

# INTERNATIONAL CHEER UNION (ICU)



## STRATEGIC PLAN\* 2019-2020/2021

*\*Enclosed is the ICU Strategic Plan for 2019-2020 as communicated to ICU member Federations in 2019; however, despite challenges posed by the COVID pandemic in 2020, this is an ongoing Strategic Plan that will be in affect for 2021 and beyond with expected minor modifications to be implemented as the world emerges from the COVID pandemic. A few notables of 2020 have been added; and (even if not fully decribed herein) portions of the 2019-2020 Strategic Plan have already been converted to virtual platforms where possible*

## I. EXECUTIVE SUMMARY / TABLE OF CONTENTS

As discussed in the 2019 ICU Committee Meetings, National Federation breakout meetings, Administrative, Executive Council, Governing Council - and as presented to the General Assembly by ICU President Jeff Webb; enclosed please find the following ICU Strategic Plan (the "Plan") detailed herein for 2019 – 2020.

- I. Executive Summary (includes "Table of Contents")
- II. Strategic Objectives
- III. Strategic Initiatives ("Projects")
- IV. Strategic Plan Summary

The Plan is intended to guide the ICU organization, as well as assist ICU's National Cheer Federation (NF) Members with their local strategic and development planning in promotion of our Sport for the benefit of Athletes around the world.

## II. STRATEGIC OBJECTIVES

As the basis for guiding the actions (Strategic Initiatives /"Projects") of the ICU organization and National Federation members, the ICU has defined its Strategic Objectives (for 2019-2020 and beyond) as the following:

1. To remain forever vigilant and focused on the Safety for our Athletes (ICU's Top Priority)
2. To assist National Federations to build the sport within the respective countries, as well as supporting them in their efforts to be recognized by their NOC's and sport ministries
3. To continue to pursue IOC full recognition- critical objective
4. To conduct large, high profile, high quality World Championships to promote our National Federations and our Sport (also establishing a standard to assist our National Federations (NFs) and Stakeholders – e.g. NF National Championships & Multi-Sport Events- in promotion of our Sport)
5. To ensure a sound financial platform for the future

All of the ICU Strategic Plan Initiatives ("Projects"), 8 listed herein, for 2019-2020 are based on these 5 Strategic Objectives of the ICU, and the 2019-2020 ICU Strategic Plan Initiatives ("Projects") are as follows:

### III. STRATEGIC INITIATIVES (“PROJECTS”)

STRATEGIC INITIATIVE #1	
<b>Project Name</b>	<b>ICU Medallion Coaches Education Programme</b>
<b>Project Description</b>	<p><b>ICU Medallion Coaches Education Programme:</b> As the Stewards of our Sport presently and in the future, Cheerleading Coaches and their development is critical to our future, the health and safety of our Athletes (ICU’s #1 priority), as well as to continue the rapid growth of Cheerleading and the positive opportunities it provides to young people. The ICU Medallion Coaches Education Programme is designed to compliment existing NF education programs, but provide a low cost but sustainable education programme to expand the knowledge and quality of coaches in ICU’s more than 100 countries. The current ICU Medallion Coaches Education programme summary is as follows:</p> <ul style="list-style-type: none"> <li>• Blue Course: ICU Global Coaching Techniques (GCT)</li> <li>• Yellow Course: ICU Risk Management, Ethics, Principles of Coaching (REP)</li> <li>• Black Course: ICU Coaching Skill Credentialing (CSC)</li> <li>• Green Course: ICU Rules Comprehension Course (RCC)</li> <li>• Red Course: ICU Judges Education Course (JEC)</li> </ul> <p>Note: The Red (Judges/Officials) Course is also available as a valuable tool to coaches to enhance understanding of judging processes and criteria, as well as scoring systems in competition.</p>

