



2011-2015 STRATEGIC PLAN

PROGRAM GUIDANCE DOCUMENT

Overview

Throughout the strategic planning process, we have stressed that our 5-Year Strategic Plan is truly a Movement-wide document that supports global alignment. Of course, achieving our goals requires coordination between headquarters, Regions, Programs, and sub-Programs. While our Plan provides an overview of strategic initiatives, it does little to capture the level of support that Programs can expect from SOI and the timeframe in which resources will be made available. Additionally, despite a clear emphasis on measuring success, the Plan does little to elaborate on what “best practice measurement” could mean at the Program level.

To address these issues, we have prepared this Program Guidance Document. While this is not intended to serve as a substitute for the Final Strategic Plan, it should help Programs to understand how individual initiatives could impact them or be incorporated into their Programs.

Contents

We have created a single guidance page per Pillar. This includes:

- *SOI Support to Anticipate*: Outlines the key, incremental resources that SOI plans to provide to the Movement in order to support individual initiatives. This also includes our predication of when key resources will be made available.
- *Program Call to Action*: Comes directly from the “Business Model” section of each initiative within our Final Strategic Plan. This section outlines actions that can be taken by Programs in order to support individual initiatives.
- *Program Success Metrics*: Captures metrics that could be used to measure success in achieving initiatives at the Program level.

Call to Action

As we often stress, our ability to achieve our global strategic objectives will depend on the real effort of over 170 Programs around the world. While we don’t anticipate that every Program will meet every goal across all 21 initiatives, we do hope that the sum of our efforts will lead us toward a stronger, higher impact, and more globally aligned Movement that is better equipped to provide our athletes with the ultimate athlete experience.

PILLAR: ADVANCE QUALITY SPORTS & COMPETITIONS

Initiative	SOI support to anticipate	Program call to action	Program success metrics
Build an Athlete Sports Development Model	<ul style="list-style-type: none"> -Finalization of Athlete Sports Development Model and Personal Sports and Skills Development program(2011-2012) -Model training materials (2013-) -Training and ideas on how to use the Athlete Sports Development Model (2014-) 	<ul style="list-style-type: none"> -Provide more training opportunities for coaches and athletes at all levels of performance and aspiration -Teach coaches to use training materials -Develop relationships with sports organizations -Encourage use of tracking tools by both coaches and athletes -Implement and track participation in Personal Sports & Skills Development program 	<ul style="list-style-type: none"> -# training events offered to athletes at all levels of performance and aspiration -Average time per training event -# of athletes in Personal Sports & Skills Development Program
Enhance Games & Competitions Model & Management	<ul style="list-style-type: none"> -Examples of working models of competition that increase competition opportunities (2012-) -Games/competition standards for competitions (2011-) -Assistance in garnering support from national sport organizations for additional competition opportunities or competition officials (2011-) -Enhanced games management tools such as World Games Guides, evaluations, after-action reports, and Games management software applications (2011-) -Updated rules and rules education materials (2011-) 	<ul style="list-style-type: none"> -Increase the number of competition opportunities -Educate athletes, coaches, and officials on SO rules -Commit to implementing and enforcing standards and procedures -Train organizers of Games and competitions to implement and enforce the standards outlined in the Games and Competition Model 	<ul style="list-style-type: none"> -# of athletes given the opportunity to participate in one or more Games and/or competitions during each 3 month period
Expand Coaching Excellence	<ul style="list-style-type: none"> -Standardized global SO coaches certification program using webinars and materials from SO Coaching Guides (2012-) -Easy access to National Governing Body coaches education programs for advanced sport specific certification (2011-) -Tools to recruit, retain, and reward coaches (2012-) -Tools and resources for Sports Administrator training (2013-) - Personal Sports and Skills program (2012-) -Online Sports Academy (2013-) 	<ul style="list-style-type: none"> -Push for coaches to obtain certification from other sports organizations -Encourage coaches to register for national governing bodies' coaches' education programs -Recruit coaches -Encourage coach attendance at all available trainings -Provide training for Sports Administrators 	<ul style="list-style-type: none"> -# of athletes -# of coaches -# of coaches certified -# of administrators certified -# coaches offered opportunity to attend training sessions each year -Access to education materials and courses
Accelerate Unified Sports/Inclusive Opportunities	<ul style="list-style-type: none"> -Regional Unified Sports Manager hired (2012-) -Train the trainer seminars (2012-) -Updated Unified Sports Guide (2011-) 	<ul style="list-style-type: none"> -Incorporate and/or further Unified Sports opportunities within all Programs 	<ul style="list-style-type: none"> -# of Unified Sports or inclusive sports offerings -# participants in Unified Sports at World/Regional Games

