



SPECIAL OLYMPICS **GLOBAL STRATEGIC PLAN** **2021-2024**



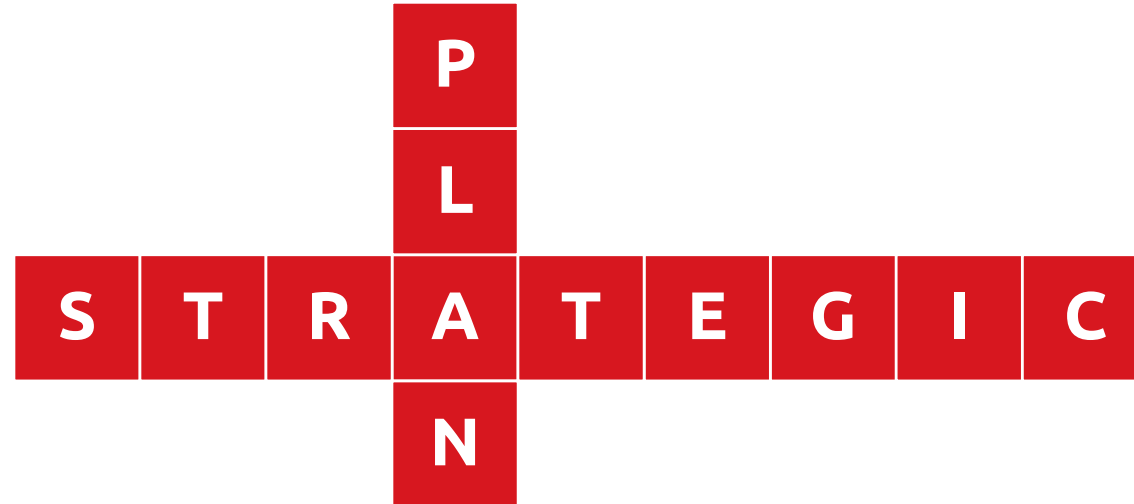
***Special
Olympics***

GLOBAL STRATEGIC PLAN 2021-2024



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WHAT IS THE STRATEGIC PLAN?

Special Olympics creates a plan every few years to explain our goals.

This report explains what Special Olympics wants to do in the next few years and how we can accomplish these goals together.

We will also explain the strategies and enablers that will help us achieve these goals.



STRATEGY

A tool or plan we use to reach our goals.

STRATEGIC

When something works towards long-term goals and helps to achieve them.

ENABLER

A person, resource or tool that makes something possible.



HOW CAN YOU USE THIS PLAN?

Inclusion is key to Special Olympics and we want to empower you to be leaders of the movement.

We made this version of the Strategic Plan in a way that is accessible and easy to understand.

We have marked any words that are difficult by underlining them. You can see their explanation below.

You are an important part of our vision. You should understand how you can use your leadership, skills, and stories to make a difference in your communities.



INCLUSION

Creating equal opportunities for people with and without intellectual disabilities to learn from and empower each other.

EMPOWER

To give someone the confidence to do something.

SUMMARY:
WHAT IS CHANGING IN THE NEXT 4 YEARS?



- 1. Focus more on sports and fitness at the local level.
- 2. Be more inclusive in hiring.
- 3. Reach out to communities that have less inclusive opportunities.
- 4. Use technology to reach more people and create more activities.
- 5. Become an athlete-led movement through the **Unified Leadership** approach.
- 6. Provide more training and tools for volunteers and staff.
- 7. Focus more on results. We will evaluate and measure the results of our programs to see how we are progressing towards our vision.
- 8. Share our stories and show our impact in a way that inspires donors and supports fundraising.



UNIFIED LEADERSHIP
Leadership where people without intellectual disabilities can learn from and empower people with intellectual disabilities.



WHAT IS OUR VISION AND MISSION THAT GUIDES THIS PLAN?