CATEGORIZATION						
<b>Type of activity</b>	Event	Training	Promotion	Digital	Education	Other
	X	X	X	X	X	
	<p>Through mediums of classroom and practical course work with digital platform support and local NF promotion, the 2019-2020 ICU Medallion Coaches Education Programme is targeted to be administered annually to a minimum of 2,500 coaches from 70 countries trained at a minimum of 45 sessions held in 25 countries on 5 continents. The further expansion of the ICU Coaching Skill Credentialing (CSC) system (“Black Course”) launched in 2017, included training additional local high quality educators to assist the Coach credentialing process in a minimum of 5 additional countries – proving valuable in ICU’s reach to an even wider base of coaches in 2019 &amp; 2020.</p> <p><b>NEW:</b> In addition to many digital tools underway, the ICU is launched a free access ICU Video Glossary for our Sport and Disciplines; allowing all stakeholders- regardless of language, economics, location- to have free access to all of our Sport’s key skills and associated terminology to safely expedite the learning process. We trust this will reach thousands of coaches (and aspiring coaches) in well over 150 countries in 2019 and 2020 respectfully.</p>					
<b>Target group</b>	Youth	Women	Elite	Master’s	Administrators	Other
	X	X	X	X	X	All Sectors
	<p>The ICU Medallion Coaches Education Programme’s target group are current and prospective Cheer Coaches associated with athletes/teams in the Youth, Senior, Master, Beginner through Elite levels - in the Club, All Star, Recreational, Profession and Scholastic Sectors. Women are estimated to comprise of 85% of the Cheerleading population (athletes, coaches, officials), and therefore are a significant demographic of ICU’s target group. Additionally, Administrators are part of the target group as well (especially if new to Cheerleading)- to further expand their understanding of our Sport. Administrators and their support are critical to the success of this and all development programmes.</p>					

## SCOPE OF THE PROJECT

<p><b>Vision/Main objective(s)</b></p>	<p>The main vision/purpose of the ICU Medallion Coaches Education Programme is to provide high quality and affordable (free- if needed) education to the stewards of our Sport- the Coaches. This project was chosen because Cheerleading Coaches development is critical to our future, our Athletes' safety and it is also critical to continue the rapid growth of our Sport and the positive opportunities that it provides to young people. This project meets the needs of providing quality and safe Cheerleading team programme development education in all levels, all sectors in all regions of the world.</p>
<p><b>Partnerships</b></p>	<p>The current stakeholders of the ICU Medallion Coaches Education Programme includes but is not limited to, ICU's NFs (often coordinated with local programmes if applicable), ICU's NF affiliates (PSOs, Ligas, etc.), as well as individual coaches per their requests. The ICU is committed to providing education with low-barrier to entry / low cost, to assure our Sport grows safely and positively on all continents.</p>
<p><b>Action plan</b></p>	<p>The ICU Medallion Coaches Education Programme Action Plan is to administer education annually to a minimum of 2,500 Coaches from 70 countries trained at a minimum of 45 sessions held in 25 countries on 5 continents (in virtual, in-person or in a hybrid format).</p>

STRATEGIC INITIATIVE #2	
<b>Project Name</b>	<b>ICU Game Cheerleading Development Programme</b>
<b>Project Description</b>	<p><b>ICU Game Cheerleading Development Programme:</b> Within the philosophy of Sport and Active Society, the ICU continues to promote the culture/history of our Sport - through various Game Cheerleading Development initiatives: e.g. Cheerleading performance participation at Basketball, Athletics, Football, Baseball, Cricket, Rugby, Volleyball, American Football, Handball, etc.</p> <p>The concept is to provide no cost opportunities for Cheerleading athletes - in all countries - to have free venues to perform at Sporting events/Games; regardless of demographics, income or cultural differences. Varied types of Sports are popular in all counties - and Cheerleading is unique in that it can be adjusted to compliment all Sports/Sport venues. Through this project, Cheerleading athletes will always have performance opportunities/a low barrier of entry into our Sport- to further grow Cheerleading while also enhancing Game environments - providing value to our fellow IFs.</p> <p>Although Game Cheerleading has a on going 100 year history in the USA, as a newer global program initiative - the ICU launched a set of rules and regulations for Game Cheerleading for 25 Sports <a href="http://cheerunion.org/disciplines/gc/">http://cheerunion.org/disciplines/gc/</a> as a resource to stakeholders, with more Sports to be added as the programme further develops. Partnerships with fellow IFs (e.g. FIBA- Basketball, IFAF- American Football, etc.) are underway/in development, as well as relationships with IF NFs/local affiliates are flourishing based on regional popularity (e.g. IAAF NFs in the Caribbean for Track and Field/Athletics). The ICU Game Cheerleading Development Programme is also integrated into the ICU Medallion Coaches Education programme- for Game Cheerleading education, as well as for quality and distribution purposes.</p>