PILLAR: BUILD COMMUNITIES

Initiative	SOI support to anticipate	Program call to action	Program success metrics
Grow and Equip Athletes in Leadership Positions	-New Regional and headquarters staff support and budget (2011-) -Introduction of new training materials and training vehicles (2012)	-Establish Program-specific ALPs implementation strategies that result in at least 5% of athletes serving in meaningful, documented leadership roles -Comply with the global standards on quality athlete participation on Boards and meet the athlete Program employee/volunteer quota requirement	-# athletes in leadership roles -At least one athlete employee
Create Trained, Empowered, and Involved Families	-New Regional and headquarters staff support and budget (2011-)	-Establish Program-specific family recruitment and engagement targets that comply with the global goal of at least two family members per Program and sub-Program -Uphold the global standards for adequate and active participation of family members on governance structures and Boards -Initiate new and expand existing Young Athletes programs	-# of family community builders -# of Young Athletes program participants
Activate Youth at All Levels of Our Movement	-New Regional and headquarters staff support and budget (2011-)	-Take ownership of the youth model by developing program-specific initiatives -Track accurately the involvement of youth in Unified Sports -Develop youth feedback channel -Engage youth as volunteers at Games and other SO activities	- Documented vehicle for active recruitment and retention of youth volunteers and leaders -% of volunteers between 12-25 years old
Improve Athlete Health and Well-Being	-Continuation of current level of Regional Healthy Athletes staffing -New resources for grants to Programs and initiatives (T-t-T; Healthy Weight; health promotion in developing countries) -Athlete personal electronic health record (first in US in 2011)	-Establish relationships with state/national health ministries/ health agencies -Enable athletes to take advantage of HA opportunities -Adopt formal protocols -Raise funds for local HA events -Document health partnerships with universities, healthcare providers, businesses, and professional associations that generate cash, VIK product and/or health services at the local and Program level	-% of Program screenings not requiring any HQ managed grant funds to carry out Healthy Athletes -% of Program screenings where 50% of the cash requirements for HA screenings are raised locally
Engage Influential Leaders and Organizations	-New Regional and headquarters staff support and budget (2011-)	-Engage at least one influential leader or organization and share the experience / progress at an appropriate forum -Involve influencers in Games	-Documentation of influential leader involvement (who, what, where, when?)

PILLAR: CONNECT FANS & FUNDS

Initiative	SOI support to anticipate	Program call to action	Program success metrics
Grow Current Sources of Revenue	<ul style="list-style-type: none"> -Dedicated SOI development staff focused on SOI/Program strategic gift collaboration (2011-) -Fundraising college (2012 or 2013-) -Strategy for ensuring lasting financial surplus legacy around World Games (2013-) 	<ul style="list-style-type: none"> -Assist in developing integrated campaign and cultivate donors -Engage at least one revenue source that was minimally or not engaged prior to 2009 -Select one or two existing fundraising sources and create a growth plan -Grow Law Enforcement Torch Run, if appropriate -Develop and implement revenue diversification plans -Participate in training and recognition programs 	<ul style="list-style-type: none"> -Revenue by channel -# of Programs participating in integrated, collaborative major/strategic gifts fundraising efforts -Revenue from LETR -Financial impact of World Games
Build New Sources of Revenue	<ul style="list-style-type: none"> -Grants resource center (2012 or 2013-) -Tools to disseminate best practice (2012-) -New fundraising initiative pilots (for example, athlete fundraising program) (2013-) 	<ul style="list-style-type: none"> -Utilize available Grant Resource Center offerings -Engage athletes in providing feedback on a fundraising program -Participate in training programs 	<ul style="list-style-type: none"> -Revenue by channel
Build a Stronger Global Brand	<ul style="list-style-type: none"> -Brand standard including messaging, sub-brand protocols, enhanced graphics and visual guidelines, including a roll-out and training process for implementation (2012-) 	<ul style="list-style-type: none"> -Provide brand input -Develop, document, and implement plan for ensuring Program and local area compliance 	<ul style="list-style-type: none"> -# Programs supporting an organization-wide brand standard
Create a Stronger Community of Support	<ul style="list-style-type: none"> -Plan for a Special Olympics social network and “call to action” campaign (2012 or 2013-) 	<ul style="list-style-type: none"> -Promote and publicize SO social network 	<ul style="list-style-type: none"> -# of fans registered on social networks

