



MINUTES

IBU Executive Board Meeting 165

13 February 2023, Berghotel, Oberhof/GER

Attendance List

DAHLIN, Olle	IBU	President
HAMZA, Jiri	IBU	Vice President ¹
SCHERER, Christian	IBU	Treasurer
BOYGARD, Tore	IBU	Executive Board Member
EGAN, Clare	IBU	Executive Board Member
DAFOVSKA, Ekaterina	IBU	Executive Board Member
FARCNIK, Tim	IBU	Executive Board Member
SAGUEZ, Fabien	IBU	Executive Board Member
SANTER, Nathalie	IBU	Executive Board Member
STEINLE, Franz	IBU	Executive Board Member
COBB, Max	IBU	Secretary General ²
<u>Guests:</u>		
BÖHM, Daniel	IBU	Sport & Event Director (SD)
EIDENHAMMER, Margit	IBU	Head of Finance and Administration (HFA)
GERASIMUK, Dagmara	IBU	Development Director (DD)
McKenna Greg	BIU	Head of BIU (only for 6.2-6.3)
RAKIC, Riikka	IBU	Senior Project Manager
WINKLER, Christian	IBU	Communications Director (CD)

¹ Further referred to as VP

² Further referred to as SG



AGENDA

IBU Executive Board Meeting 165

13 February 2023, Berghotel, Oberhof/GER

1. President's welcome
2. Approval of agenda items + pot. conflict of interest announcement
3. Circular decisions between EB Meetings
 - I. Competition program change
 - II. Extra support for OCs and NFs
4. Reports, General
 - I. President
 - II. Other EB members
 - III. Secretary General
5. Reports, Overall and Strategy
 - I. Target 26, 2022-2026 process (O.Dahlin/R.Rakic)
 - I. Report: IBU Sustainability Report 2022
 - II. Decision: Confirmation IBU Sustainability Commission members
 - III. Report: Sports for Nature membership
 - IV. Report: AIOWF Governance review and IBU roadmap
 - V. Report: Regional Meetings – Target 26 update
 - II. Report: Criteria Follow-up RBU (F. Steinle)
 - III. Report: Biathlon Integrity Unit (F.Steinle)
6. Media and Marketing
 - I. Report: Update "Media" (M.Cobb/C.Winkler)
 - I. Update EBU
 - II. Report: Update "Marketing" (M.Cobb/C.Winkler)
 - I. Update NF Betting Sponsorship Analysis
 - II. Report: EB Working Group M&M: Digital marketing priorities
7. Sport & Event
 - I. Report: Update "Sport and Event" (D. Böhm)
 - I. Decision: Long-term direction Summer Biathlon and appointment system for SBWCH 2024, 2025
 - II. Report: Para Biathlon Update
8. Development
 - I. Report: Update "Development" (D. Gerasimuk)
 - I. Decision: Confirmation IBU Development Commission members
 - II. Decision: Dual-career strategy

9. Communication

- I. Report: Update “Communication” (C. Winkler)

10. Finance and Administration

- I. Report: Update “Finance and Administration” (M. Eidenhammer)
- II. Report: Forecast 3, 2022/23
- III. Review Draft Budget 2023/24

11. Miscellaneous

- I. Overview staffing plan until 2026 (M.Cobb)

12. Meetings

- I. EB meetings
 - I. EB166, 28 March, 2-4 PM CET Salzburg/AUT + virtual
 - II. EB167, June (strategy) AUT and 30 June (finalize the audit) Vienna
- II. Other IBU meetings
 - I. Presidents’ Meeting, 30 June-2 July, Vienna/AUT
- III. Other meetings

13. Executive Session

Effective: 30 Jan 2023



MINUTES

IBU Executive Board Meeting 165

13 February 2023, Berghotel, Oberhof/GER

1. President's welcome

The President welcomed the board members to the meeting on the second competition free day at the BMW IBU World Championships Biathlon Oberhof 2023, with some arriving just in time for the meeting and others already on site since the start of the Championships. He highlighted the inaugural IBU Hall of Fame Awards dinner set to take place in the evening of the meeting day.

2. Approval of agenda items + pot. conflict of interest announcement

The President reminded the EB members that their role is to serve in the best interest of the IBU and the IBU members as a whole.

The agenda was approved with the note that some topics will be changed in terms of their order to accommodate the schedules of presenting staff members.

There were no announcements of potential conflicts of interest.

3. Circular decisions between EB Meetings

I. Competition programme change

The EB decided by circular on 23 November 2022 on a change in the IBU Cup Calendar 2022/2023. Following the cancellation of IBU Cup 1 Sjusjoen, NOR, a competition day with a Sprint competition was added at IBU Cup 4 Arber, GER. This meant that there are a total of 28 competitions in the IBU Cup season 2022-23 (as per the standard of 28-30 per season).

The programme was changed to be as follows:

12/01: Short Individual M/W

14/01: Sprint M/W

15/01: Sprint (additional) M/W

As a result, the OC contribution for this event was increased from €90'000 (two competition days) to €100'000 (three competition days).

On 28 December 2022, Arber was forced to return these competitions due to the lack of snow. On 3 January 2023, they were rescheduled in Pokljuka, SLO, with the same programme and dates.

II. Extra support for OCs and NFs



On 19 January 2023, the EB decided to allocate €1.6 million in additional support to the NFs/OCs. The one-time additional support grant was offered to the OCs given the prevailing economic challenges. The details of the grant application were distributed to the OCs on 20 January 2023.

4. Reports, General

I. President

The President referred to his written report, noting a trend towards more in person meetings following the removal of COVID-19 based travel restrictions. He also highlighted his new role as a member of the WADA Foundation Board representing the Association of International Olympic Winter Sport Federations, AIOWF.

The President elaborated on the AIOWF General Assembly held in November 2022. The sole candidate for the President, Ivo Ferriani, was re-elected, while the AIOWF Council with representation from six AIOWF members, including the IBU President, was appointed. In the current dialogue with the IOC, the main topic for the AIOWF is the amount of future support to be allocated to the winter federations.

II. Other EB members

EB member and IBU Athlete Committee Chair Clare Egan stated that the IBU Athletes Committee participated in a recent IOC Global Athlete Network virtual meeting, communicating their opposing position on the proposed inclusion of Russian and Belarussian athletes in international sport competitions, noting that this is not the right time to remove the protective measures. The IBU Athletes Committee has also surveyed the Russian and Belarussian biathletes and separately the Ukrainian athletes to collect feedback on the IOC's latest statements.

VP Jiri Hamza noted that the IBU continues to hold one of the strongest positions within the Olympic Movement on this matter. EB Member Franz Steinle recalled the conditions that were included in the Congress Decision of September 2022 that are to be followed.

VP further stated that the new EB Media & Marketing Working Group will meet in the spring to commence its work.

Treasurer Christian Scherer noted that work is in progress to review the Event Hosting Declarations (EHD) concerning options for tax optimisation.