OUR VISION

Our **VISION** is an inclusive world for all, driven by the power of sport, through which people with intellectual disabilities **live active, healthy and fulfilling lives.**

OUR MISSION

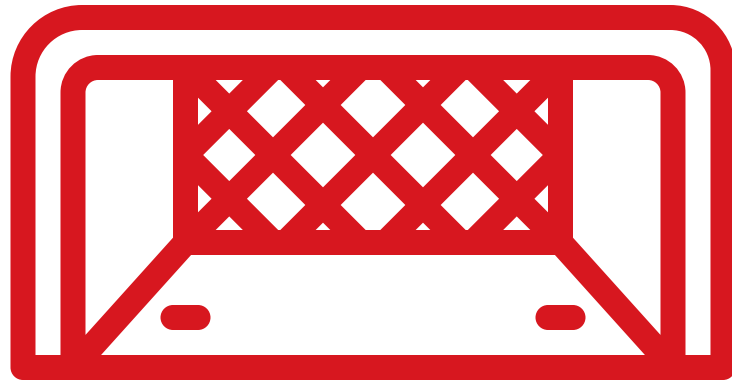
Our **MISSION** is to provide year-round sports training and competition. Both children and adults with intellectual disabilities can:

- improve physical fitness
- show courage
- experience joy

This gives athletes the chance to share their gifts, skills, and friendship with the community.

OUTLINE OF THE STRATEGIC PLAN

THERE ARE 2 GOALS IN THE PLAN



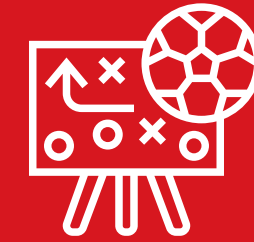
GOAL A

Improve local sports participation and well-being of athletes to strengthen communities

GOAL B

Remove barriers to inclusion and expand our reach through digital technology

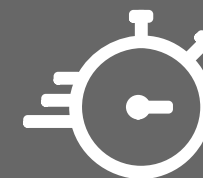
STRATEGIES



3 strategies will help achieve these goals:

Strategies explain what we need to do to reach our goals.

ENABLERS



4 enablers will make all of this possible:

Enablers are the tools we use to do the work explained in our Strategies.

OUTCOMES OF THE STRATEGIC PLAN

THERE ARE 4 LONG-TERM RESULTS OR OUTCOMES THAT THE STRATEGIC PLAN SHOULD LEAD TO:

1. Athletes have better physical well-being, skills, fitness and health.
2. Athletes, teammates, families, and volunteers have better social and emotional well-being.
3. People without disabilities become more inclusive.
4. Organizations are more inclusive through the work of Special Olympics and the influence of athletes.



SPECIAL OLYMPICS LONG-TERM PLAN FOR 2020-2030

- Our work over the next 10 years should create long-term results.
- We will start this journey through the goals and strategies in this plan for 2021-2024.
- The outcomes in this plan will be consistent through the 10-year plan.

SUSTAINABILITY

Special Olympics will focus on creating sustainable sports and inclusion opportunities.

Being sustainable means acting in a way that achieves the 4 long-term results (outcomes).

We will support the **United Nations Sustainable Development Goals**.

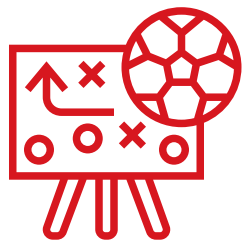
These goals help protect the planet and make sure that people are treated fairly and equally.

The United Nations wants to achieve the Sustainable Development Goals by the year 2030. Many governments and organizations work towards these goals.

You can visit the **UN website** if you would like to learn more about the Sustainable Development Goals.

- This plan supports Sustainable Development Goals 3, 4, 5, 8, 10, 11, 16 and 17.
- This plan also supports the United Nations Convention on the Rights of Persons with Disabilities.





STRATEGY 1

IMPROVE AND EXPAND LOCAL ACTIVITIES



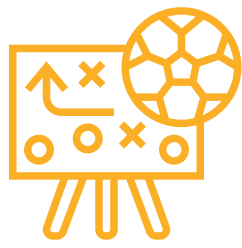
WHAT DOES THIS MEAN?

