



IBU
ACADEMY

IBU ACADEMY STRATEGY

2020-2026

The document describes the vision, mission and objectives of the project as well as the main activities and actions to be undertaken in the period 2020-2026

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IBU ACADEMY STRATEGY

2020-2026

1.INTRODUCTION

Article 2.1.3 of the IBU Constitution records that one of the fundamental purposes of the IBU is to use competitions, events, programmes, and other activities to promote, develop and encourage participation in Biathlon throughout the world. Also, the next article 2.1.9, records cooperation with other organisations, public and private, state authorities, and other relevant bodies to promote the interests of sport generally, and Biathlon in particular.

The IBU development goal is to develop our National Federations members' potential and build sustainable systems, structures, and pathways from beginner to elite athletes by providing educational resources and development support that reinforce the delivery of structured development systems projects activities. The IBU development strategy focuses on four pillars: popularisation, education, athletes' development and NFs development. The main goals of education are to create a system with the framework, coach development resources, and courses providing our coaches' qualifications and increasing our sport's interest. In addition, develop the qualification of technical officials, NFs Staff, and IBU event managers, and support athletes in combining their careers with a sports career and preparing for life after sport.

Target 26

The IBU's new strategic plan, Target 26, was approved in October 2019. As a result of a structured consultation process, the program provides a framework for developing and growing biathlon dynamically and sustainably until 2026. Target 26 consists of five interrelated targets, divided into 15 specific objectives. By fulfilling these objectives, the IBU will continue to enhance biathlon's appeal to a young, international audience. The vision is to achieve practical, tangible improvements in all areas by the Olympic Winter Games 2026 in Milano-Cortina, Italy.

TARGET26

OUR STRATEGY FOR **FOCUSING,**
HITTING AND MOVING - TOGETHER



2. IBU ACADEMY COMMITMENT

The IBU's strategic plan Target 26 provides the mandate to pursue the IBU Academy concept to empower our federations under Target #1, Objective#1 'Create the biathlon academy to give practical support to member federations, athletes and coaches.

The goals set by Target 26 for biathlon academy are as follow:

By 2022

Clarify the structure, mission, values and objectives of the Biathlon Academy, with a distinct IBU department set up to oversee its development.

Develop Biathlon Academy programmes and initiatives, including the level and type of support. Establish a certification programme for coaches (and potentially other positions serving in the federation) to support Member Federations in their daily work and development process.

By 2026

Assess the Biathlon Academy programmes' performance on a constant basis to keep it on the highest level. Expand the offering of the Biathlon Academy programmes in order to address the needs of the main recipients of the Biathlon Academy services.

VISION, MISSION AND VALUES

Vision

The IBU Academy's vision is to provide internationally recognised opportunities for learning, discovery, and engagement to a diverse population of athletes, coaches, delegates, referees, and managers in a real-world setting. The IBU Academy offers a wide range of programs at the entrant and professional levels and pursues a broad research and creative activities agenda. In addition, as a knowledge resource to the biathlon society, the IBU Academy builds partnerships with other educational institutions, community organisations, government agencies, and the private sector to serve the development of biathlon and impact the sports world.

Mission

The IBU Academy's mission is to improve the world of biathlon today and for future generations through outstanding research, education, preservation, and practice and educates aspiring leaders worldwide who will serve all sectors of biathlon.

This mission will be carried out through the free exchange of ideas in an ethical, interdependent, and diverse biathlon community of staff, athletes and biathlon friends.

Our values

IBU people represent many nationalities and different cultures. Being an IBU Academy member is about not only what you get from the organisation but also equally about what you bring to it, and that we all get stronger when we work towards our sport. Our shared values support and guide our operations around the biathlon world. Besides our biathlon passion, we believe that development success requires professionals, team spirit, fair play and respect, and innovation.

Professionalism

We connect the best professionals working in the biathlon with the most perspective scientists to combine real experience with cutting-edge research.

Cooperation

We believe that the strongest learning happens when it is connected and supported by a community.

Fair Play and Respect

We believe that fair play and respect are essential parts of successful involvement, promotion and development in sports and life.