EB Member Nathalie Santer reported on her recent event visits, in particular the EYOF in Friuli Venezia Giulia, ITA.

EB Member Fabien Saguez remarked on the situation at WC 3 in ALGB/FRA where climate activists challenged the staging of the event and thanked the IBU for their help in managing the difficult communications challenge. He suggested that the OC meeting 2023 be used to review this case and share the lessons learned from the French experience.



III. Secretary General

SG Max Cobb reported on a well running season with no significant issues. He highlighted the strong engagement of the long-term IBU partner Viessmann in sustainability and digital marketing, including the new Predictor Challenge Game.

He also noted the favourable current operative budget forecast despite the challenging situation following the Russian aggression in Ukraine, on which the IBU congress decision is not fully aligned with the IOC concerning the future participation by Russia and Belarus.

Numerous new initiatives have been launched, atop the list the new Content Hub which allows for the sharing of content with stakeholders such as NFs and athletes, the inaugural Hall of Fame Awards, the new TV graphics, a digital predictor challenge game, and a test of a common waxing protocol at the Haanja, EST IBU Junior Cup.

The IBU continues to experience a period of fast growth in the areas of sustainability, development, para-biathlon and administration policies. The increasing number of projects will require careful coordination of how to use the IBU's resources, both human and financial, to make sure the efforts are addressing and ensuring the health of the sport and the success of our active NFs in the long term.

5. Reports, Overall and Strategy

I. Target 26, 2022-2026 process (O.Dahlin/R.Rakic)

I. Report: IBU Sustainability Report 2022

The EB acknowledged the good work and took note of the report for the 2022 carbon accounting year. The report is available on the IBU's website [here](#).

I. Decision: Confirmation IBU Sustainability Commission members

The members of the Sustainability Commission 2022-2026 were appointed as proposed:

- Galas Katrina, CAN
- Jormanainen Sari, FIN
- Kvistad Gunhild, NOR
- Marconi Marlen, SUI
- Ohlsson Martin, SWE
- Rambach Klaus, GER
- Skřička Jan, CZE

I. Report: Sports for Nature membership

The EB took note of the new international Framework launched by the IOC, United Nations Environment Programme (UNEP) and International Union for Conservation of Nature (IUCN), in December 2022 and asked the new Sustainability Commission to review the expected impact of the framework commitment on national and event level, and report back to EB 167.

I. Report: AIOWF Governance review and IBU roadmap

The EB acknowledged the IBU's significant improvement in the 4th edition of the AOIWF governance review and supported the proposed two-year roadmap for continued work to ensure governance enhancements.

I. Report: Regional Meetings – Target 26 update

The EB took note of the summary findings of the two Regional Meetings held so far. A full report with suggested next steps and amends to Target 26 will be provided after the completion of all Regional Meetings at the EB 167 in June, including measures aimed to address the apparent gap emerging between the top five nations and the rest of the field.

DD reported that the pilot laser rifle project will be launched in winter 2023. The laser rifle set suppliers will be selected through an open application process, and the NFs will apply via IBU Scope. The project requires NF reporting and involvement in its evaluation.

II. Report: Criteria Follow-up RBU (F. Steinle)

EB Member Franz Steinle and Head of the Biathlon Integrity Unit Greg McKenna referred to the written report of numerous education activities by the RBU provided in advance. Greg McKenna confirmed that the IBU has maintained several RUS athletes within the international testing pool and noted some concern about whereabouts failures.

III. Report: Biathlon Integrity Unit (F.Steinle)

Franz Steinle and Greg McKenna provided further remarks on the BIU's activities reported in writing. The BIU has conducted several educational and outreach sessions for athletes and coaches at IBU events concerning anti-doping matters and safeguarding. Approximately 1,000 Biathlon Integrity Certificates have been issued since the launch of the course in November 2022.

The EB approved the BIU's proposal for the open position on the BIU's board.

6. Media and Marketing

I. Report: Update "Media" (M.Cobb/C.Winkler)

CD reported on initial TV viewing data for the current season which indicate a very good performance, despite the FIFA World Cup coinciding with the winter season, and the lack



of audiences in Russia and Belarus impacting the overall figures. A full assessment will follow the season, but initial signs are positive despite country-specific nuances.

Initial figures for WCH Oberhof 2023 also show a good performance, however a full analysis will only be possible when online digital viewing figures are available to take account of the changing consumption patterns with an increase in digital viewing.

The inaugural season with streaming available from all IBU Cup events shows a base of 10'000 viewers per event.

Tim Farcnik stressed the need to keep a careful eye on the trends in media consumption patterns and the development of on-site attendance following the global pandemic and given the economic situation with inflationary concerns.

With a new media agreement in place with the season 22/23, the CD also highlighted the need for a comprehensive online control system to guarantee the exclusivity of the broadcasting rights towards EBU but also to monitor the use of IBU's and IBU stakeholders' reserved rights. During the WCH in Oberhof a test has been run with a provider, which could also be used to implement an infringement and claims policy and a revenue model to commercialise the IBU media rights (reserved rights and archive).

I. Update EBU (Cobb)

The current war in Ukraine has created significant challenges for the EBU. Besides the Russian aggression, no rights have been sold outside the European core markets and the new digital OTT platform was not delivered as planned.

Moreover, the current rates of inflation have impacted the buying power of the IBU's rights fee. The IBU-EBU contract includes an inflation adjustment for the second period from 2026 onward. The IBU will continue to monitor the development of inflation to gauge the full impact of the current inflationary pressures and will review this for the option for the second contract period.

The Negotiation Working Group has been working diligently to find a solution with the EBU for the financial year 2022/23

The EB approved the IBU's good will offer for the current season (budget year 2022/2023). The EB further authorised the Negotiation Working Group to continue negotiations with the EBU.

II. Report: Update "Marketing" (M.Cobb/C.Winkler)

I. Update: NF Betting Sponsorship Analysis

SG presented the results of an initial analysis of the situation in the sports betting market aimed to review the applicability of the IBU's current regulations. Any

relaxation of these regulations will depend on correct approach to risk management including application of proper responsibility standards. The EB appointed an EB Working Group to consult with experts regarding risks, analyse the regulatory framework, licensing, and oversight best practices to propose next steps at the EB's June meeting. The EB Working Group will consist of SG, VP, Franz Steinle and Tim Farcnik.

Franz Steinle recommended to also conduct a survey of IBU NFs to fully understand the differences in national legislation in this regard.

II. Report: EB Working Group M&M: Digital marketing priorities

VP proposed to convene the Media & Marketing Working Group and the Group will report the results of its reflections to the next EB meeting in June.

7. Sport & Event

I. Report: Update "Sport and Event" (D. Böhm)

SD referred to his written report. He highlighted the feedback collected during the recent OECH in Lenzerheide, SUI which demonstrated that venue upgrades are necessary before the World Cup in December 2023 and WCH 2025. This work is scheduled to start in April 2023 provided permits are received as expected. Planning for alternative scenarios is underway and will be discussed with high priority with the leadership of NF SUI and OC.

