant component of the Movement, matching athletes 1:1 and forming a part of governance structures at all levels of the Movement.

Situation Assessment & Problem Statement

- Youth play active roles in Special Olympics as unified partners, advocates for the movement, supporters of campaigns, volunteers and coaches.
- Engaging youth in SO is an effective means of changing negative attitudes and fostering a culture of inclusion.
- Special Olympics has begun using the power of social media to advance the mission of Special Olympics and involve youth as fans, however this medium could be employed more extensively and creatively
- Youth do not presently play any role on SO governance and their leadership potential is not being harnessed efficiently
- Retention of youth within the Movement remains a critical concern, requiring new avenues and approaches

Proposed Strategic Recommendations for 2011-2015

START:

- Special Olympics will increase the number of youth aged 8-22 serving as Unified partners, volunteers, advocates and fans to match that of athletes within this age group by 2015
- Engaging youth at governance levels to create a parallel but integrated youth led movement that results in youth supporting athletes on a 1:1 basis; Including young leaders on Accredited Program Boards of Directors.
- Capturing and retaining 50% of youth registered as volunteers in projects, events and/or volunteer work at all levels.
- Widening the age bracket for youth to include individuals up to the age of 21 to ensure that colleges and universities be included in the youth campaign.
- Recognizing and rewarding thoughtful youth programming through various grant mechanisms.

CONTINUE:

- Provide consistent opportunities for young people with and without intellectual disabilities to engage in Unified Sports Young Athletes, cheer teams, volunteerism, and leadership development activities worldwide.
- Using the powerful platform of social media to recruit, engage and retain youth.

Recommended Business Model – Role of SOI HQ, SOI Regions, and SO Programs

SOI Global HQ	SOI Regions	Accredited Programs
<ul style="list-style-type: none"> • Lead a dynamic social media campaign that can be replicated at different levels of the Movement • Position youth as an essential part of the brand moving forward with representation across the Movement • Develop creative roles for youth, their retention and incentives for activism 	<ul style="list-style-type: none"> • Create Regional goals and strategies for youth implementation and growth; work with Accredited Programs to develop country/state-specific youth targets 	<ul style="list-style-type: none"> • Establish youth implementation strategies that result in a match of youth to athletes at 1:1 by 2015 • Where applicable, utilize social media as a means of recruiting and retaining youth • Determine approach to have youth leadership on governance structures

Questions for Engagement at the Global Congress

- What obstacles exist that prevent us from expanded youth engagement as volunteers and program leaders?
- What roles are best suited to youth participation? What roles should be off-limits to youth?

Key Initiative: HEALTHY ATHLETES

Vision 2015: All Special Olympics Programs will offer athletes opportunities for access to health screening, education, health improvement, and referral services.

Situation Assessment & Problem Statement

- Special Olympics has implemented a growing health screening program over the past decade that has served 1 million athletes, trained 120,000 health professionals and reached more than 100 countries.
- Currently, 102 Special Olympics Programs have offered Healthy Athlete services
- Persons with intellectual disabilities (ID), and SO athletes in particular, have been documented to have high levels of untreated disease, little access to care and almost no opportunity for health improvement.
- Health professionals have little to no training and experience in treating people with ID.
- Public policies do not adequately support health care and support for health improvement for people with ID.
- This program may not yet fully address the global range of local health needs, healthcare delivery systems, and cultures.
- Significantly more resources will be required to make access to essential health services available to SO athletes around the world so that they can train and compete safely and without pain.

Proposed Strategic Recommendations for 2011-2015

START:

- Requiring each SO Program and Region to have some health goals and planned activities to improve the health of athletes;
- Enhancing HA protocols, content, and implementation to better address global variations in need, systems, and culture;
- Encouraging Regional/Program-level HA self-sufficiency by actively pursuing sources of cash, VIK, and government support
- Administering a reliable compliance protocol to assure timely submission of required reports to SOI on Healthy Athletes grants

CONTINUE:

- Scheduling athletes formally at Healthy Athletes events to increase percentage of athletes served
- Making strategic decisions about allocation of scarce resources in areas with the greatest ROI
- Promoting Healthy Athletes events and results as part of education and fundraising
- Being vigilant in the submission of health screening results for reporting and policy development

STOP:

- Awarding large HA grants to Programs that have not developed continuing HA development plans

Recommended Business Model – Role of SOI HQ, SOI Regions, and SO Programs

SOI Global HQ	SOI Regional Offices	Accredited Programs
<ul style="list-style-type: none"> • Continue a committed leadership position in the area of health • Continue to update professional and clinical protocols and standards and explore new areas of health programming opportunity • Facilitate and support training of new clinical directors • Develop templates for resource generation and leveraging of health activities in the fundraising arena • Develop cutting edge, impactful information systems to support HA 	<ul style="list-style-type: none"> • Make strategic recommendations about the best allocation of grant resources in Regions • Proactively facilitate Program-specific health planning • Assure compliance with grant requesting, event implementation, and reporting requirements for HA • Actively prospect and report cash and VIK support for HA • Help promote alternate/new effective models of HA services 	<ul style="list-style-type: none"> • Establish Program-specific objectives for health programming • Actively seek cash and VIK resources and volunteers • Commitment to grant making and reporting requirements in a timely way • Active identification of Clinical Director needs

Questions for Engagement at the Global Congress

- What are the primary obstacles to implementing effective, sustaining health programs down to the local level?
- What are the most important health services for your program to deliver to SO athletes?
- How can sport and health programs be integrated effectively?