CATEGORISATION						
<b>Type of activity</b>	Event	Training	Promotion	Digital	Education	Other
	X	X	X	X	X	
	<p>In addition to the individual activities of Cheerleading Teams performing at Sporting events around the world, the ICU Game Cheerleading Development Programme supports the project through educational mediums of classroom and practical course work with digital platform support (e.g. game rules, guidelines and video) and local NF promotion via the ICU Medallion Coaches Education Programme.</p> <p>Additionally, ICU provides hands-on Game training for Sport-specific events (as needed) – with the intention to seed/match local Cheerleading athletes with local Sport teams/organisations -to perform at/support their Sporting events at the grass roots level. The desired result is the culmination of Cheerleading athletes performing Cheerleading skills at local Sporting events (for Sports of all kinds); enhancing the Sport event atmosphere; entertaining family, friends and the fans in attendance; further motivating local existing and prospective Cheerleading athletes/coaches to develop their own Game Cheerleading programmes – as a simple, low cost path to join and grow our Sport.</p> <p>Currently, the most common Game Cheerleading events for Cheerleaders, in this regard, includes American Football and Basketball (Americas, Central Europe, Asia), with programmes increasing at Baseball Games (East Asia), as well as at Athletics/Track and Field events (Caribbean), for example.</p> <p>Additionally, video examples are published on Social Media and/or distributed by the ICU (directly/indirectly - to other teams, clubs, schools, NFs, sport</p>					

	<p>organisations, general public, etc.), these video examples serve as great tools to reinforce existing Game Cheerleading programmes – as well as to encourage new programme development for existing and new Sports, potentially in new parts of the world as well.</p> <p><u>New Activity in 2017 - Expanding in 2019 &amp; 2020:</u> The ICU launched the “ICU World Game Day Competition”- specifically focused on simulating real-Game situations to further prepare Cheerleading athletes for Game Cheerleading Development- with the added element of competition. Six (6) countries entered the new ICU World Game Day Competition, including the Performance Cheer disciplines- further expanding the Game Cheerleading concept.</p>					
<p><b>Target group</b></p>	Youth	Women	Elite	Master's	Administrators	Other
	X	X	X	X	X	All Sectors
	<p>The ICU Game Cheerleading Development Programme’s target group includes but is not limited to athletes/teams in the Youth, Senior, Master; Beginner to Elite levels - in the Club, All Star, Recreational, Profession and Scholastic Sectors. Women are estimated to comprise of 85% of the Cheerleading population (athletes, coaches, officials), and therefore are a significant demographic of ICU’s target group.</p> <p>Through the organic enhancement of Sport events overall via this programme, Administrators (of other IFs/NFs/NF affiliates as well) are also targeted to further encourage Game Cheerleading. The ability to implement a Game Cheerleading programme at any Sport venue, is traditionally to the discretion of an/or a group of Administrators. Creating an understanding of the mutual benefit of Game Cheerleading to any Sport in any venue- allows the ICU Game Cheerleading Development Programme to thrive. Administrators and their support are critical to the success of this and all development programmes.</p>					

STRATEGIC INITIATIVE #3	
<b>Project Name</b>	<b>ICU Scholastic Team Development Programme</b>
<b>Project Description</b>	<b>ICU Scholastic Team Development Programme:</b> The future of our Athlete's well being is paramount - and the ICU is committed to Scholastic Cheerleading Team Development on a global basis. Not only does increasing scholastic programmes and awareness of these programmes gain greater access to the multitude of school facilities from a global distribution standpoint, but the focus on both academics and sport is essential for the success of our Athletes for life.