Treasurer Christian Scherer raised the need to review licensing requirements for A licenses since those do not currently include specific World Championships specifications.

SD also discussed the plan to conduct a detailed review of the performance status of nations across all series and distinct options for long term calendar planning in the spring. EB member Clare Egan asked to be included or/and briefed of this work to ensure athlete feedback on calendar planning.

Tim Farcnik highlighted the importance of such a performance review to ensure that the gap between the top and mid-field nations does not continue to deepen. Addressing this will require close coordination between Sport & Event and Development departments. The planned series of Regional Meetings during the spring will be timely and key to directly channel NF feedback into the analysis.

A detailed status report on the ongoing testing of the fluor detection device will be prepared immediately after the season. The presence of the IBU fluor expert has been ongoing during the season, including at the Oberhof 2023 World Championships, providing an opportunity for the teams to get familiar with the process. The IBU will confirm the detailed testing procedures for the 2023/2024 season after the season.

Several meetings with the representatives of the MiCo 2026 Olympic Winter Games and the IOC have taken place, with no cause for concern regarding sport-technical details.



Discussions have focused on plans for team accommodation, tickets for the traditional biathlon fans, and planning of the Medal Plaza.

I. Decision: Long-term direction Summer Biathlon and appointment system for SBWCH 2024, 2025

SD presented a proposal for the direction of Summer Biathlon prepared by the EB Summer Biathlon Working Group (see Annex 1), which is focused on sport promotion, rather than revenue generation.

The working group members noted that the current proposal is the first step with emphasis on consistency of venues and weekends. It includes accommodation/ travel support to enhance the participation of top ranked athlete and all core nations as well as prize money that is attractive in relation to the amounts paid in the winter.

Following the pilot in Summer 2022, the proposal foresees the existing City Events to be considered under a Regional Events structure with criteria providing limited maximum total support.

EB Member Clare Egan expressed the support of the Athletes' Committee for the current proposal.

The EB approved the presented proposal for the season 2023. A review will be presented to the EB for further evaluation.

Treasurer Christian Scherer asked that key criteria be developed to evaluate the success of the current proposal after the initial season(s).

VP added that the number of spectators in attendance will need to be considered.

The EB decided to ask the Working Group for Media and Marketing to consider the elements of marketing and TV rights for Summer Biathlon events, in particular the needs of the host of the Summer WCH 2023 in Osrblie, SVK for additional support to ensure high quality marketing and media provision.

II. Report: Para Biathlon Update

The EB took note of the update for the mid-term Para Biathlon roadmap. A more detailed plan will be presented at the EB 167 in June including a proposal on required resources.

8. Development

I. Report: Update "Development" (D. Gerasimuk)

DD highlighted the key items of her written report (see Annex 2), including the status of the Regional Events, planned activities of the IBU Academy and the progress of the new online

learning platform. She also outlined plans for the new university partnerships, as approved by EB 164.

Three camps are planned in 2023 in cooperation with the IOC and the Development Info Day will take place on 22 March 2023. The second edition of the IBU Mentoring programme in 2023 will focus on former female athletes.

DD further confirmed that the IBU Special Support for NF UKR is now almost fully spent. Treasurer Christian Scherer suggested to prepare a full analysis of the IBU's support along with any support provided by the different NFs directly.

I. Decision: Confirmation IBU Development Commission members

The members of the Development Commission 2022-2026 were appointed as proposed:

- Borch Christian (DEN)
- Braun Thomas (GER)
- Budzulyak Lilyia (UKR)
- Farra John (USA)
- Grip Rikard (SWE)
- Lannes Carlos (ESP)
- Sosunova Aliona (LTU)

I. Decision: Dual-career strategy

The EB approved the dual-career strategy as presented (see Annex 3).

9. Communication

I. Report: Update "Communication" (C. Winkler)

CD referred to his written report, highlighting significant growth in reach and increases in engagement across the IBU's owned channels compared with previous season. The social media channels also show a very positive trend mid-season and the relaunched IBU TikTok channel has been received well. The Communications Department has started its digital gamification approach as mandated by EB 164 and launched the first-ever IBU Predictor Challenge for the WCH 2023. A full analysis will be presented in due course.

Referring to the VP's remarks concerning the media and marketing working group (6.II.II), the CD confirmed that drafting and implementing an IBU digital marketing strategy requires addressing strategical questions by the EB to guide the management team in its approach. This includes adding knowledge and resources to the team.

10. Finance and Administration

I. Report: Update "Finance and Administration" (M. Eidenhammer)



HFA referred to her written report highlighting that the IBU has welcomed a new employee, Sieglinde Kreuzhuber, in the accounting team without an increase in the FTE employees. The Event Hosting Declaration is in the process of legal review. The agreed updates and additional insurances have been contracted. Treasurer Christian Scherer asked for additional details for the Directors' and Officers' insurance coverage.

The Authorization Rules are currently under review to ensure timely payment of pre-approved NF support payments.

II. Report: Forecast 3, 2022/23

HFA presented the current forecast for the budget year 2022/2023 with a positive operative result. The overall financial result forecast - including write-down of asset investments caused by a broad decline in the financial markets – anticipates a negative result at the end of the current fiscal year. Since a NGO cannot show a negative result, this has to be covered from the temporary restricted reserves.

III. Review Draft Budget 2023/24

HFA presented the initial draft budget which will be further refined for decision at EB 166 in March 2023.

11. Miscellaneous

I. Overview staffing plan until 2026 (M.Cobb)

SG outlined that in addition to the already approved resources, one new hire is planned with a Digital Marketing Project Manager within the Communications department. This position has been included in the draft budget for 2023/2024 and the role description will be presented at EB 166 in March for a decision. No additional headcount is expected to be hired during the rest of the Olympic term until 2026, unless new projects are identified with revenues to fund the require additional human resources.

EB Member Tore Boygaard inquired about need for professional development for staff. The EB supports funding for staff development in the budget for 2023/2024.

II. Suspension of RUS/BLR

Given no change concerning the conditions outlined in the IBU Congress decision of 16 September 2022, the IBU Executive Board saw no need for action.

12. Meetings

I. EB meetings

I. EB166, 28 March, 14-16 CET, Salzburg, AUT + virtual

II EB167, 4-5 June (with option until lunch on 6 June), Salzburg, AUT and morning of 30 June (audit), Vienna, AUT

II. Other IBU meetings

I. Presidents' Meeting, 30 June-2 July, Vienna, AUT, with 30th Anniversary Jubilee on 1 July 2023.

III. Other meetings

13. Executive Session

The EB members expressed their satisfaction with the meeting and the current direction of IBU. They remarked on the good work of the IBU Staff and look forward to the next meetings where the Target 26 strategy will be reviewed.