CONNECT FANS & FUNDS

Track Session Overview

Date and Time

June 7 2:00pm – 5:30pm

June 8 9:00am – 12:00pm

Location

Rissani Ballroom, Atlas Asni Hotel

CONNECT FANS & FUNDS

Track Session Overview

Track Staffing

Track Leaders: Marc Edenzon, Terry Richey, Joan Wheatley
Facilitator: Nancy Rawles

Session Logistics

Date & Time: June 7: 2:00pm - 5:30pm
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Desired Outcomes

By the end of the track session, delegates will:

- Understand and provide formal feedback on the overall Vision, Goals, and Strategies of the pillar.
- Provide feedback on which strategies and targets they understand and endorse; which they do not understand; and which they disagree with as a vehicle for achieving the Vision.
- Outline key strategies that can be used to engage athletes as fundraisers and how strategies must be tailored globally.
- List common needs and/or barriers to a global fundraising campaign.
- Crystallize brand images and messages that resonate most with Congress participants.

Session Format

This Track will be conducted over two days into two distinct sessions. Some delegates will remain in the Track for both days. Others will join either for Day 1 or Day 2 only. Tracks will be professionally facilitated and will operate under consistent *SO Global Congress Rules of Engagement* (attached separately).

Day 1 is an overall review of the Vision, Objectives, and Strategies. Delegates will hear how the Vision was developed and how the proposed Objectives are designed to help us achieve that vision. Then the delegates will break into discussion groups (formed primarily according to language) to discuss the Vision and Objectives and ask questions or provide input. At the end of this day, delegates will rank the top three tactics in order of importance to achieve goals as well as the three least important tactics to achieving the goals. Delegates will rate all proposed strategies and targets as: One they understand and see as helpful; One that they either don't understand or feel is neither helpful or harmful; or One they feel is not helpful or even harmful for programs working toward the Vision.

Day 2 is dedicated to in-depth discussion and feedback on three of the pillars strategies: 1) Athlete as Fundraisers; 2) Integrated Campaign; and 3) Strengthening our Brand. On this day, delegates will be asked for feedback on these issues/proposals and answer questions related to implementation at the Program level. This is the day for people who to delve into more detail on a specific topic. Delegates will be asked to discuss the specific "Questions for Engagement" which are listed below:

Athletes as Fundraisers -- Questions for Engagement:

- What are the primary ways in which athletes can participate in fundraising and which of those ways could be implemented broadly across the movement?
- How do we assure that we are not relying on athlete fundraising for basic operational needs of Programs so that we are not asking athletes to "pay their way" in terms of Special Olympics participation?
- What geographic, economic and cultural differences affect our ability to make this type of athlete fundraising program movement-wide and can they be overcome?

Integrated Campaign -- Questions for Engagement:

- What areas of opportunity are there for an integrated campaign? What are the needs we share in common?
- How will those needs resonate with potential donors? What will inspire donors to give more?
- What barriers exist to being successful at an integrated campaign and how would we break through those barriers?

Strengthening our Brand -- Questions for Engagement:

- What messages and images best resonate with your audiences in your locale?
- What do you believe are the core messages of Special Olympics?
- Who do you believe are the most vital audiences for which Special Olympics should target its brand messaging? Why?

Key Initiative: ATHLETES AS FUNDRAISERS

Vision 2015: Engage athletes in building a program in which they can learn and contribute through their active fundraising efforts.

Situation Assessment & Problem Statement

- Athletes are the core of Special Olympics and many would like to contribute to fundraising for the movement.
- Some Programs currently engage athletes in fundraising activities. This is an area of competency in ALPs.
- Fundraising activity can contribute to skill building and empowerment.
- A systematic fundraising approach could generate funding and visibility for Special Olympics.
- The movement would benefit from an organized, consistent way to support athletes as fundraisers.
- A standard set of guidelines would ensure integrity through dignified engagement of our athletes

Proposed Strategic Recommendations for 2011-2015

START:

- Work with our athlete community to determine the best approach to a fundraising endeavor.
- Build a system for athlete fundraising including training, support and recognition.
- Grow the program to a level that all interested athletes can participate

CONTINUE:

- Understanding the diversity of our athlete community while providing this growth opportunity
- Honoring the philosophy of our General Rules about expectations for athlete costs.
- Engaging athletes in the design and implementation of important programs in which they will be involved is essential.

STOP:

- Pre-determining what athletes can and want to do in regard to fundraising.

Recommended Business Model – Role of SOI HQ, SOI Regions, and SO Programs

SOI Global HQ	SOI Regions	Accredited Programs
<ul style="list-style-type: none"> • Research best practices outside the movement for participant fundraising. • Build a business plan on how a systematic athlete fundraising program would work. • Acquire funding to appropriately launch the program. • Build training needed for success. 	<ul style="list-style-type: none"> • Research current practices inside the movement. • Determine Program by Program capacity and interest in participating in this initiative. • Customize program and training to meet needs of the region and host training sessions 	<ul style="list-style-type: none"> • Engage athletes in providing feedback on a systematic fundraising program and reviewing approaches to a business • Participate in training and recognition programs.