SCOPE OF THE PROJECT	
<b>Vision/Main objective(s)</b>	<p>The main vision/purpose of the ICU Game Cheerleading Development Programme is to continue to develop an organic/grass roots platform to grow of Cheerleading around the world. The historical advantage of Cheerleading - is its inherent and historically successful design to perform in almost any Sporting venue; for all sports, in any country, for (nearly) all cultures- regardless of income level, athlete ability level, age or demographic.</p> <p>The further advantage produced by the ICU Game Cheerleading Development Programme is the greater accessibility of free venues (other Sport event venues) for our athletes to engage in our Sport (even at the most grass roots level) - at very little or no costs. Additionally, Cheerleading provides great value to other Sports (their events) by entertaining their spectators, families and friends- who are quite often the same (or soon to be the same) spectators, families and friends of our Sport as well.</p>
<b>Partnerships</b>	Due to the extreme grass roots nature of the ICU Game Cheerleading Development Programme - stakeholders are traditionally anyone involved in any Sporting event with Cheerleading involved - or anyone with the desire to have Cheerleading involved: Other IFs, their NFs/Affiliates, our NFs/Affiliates, government, NSAs, sport organisations, schools, clubs, etc.
<b>Action plan</b>	<p>The ICU Game Cheerleading Development Programme Action Plan is to generate organic and grass roots participation of Cheerleading in all countries around the world. The Action Plan includes the on going system of ICU circulating the Game Cheerleading Rules &amp; Guidelines of other Sports <a href="http://cheerunion.org/disciplines/gc/">http://cheerunion.org/disciplines/gc/</a>, video examples as well (more often via social media), further reinforced through education at the ICU Medallion Coaches Programme.</p> <p>Although specific metrics can be difficult to measure for an organic/grass roots targeted programme of this kind, milestones will include of the increase in the ICU Game Day Competition participation (# of teams competing); other IF, IF NF/NF affiliate, ICU NF/NF affiliate requests for Game Day assistance, as well as feedback from our NFs on increased registered athletes based on the programme.</p>

## CATEGORISATION

CATEGORISATION						
<b>Type of activity</b>	Event	Training	Promotion	Digital	Education	Other
	X	X	X	X	X	
	<p>The current ICU Scholastics Team Development Programme activities summary is as follows:</p> <ol style="list-style-type: none"> <li>1. <u>ICU World School &amp; University Cup Championships</u> - ICU hosts an annual World School &amp; separate World University Cup Championships welcoming 20- 25 nations at each event (4 - 5 continents) competing during the USA National Scholastic Championships (40 years of history). These events provide not only competition in a scholastic setting, but also wonderful networking opportunities for athletes around the world seeking Cheerleading and academic scholarship opportunities to universities in the USA and around the world.</li> <li>2. <u>Scholarship Listings</u>: In coordination with the ICU Athlete Commission and University Cheerleading programmes world-wide, the ICU collects and publishes University Cheerleading Scholarships opportunities on the ICU website: <a href="http://cheerunion.org/education/scholarships/">http://cheerunion.org/education/scholarships/</a>, as well as other academic opportunities for Athletes to resource. As all components of the ICU Scholastic Cheerleading Team Development Programme increase, it is anticipated that the footprint of academic opportunities for our Athletes will expand as well.</li> <li>3. <u>FISU World University Championships- Cheerleading</u>: The ICU joined the FISU Family in 2014, and in partnership with FISU – Cheerleading will hold the 1<sup>st</sup> FISU World University Championships- Cheerleading (National Teams) in Lodz, Poland on 5-6 October 2018 (and then every 2 years in different locations; Wonju City, Korea in 2020- cancelled due to COVID). Highlighting National Cheerleading Teams comprised of university students biennially will provide an excellent platform to further promote the ICU Scholastic Team Development Programme.</li> <li>4. <u>University Cheerleading Team Athlete – Future Coach Prospect Identification and Development</u>: As an added benefit, for University Cheerleading Team Athletes specifically, a University Team Athlete is an excellent soon-to-be future Cheerleading Coach prospect – for any Cheerleading team in a respective country (university being the highest level) for excellent Sport development purposes. This is a residual affect of the ICU Scholastic Team Development Programme – where a current University Athlete is an excellent soon-to-be coach prospect is already vetted through an accredited academic and athletic scholastic team programme. Additional materials, like “How to start a Cheerleading Team” and the ICU Medallion Coaches Programme are targeted to these prospects to encourage healthy and successful development of our Sport in all countries. <a href="http://cheerunion.org/education/coach/">http://cheerunion.org/education/coach/</a></li> </ol>					
<b>Target group</b>	Youth	Women	Elite	Master's	Administrators	Other
	X	X	X	X	X	All Sectors
	<p>The ICU Scholastic Team Development Programme is targeted for all groups including but not limited to - athletes/teams in the Youth and Senior (including Masters- as applicable); Beginner to Elite levels. Regardless of an athlete's team-type (Club, All Star, Recreational, Professional and/or Scholastic), educational opportunities are important to everyone. Women are estimated to comprise of 85% of the Cheerleading population (athletes, coaches, officials), and therefore are a significant demographic of ICU's target group. Additionally, Administrators are vital, as a target group as well, to assure education and athletic opportunities are simultaneously made available in all regions of the world. Administrators and their support are critical to the success of this and all programmes.</p>					