- Special Olympics will focus on local activities that benefit everyone in the community.
- We will create opportunities for athletes to train and compete in their own community.
- This means expanding activities in every type of community.
- This encourages athletes to be involved in sports as participants and leaders throughout their lives.



WE WILL:

- 1. Strengthen and grow local operations so that athletes of all ages and abilities are included.**
- 2. Increase the amount of year-round sports training and local competitions. This includes Unified Sports, Young Athletes and Motor Activity Training Program.**
- 3. Increase the knowledge and skills of coaches to improve sports quality and leadership.**
- 4. Create and grow local partnerships. We will recruit more experts and resources.**



STRATEGY 2

EMPOWER ATHLETE, YOUTH AND OTHER LEADERS TO MAKE CHANGE



WHAT DOES THIS MEAN?

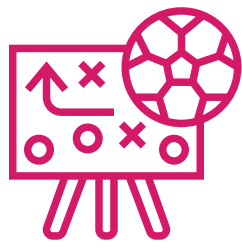
- Special Olympics will improve the knowledge and skills of everyone involved in our mission.
- We will make sure athletes and young people have leadership roles and can educate others.
- This gives athletes and young leaders a voice and motivates others.
- These leaders will use inclusive behaviors and influence others to do the same.



WE WILL:

- 1. Invest in training and opportunities that teach our audience to improve inclusive health and well-being.**
- 2. Expand Unified (Champion) Schools.**
- 3. Grow a Unified Generation by building networks of influencers and inclusive thinkers.**
- 4. Increase the number of athletes with internal roles and jobs. Leaders without disabilities will adopt the Unified Leadership approach.**
- 5. Use the talents of youth and athletes as teachers of inclusion.**





STRATEGY 3

GROW INCLUSIVE PRACTICES AND ACTIVITIES



WHAT DOES THIS MEAN?

- Special Olympics will work with government organizations from global to local levels.
- Together we will fight injustice and inequality.
- We will create better access and more opportunities for people with intellectual disabilities.



WE WILL:

- 1. Influence organizations to create more programs that support people with intellectual disabilities.**
- 2. Create new partnerships and build on existing relationships.**
- 3. Inspire organizations to create inclusive environments through Unified Sports and the Unified Leadership approach.**
- 4. Use National, Regional and World Games to inspire collaboration with organizations that can help with our mission.**
- 5. Promote Unified Leadership as a new understanding of inclusive leadership.**

DIVERSITY AND INCLUSION

Diversity and Inclusion help us promote unity among all people.

Diversity looks differently around the world.

We will make sure we have diverse leaders, volunteers and staff in all our work.

We will promote the Unified Leadership approach to create true inclusion. Unified Leadership teaches people with and without intellectual disabilities to value and learn from each other.

It does this by:

- Allowing people with intellectual disabilities to achieve their full potential. They develop leadership skills in sports and beyond.
- Educating leaders without disabilities to value, include and build the skills and leadership of people with intellectual disabilities.



DIVERSE

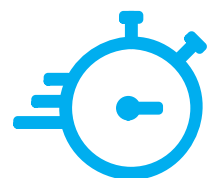
Showing many differences.

DIVERSITY

The practice of including diverse people.

INCLUSION

Creating equal opportunities for people with and without intellectual disabilities to learn from and empower each other.



ENABLER 1

DIGITIZE THE MOVEMENT



WHAT DOES THIS MEAN?

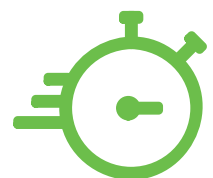
- We will make sure that Special Olympics and people with intellectual disabilities are keeping up with society and technology.
- Digital solutions can increase the reach and effects of our work.
- Digital channels will allow us to connect with millions more athletes, families and coaches.



WE WILL:

1. **Create new approaches to inclusive activities using digital platforms, content and tools.**
2. **Develop an online environment to provide communication, interaction and learning.**
3. **Directly reach people with intellectual disabilities and their families.**
4. **Create accessible and inclusive formats so that everyone can benefit.**
5. **Make sure that people and communities with low technology and Internet access are not left behind.**
6. **Use data to improve local and global activities.**





ENABLER 2

INCREASE AND EXPAND REVENUE



WHAT DOES THIS MEAN?