Innovation

We believe that, no matter how good things are, they can always be refined. Therefore, we aim to improve every aspect of our sport continuously.

Approach to IBU Academy concept development

To ensure that the IBU Academy is created and implemented in line with international standards and is focused on priority areas, the IBU set up the IBU Academy Experts Group. The members of the Experts Group were selected by the Executive Board and comprise female and male representatives with diverse experience and expertise related to coach education.

MEMBERS OF THE IBU ACADEMY EXPERT GROUP:

Matthias AHRENS - Head Coach, Biathlon Alberta Training Centre, Canmore

Bernd EISENBICHLER - Head of Biathlon, NF GER

Ass. Prof. Jane FITZPATRICK - Sports and Exercise Physician, University of Melbourne

Dr Dagmara GERASIMUK - IBU Development Director

Prof. Grzegorz JURAS - Rector of The Academy of Physical Education in Katowice

Ass. Prof. Marko LAAKSONEN - Mid Sweden University

Dr Harri LUCHSINGER - Head of Development and Sport Science, NF NOR

Kaisa MÄKÄRÄINEN - Athlete's representative

Wolfgang PICHLER - Swedish Olympic Committee

Vegar ROLFSRUD - Head of Youth and Development, NF NOR

Dr Gerold SATTLECKER - IBU Education Manager

3. IBU ACADEMY STRATEGY

IBU educational activities status review

The educational activities dedicated to NFs have been a part of IBU development activities for many years. IBU systematically organises IBU Coach Seminars once a year for C&D NFs and every second year for A&B NFs (3-days programme). There were also organised IBU Physician Seminars and IBU Gender Equality Seminar (2019). Each year Organising Committee meeting takes place to raise the level of IBU event organisation, exchange the best practices and discuss next season. One of the highly rated activities is the organisation of IBU-IOC Camps led by experienced biathlon coaches, focused on developing NFs, and financially supported by IOC.

In the field of coaching, the NFs assess their level of satisfaction as 6.3, where one means extremely dissatisfied, and 10 is extremely satisfied (54 responding NFs). The most frequent answer was 5.0. 89% of NFs think that a coach education pathway certified by IBU would be of interest. The majority believes that the combination of an IBU coach education and an academic degree would also be of interest to their federation members. Most respondents agree that the IBU academy should support innovative, scientific sports research. On the scale from one that is completely unimportant and ten extremely important, the 53 NF's average answer is 8.1. 63% agree that blended learning, including in-person workshops and online learning, would be the best way to deliver coach training and education, 28% believe in-person seminars are the best. 56% of our NFs members do not operate a national licensing system for coaches (IBU NFs survey, April 2020).

On top of financial support that might help NFs become more successful is joint coach training programs. The education need was also expressed by IBU staff. Organising Committee feels that providing better support in training and rewarding volunteers might help attract and retain them (IBU stakeholders online survey, Jan. 2019, BCW).

In September 2020, IBU organised IBU Coach Webinars Week, a pilot project for future online activities. The goal was to provide coaches from all National Federations with key education and knowledge in the principles of training young athletes at the national level. 383 people from 47 NFs registered for the selected virtual sessions. 80% of the respondents said that the sessions fulfilled their expectations and the gained knowledge is explicable to their work, and they are going to implement some of the new learnings in the training process. All lectures were scored from 8.43 to 9.10 points, and 10 means excellent. Furthermore, 62% of respondents said that the ideal time to attend such webinars is from 16:00 to 18:00 CET. However, the majority prefer webinars to be held 1-2 days per week (Feedback survey, October 2020). The materials were shared via YouTube IBU channels, and the sessions were organised using the ZOOM platform.