## SCOPE OF THE PROJECT

<b>Vision/Main objective(s)</b>	<p>The main vision/purpose of the ICU Scholastic Team Development Programme is to promote the well being of our Cheerleading Athletes - providing enhanced educational opportunities beyond Sport. As an added benefit, the ICU anticipates that a focus on Athlete education / enhanced education opportunities, besides the inherent benefits, will produce a continual stream of higher quality Cheerleading Coaches to safely assist and assure the on going rapid growth of Cheerleading globally. Educational institutions (via Scholastic Team development) can also provide a greater range of athletic facilities for our sport, as an additional compliment to the programme.</p>
<b>Partnerships</b>	<p>In addition to encouraging the ICU NFs to work in collaboration with Local and National Student Sport organisations, since 2014 - the ICU is a partner with FISU (Fédération Internationale du Sport Universitaire/International University Sports Federation). ICU is also in discussions with the ISF (International School Sports Federation) –regarding inclusion into the ISF programme; potentially signing a Memorandum of Understanding (MOU) with ISF by the end of 2021.</p>
<b>Action plan</b>	<p>The ICU Scholastic Team Development Programme Action Plan is to continue promotion and operations of high level World Scholastic Championships (e.g. FISU World University Championships, ICU World School Championships, etc.), promote Scholastic programme development through the ICU Medallion Coaches Education courses held around the world, as well as continue to publish, network and promote university scholarships to all of our Athletes.</p> <p>Milestones will include continued growth in participation of ICU’s Scholastic specific Championships (average 10% growth each year), adding University Scholarship listings on the ICU website on an on going basis <a href="http://cheerunion.org/education/scholarships/">http://cheerunion.org/education/scholarships/</a>, as well as receiving positive feedback from our NFs on increased registered athletes based on the programme.</p>

STRATEGIC INITIATIVE #4	
<b>Project Name</b>	<p><b>ICU Adaptive Abilities (ParaCheer*) &amp; Para Sport Cheer Team Development Programme</b></p> <p><i>*Note: Per the request of the IPC, the ICU has adjusted the name "ParaCheer" to "Adaptive Abilities" – while efforts for IPC classification acceptance (to be termed "Para Sport Cheer") and recognition are underway</i></p>
<b>Project Description</b>	<p><b>ICU Adaptive Abilities &amp; Para Sport Cheer Team* Development Programme:</b></p> <p>The ICU is committed to inclusiveness and providing enhanced opportunities to all Athletes around the world. In 2017, the ICU launched the ICU Adaptive Abilities Team Development Programme to develop team programmes for Athletes with (and without) all physical, sensory, intellectual, and developmental disabilities; and the 2019-2020 ICU programme development for Adaptive Abilities (and soon Para Sport Cheer)- is expanding globally at an accelerated rate (detailed herein).</p> <p><i>*The Para Sport Cheer Team (PSC) development initiative is very similar to that of the Adaptive Abilities initiative- from an athlete and coach skill development perspective; however, with the exception of the IPC classification component that will be required for PSC– that will be available soon. Throughout this description, often Adaptive Abilities is only referenced; however, PSC (when this becomes available) is inherently included as well as a major part of this initiative.</i></p>