PILLAR: DEVELOP MOVEMENT LEADERSHIP

Initiative	SOI support to anticipate	Program call to action	Program success metrics
Overall Plan Goals	-This Program Guidance Document (2010) -Planning templates (2011-) -Regional staff support (2011-)	-Develop multi-year strategic plans -Develop annual operating plans and budgets that include leadership development components	-# of Programs with multi-year plans/operating budgets/operating plans
Develop Leadership Strength and Depth	-Staff positions at headquarters and in the Regions to promote leadership development (based on external or internal training arrangements) (2012-) -Investment in Program leadership training through designated external/internal channels (2012-) -A global talent review including deployment of relevant consulting resources (2012-) -A Global Congress to align around 2016-2020 Strategic Plan (2015)	-Inform Region-wide efforts aimed at identifying gaps, and development options -Ensure effective dissemination of knowledge and best practices throughout the Program (sub/local Programs) -Commit to filling gaps and retaining strong leaders for the long term	-# of Special Olympics Board Chairs/Program Directors/CEOs benefiting from Special Olympics training opportunities
Define, Track, and Measure Success	-Development, deployment, and comprehensive training around an enhanced Program Development System (PDS 2.0) (2011-2013) -Staff resources, travel funds, and materials to conduct bi-annual Program review and related support activities (2012-)	-Follow the guidelines for self-reported reviews and biannual Program assessments -Actively use reviews to refine yearly planning and inform operating decisions	-# of Programs self-reporting annually against key metrics of Program performance -# of Programs participating in bi-annual reviews -# of Programs with improved performance as a result of bi-annual reviews
Recognize and Share Achievements	-A pool of resources to identify, document, and disseminate achievements and best practices (2012-) -Documented ways to channel grants and other sources of support toward identified centers of excellence (2013-)	-Document and present achievements in the framework of the global recognition system -Be willing to collaborate with other Programs and SOI to establish centers of excellence; review opportunities for sharing successes and information across the Movement	-# of identified, documented, and codified best practices -# of Regions capturing best practices
Ensure Understanding and Application of the General Rules	-Consistent General Rules and Accreditation Standards training and educational materials (2012-)	-Propose General Rules changes -Fully follow the enhanced General Rules and Accreditation Standards requirements -Share updates and background information with Special Olympics Regional offices Accreditation Standards in a timely manner	-# of Accreditation Applications submitted, reviewed and approved within the regular Accreditation cycle

PILLAR: SUSTAINABLE CAPABILITIES

Initiative	Additional SOI support to anticipate	Program call to action	Program success metrics
Leverage Global Research Partnerships	-N/A	-Build university partnerships -Participate in research and evaluation studies to obtain locally relevant data -Advise Regional office on data needs -Communicate research findings	-# of regional research user groups -# of centers of excellence
Collaborate in Shared Services Initiatives	-Facilitation of shared service opportunities for pilot Programs (2011-)	-Participate in the ad hoc work group to evaluate the business cases and identify which four shared-services opportunities should be pursued -Participate in the shared-services opportunities that provide benefit to the Program	-# of shared service projects -SOI and Program administrative costs -# of Programs taking advantage of shared service offerings
Enhance Knowledge Management and Internal Communication	-Creation of a knowledge management system (2012-) -Monthly communications (2012-) -Risk management resources (2013-)	-Contribute to the library of global best practices -Participate in the training programs to learn to use KMS -Use internal communications products and protocols -Provide feedback on the products to identify areas for improvement -Develop local methods of delivery to ensure the messages flow from Global HQ to Programs	-# of Programs regularly using knowledge management system
Develop and Leverage eCRM	-Start of integrated eCRM to be shared with target Programs (2012-) -Training opportunities for pilot Programs (2013-)	-Use eCRM in Program operations (if part of pilot program)	-# of Programs using eCRM as a central tool