The second pilot project was IBU-IOC Virtual Camps, which replaced the current ongoing project regularly organised in person. The whole project lasted five weeks. 24 NFs were divided into five groups during that time, led by three IBU Coaches and taught by six experts and two former elite athletes. In addition, 158 hours of online meetings were delivered to both coaches and athletes. In the opinion of par-

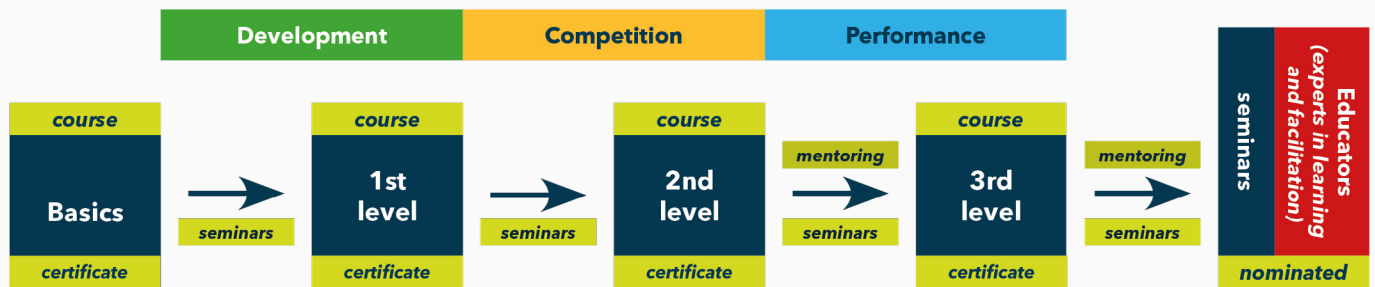
ticipants, the program met their expectations. The time schedule was adjusted to the time zones, and simultaneous translation was offered to the Russian speaking countries. The project engaged both athletes, coaches in the activities and showed a clear need to build an educational platform for knowledge and experience exchange (Feedback survey, December 2020). The materials were shared via YouTube IBU channels, DropBox, WhatsApp, emails, and the sessions were delivered via the ZOOM platform.

Additionally, in November, Secretary-General organised "The commercial side of biathlon" virtual conference, which attracted 87 representatives of IBU NFs members in a short time. It shows great interest in knowledge and best practice exchange.

Concept components

1. Coaches' education activities at different levels of professionalisation are annually delivered to all NFs members:
 - a. Four levels of certificated courses
 - b. In-between season seminars
 - c. Webinars for all
 - d. Courses on demand
2. The yearly held seminars focused on raising qualification and best practise and ideas exchange dedicated to NFs leaders and staff, Athletes, Team members (e.g. NFs Leaders Seminar, Technician Seminar, Physician Seminar, Athletes Seminar, Gender Equality Seminar), and OCs and event organisers (Snowmaking experts, industry representatives, OC snowmaking technicians, other technical OC staff etc.).
3. Licensing system internationally accepted, supporting the international transfers of educated coaches and making the competencies more readable and understandable across different countries and systems.
4. Journal of biathlon coaching (digital) focused on integrating theory and practise to bridge the gap between coaching and sport science, containing coaching contemporary scientific research related to sports medicine, doping, sport psychology, biochemistry and sports psychology. The biathlon-coaching journal's most important effect would be the mobilisation of scientific society and biathlon coaches to publish their scientific and coaching experiences and results. Furthermore, it would promote biathlon as an important sport discipline and, as a result, would improve the general knowledge and professional skills of all people involved.
5. Research Grant programme designed for academics working in partnership with national federations to deliver research that improves strategic decision-making in biathlon and increases biathlon appearance in journals, conferences, and seminars, especially in medical and sport science, psychology, sociology, management, economics.

IBU Academy model of coach's pathway



From general principle modules to advanced modules based on professional development coach needs



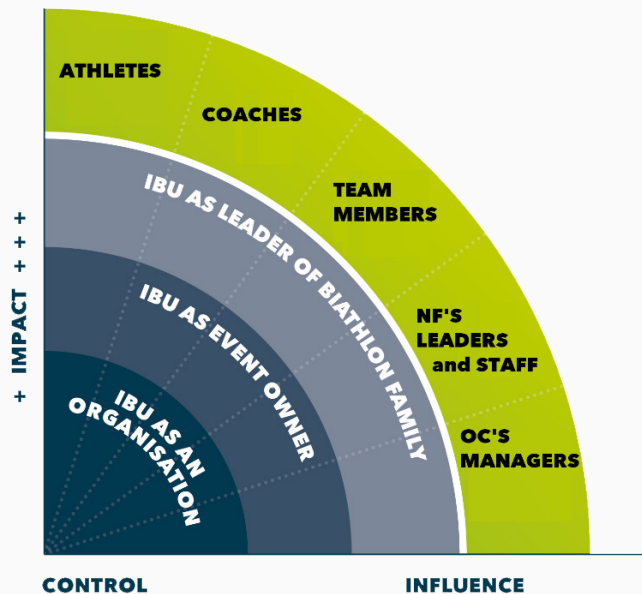
Long - term career pathway for coach and educators