CATEGORISATION						
<b>Type of activity</b>	Event	Training	Promotion	Digital	Education	Other
	X	X	X	X	X	
	<p>The ICU Adaptive Abilities &amp; Para Sport Cheer Team Development Programme’s activities, with very successful results to date, are as follows:</p> <ol style="list-style-type: none"> <li><u>World Championships- Adaptive Abilities Unified Divisions*</u>: In April 2017, ICU conducted the 1<sup>st</sup> ever Adaptive Abilities Unified Division(s) at the ICU’s Annual World Cheerleading Championships event. In 2018, ICU added the Special Abilities Divisions (<i>please see Strategic Initiative #5</i>) further expanding this reach to 3 new countries (7 countries total) and 5 new National Teams for athletes with disabilities. In 2019, this expanded even farther at the ICU World Championships increasing to 9 countries and 25 National Teams competing in the respective World Championships divisions for athletes with disabilities. In 2020, due to the COVID-19 pandemic, the ICU looks to 2021 for this great progress to continue, potentially with the new IPC compliant Para Sport Cheer Divisions, at live and virtual ICU World Championships &amp; Major Events.</li> </ol> <p><i>*The ICU Adaptive Abilities Divisions are currently structured as “Unified” (25% + athletes with a disability per team) for purposes of grass-roots growth around the world- for reasons that current stakeholders in our sport can recruit athlete with disabilities (most who will have no previous cheer experience) to create teams. For the Adaptive Abilities Divisions, ICU follows the International Paralympic Committee (IPC) disabilities qualification guidelines, as will Para Sport Cheer (PSC); however, PSC will be for teams of athletes with 100% of IPC compliant disabilities and under the IPC approved classification system for our sport- when this becomes available.</i></p> <p><u>Note: Importance of the “Unified” format for development purposes:</u> Although the ultimate goal is the development of Traditional Teams (teams with 100% athletes with disabilities) with a very formal IPC classification system in place (which is underway and will be termed “Para Sport Cheer”), from a development standpoint - the ICU first launched the “Unified” concept specifically (Unified = a mix of abled and disabled athletes on each team) to integrate experienced athletes (athletes without disabilities) with athletes with disabilities (who are new to the Sport) to improve the team experience, expedite the development of Adaptive Abilities specific skills/routines, and to quickly develop Coaches</p>					

	<p>(those on a team) to create new Teams with disabilities globally, for quicker programme expansion.</p> <p>Looking to 2021 (and successful results in 2017 to date), the ICU is intending to host the 4th World Cheerleading Championships for Adaptive Abilities (and potentially Para Sport Cheer) with interest now expanded to over 20 nations.</p> <p>2. <u>ICU Medallion Coaches Education Courses- Inclusion of Adaptive Abilities Team Training</u>: With the successful launch of the ICU World Championships Divisions for disabled Athletes- and the raised profile of Adaptive Abilities throughout the world; the ICU has included Adaptive Abilities Coaches Training within the ICU Medallion Coaches Education Programme to further compliment the project. NEW: Development is currently underway for a video glossary section including skills designed specifically for ICU Adaptive Abilities divisions has been launched in 2019 to further assist with global programme growth in 2019, 2020 and beyond. <i>Note: When available Para Sport Cheer Classification training will also be included into the Medallion Coaches Education Course curriculum.</i></p> <p>3. <u>ICU Adaptive Abilities Team Workshops</u>: With a significant number of ICU Adaptive Abilities Workshops already conducted in Europe, the Americas, Oceania, Asia and Africa (2017-2019), following the COVID-19 pandemic ICU plans to continue these in-person workshops/training on 5 continents again as soon as ICU is able. Through the ICU Medallion Coaches Programme (in person or virtual or by hybrid format), the ICU intends to establish a growing network of these workshops in 2019, 2020 and beyond.</p> <p>4. <u>ICU Continental, Regional and National Championships – Adaptive Abilities Divisions</u>: Following the on-going success of the ICU World Championships with Adaptive Abilities Unified Divisions, the ICU is encouraging its NFs to introduce (if not already) Adaptive Abilities Divisions at National and Regional Championships. Currently underway, ICU’s Continental Championships (Europe, Asia &amp; Pan-American) now include Adaptive Abilities Divisions at these respective Championships.</p>					
<b>Target group</b>	Youth	Women	Elite	Master’s	Administrators	Other
	X	X	X	X	X	All Sectors
	<p>The ICU Adaptive Abilities &amp; Para Sport Cheer Team Development Programme is targeted for all groups (with and without disabilities) including but not limited to athletes/teams in the Youth, Senior, Masters Categories; Beginner to Elite levels, including all sectors - Club, All Star, Recreational, Professional and/or Scholastic. Women are estimated to comprise of 85% of the Cheerleading population (athletes, coaches, officials), and therefore are a significant demographic of ICU’s target group. Additionally, Administrators are vital, as a target group as well, to assist in distribution and implementation of the programme to assure it is made available in all regions of the world. Administrators and their support are critical to the success of this and all programmes.</p>					