Questions for Engagement at the Global Congress

- What are the primary ways in which athletes can participate in fundraising and which of those ways could be implemented broadly across the movement?
- How do we assure that we are not relying on athlete fundraising for basic operational needs of Programs so that we are not asking athletes to “pay their way” in terms of Special Olympics participation?
- What geographic, economic and cultural differences affect our ability to make this type of athlete fundraising program movement-wide and can they be overcome?

Key Initiative: INTEGRATED CAMPAIGN

Vision 2015: Build a global, integrated fundraising campaign to seek major gifts from individuals and foundations to fund a collaboratively determined set of programmatic priorities.

Situation Assessment & Problem Statement

- Fundraising campaigns provide organizations with the opportunity to develop clear priorities and build a strong case for support.
- Campaigns inspire donors and provide a collective “ask” that can be much larger than any single program can develop alone.
- Campaigns also provide the means to engage volunteers in philanthropy....an essential element of major gift fundraising.
- During the five year window of the strategic plan, it would be helpful to our major gift fundraising efforts to create a campaign for Special Olympics around some aspect of growth that we collectively feel is vital. That campaign can be as focused as one for “coaching excellence” or as broad as “global growth”.

Proposed Strategic Recommendations for 2011-2015

START:

- Find a shared need that can benefit all Programs and will resonate with donors.
- Develop a case for support around that shared need.
- Identify potential donors to the campaign from all regions and who can help cultivate and solicit those donors.
- Recruit a group of key volunteers to help oversee the campaign and the cultivation and solicitation required for success.
- Develop infrastructure, protocols and business processes for integrated, donor-centric collaboration

CONTINUE:

- Building strong annual giving programs so that the campaign can focus on growth opportunities.
- Building relationships with key supporters so that we have a broad base to seek campaign gifts.

STOP:

- Working in silos from each.

Recommended Business Model – Role of SOI HQ, SOI Regions, and SO Programs

SOI Global HQ	SOI Regions	Accredited Programs
<ul style="list-style-type: none"> • Build consensus on campaign need(s) • Conduct a feasibility study on size of campaign goal based on need(s) • Cultivate potential donors for the highest level gifts for the campaign 	<ul style="list-style-type: none"> • Assist in developing the campaign need and case for support. • Identify/cultivate regional prospective donors. 	<ul style="list-style-type: none"> • Identify potential cross-boundary needs that can be funded thru a campaign • Identify/cultivate local prospective donors.

Questions for Engagement at the Global Congress

- What areas of opportunity are there for an integrated campaign? What are the needs we share in common?
- How will those needs resonate with potential donors? What will inspire donors to give more?
- What barriers exist to being successful at an integrated campaign and how would we break through those barriers?

Key Initiative: STRENGTHENING OUR BRAND

Vision 2015: Clarify and simplify our brand messages and story to promote relevance and assure consistent use across all Special Olympics Programs.

Situation Assessment & Problem Statement

- Special Olympics represents highly decentralized, grassroots organizations that share a common brand.
- The primary linkage between our diverse programs is a shared mission and the expression of that mission in the brand words and images we all use in common.
- Understanding what binds us together is vital to maintaining a successful brand and even more important to grow our resources and relevance in the communities in which we work.
- We will earn greater support if we can consistently describe **who we are, what we do, and why it matters**.
- The public perception of our brand may not engender support at the levels we need to grow. To grow to the scale necessary to serve our community, we must find a way to move the brand from “nice” to “important”.

Proposed Strategic Recommendations for 2011-2015

START:

- Apply greater focus on our brand images, messages for clarity and consistency.
- Provide tools that promote consistent branding
- Use research to build consensus on our messages among internal audiences and validate those messages with research among our external audiences.

CONTINUE:

- Using the General Rules as the basis for brand management.
- Improving our brand guidelines and messages
- Evolving the brand story in a way that reflects the true values of the movement.

STOP:

- Creating sub-brands that are not consistent with our overall brand approach.

Recommended Business Model – Role of SOI HQ, SOI Regions, and SO Programs

SOI Global HQ	SOI Regions	Accredited Programs
<ul style="list-style-type: none"> • Develop methods to gather branding insights and inputs from across the organization. • Create a proposed brand standard and test with key audiences. • Launch an updated brand guide with tools and templates that programs can model in their locale. 	<ul style="list-style-type: none"> • Assist headquarters in building consensus on branding aspects including visuals and messages. • Assure that cultural sensitivities are accounted for in promoting a more consistent brand standard. • Help roll out the new brand guide. 	<ul style="list-style-type: none"> • Share insights and inputs on branding and “what works” locally. • Evaluate proposed approaches to a brand guide. • Adopt final brand guide standards by using the tools and templates offered on the final approach.

Questions for Engagement at the Global Congress

- What messages and images best resonate with your audiences in your locale?
- What do you believe are the core messages of Special Olympics?
- Who do you believe are the most vital audiences for which Special Olympics should target its brand messaging? Why?