Long-term athlete development

Focus area and goals

IBU Academy is intended to serve the global biathlon family members, including the leaders and staff of national federations, coaches, athletes, and other team members like physicians, technicians, and IBU event organisers, officials and media representatives.



Education

Implement educational programs that join theory and practice provided by international experts encourage creativity and scholarship and foster a lifelong desire to learn and actively serve global biathlon family at different professionalisation levels from grassroots to high-performance.

Research

Develop ideas and projects to innovate biathlon specific issues, stimulate the development of biathlon, and benefit the global biathlon family.

Dual-career

Develop the possibility for talented, professional and elite athletes to build an educational or job path simultaneously with a sports career and develop leaders who will serve all biathlon sectors in the future.

| Education Goal | Objectives |
|--|---|
| <p>Implement educational programs that join theory and practice provided by international experts, encourage creativity and scholarship and foster a lifelong desire to learn and actively serve global biathlon family at different professionalisation levels from recreation to high-performance.</p> | <ol style="list-style-type: none"> 1. Create an agreed IBU Coaching Framework with the engagement of national federations that serve to increase coaches' quality in all areas to keep the quality of biathlon in the future by 2021 2. Create a pathway for talented and experienced biathlon coaches and develop as IBU educators/lecturers by 2022. 3. Define IBU Academy's programs portfolio to support athletes, coaches and others that play roles in NFs by 2022. 4. Build a platform for knowledge exchange by 2022. 5. Build an IBU network and seek to formalise key partners' engagement as part of the collaborative approach by 2024. 6. Define and implement programs and related support by 2022. 7. Establish a centralised, tailored system to develop, train and educate the global biathlon family members by 2026 |
| Research Goal | Objectives |
| <p>Develop ideas and projects that innovate biathlon specific issues, stimulate the biathlon development, and benefit the global biathlon family.</p> | <ol style="list-style-type: none"> 1. Provide new impetuses for promoting sports science research in biathlon and develop IBU research projects grant system by 2021. 2. Build an IBU network and seek to formalise key partners' engagement as part of the collaborative approach by 2022. 3. Advance the coaching profession through peer-reviewed, digital Journal of Biathlon Coaching that integrates theory and practise to bridge the gap between coaching and sport science from 2023 |
| Dual-career goal | Objectives |
| <p>Develop the possibility for talented, professional and elite athletes to build an educational or job path simultaneously with a sports career and develop leaders who will serve all biathlon sectors in the future.</p> | <ol style="list-style-type: none"> 1. Develop and implement IBU dual-career policy, strategy and plan 2022-2026. 2. Find and unite partners who are involved in high-performance sport and education by 2022. 3. Identify and exchange the best practices between NFs and institutions from 2022. 4. Encourage NFs to implement dual-career policy by 2023. 5. Act as a link between educational institutions and NFs from 2023. 6. Build a platform of information exchange about dual-career possibilities to make them available for athletes by 2023. |

4. PROGRAM DELIVERY

To ensure that the program is focused on specific goals, we implement the following activities plan:

| Focus Area | Objectives | Activities | Responsible | Due date |
|------------|--|---|--------------------------------|----------|
| Education | 1. Establish a centralised, tailored system to develop, train and educate the global biathlon family members by 2026 | <ul style="list-style-type: none"> - Develop an initial concept with mission, values and objectives by 2020 - Set up the organisational structure to manage the IBU Academy by 2020 - Set up an advisory working group by 2020 - Develop IBU Academy six-year roadmap 2020-2026, including the educational activities for different stakeholders by 2021 - Specify long term budget and types of NFs support by 2021/2022 - Engage NF's in IBU Academy development as part of the collaborative approach (win to win) by 2021 - Launch pilot projects and initial programs for coaches, athletes, NFs and others 2020-2022 - Establish an evaluation process (consider KPIs such as participant satisfaction, cost per participant, long term-impact, number of educated coaches and athletes, number of coaches with license, number of applicants, number of grants) by 2021 - Evaluate the coaching system yearly to keep it on the highest level by 2026 | Dev. with IBU AEG EB | 2026 |