7.1.1. Summer Biathlon concept proposal - from 2023 on

Based on the document presented at EB Meeting 164 (11-2022) and the resulting task to prepare a proposal for a concrete setup from summer 2023 on, please find the findings as follows:

The Summer Biathlon WCH (SBWCH) as IBU's core and owned event shall remain in the center of the summer concept with fixed date: **last week of August**

One key success-factor for the SBWCH will be the participation of as many NFs as possible and especially the top NFs. To assure this participation the introduction of NC points was discussed but the athletes and teams pushed back clearly here, so IBU should rather implement "pull factors" as a first step and create an attractive environment by several financial supports:

- Accommodation support for the top 50 athletes of last seasons WC total score:
 - o supported with 100 € per athlete for 5 nights
 - ➔ max. 50.000 € per SBWCH (both genders)
- "Equipment support" for NFs connected to clear expectations for team clothing (same outfit within the teams), same helmet etc. to ensure a nice look & feel
 - o 150 € per athlete according to quota (TBD)
 - ➔ max. 50.000 € per SBWCH (both genders)
- NF travel contributions as OECH: 1.150 €
 - ➔ Overall: 278.300 € (currently only for seniors)
- Prize money (Top 15) for seniors:
 - o SSP: half of WC level
 - o Other races WC level



Summer Biathlon WCH World Championships	
SSP (2)	Other competitions (4)
7.500,00 €	15.000,00 €
6.000,00 €	12.000,00 €
4.500,00 €	9.000,00 €
3.500,00 €	7.000,00 €
3.000,00 €	6.000,00 €
2.500,00 €	5.000,00 €
2.250,00 €	4.500,00 €
2.000,00 €	4.000,00 €
1.750,00 €	3.500,00 €
1.625,00 €	3.250,00 €
1.500,00 €	3.000,00 €
1.375,00 €	2.750,00 €
1.250,00 €	2.500,00 €
1.125,00 €	2.250,00 €
1.000,00 €	2.000,00 €
Per race	40.875,00 €
Overall	81.750,00 €

One more important factor will be the choice of the hosting venue for several reasons:

- Spectator/Fan attractivity
- Logistically easy to reach for teams and with options to combine with training camps directly on site and/or in close proximity

Therefore the proposal is to implement a rotation of fixed hosts out of a pool of OCs:

- 1) GER: Ruhpolding/Oberhof (tbc with DSV)
- 2) NMNM (CZE)
- 3) Hochfilzen (AUT)
- 4) TBD: Antholz (ITA)

Those OCs shall be contacted pro-actively to evaluate the interest for regular hosting.



As a next step also the formats of competitions shall be reviewed together with the Coach WG to assure that they serve as well as possible for teams during this period.

TBD: Should a week be “blocked” for National Championships (before or after the SBWCH) or should we leave this open. The week after the SBWCH is traditionally the week of MFNF and according to the OC they have no flexibility with this date.

CITY EVENTS:

Finally the inclusion of the City events must be considered and the proposal would be to include those events in the “Regional Event” setup for the following reasons:

- Complete inclusion in one summer series seems currently impossible taking into account the tight window of potential events (5-6 weeks for 5 events; SBWCH, Blinkfestival, German city event, Martin Fourcade Nordic Festival, National Championships) and might weaken the participation at the SBWCH
- Complete exclusion of any consideration seems irrational taking into account the value of such events for the sport in general and especially for the hosting NFs
- The inclusion in the “Regional Event” structure would give equal chances to organize such events for all NFs

The criteria for support need to be defined/reviewed together with the Development Department to ensure that IBU’s intention of equality and development of the sport is guaranteed. Such criteria could look as follows:

- 1) Participation of min. 3 (tbd) NFs
 - ➔ 1.000 € per participating NF (max. 10.000 €)
- 2) Possibility to qualify for main race (at least 3 start spots must be open)
 - ➔ If not fulfilled: support will be reduced by 5.000 €)
- 3) Activities for kids/youth recruitment around the main competition
 - ➔ 5.000 €



4) Showcasing biathlon (TV coverage)

→ 5.000 €

5) ???

→ Max. total support: 20.000 € per event

Financial summary:

SBWCH (calculated with max. support per category):

OC contribution	100.000 € (110.000 from 24/25 on)
Accommodation support	50.000 €
Equipment support	50.000 €
NF travel contributions	278.300 €
Prize money	408.750 €
OVERALL	887.050 €

Regional Events (currently 3):

20.000 € per event → 60.000 €

9. I. REPORT UPDATE "DEVELOPMENT"

1. IBU ACADEMY

a. **COACH EDUCATION**

In December 2022 the Basic Course 2023 and First Level Course 2023/24 were announced. The Basic Course will be held in Salzburg (AUT) and Ruhpolding (GER) from 15 - 20 April 2023 and the National Federations can apply until 28 February 2023 for a maximum of 2 coaches (one female, one male). The First Level Course consists of 3 weeks, the first week will be held in Hochfilzen (AUT) from 6-11 May 2022. Weeks 2 and 3 are planned for October 2023 in Österund (SWE) and March 2024 (TBD). The application deadline for the First Level Course is 31 March 2023.

In February 2023 the Pilot Second Level Course was announced. This course will start in September 2023 with the first education week in Oberhof (GER). Weeks 2 and 3 are planned for Lillehammer (NOR) and Antholz (ITA). The application deadline for this course is 30 April 2023.

Currently, we are planning the third week of the First Level Course 2022/23 which will be held in Jakuszyce/POL (26-31 March 2023). The focus of this course on snow will be on coaches' soft skills, skiing technique analysis, recovery, psychology, training planning, and nutrition. Matthias Ahrens (CAN) and Knut Kuvas Brevik (NOR) will serve the position of IBU Educators in Jakuszyce. Please find more information on the IBU Coach Education here: [LINK](#).

Next steps:

1. Finalize the planning for Basic (April), First (from May) and Second (September) Level Courses concerning schedule, venues, and e-learning.
2. Plan Third Level Course structure for 2024.

b. **E-LEARNING PLATFORM: LEARNING SUITE**

Currently, crucial updates are implemented in the Learning Suite: A public content section, a member administration update, and an assessment tool. The content of the already existing basic and first-level courses is currently being reviewed by several experts. The content for the second and third-level courses is presently developed by several experts, academics, and experienced coaches. This content will be implemented in the platform in Q1 and Q2 2023. In March 2023, the Academy Expert Group will review the content and the platform. The launch of the second level course on the platform is planned for September 2023, and the third level in the summertime of 2024.

c. **RESEARCH GRANT PROGRAMME 2023/2024**

Currently, the Research Grant Cycle 2022/23 is running. All 5 supported Universities sent their interim reports by 30 November and the projects are running well. The deadline for the final reports is 30 June 2023.