DEFINE MOVEMENT LEADERSHIP & ESTABLISH SUSTAINABLE CAPABILITIES

Track Session Overview

Date and Time

June 7 2:00pm – 5:30pm

June 8 9:00am – 12:00pm

Location

Koutubia Room, Level 1, Palais des Congres

DEFINE MOVEMENT LEADERSHIP & ESTABLISH SUSTAINABLE CAPABILITIES

Track Session Overview

Track Staffing

Track Leaders: David Rutherford, Doug Stevens
Facilitator: David Thomason

Session Logistics

Date & Time: June 7: 2:00pm – 5:30pm
June 8: 9:00am - 12:00p,
Location: Koutubia Room, Level 1, Palais des Congres

Desired Outcomes

By the end of the track session, delegates will:

- Understand and provide formal feedback on the overall Vision, Goals, and Strategies of these two pillars.
- Provide feedback on which strategies and targets they understand and endorse; which they do not understand; and which they disagree with as a vehicle for achieving the Vision.
- Describe attributes of “ideal” SO Leaders and elements of a Movement-wide leadership development program
- List key characteristics to be included in a revised Program Evaluation/Development System.
- Outline most promising areas for global Shared Services implementation.

Session Format

This Track will be conducted over two days into two distinct sessions. Some delegates will remain in the Track for both days. Others will join either for Day 1 or Day 2 only. Tracks will be professionally facilitated and will operate under consistent *SO Global Congress Rules of Engagement* (attached separately).

Day 1 is an overall review of the Vision, Objectives, and Strategies of both topics (Movement Leadership and Sustainable Capabilities). Delegates will hear how the Vision statements were developed and how the proposed Objectives are designed to help us achieve each Vision. Then the delegates will break into discussion groups (formed primarily according to language) to discuss the Vision and Objectives and ask questions or provide input. At the end of this day, delegates will rank the top two tactics in order of importance to achieve goals as well as the two least important tactics to achieving the goals. Delegates will rate all proposed strategies and targets as: One they understand and see as helpful; One that they either don't understand or feel is neither helpful nor harmful; or One they feel is not helpful or even harmful for programs working toward the Vision.

Day 2 is dedicated to in-depth discussion and feedback on four of the pillars strategies: 1) Leadership Development; 2) Program Development & Evaluation; 3) Global Recognition; and 4) Shared Services. On this day, delegates will be asked for feedback on these issues/proposals and answer questions related to implementation at the Program level. This is the day for people who want to delve into more detail on a specific topic. Delegates will be asked to discuss the specific “Questions for Engagement” listed below:

Leadership Development Questions for Engagement:

- What are the most important attributes of Special Olympics leaders?
- We will develop a Global System for attracting, selecting, training and developing People: What should be included?
- Training for Program and Sub-Program leaders will be created and/or enhanced. Where should it start, what should it include and who should deliver it?
- As Special Olympics creates new ways to find, support and retain new leaders, what programs should we focus on? Expanded EKS Fellowship Program? Program Exchanges?

Program Development and Evaluation Questions for Engagement:

- What characteristics should be included into the revised Program evaluation system?
- How should Program and Region-specific difference be captured to create a universal Scorecard?
- What should Special Olympics leadership do to maximize effectiveness of learning and development?

Global Recognition Questions for Engagement:

- We will develop a Global System for recognizing Programs and People: What categories should be included? Is there a way to design this system to enhance efforts at the Program level?

Shared Services Questions for Engagement:

- What are the most promising opportunities in your program and region for shared services?
- What are the business model and cultural obstacles to implementing shared services?

Key Initiative: LEADERSHIP DEVELOPMENT

Vision 2015: Special Olympics will become a Movement that attracts and carefully selects the people it needs to fulfill its mission. Special Olympics will attract, select and encourage the people who make Programs successful through highlighting the unique potential Special Olympics can offer them, through regular training and development, and through ongoing support that positions them to succeed.

Situation Assessment & Problem Statement

- SO attracts many talented and dedicated volunteers and staff people around the globe.
- Visionary and energetic leadership has been identified as one of the reasons for the most successful programs being successful. Attracting, selecting and retaining these people is critical to the success of Programs
- Training of SO leadership is inconsistent in many places and non-existent in others.
- Training for Program and sub-Program leaders has existed in several forms over the years, and a great deal of time and energy went in to designing those modules. Revisiting them as a starting point is advisable.
- Globally we still face challenges with respect to recognition of the need for attracting high caliber leaders and developing a culture that harnesses their energy and ambition to help our Programs thrive.

Proposed Strategic Recommendations for 2011-2015

START:

- Developing a strong process to attract, train, develop and retain the people Special Olympics needs to succeed.
- The process would include training for Program and sub-program leaders in effective models of governance and program management.

CONTINUE:

- Program level Training, where it exists – but catalogue such efforts for future reference
- Programs such as the EKS Fellows as a means of developing new leaders

STOP:

- Equating Leadership with power, and instead looking for examples of effectiveness.

Recommended Business Model – Role of SOI HQ, SOI Regions, and SO Programs

SOI Global HQ	SOI Regions	Accredited Programs
<ul style="list-style-type: none"> • Commit to an investment in leadership development throughout the movement. • Develop a Global Leadership Development strategy that includes training, re-training, succession planning, and recognition. • Develop position statements leveraging Leadership Development in fundraising • Position Leadership at the core of SO brand development 	<ul style="list-style-type: none"> • Create Regional strategies for recognition of leaders from a variety of constituent groups (Families, Volunteers, Athletes, etc.) • Commit to regular training and support for key leadership in both Program management and leadership development. 	<ul style="list-style-type: none"> • All Programs use the process to attract, train, develop and retain the people Special Olympics needs to succeed.