| Focus Area | Objectives | Activities | Responsible | Due date |
|------------|---|---|--|----------|
| Education | 2. Create an agreed IBU Coaching Framework with the engagement of national federations that increase coaches' quality in all areas to keep the quality of biathlon in the future by 2021. | <ul style="list-style-type: none"> - Develop and implement an IBU Coaching Framework by 2021 - Develop an internationally accepted licensing system, which keeps the skills and knowledge of coaches organised, by 2022 (applied from season 2022/2023) | Dev. with IBU AEG EB | 2023 |
| Education | 3. Create a pathway for talented and experienced biathlon coaches and develop as IBU educators/lecturers by 2021. | <ul style="list-style-type: none"> - Set up a definition and requirements for IBU Educators by 2021 - Set up a pool of IBU Educators - Create a system to develop, train and educate the IBU Educators | Dev. and S&E | 2021 |
| Education | 4. Define IBU Academy's programs portfolio to support athletes, coaches and others that play roles in NFs by 2022. | <ul style="list-style-type: none"> - Define IBU Academy detailed program portfolio to support coaches, including courses and seminars dedicated to women (IBU GE objective) by 2021 - Define IBU Academy program portfolio to support athletes (current & retired) by 2022 - Define IBU Academy program portfolio to support NF's leaders, staff, and Team's members by 2022 - Define IBU Academy program portfolio to support OC's by 2022 - Define and publish appropriate guidelines/manuals for education and educational content by 2022 (digital books, manuals, podcast and others) | Dev. with IBU AEG Dev. and SG Dev., S&E, Comm. Dev. | 2022 |

| Focus Area | Objectives | Activities | Responsible | Due date |
|------------|---|---|----------------|----------|
| Education | 5. Create a platform for knowledge exchange by 2022. | <ul style="list-style-type: none"> - Create an IBU Academy landing page by 2022 - Communicate about a vast network of educational opportunities to regularly provide updates to the various target groups (athletes, coaches, leaders, referees, volunteers) - Evaluate the literature database project by 2021 - Chose the online education and course platform, a place to deliver knowledge and manage the education system, for current IBU Academy activities by 2021 | Dev. and Comm. | 2022 |
| Education | 6. Build an IBU network and formalise key partners' engagement as part of the collaborative approach by 2024. | <ul style="list-style-type: none"> - Define educational partners and choose one or two strategic partners in the area of education and higher education (leading NFs, University, foundations, external organisations) by 2022 - Develop partnership strategy in the area of education and higher education (leading NFs, University, foundations, external organisations) and establish cooperation by 2024 - IBU establishes an IBU ambassador programme to promote IBU Academy and build an IBU network by 2022 | Dev. EB | 2024 |
| Education | 7. Define and implement related to education activities IBU support possibilities by 2022. | <ul style="list-style-type: none"> - Develop NF's grant system to support the development of athletes and coaches by 2022 | Dev. | 2022 |

| Focus Area | Objectives | Activities | Responsible | Due date |
|-------------|--|---|-------------------|----------|
| Research | 1. Provide new impetuses for promoting sports science research in biathlon and develop IBU research projects grant system by 2021. | <ul style="list-style-type: none"> - Define the profile of biathlon research needs by 2021 - Create the research grant projects system by 2021 - Create the online application platform by 2022 - Conduct applied research primarily intending to enhance coach and athletes performance from 2022 | Dev. | 2022 |
| Research | 2. Advance the coaching profession through peer-reviewed, digital Journal of Biathlon Coaching that integrates theory and practise to bridge the gap between coaching and sport science from 2022. | <ul style="list-style-type: none"> - Establish a journal for coaches focused on practical papers related to everyday training issues by 2022 | Dev. | 2022 |
| Dual Career | 1. Develop and implement IBU dual-career policy, strategy and plan 2021-2026. | <ul style="list-style-type: none"> - Create and implement IBU dual-career policy and strategy together with IBU Athlete's Committee by 2022 - Develop a grant system that financially supports NFs and athletes in dual-career policy implementation from 2022 | Dev. EB | 2022 |
| Dual Career | 2. Find and unite partners involved in high-performance sport and education by 2022. | <ul style="list-style-type: none"> - Cooperate with different universities and educate athletes about the possibilities of a dual career/education during their sports career and additionally inform about the opportunities of Erasmus studies - Act as a link between educational institutions and NFs from 2022 - Define the possibilities for IBU to work under the umbrella of Erasmus+ Sports projects by 2021-2022 | Dev. and SG EB | 2022 |