The application deadline for the Research Grant Cycle 2023/24 is 31 March 2023. Research groups and Universities can apply for IBU funding and accomplish research projects in the field of biathlon. All details about the Research Grant Programme can be found here: [LINK](#)

The Working Group for 2023:

Prof. Oyvind Sandbakk (NOR) - Norwegian University of Science and Technology in Trondheim - Professor of Neuromedicine and Movement Science

Prof. Barbara Pellegrini (ITA) - University of Verona - Assistant Professor for Sport Science and Methodology

Dr. Kathrin Steffen (GER) - Senior Researcher at the Norwegian School of Sport Sciences (NIH)

Dr. Hippolyth Kempf (SUI) - Sports Economist at the University of Magglingen

Jonne Kähkönen (FIN) - Head Coach Biathlon Team Italy

Dr. Dagmara Gerasimuk (POL) - IBU Development Director

Dr. Gerold Sattler (AUT) - IBU Education Manager

d. SEMINARS and WEBINARS 2023

For the year 2023, several seminars and webinars for different stakeholders are planned:

- 24/25 May 2023: Coach Webinar, Topic: Shooting
- 14/15 June 2023: Physicians Webinar
- 6 July 2023: Athletes Webinar, Topic: Dual Career
- 6/7 September 2023: Coach Webinar, Topic: Recovery & Prevention
- 19-21 September: Technicians Seminar, Topic: Flour Ban, In person (Salzburg)

e. DUAL CAREER PROGRAMME

After creating the IBU dual career policy and strategy, we are currently finalizing the dual career action plan. From March 2023, the National Federations, athletes, and other stakeholders should be informed about options, projects, and best practice examples via all IBU channels.

f. ACADEMY WORKING GROUP meeting planned for 16/17 March 2023 in Oslo (NOR).

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

EISENBICHLER, Bernd - Former Head of Biathlon Germany and USA, GER

Ass. Prof. LAAKSONEN, Marko - Researcher at Mid Sweden University, FIN/SWE

PETRAHN, Barbara, Secretary General, NF HUN

JOHANNSON, Jonas - Head of Development, NF SWE

PICHLER, Wolfgang - Swedish Olympic Committee, GER

BREVIK, Knut Kuvås - Head of Development, NF NOR

KNOTTEN, Guri - Director of Swiss Ski Nordic, NF SUI

Dr GERASIMUK, Dagmara - IBU Development Director, POL

Dr SATTLECKER, Gerold - IBU Education Manager, AUT

g. UNIVERSITY COOPERATIONS

The first agreement will be signed with the Mid Sweden University in Östersund during World Cup week, on 10 March 2023. The plan is to sign the next agreement with the Norwegian School of Sport Science in Oslo in May 2023.

h. APPLICATION CALLS

Timeline and deadline for Application Calls:

1. IBU Academy: Coach Education **Basic Course (Course start: April 2023)**
 - a. Announcement: 1 December 2022
 - b. Application Deadline: 28 February 2023
2. IBU Academy: Coach Education **First Level Course (Course start: May 2023)**
 - a. Announcement: 1 December 2022
 - b. Application Deadline: 31 March 2023
3. IBU Academy: Coach Education **Second Level Course (Course start: September 2023)**
 - a. Announcement: 1 February 2023
 - b. Application Deadline: 30 April 2023
4. IBU Academy: **Research Grant Programme**
 - a. Announcement: 12 December 2022
 - b. Application Deadline: 31 March 2023

2. NFs DEVELOPMENT PROJECT SUPPORT 2022/2023 and 2023/2024

So far, 20 of 76 projects have already been completed by the National Federations. The remaining projects must be finished latest by 15 April 2023.

The new application call for season 2023/2024 will start on the 03rd of April and until the 22nd of May 2023. The budget planned for this season is 1.000.000€.

3. MATERIAL DISTRIBUTION

This year's material distribution took place at BWC2 Hochfilzen from 05-08 December at Kulturhaussaal Hochfilzen, Schulgasse 1, 6395 Hochfilzen. On 05-06 December, the material was delivered from all Supplying Partners, and on 07-08 December, the member federations picked up their material packed according to a predefined time schedule. The pick-up schedule was done through a draw by SIWIDATA.

The whole Development department was there to ensure a successful distribution of material to the member federations with a total amount of 958.009,58€ (Retail price). It was the first time that laser rifles have been distributed within the material distribution thanks to the new supplying partner KIWI.

NF UKR received an additional equipment support package already during summer time worth 61.622,69€ (Retail price) due to their challenges with the Russian-Ukrainian war.

4. ATHLETE AMBASSADORS

The first term of the IBU Athlete Ambassador Programme (launched in Spring 2021) will finish this March 2023. The application call for the new Athlete Ambassador term (2022-2024) will be opened after the World Championships in Oberhof (End of February / Beginning of March) to recruit new athletes for the areas of Sustainability, Gender Equality and Integrity.

5. REGIONAL EVENTS 2022/2023

IBU supports 22 Winter Regional Events in 2022-2023. In December and January, 8 events have been successfully completed. So far all together, 13 NF has been attending these events. One event was cancelled due to weather conditions (Les Saisies) and one was postponed to February for the same reason (Dvorista-Pale). One NF withdrew their application because lack of other NFs participating (Ostersund). 13 more events will be organized in February and March.

Links to completed events:

[IBU REGIONAL EVENT - BALTIC CUP - IMATRA, FIN \(biathlonworld.com\)](https://www.biathlonworld.com/en/competition/2022-2023/12-18-2022-ibu-re-alpencup-arber-ger)

[IBU REGIONAL EVENT - ALPENCUP - LENZERHEIDE, SUI \(biathlonworld.com\)](https://www.biathlonworld.com/en/competition/2022-2023/12-18-2022-ibu-re-baltic-biathlon-cup-imatra-fin)

[IBU REGIONAL EVENT - BALTIC CUP - MADONA, LAT \(biathlonworld.com\)](https://www.biathlonworld.com/en/competition/2022-2023/01-05-2023-ibu-re-alpencup-lenzerheide-sui)

[IBU REGIONAL EVENT - CER CUP - NOVE MESTO NA MORAVE, CZE \(biathlonworld.com\)](https://www.biathlonworld.com/en/competition/2022-2023/01-27-2023-ibu-re-central-european-cup-nove-mesto-na-morave-cze)