- Special Olympics will create new ways to raise funds.
- We will make an effort globally and locally to raise funds.
- We will gain new and diverse sources of revenue.
- We will create sustainable funding that adapts to change.



REVENUE

Income or money that Special Olympics gets.

SUSTAINABLE

When something is able to grow in a positive way and last for a long time.

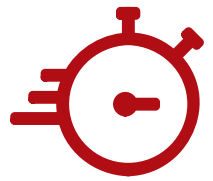
DIVERSIFY

Having income from many different places.



WE WILL:

1. Make investments in 2 or 3 Programs (focus markets) to increase awareness of Special Olympics.
2. Share learning from these focus markets with other Programs.
3. Target donor organizations that fit with our focus markets.
4. Develop rules for distributing resources in new markets and improve them in existing markets.
5. Increase our ability to raise money and manage relationships with donors.
6. Develop tools to increase fundraising at the community level.
7. Use data on performance in different markets to decide where to invest.
8. Diversify resources so we do not rely on any one source.



ENABLER 3

BUILD THE BRAND



WHAT DOES THIS MEAN?

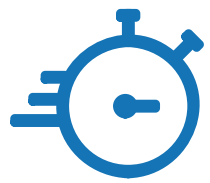
- Special Olympics will increase awareness of the brand through new and existing channels.
- This will build our influence, attract more people, and create new audiences.
- This is especially important at the community level.



WE WILL:

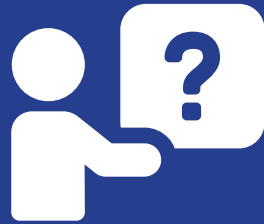
1. **Increase the number of active physical and digital fans.**
2. **Strengthen marketing and communications of sports and inclusion content.**
3. **Use communication of events like the World Games to gain attention and action.**
4. **Use traditional and digital communication to attract audiences.**
5. **Let athlete leaders communicate the message of inclusion.**
6. **Increase communication at local and regional levels.**
7. **Use tools and training for local leaders, especially through digital channels.**





ENABLER 4

PROMOTE EXCELLENCE



WHAT DOES THIS MEAN?

- **Empowered** people are important to the success of our programs.
- Empowered people promote excellence in sports, health, youth and leadership work.
- We will improve how we recruit and work with staff, coaches and volunteers.
- We need to make sure they have the right tools and skills so they can achieve excellence.



EMPOWERED

Feeling confident in your ability to make change.

PROGRAM BOARD OF DIRECTORS

A group that is responsible for the Program level policies of Special Olympics.



WE WILL:

1. Integrate the Unified Leadership approach.
2. Support the growth of leaders at all levels by creating learning opportunities.
3. Increase the diversity and effectiveness of the Program Board of Directors.
4. Improve our recruitment.
5. Focus on diversity, training, and retention for volunteers and staff.
6. Set universal standards of quality in training and support.
7. Strengthen research of outcomes and use the results to improve.
8. Empower Programs with tools and practices that adapt to differences.
9. Improve internal communication to strengthen collaboration and knowledge sharing.



CONCLUSION

YOU ARE AN IMPORTANT PART OF THIS STRATEGIC PLAN.

- Your stories and experiences with Special Olympics are important to share.
- Sharing can empower others, involve your communities, and help get resources to do more.
- We need your leadership across the movement to support our program goals.

WE SHOULD THINK LONG-TERM ABOUT HOW WE CAN CREATE AN INCLUSIVE FUTURE.

- The goals for the next 4 years will contribute to 10-year intentions.
- Outcomes should be consistent through the next strategic plan.
- We want you to have continued opportunities in Special Olympics for many years to come.



WE ARE NOT ALONE IN THIS MISSION.

- We are part of a much larger movement in creating an inclusive world for all.
- It is important to partner with organizations, schools, experts and others in the community.