| Focus Area | Objectives | Activities | Responsible | Due date |
|-------------|--|--|-------------------------|----------|
| Dual Career | 3. Identify and exchange the best practices between NFs and institutions from 2022. | <ul style="list-style-type: none"> - Collect the dual-career practices and possibilities of all NFs and make them available for the athletes sorted by country by 2022 - Promote among Athletes IOC project Athletes365 and similar from 2021 | Dev. and Athletes Comm. | 2022 |
| Dual Career | 4. Encourage NFs to implement a dual-career policy by 2022. | <ul style="list-style-type: none"> - IBU provides a template for a national-level dual-career policy to be used by IBU members by 2022 - Educate the global biathlon family about the importance of Athlete's dual-career during the Presidents meeting - Enable the exchange of good governance practices (IFs, NFs) | Dev. EB | 2022 |
| Dual Career | 5. Build a platform of information exchange about dual-career possibilities to make them available for athletes by 2022. | <ul style="list-style-type: none"> - Communicate among athletes about dual-career possibilities - Encourage athletes to lead conversations and work across the sport. | Dev. and Comm. | 2022 |

If all of the 2020-2026 objectives are successfully implemented, by the end of 2026, IBU, together with the National Federations, will have a positive impact on

- contributing to the education of all NFs members coaches allowing them to support further development of their athletes and sport of biathlon at national and international level;
- support NFs to have stable and sustainable administrative structures, able to deliver the support needed by their athletes and members;
- support OCs to have a solid and sustainable organisational structure and a pool of well prepared and engaged referees and voluntaries;
- enabling NFs to contribute to the IBU's Target26 strategy at a national level;
- information and involvement of NFs, increasing their capacity for good governance and effective management of biathlon.

5. PROGRAM APPROACH

Management structure

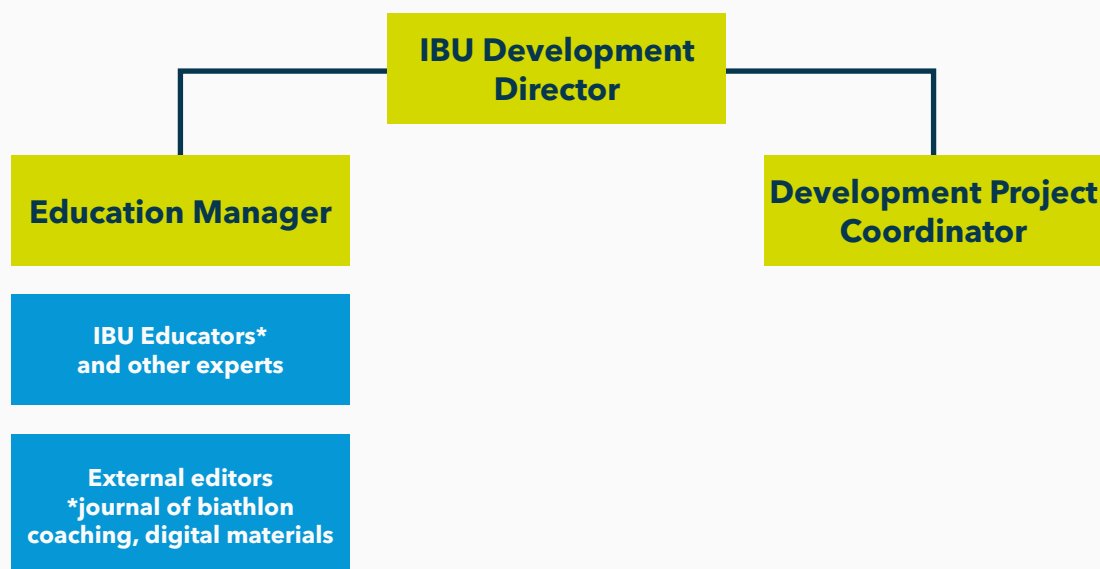
The IBU Executive Board will be responsible for overall decision-making and providing oversight of strategy and resourcing for the IBU Academy activities. Under the Secretary-General, the Development Director has the lead for the overall development and execution of the process, supported by the Education Manager and entire Management Team, and the IBU Academy Expert Group.