Questions for Engagement at the Global Congress

- What are the key attributes of Special Olympics leaders?
- We will develop a Global System for attracting, selecting, training and developing People: What should be included?
- Training for Program and Sub-Program leaders will be created and/or enhanced. Where should it start, what should it include and who should deliver it?
- As Special Olympics creates new ways to find, support and retain new leaders, what programs should we focus on? Expanded EKS Fellows Program? Program Exchanges?

Key Initiative: PROGRAM DEVELOPMENT & EVALUATION

Vision 2015: Special Olympics will recognize Program success and support Program development through a system of evaluation and accreditation. We will encourage comparison of Programs performance in order to encourage learning from each other. When we compare performance we will take into account individual programs resources, challenges, and opportunities but also recognize that even those programs with the least resources and greatest challenges can be the best in the world in aspects of our work. Special Olympics will encourage Program self evaluation, encourage planning for growth and allow for incentive programs that are equitable and effective. The measurement of performance of athletes in sports and the measurement of the satisfaction of athletes with their Special Olympics experience will be central to the evaluation system that is developed.

Situation Assessment & Problem Statement

- The current Program Development System (PDS) offers an excellent platform from which to achieve the vision stated above however, there may be other platforms worthy of consideration.
- Measuring Program performance with scorecards is a clear opportunity for better measurement, recognition, support and incentive programs that provides a basis for learning.
- Globally we still face challenges with respect to recognition and leadership of SO Programs.
- The concept of ‘comparing Programs’ is not universally endorsed. Some think it is a valuable activity on many levels. Others are concerned that comparing contains within it a negative connotation. It is very important that the reason for comparison is stressed. The purpose is to enable learning and development and not to reward or punish.
- The concept of “tiers” of programs has been rejected because it can lead to negative labeling; creates unnecessary divisions between programs; is too blunt a tool to reflect the reasons for different levels of quality amongst programs, and the variances within them.

Proposed Strategic Recommendations for 2011-2015

START:

- A global effort to develop a new Program Development System (PDS) so scorecards can be created for all parts of SO
- Training Regional Staff and Program leaders on the value of continued assessment against PDS criteria
- Requiring evidence of Program performance measurement from Programs and evidence of progress against Program’s plans to improve performance.
- Basing eligibility for CRT and SOI sourced grants on progress made on PDS/Scorecard metrics

CONTINUE:

- PDS tracking as done for the Reach Report and Athlete Census
- Support for all Programs in efforts related to self-assessment and planning

STOP:

- Accepting plans or grant applications from any Program that are not based on PDS/Scorecard assessments and demonstrating progress on the metrics included there unless there are understandable reasons for not completing assessments or making the progress expected.

Recommended Business Model – Role of SOI HQ, SOI Regions, and SO Programs

SOI Global HQ	SOI Regions	Accredited Programs
<ul style="list-style-type: none"> • Re-assert a committed leadership position in the area of Program Evaluation. • Develop a PDS and regularly update PDS training and implementation requirements • Develop position statements leveraging of PDS as a tool for self-evaluation and program planning 	<ul style="list-style-type: none"> • Create Regional goals and strategies for PDS implementation that result in 100% of Accredited Programs with country/state-specific PDS implementation targets 	<ul style="list-style-type: none"> • Establish Program-specific strategies for use of PDS on a regular schedule with reports to its Board of Directors and the Regional SO office.

Questions for Engagement at the Global Congress

- What characteristics should be included into the revised Program evaluation system?
- How should Program and Region-specific difference be captured to create a universal Scorecard?
- What should Special Olympics leadership do to maximize effectiveness of learning and development?

Key Initiative: RECOGNITION

Vision 2015: Special Olympics will recognize accomplishments and innovation at the Global, Program and sub-program levels on an on-going basis.

Situation Assessment & Problem Statement

- Special Olympics benefits from the fact that it attracts many talented and dedicated volunteers and staff people around the globe.
- Recognition of Special Olympics Programs and leaders represents the most effective means of communicating best-practices and providing motivation.
- Recognition programs already exist at the Program and sub-Program levels and have existed in several forms over the years. A great deal of time and energy went in to designing those programs. Cataloging the scope of those programs as a starting point is advisable.
- Globally we still face challenges with respect to recognition of and potential for leadership within Special Olympics and in the communities where our Programs thrive.

Proposed Strategic Recommendations for 2011-2015

START:

- A global effort to capture evidence of recognition programs at all levels of the movement for the purpose of sharing them later.
- A global recognition program that utilizes leadership initiative as a part of planning and support efforts in all regions

CONTINUE:

- Program level Awards where they exist – but catalogue such efforts for future reference
- Recognition of leaders via media vehicles

Recommended Business Model – Role of SOI HQ, SOI Regions, and SO Programs

Special Olympics Globally (Headquarters)	Special Olympics Regional Offices	Special Olympics Programs
<ul style="list-style-type: none"> • Commit to an investment in recognition throughout the movement. • Develop a Global Recognition strategy that includes innovation and achievement in the priority areas of the Strategic Plan. • Develop position statements leveraging recognition Programs in the fundraising arena • Position recognition at the core of Special Olympics brand development 	<ul style="list-style-type: none"> • Create Regional strategies for recognition of leaders from a variety of constituent groups (Families, Volunteers, Athletes, etc.) • Commit to regular recognition of key leadership in both Program management and leadership development. 	<ul style="list-style-type: none"> • Establish Program-specific recognition strategies that result in at least 75% of Programs with an established recognition program..

