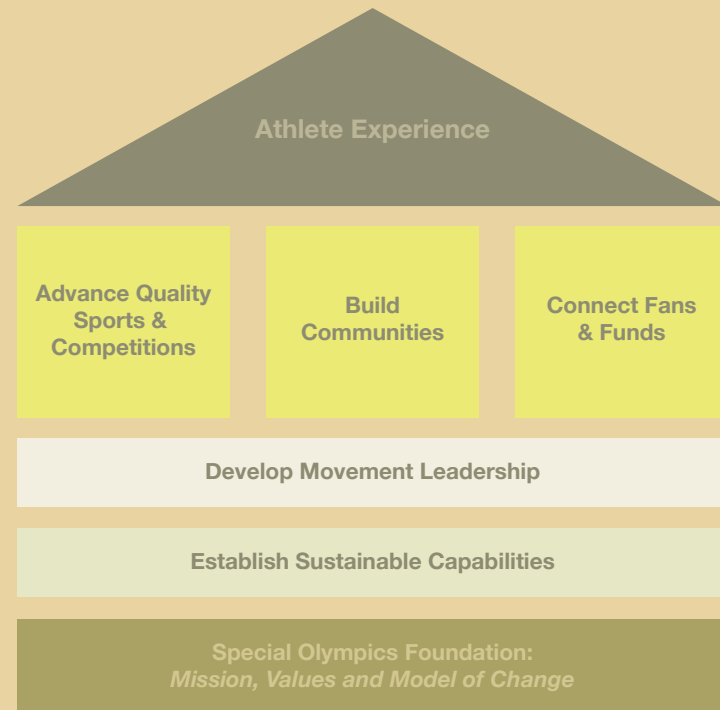


Strategic Plan Framework



Igniting our Movement Together

Our 2011 - 2015 Strategic Plan

Our pillars	Our growth goals	Our quality goals	Our strategic initiatives
Advance Quality Sports and Competitions	Grow Special Olympics participation to 5.3 million athletes and 530,000 certified coaches	All Special Olympics athletes will participate in at least 2 training sessions per week and have the opportunity to participate in more than one competition each quarter. 30% of athletes will register and participate in a comprehensive Personal Sports and Skill Development program	<ul style="list-style-type: none"> – Build an Athlete Sports Development Model to recruit, challenge, and retain all athletes – Enhance Games and competition model and management – Expand coaching excellence – Accelerate Unified Sports and inclusive opportunities
Build Communities	<p>90% of Programs meet at least one target in Youth and Influential Leaders outreach</p> <p>60% of Programs meet all Program relevant targets in Youth, Influential Leaders, and Young Athletes</p>	<p>90% of Programs meet at least one target in Athlete Leadership, Health, and Families</p> <p>60% of Regions meet all Program relevant targets in Athlete Leadership, Health, and Families</p>	<ul style="list-style-type: none"> – Grow and equip athletes in leadership positions – Create trained, empowered, and involved families at all levels – Activate youth at all levels of our Movement – Improve athlete health and well-being – Engage influential leaders and organizations
Connect Fans and Funds	Double revenues across the Movement	Manage the Special Olympics brand so that all strategic properties, initiatives, and campaigns as well as 75% of Accredited Programs support a Movement-wide brand standard	<ul style="list-style-type: none"> – Grow our current sources of revenue – Build new sources of revenue – Build a stronger global brand – Create a stronger community of support
Develop Movement Leadership	75% of Board Chairs, National Directors, and Program CEOs will have completed formal Special Olympics leadership training	25% of Programs have multi-year strategic plans 100% of Programs have annual operating plans and budgets that include leadership development components	<ul style="list-style-type: none"> – Develop leadership strength and depth – Define, track and measure success – Recognize and share achievements – Ensure understanding and application of Special Olympics General Rules
Establish Sustainable Capabilities	Reduce administrative costs by 25% from 2009 levels for SOI and provide cost savings for participating Programs	Create an integrated eCRM	<ul style="list-style-type: none"> – Leverage global research partnerships – Collaborate in shared services initiatives – Enhance knowledge management and internal communication – Develop and leverage eCRM (Customer Relationships Management) platform

Our Values

Sportsmanship with Joy • Athlete Leadership • Unity • Bravery • Perseverance

Dear Special Olympics Colleagues,

It is with great pleasure and excitement that we share with you the final version of our **Special Olympics Strategic Plan 2011 — 2015**; the visionary document that will guide our global Special Olympics Movement over the next five years. When we embarked on this process more than one year ago, we were optimistic but also guarded.

At the outset, we laid out four principles:

1. We are drafting a Special Olympics Movement-wide strategic plan, not a headquarters plan;
2. We need to see ourselves as creators, not simply editors;
3. The June 2010 Global Congress is not the 'finish' line for the plan; and
4. We all have unique and mutually supportive roles in this planning process.

We are proud and confident in saying that we collectively stayed true to all of these principles. The resulting Plan is a testament to the power of our Special Olympics Movement coming together towards common goals. This brief document summarizes our overall strategic framework and our priority actions globally. It reflects literally hundreds of thousands of hours of time spent and effort exerted by so many of you. We have unprecedented consensus and alignment across all levels of our organization and with the key stakeholders of our critical work.