EVENT CALENDAR

DECEMBER 2022

15-18.12.2022: IBU RE Alpencup, Arber, GER

16-18.12.2022: IBU RE Baltic Biathlon Cup, Imatra, FIN

JANUARY 2023

05-08.01.2023: IBU RE Alpencup, Lenzerheide, SUI

06-08.01.2023: IBU RE Baltic Biathlon Cup, Madona, LTA

06-08.01.2023: IBU RE Biathlon National Tour FFS, Les Saisies, FRA - cancelled

06-09.01.2023: IBU RE North American Open, Vernon, CAN

07-08.01.2023: IBU RE Scandinavian Cup, Ostersund, SWE

27-29.01.2023: IBU RE Central European Cup, Nové Město na Moravě, CZE

27-29.01.2023: IBU RE North American Continental Cup, Fort Kent, USA

FEBRUARY 2023

01-04.02.2023: IBU RE Balkan Biathlon Cup, Bansko, BUL

03-05.02.2023: IBU RE Central European Cup, Osrblie, SVK

10-12.02.2023: IBU RE Alpencup, Ridnaun, ITA

10-12.02.2023: IBU RE Balkan Biathlon Cup, Cheile Gradistei, ROU

17-19.02.2023: IBU RE Scandinavian Cup, Torsby, SWE

17-19.02.2023: IBU RE Biathlon National Tour FFS, Les Tuffes, FRA

24-26.02.2023: IBU RE Baltic Biathlon Cup, Ignalina, LTU

24-26.02.2023: IBU RE Norway, Lillehammer, NOR

24-26.02.2023: IBU RE Balkan Biathlon Cup, Dvorista-Pale, BiH

MARCH 2023

13-19.03.2023: IBU RE North American Open, Valcartier, CAN

15-19.03.2023: IBU RE Alpencup, Pokljuka, SLO

17-19.03.2023: IBU RE Baltic Biathlon Cup, Otepaa, EST

24-26.03.2023: IBU RE Central European Cup, Jakuszyce, POL

6. UPCOMING EVENTS / MEETINGS

Development Info Day, 22 March 2023



IBU Dual Career Strategy



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1 Introduction

IBU Background

The International Biathlon Union (IBU) is the international governing body for the sport of biathlon. Biathlon combines cross-country skiing with marksmanship shooting and is recognised by the International Olympic Committee as one of the Olympic programme's seven winter sports. Other forms of biathlon (also governed by the IBU) combine rifle shooting with other forms of movement (such as roller skiing, running, mountain biking or snowshoe hiking). All such forms of biathlon are referred to collectively in the Constitution as Biathlon.

Target 26

The IBU's 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. Delivering against Target 26 will be a multi-year process requiring the engagement and involvement of all IBU stakeholders. This will be realised through interaction and ongoing dialogue with the national federations, local organising committees, athletes, sponsors, partners, and fans.

The IBU's strategic plan Target 26 provides the mandate to pursue the dual career program, as part of the Biathlon Academy, with the vision to support athletes under Target #1, Objective#1 '(...) The Biathlon Academy will provide tailor-made support to current and retired athletes to ensure that they can perform at their best and transition to life after their sporting careers (...).'

Approach to Dual Career Strategy development

The development of the strategy was inspired by the IOC Athlete365 Career+¹ framework, the EU guidelines on Dual Career² as well as on the IBU Academy Strategy³ 2021-2026 which aims to develop a dual career program.

¹ [Career - Athlete365 \(olympics.com\)](https://olympics.com/en/athletes/career)

² [Full version of EU Guidelines on Dual Careers \(2012\)](#)

³ [Full version of IBU Academy Strategy \(2021-2026\)](#)

According to the European Commission, athletes face challenges with the educational system and the labour market as they spend much time on training and competitions at home and abroad. To simplify a combination of education and sport, dual-career arrangements need to be implemented. However, despite the EU Guidelines on Dual Careers, there are still barriers to implement effective dual career services. The three main barriers to implementation are according to the project STARTING 11, a dual career project co-funded by the EU, that there are too few policies and formalised programs, that there is a lack of stakeholder awareness and engagement in dual careers, and that there is not enough support in the form of counselling programs.ⁱ

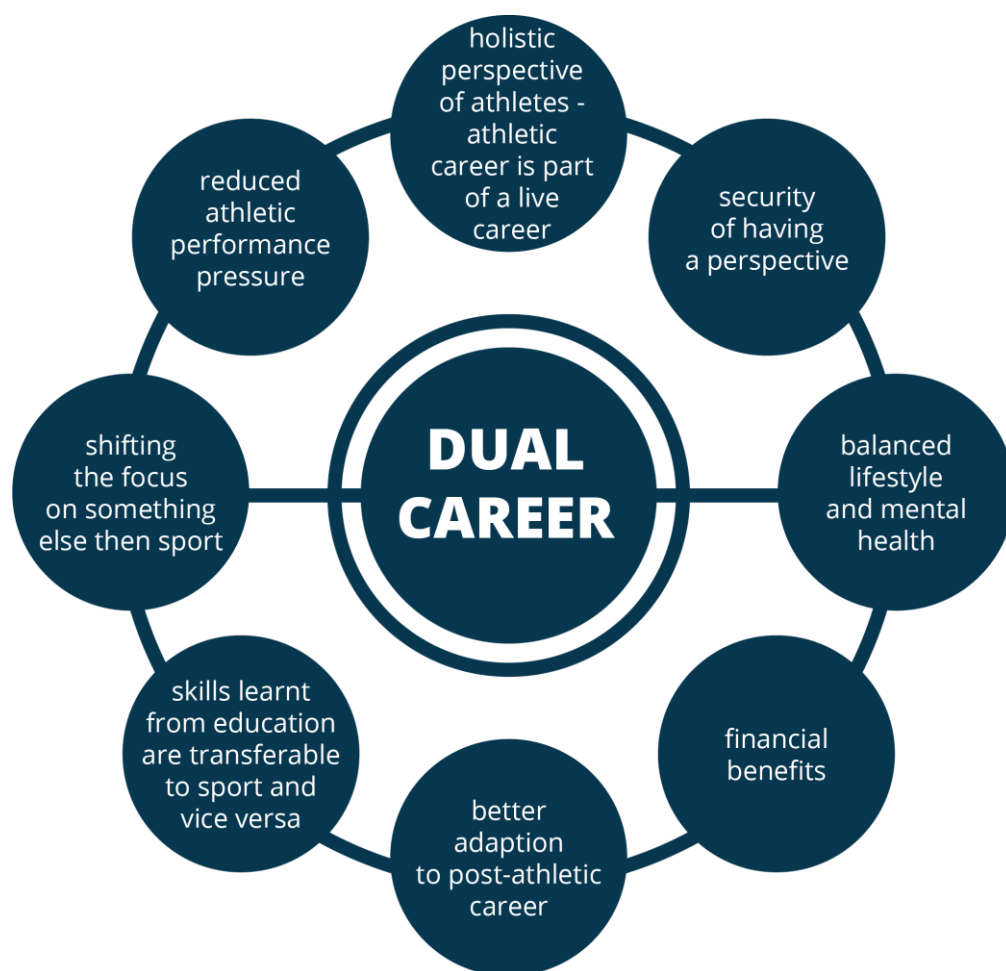
Student-athletes are combining both education and sport. As a result, they encounter various challenges and stressors which can impact their well-being. Such stressors are that student-athletes need to manage academic deadlines, practice, competitions, and travelling. In addition, they must ensure they do not get injured or sick. If athletes receive social support, this has a positive impact on the athletes' well-being. Athletes are potentially supported by coaches, teammates, family or other staff like wax technicians and physiologists. It is important that the athletes and the athlete's environment is aware of a dual career and its benefits. Therefore, sport organizations shall take measures to make parents, coaches, teammates, educational institutions, and businesses aware of their role in the athlete's dual career and how they can be supportive.^{ii iii iv}