Questions for Engagement at the Global Congress

- We will develop a Global System for recognizing Programs and People: What categories should be included? Is there a way to design this system to enhance efforts at the Program level?

Key Initiative: SHARED SERVICES

Vision 2015: We will significantly increase the professional effectiveness of our Movement globally, taking advantage of the economies of scale offered by using common procedures, processes and systems to keep our administrative costs in check and provide better tools Movement-wide.

Situation Assessment & Problem Statement

- The NGO and non-profit communities still lag behind corporations and governments in the adoption of “shared services.” A shared services approach typically involves centralization of a wide range of back office operations, almost always including Human Resources, Information Technology and Finance. The key business driver of the shared services model is that it enables realization of economies of scale and stimulates multi-function, organization-wide project work where there is potential to leverage synergies. This is driven, at least in part, because many share a “cooperative” or “collaborative” business model similar to ours. That model requires negotiation and agreement rather than the acceptance of new initiatives in more hierarchical organizations
- Shared services also permits relatively small, geographically dispersed business units to take advantage of web-based technologies to use sophisticated systems to support activities analogous to our games and event management and donor, volunteer, coach and athlete tracking. The same technology can also allow business units to share experiences, collaborate on various fronts and share “products” similar to our coaching guides and fundraising materials.

Proposed Strategic Recommendations for 2011-2015

START:

- Thinking about areas where sharing can make us all more cost-effective.
- Adopting more of a business mindset around some of the core service areas

CONTINUE:

- To collaborate as broadly as possible when addressing business challenges

Recommended Business Model – Role of SOI HQ, SOI Regions, and SO Programs

SOI Global HQ	SOI Regions	Accredited Programs
<ul style="list-style-type: none">• Establish and resource a designated unit within SOI to be responsible for providing shared business services• Reach out to other Special Olympics offering effective and economically viable joint projects that will result in cost savings across the Special Olympics system.	<ul style="list-style-type: none">• Serve as “change advocates” for shared services within their regions• Consolidate opportunities for shared services in their regions• Provide feedback to SOI HQ about the successes/shortcomings of offerings• Look for region-wide shared service opportunities	<ul style="list-style-type: none">• Be willing to experiment with the shared service model• Provide candid feedback about services provided and obstacles to successful implementation

Questions for Engagement at the Global Congress

- What are the most promising opportunities in your program and region for shared services?
- What are the business model and cultural obstacles to implementing shared services?

ESTABLISH VALUES THAT DEFINE OUR CULTURE

Track Session Overview

Date and Time

June 7 2:00pm – 5:30pm

Location

Fez 2, Level 1, Palais des Congres

ESTABLISH VALUES THAT DEFINE OUR CULTURE

Track Session Overview

Track Staffing

Track Leaders: Peter Bukhala, Steve Corbin
Facilitator: Angela Ciccolo

Session Logistics

Date & Time: June 7: 2:00pm - 5:30pm
Location: Fez 2, Level 1, Palais des Congres

Desired Outcomes

By the end of the track session, delegates will:

- Understand and provide formal feedback on the overall Vision and Goals.
- Provide feedback on which strategies and targets they understand and endorse; which they do not understand; and which they disagree with as a vehicle for achieving the Vision.
-
- Foster understanding of the need for a global Special Olympics culture and a codified set of values.
- Build consensus around value statements that resonate most with Special Olympics Programs. .

Session Format

This Track will be conducted in just one day. Tracks will be professionally facilitated and will operate under consistent *SO Global Congress Rules of Engagement* (attached separately).

The Culture and Values Track discussion will focus developing clear organizational values that will provide a compass for organizational and individual goal setting. Delegates will hear how the Vision was developed and how the proposed Objectives are designed to help us achieve that vision. Delegates will be asked for feedback on the vision and answer questions related to implementation at the Program level. Delegates will be asked to discuss the specific "Questions for Engagement" which are listed below:

1. Which core values will resonate across the Movement and drive achievement of mission?
2. For whom are such values created?
3. Should adoption of values be optional or mandatory?
4. What are the best ways to gain adoption and application of values down to the Sub-Program level?

Recommended Preparatory Materials

- SO Strategic Plan 2011-15 Version 2.0: pp 34-39
- Track Session Briefs: 1) Culture and Values

Key Initiative: CULTURE AND VALUES

Vision 2015: The Movement will have adopted widely, implemented and evaluated organizational progress toward aligning with Movement values.

Situation Assessment & Problem Statement

- Clear organizational values provide a compass for organizational and individual goal setting, conduct and decision-making that affect organizational results and culture.
- Most successful organizations in the for-profit and non-profit sectors have adopted formal organizational values statements.
- Organizations with values statements are able to communicate both internally and externally about what the organization expects of others and what others can expect from the organization.
- Organizational values contribute toward unity and positive morale where actions are aligned with words.
- Neither the Movement nor SOI have a formal comprehensive set of organizational values, although some Programs do.