While the final publication of this Plan is a critical milestone, we also recognize and believe that this will be a 'living and breathing' document. This Plan will continue to strengthen and evolve as our work progresses. We expect to learn from each other throughout the process. Again, we thank you for your steadfast support and enthusiasm for this important work. Let's continue our great momentum as we quickly move to implement and make this plan a reality everywhere!

Timothy P. Shriver
Chairman and CEO

J. Brady Lum
President and COO



www.specialolympics.org

Special Olympics Foundation

Since our founding, the **mission** of Special Olympics has been to:

Provide year-round sports training and athletic competition in a variety of Olympic-type sports for children and adults with intellectual disabilities, giving them continuing opportunities to develop physical fitness, demonstrate courage, experience joy and participate in a sharing of gifts, skills & friendship with their families, other Special Olympics athletes, and the community.

This mission leads us to our **ultimate goal**: to help persons with intellectual disabilities participate as productive and respected members of society by offering them a fair opportunity to develop and demonstrate their skills and talents through sports training and competition, and by increasing the public's awareness of their capabilities and needs.

In Special Olympics, we have always maintained a relentless dissatisfaction with the status quo. We must remind ourselves and convince others that:

- **We are a "Movement", not just an "event"**.

We are not about one-time participation; we offer a way of life. We have created an entire Movement dedicated to bringing tolerance and acceptance that will unify the world.

- **It is about "us", not just about "them"**.

We don't exist to provide a service or help a single group. We are here to transform society and demonstrate that change involves all of us. We facilitate and engage in experiences that are transformative – not just for our athletes, but for all who engage with open hearts and minds.

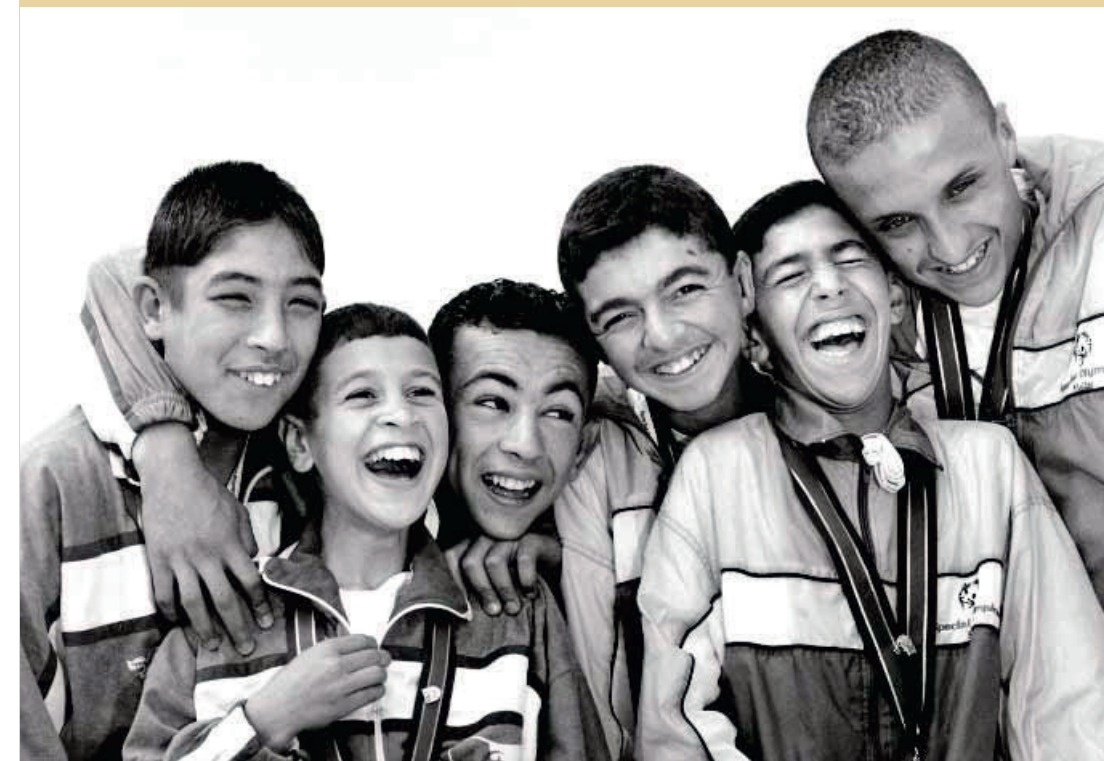
- **It is "important" and "urgent", not just "nice"**.

The urgency of our work is based on the fact that the most vulnerable among us depend on us. We must awaken communities to their athletes' humanity and the community's own humanity. Tolerance relieves tensions, breeds acceptance, and prevents wars. This change has never been more important, and we are the agent of this change.



Photography: Richard Corman

Special Olympics Global Movement Strategic Plan 2011 — 2015



Special Olympics
Be a fan.