IBU Educators play a crucial role in the IBU Academy system. IBU Educators with professional coaching experiences and adequate knowledge and expertise train, evaluate, support and mentor biathlon coaches. In addition, IBU Educators, nominated by EB, are involved in the program creation of IBU Academy.

In order to develop and maintain the strategy regarding educational activities, measures and tools need to be implemented. They should provide the necessary conditions to focus on coaching, research projects, and Athlete's support. Achieving any goals is challenging without the involvement of the National Federations and IBU financial support. Therefore, implementing IBU Academy activities and programs in the strategy requires assistance at the national and IBU levels. Experts with the help of leading NFs and winter sports academics should develop program curriculums and coaching manuals.

Monitoring and reporting

Implementing IBU Academy strategy, 2020-2026 should be monitored systematically. Statistics must be collected regularly and published widely in the annual IBU Activity report to ensure that progress toward objectives is tracked. In addition, the IBU Academy Expert Group should evaluate concepts and programmes at the end of each year and consider KPIs such as participant satisfaction, cost per participant, long term-impact, number of educated coaches and athletes, number of coaches with license, number of applicants, number of grants, number of courses and seminars, number of partners.



APPENDIX 1 - IBU EDUCATORS POLICY

1. Approach to the IBU Educators recognition

IBU Coach Educators' role is to teach, evaluate, support, and mentor biathlon coaches to improve their knowledge and skills to serve the global biathlon family at different professionalisation levels from grassroots to high-performance. IBU Educators also act as ambassadors for the IBU Academy.

According to the International Council of Coaching Excellence, the coach developers must have a genuine interest and passion for their work. In addition, they have to be carefully selected and recruited, have a suitable support system, and be evaluated regularly to assess their competence and growth in the role.

In summary, through establishing the IBU Educators' pathway, the IBU may clearly link it with the biathlon coach's long-term development pathway.

Coaches with sufficient experience and a real desire to develop other coaches' skills may wish to become international coach educators and set up such a goal in their career. This approach requires mutual acceptance between IBU Academy and NFs.

2. Requirements for IBU Educators

IBU Educators must possess professional coaching experiences and adequate knowledge and expertise to train, evaluate, support and mentor biathlon coaches. In addition, IBU Educators may be involved in the program creation of IBU Academy. IBU Educators have the following background:

- Have several years of experience as a Head Coach at the national team level
- Have a successful coaching career
- Have a high level of coaching certification and credibility in the Biathlon community
- Maintaining professional development to stay current in Biathlon
- High theoretical and practical competencies in all aspects of Biathlon
- Good fitness level and technical skills
- Represents high ethical standards and leadership skills
- Speaks fluently English, German or Russian
- Must be Eligible following Article 26 of the 2019 IBU Constitution and agree to Eligibility assessment conducted by the BIU Vetting Panel
- and have time and energy to commit to the IBU educational process.

All IBU Educators will complete the specially designed training that includes:

1. Overview of the IBU Academy vision, values and strategy
2. Review educational IBU standards – modules specific content and learning activities, resources, students evaluation process, and assessment tools.

3. Terms and conditions

The IBU Educators candidates are proposed by the IBU Academy Expert Working Group and approved by EB.

The IBU Academy Educators will be compensated for their work according to the number of activities involved. In addition, the IBU will reimburse expenses under the IBU Travel policy and make any travel arrangements required for an in-person meeting.