Proposed Strategic Recommendations for 2011-2015

START:

- Create, vet and adopt a set of organizational values from SOI on down
- Communicate the values widely within the Movement and make them transparent externally
- Assess progress of the Movement at all levels in aligning with the values in word and deed
- Use organizational values as an element in Program and individual evaluations, recognitions and rewards

CONTINUE:

- Strive to embed positive values in individuals and organizational units that will support unity of purpose, concept and action
- Position athletes as values leaders and models of positive behaviors that enhance the Movement
- Communicate consistently and proactively about the role of mission and values in achieving the overall goals of the Movement
- Increase the level of surveillance regarding organizational culture and its impact on employee morale and success

STOP:

- Viewing organizational culture and employee morale as an immutable or secondary factor in organizational success

Recommended Business Model – Role of SOI HQ, SOI Regions, and SO Programs

SOI Global HQ	SOI Regions	Accredited Programs
<ul style="list-style-type: none"> • Leads proposition of organizational values • Aligns SOI behaviors with stated values • Communicates the importance of values and culture relative to contributors and success throughout SOI and to the Movement • Applies the organizational values test to HQ and Regions 	<ul style="list-style-type: none"> • Promotes organizational values to Programs • Evaluates performance of the Region and staff against values • Assesses program actions and results against values • Recognizes Programs and individuals that are exemplars of applying and reflecting values 	<ul style="list-style-type: none"> • Adopt SO values or comparable statements • Communicate values to staff, volunteers and partners • Recognize individuals, teams and organizations that support their programs and the Movement through values-based actions

Questions for Engagement at the Global Congress

- Which core values will resonate across the Movement and drive achievement of mission?
- For whom are such values created?
- Should adoption of values be optional or mandatory?
- What are the best ways to gain adoption and application of values down to the Sub-Program level?

LEVERAGE GAMES

Track Session Overview

Date and Time

June 8 9:00am – 12:00pm

Location

Fez 2, Level 1, Palais des Congres

LEVERAGE GAMES

Track Session Overview

Track Staffing

Track Leaders: Peter Wheeler
Facilitator: Angela Ciccolo

Session Logistics

Date & Time: June 8: 9:00am - 12:00pm
Location: Fez 2, Level 1, Palais des Congres

Desired Outcomes

By the end of the track session, delegates will:

- Understand and provide formal feedback on the overall Vision and Goals.
- Provide feedback on which strategies and targets they understand and endorse; which they do not understand; and which they disagree with as a vehicle for achieving the Vision.
- Identify approaches that Special Olympics International can utilize to demonstrate most effectively the impact and value of multinational Games at all levels for Programs around the world.
- Assess the overall interest in pursuing single-sport strategy(ies).
- Identify criteria for selecting sports that require development of specialized strategies and define what sports appear to resonate most with the audiences at the current stage in the Movement's evolution.

Session Format

This Track will be conducted in just one day. Tracks will be professionally facilitated and will operate under consistent *SO Global Congress Rules of Engagement* (attached separately).

There will be an overview of the session and desired outcomes. The session will focus on how best to leverage Games to benefit both the host Special Olympics Program as well as the participating Special Olympics Programs. Looking at the use of a single-sport initiative such as football to accelerate Special Olympics awareness, growth and resources will also be examined.

The Games Track discussion will focus on two questions simultaneously: How to best leverage Games to benefit both the host Special Olympics Programs as well as the participating Special Olympics Programs; and The use of a selected sport such as football to accelerate Special Olympics awareness, growth, and resources. Delegates will be asked to select one of these two topics to address.

The Games discussion will ask delegates for input on the following questions:

- How do you define Games success?
- What do we do to make World and Regional Games your Games?
- How can the Games change to more effectively meet your recruitment, marketing, and fundraising goals?
- How can Athens 2011 best help your Program?
- What should our Games vision be for 2015?

The selected sport discussion will ask delegates:

- Should Special Olympics pursue development of single-sport strategies for more than one sport at a time?
- Does a single sports focus strategy help us in providing more awareness, athlete interest and participation opportunity?
- How should we assess the potential of Special Olympics aligning with single sports championships such as the FIFA World Cup?
- What sports would you recommend to focus on if we were to pursue a single sports focus strategy? Why?

Recommended Preparatory Materials

- Track Session Briefs: 1) Games; and 2) Single Sport Competition Model

Key Initiative: GAMES MODEL

Vision 2015: In addition to providing a world-class athlete experience for all participants, we will leave a lasting legacy around our Regional and World Games against key organizational priorities including increased public awareness, greater revenue generation, and successful engagement of new influential leadership.

Situation Assessment & Problem Statement

- Special Olympics Games have become the world's best example of how sport can promote skill, inspire acceptance, overturn prejudices, and lead to real social change
- Games have continued to grow in scale and costs resulting in fewer cities/countries bidding to host Games due to financial guarantees and adequate facilities to accommodate such a major event. World Games budgets have grown in the past decade: Summer Games – 35 million USD to 80 million USD; Winter Games – 17million USD to 34 million USD.
- Regional Games in Europe Eurasia, Latin America, Middle East/North Africa, China, and USA have gained in popularity.
- Less than 50% of respondents in the Mission Effectiveness study felt Word Games drive growth or fundraising locally
- Examples of benefits of World Games beyond the host country need to be shared and best practices made available

Proposed Strategic Recommendations for 2011-2015

START:

- Documenting Games legacy successes.
- Developing a Games playbook that provides Games Organizing Committees and Special Olympics Programs with effective strategies to further Special Olympics goals (sample media plans, fundraising campaigns and invitations)
- Broadening Games impact measurement practices (social, economic, programmatic).
- Promoting Games bid selection and overall Games plan to align with Special Olympics strategic priorities.
- Creating and monitoring overall Games movement-wide strategy.
- Establishing unambiguous goals for each Games with measurable outcomes.