Benefits of Dual Career

Athletes are not only high-performing athletes who focus only on sport, athletes may have also other interests in life – outside sport. Therefore, the “whole” person needs to be considered, which includes development in both athletic and non-athletic areas. Therefore, a holistic perspective must be taken, thus seeing the athletic career as a part of, as well as a contribution to, a life career.^v

Furthermore, realizing that there is more to life than sport can help for a balanced lifestyle and mental health. A dual career gives athletes the security of having a second perspective in case the athletic career is not as successful as expected, which in turn leads to a reduced athletic performance pressure. In addition, it can defuse the frustration that comes from dedicating the time exclusively to elite sport, with minimal improvement in athletic performance. Moreover, the two fields education and sport support each other. Skills learnt from education are transferable to sport and vice versa. Education gives athletes a break from sport, a positive distraction, and allows them to shift the focus on something else than sport. However,

the combination of sport and education must be well planned and coordinated, otherwise it could be a negative distraction for athletes, which is why dual career arrangements are beneficial. Further benefits include a better adaptation to the post-athletic career, as athletes have already a better plan for their career and can adjust quicker to the new life. Additionally, athletes who pursued a dual career have financial benefits, as they have better job opportunities and a better access to the labour market.^{vi vii viii}



2 Dual Career Commitment

Dual Career Vision

The IBU believes that a sustainable dual career program creates the possibility for talented, professional, and elite athletes to simultaneously build an educational or job path within a sports career and develops leaders who will serve all biathlon sectors in the future.

Dual Career Definition

The IBU defines a dual career program as resources aimed at raising awareness and creating opportunities for athletes to combine their biathlon career with education and/or work flexibly, without compromising either objective.

Dual Career Goals

- Raise awareness of the importance of a dual career among national federations, coaches, athletes, and the athletes' social environment and encourage athletes to pursue a dual career.
- Build a platform of information exchange about dual career possibilities.
- Create educational programs and scholarships within the IBU Academy.

3 IBU Dual Career Strategy

IBU Dual Career Status

IBU aims to develop a dual career program to simplify education for athletes and make them aware of the need for education. For the correct implementation of this program, it was first necessary to review the existing dual career programs, identify challenges and learn from best practices.

During the period of January 2022 and March 2022, we interviewed different organisations and federations about available programs and their efficiency and sought recommendations for implementing a dual career strategy. The following organisations and federations were interviewed:

Organization/Federation	
International Olympic Committee	International Sports Federation
UEFA	International Sports Federation
Swiss Olympic	National Olympic Committee
Canada	National Federation
Czech Republic	National Federation
Bulgaria	National Federation
Belarus	National Federation
KADA	Dual Career Organization
University of Östersund	University
Academy of Physical Education in Katowice	University

The results of the interviews can be summarized in five areas of recommendation:

Raising awareness among athletes and their social environment:

It is important to educate athletes about the importance of a dual career and that there is a life after sport. It is important to raise awareness of dual careers among athlete’s social environment because athletes rely to a great extent on their opinions, e.g., on the opinion of coaches or parents.

Cooperations with flexible educational organisations and companies

Biathlon is a time-consuming sport that requires a lot of time for training and competitions. In order to still be able to combine sports with education, educational organisations must offer some flexibility when it comes to attendance, distance learning, extending deadlines, or delaying exams. This can be achieved through cooperations with educational organisations. Providing information about possible educational

organisations which offer the required flexibility in advance might help the athletes in choosing an educational organisation.

Companies have to offer some flexibility – the vocational training schedule needs to be adapted to the competition and training schedule. It is recommended to cooperate with companies or label them as athlete-friendly. This benefits both parties – companies can use the label for marketing purposes and athletes benefit from the dual career possibility.

Supporting athletes in their dual career development

Support is especially needed for athletes who transition from Junior into Senior level and for athletes who are about to retire from sport or who have recently retired. Guidance counsellors or personality workshops can help athletes in these transition phases.

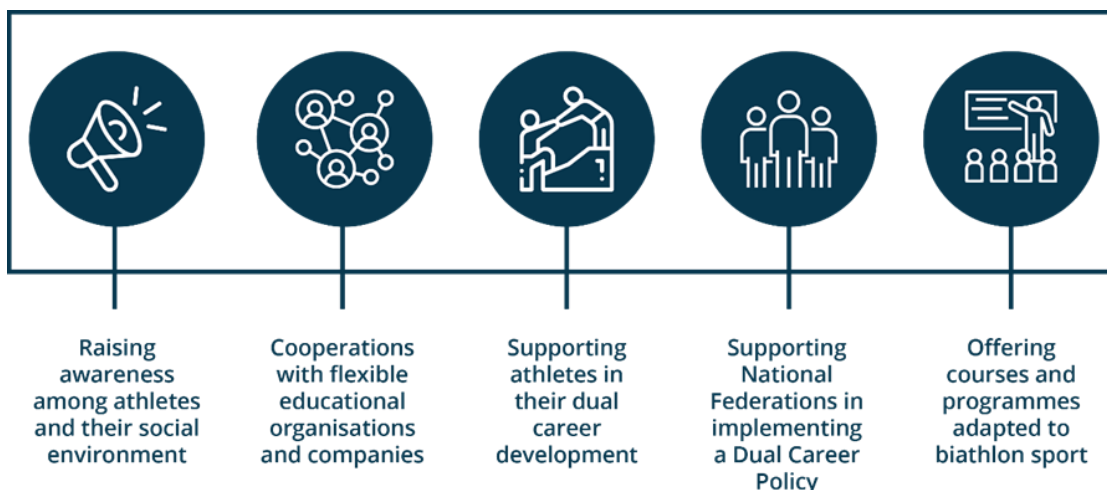
Financial support is recommended for international athletes who are eager to pursue a dual career but do not get any financial support from the national federation, government, or another institution.

Supporting National Federations in implementing a Dual Career Policy

IBU shall support NFs by providing information on best practices and contacts of other countries with a successful dual career program.

Offering courses and programs adapted to biathlon sport

A combination of IBU-organized (for practical topics) and IBU-coordinated (for academic topics) courses is recommended. Courses should be designed to meet the requirements and career fields in the sport of biathlon and to prepare athletes to pursue a professional career in the sport of biathlon.



IBU Academy Expert Group

With the implementation of the IBU Academy, the IBU Academy Expert Group was established. Since one of the goals of the IBU Academy is the Dual Career, the IBU Academy Expert Group is also consulted for the IBU Dual Career. This shall ensure that the IBU Dual Career is created and implemented in line with international standards, the interests of different stakeholders and is focused on priority areas. The members of the Expert Group are representatives of NFs, athletes, coaches as well as educational experts and comprise female and male representatives.