CONTINUE:

- Measuring Games satisfaction by constituent group/audience.
- Developing regional marketing and communications networks to support Games efforts on behalf of Programs.

STOP:

- Increasing athlete participation and size of Games

Recommended Business Model – Role of SOI HQ, SOI Regions, and SO Programs

SOI Global HQ	SOI Regions	Accredited Programs
<ul style="list-style-type: none"> • Develop Games guide to more effectively leverage Games opportunities and best practices • Ensure World Games alignment with Special Olympics strategic priorities • Engage targeted opinion leaders through effective outreach and guest management efforts at World and Regional Games • Create communications relationships to drive awareness • Measure Games impact –socially, economically, and programmatically 	<ul style="list-style-type: none"> • Enhance Regional Games profile and benefit • Ensure Regional Games alignment with Special Olympics strategic priorities • Conduct Games training to include post Games strategy • Train Games Committees and Programs on how to measure the impact of Games 	<ul style="list-style-type: none"> • Conduct Games training to include post Games strategy • Actively support opinion leaders engagement strategy around Games • Ensure National Games alignment with Special Olympics strategic priorities

Questions for Engagement at the Global Congress

- How do you define Games success?
- What do we do to make World and Regional Games your Games?
- How can the Games change to more effectively meet your recruitment, marketing and fundraising goals?
- How can Athens 2011 best help your Program?
- What should our Games vision be for 2015?

Key Initiative: SINGLE SPORTS STRATEGY

Vision 2015: Special Olympics will use the global power of a selected sport or sports to accelerate its awareness globally and to generate the needed resources to support Special Olympics overall growth worldwide. The successful integration of Special Olympics into a preexisting sports community such as football can lead to engagement and support of new fans, players and organizations benefiting Special Olympics at all levels of the Movement.

Situation Assessment & Problem Statement

- Until recently, Special Olympics has not made a major focus on building an integrated single sport business model to support its year-round efforts.
- Europe and Latin America Regions have successfully implemented “football weeks” and “basketball weeks,” driving increase awareness and athlete participation. East Asia recently initiated “football weeks” as well.
- In 2009, Special Olympics launched the Global Football initiative. As a result new commitments by football confederations around the world (AFC, OFC, CONMEBOL, CONCACAF) have been developed
- Currently, sports tie-ins with the NBA, PGA, ATP, UEFA, and FIFA have been more awareness building relationships. With the exception of UEFA, most of these relationships have not generated significant new funds
- Through the Global Football, Special Olympics has initiated the Team Ambassador Program targeting professional players, clubs and teams as a new way to raise awareness, profile, and funds for Special Olympics

Proposed Strategic Recommendations for 2011-2015

START:

- Creating a pitch document for marketing single sports targets
- Developing sports specific PSA’s, videos, photos for each use by sports teams and federations
- Initiating a stewardship program for key influencers within sports
- Integrating grass roots, media, publicity, online, promotional (consumer, retail, direct, licensing, etc.) and other marketing programs into single sports strategy
- Looking at tie-ins to existing coaching and sports academies for sports development

CONTINUE:

- Developing Global Football as a major focus worldwide
- Aligning outreach efforts to sports celebrities, teams, federations with target sports
- Developing partnership agreements with international federations and confederations in focus sports
- Activating Team Ambassador Program in football

STOP:

- Focusing on multiple sports partnerships. Instead focus on two to three large impact sports and do them with distinction

Recommended Business Model – Role of SOI HQ, SOI Regions, and SO Programs

SOI Global HQ	SOI Regions	Accredited Programs
<ul style="list-style-type: none"> • Develop sports development plan • Develop marketing programs for each identified single sport • Develop “how to guide” to work with local clubs, teams and athletes • Offer Single Sports global event tie-ins • Establish sustainable relations with International Sports Federations • Create supporting promotional materials (video, photos, etc) 	<ul style="list-style-type: none"> • Establish sustainable relations with Regional Sports Federations and other relevant institutions. • Steward and manage sports celebrities, teams and clubs within region • Offer Single Sports Tournaments • Support translation of materials 	<ul style="list-style-type: none"> • Establish sustainable relations with National Sports Federations, leagues, etc. • Recruit and train coaches • Support stewardship and manage sports celebrities, teams and clubs within regions • Offer additional competitive opportunities within the sport

Questions for Engagement at the Global Congress

- Should Special Olympics pursue development of single-sport strategies for more than one sport at a time?
- Does a single sports focus strategy help us in providing more awareness, athlete interest and participation opportunity?
- What would your reaction be to Special Olympics aligning with major single sports championships such as the FIFA World Cup?
- What sports would you recommend to focus on if we were to pursue a single sports focus strategy? Why?