IBU Stakeholders and Strategic Objectives

To implement dual career practices at all levels of sport, engagement and commitment from different IBU stakeholders is crucial. As part of this analysis, the IBU's stakeholders were identified and divided into two levels based on the ability of the IBU to influence their decisions and behaviour:

1. IBU as an organisation
2. National Federations

Level 1: IBU as an organisation	Level 2: National Federations
<ul style="list-style-type: none"> • IBU Executive Board • IBU management team and staff • IBU Academy • Biathlon Integrity Unit (BIU) board and staff • IBU Athletes Committees • Athlete Ambassadors • IBU Officials 	<ul style="list-style-type: none"> • Member National Federations • NF Executive Board members • NF staff • Clubs / Sport schools • Athletes (from junior to senior) • Retired athletes • Coaches • Wax technicians / Physiotherapists • Sponsors • Organising committees
<p>Level 1 includes all operations, activities, and meetings organised by individuals in these groups.</p>	<p>Level 2 includes the above groups of national federations and organising committees.</p>
Strategic objectives per Level	
<p>The IBU encourages athletes to pursue educational and/or work activities in the biathlon sector and supports biathletes by providing relevant information, allocating resources, and creating opportunities.</p>	<p>The IBU motivates National Federations to promote the IBU dual career policy and strategy, create programs, and use existing opportunities in their countries.</p>

Focus Area and Goals

Awareness and Communication: Raising awareness of the importance of a dual career among national federations, coaches, athletes, and the athletes’ social environment to ensure that a dual career belongs to the biathlon culture. Encouraging athletes to pursue a dual career to be prepared for a second career.

Education/Work: Creating educational programs and scholarships in the IBU Academy and building a platform of information exchange about dual career possibilities to make them available for athletes.

Awareness and Communication Goal	Objectives
<p>Raise awareness of the importance of a dual career among national federations, coaches, athletes, and the athletes’ social environment to ensure that a dual career belongs to the biathlon culture. Encourage athletes to pursue a dual career to be prepared for a second career.</p>	<ol style="list-style-type: none"> 1. Encourage NFs to implement or promote a dual career policy by 2023. 2. Highlight the importance of a dual career among athletes from 2024. 3. Inform coaches about their role and how they can support an athlete’s dual career from 2024. 4. Inform the athletes’ team environment about their role and how they can support an athlete’s dual career from 2024.
Education/Work Goal	Objectives
<p>Create educational programs and scholarships in the IBU Academy and build a platform of information exchange about dual career possibilities to make them available for athletes.</p>	<ol style="list-style-type: none"> 1. Identify and exchange best practices between NFs and educational institutions from 2023. 2. Find and unite partners who are involved in high-performance sport and education from 2024. 3. Build a platform to exchange information on dual career possibilities and to make them available for athletes from 2024. 4. Define and implement programs and related support from 2024.

4 Program Delivery, objectives and activities

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

Focus Area: Awareness and Communication				
Objectives	Level	Activities	Responsible	Deadline
1. Encourage NFs to implement or promote a dual career policy by 2023.	IBU as an organisation and National Federations	1.1 Inform all NFs about the IBU Dual Career Policy and Strategy. 1.2 Provide a template for a national-level dual career policy to be used by IBU members. 1.3 Encourage NFs that already implemented a dual career policy to further develop the strategy. 1.4 Encourage NFs to cooperate with local dual career organisations, universities, and/or companies. 1.5 Enable the exchange of good governance practices (IFs, NFs).	IBU Dev. IBU Comm.	by 2023
2. Highlight the importance of a dual career among athletes by 2024.	IBU as an organisation and National Federations	2.1 Develop a guideline for athletes and share it with all NFs and all athletes competing in IBU events by 2024. 2.2 Organise a yearly webinar/seminar to inform athletes about the importance and benefits of a dual career. 2.3 Introduce athlete ambassadors to raise awareness among athletes about the importance and benefits of a dual career.	IBU Dev. AC	by 2024
3. Inform coaches about their role and how they can support an athlete's dual career from 2024.	IBU as an organisation and National Federations	3.1 Integrate a dual career module into the IBU Coach Education. 3.2 Develop a coaches guideline and share it with all NFs.	IBU Dev. IBU Comm.	from 2024
4. Inform the athletes' team environment about their role and how they can support an athlete's dual career from 2024.	IBU as an organisation and National Federations	4.1 Develop a guideline for the athletes' team environment (for the IBU the athletes' team environment are wax technicians, physiotherapists, and sponsors) and share it with all NFs and IBU sponsors.	IBU Dev. IBU Comm.	from 2024

Focus Area: Education/Work				
Objectives	Level	Activities	Responsible	Deadline
1. Identify and exchange best practices between NFs and educational institutions from 2023.	IBU as an organisation and National Federations	1.1 Collect dual career possibilities from NFs and make them available for other NFs and educational institutions. 1.2 Promote among athletes the IBU Academy projects. 1.3 Promote among athletes the IOC project Athletes365 as well as similar projects.	IBU Dev. Sports & Events Dep. AC	from 2023
2. Find and unite partners who are involved in high-performance sport and education from 2024.	IBU as an organisation	2.1 Cooperate with different universities and identify athlete friendly universities and/or programs. 2.2 Cooperate with different companies who offer an athlete friendly education. 2.3 Search for opportunities from the EU Erasmus project. 2.4 Act as a link between educational institutions and NFs.	IBU Dev.	from 2024
3. Build a platform to exchange information on dual career possibilities and to make them available for athletes from 2024.	IBU as an organisation	3.1 Inform athletes about dual career possibilities in different countries on the platform. 3.2 Implement a career service within the IBU e-learning platform to support athletes in their career development and provide the possibility to exchange experiences with each other.	IBU Dev. AC	from 2024
4. Define and implement programs and related support from 2024	IBU as an organisation	4.1 Expand existing IBU programs and provide them to athletes. 4.2 Identify the interests from athletes and design and implement biathlon related programs. 4.3 Develop a grant system that financially supports NFs and athletes in the implementation of dual career projects. 4.4 Implement a mentorship programme or/and organise workshops to help athletes to set up their development goals. 4.5 Offer athlete-friendly internships within the IBU departments.	All departments BIU Executive Board AC	from 2024

5 Program Approach

Program Governance

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

In order to develop and maintain the strategy regarding informational and educational activities, measures and tools need to be implemented. They should provide the necessary conditions to support athletes in their second career. Athletes are experts in the field of biathlon, keeping their knowledge within the biathlon sport helps us grow and develop. Achieving the goals is challenging without the involvement of the National Federations and IBU financial support. Therefore, implementing IBU Dual Career activities and programs in the strategy requires assistance at the national and IBU level. IBU should act as a role model and help IBU member NFs to implement or further develop a dual career policy as well as programs and actions.

Monitoring and Reporting

Implementing IBU Dual Career strategy should be monitored systematically at both the national and IBU level. To ensure that progress towards the objectives is tracked, statistics must be collected regularly and published widely in the annual IBU Activity Report. Partnerships with educational institutions and companies must be evaluated every four years to ensure that the programs meet the objectives of the Dual Career strategy.

IBU Academy Expert Group should evaluate concepts and programs every second year and consider KPIs such as participants satisfaction, cost per participant, long term-impact, number of educated athletes, number of applicants, number of grants, number of courses, seminars and workshops, and number of partnerships.

6 Reference List

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