<b>SCOPE OF THE PROJECT</b>	
<b>Vision/Main objective(s)</b>	<p>The main vision/purpose of the ICU Adaptive Abilities &amp; Para Sport Cheer Team Development Programme is reach and include all interested Athletes into our Sport- Athletes with and without disabilities. The ICU also views this project as a wonderful opportunity to further educate our Sport’s stakeholders regarding the world of disabilities – so together we can all continue to improve on and further implement programmes that highlight the many benefits that Sport provides to the world.</p>

<p><b>Partnerships</b></p>	<p>In addition to encouraging the ICU NFs to work in collaboration with local and national Paralympic, Special Olympic and Disability organisations – enhanced by ICU’s MOU with Special Olympic International (SOI)- <i>see initiative #5</i>. ICU is also in discussion with the International Paralympic Committee (IPC) for approval of a proposed Classification System as well as collaboration and guidance.</p>
<p><b>Action plan</b></p>	<p>The ICU Adaptive Abilities Team Development Programme Action Plan is to continue promotion and operations of the ICU World Cheerleading Championships Adaptive Abilities Divisions &amp; soon- Para Sport Cheer Divisions; with the added purpose to drive these divisions into ICU’s Continental, Regional and National Championships. Additionally, the ICU will continue to promote programme development through the ICU Medallion Coaches Education courses (in person, virtually and in hybrid formats), as well as through Adaptive Abilities &amp; Para Sport Cheer workshops (when able) around the world.</p> <p>Milestones will include continued growth in participation of ICU’s World Championships Adaptive Abilities Divisions by 2021 (goal= minimum 12 nations, 30 Adaptive Abilities National Teams); the continuation of addition of Adaptive Abilities Divisions to all Continental Championships; continuation of Adaptive Abilities programme education via the ICU Medallion Coaches Programme (digitally/virtually and via classroom, practical training- when possible) – on all continents. And, by 2021, ICU will add Para Sport Cheer (IPC Classification Compliant) Divisions in its event and education programmes as well.</p>

## STRATEGIC INITIATIVE #5

<b>Project Name</b>	<b>ICU Special Abilities/Special Olympics Team Development Programme</b>
<b>Project Description</b>	<p><b>ICU Special Abilities/Special Olympics Team Development Programme:</b> The ICU is committed to inclusiveness and providing enhanced opportunities to all Athletes around the world. In 2017, ICU launched the ICU Special Abilities Team Development Programme to develop team programmes &amp; events for Athletes specifically with (and without) <u>intellectual</u> disabilities. In 2018 (noted below), ICU signed an MOU with Special Olympics International (SOI) and in partnership, ICU is working closely with SOI and their global programmes to grow Special Olympics specific Cheer Teams following the same development trajectory of Special Abilities*. (Details of this initiative is enclosed herein.)</p> <p><small>*Note: ICU's Special Abilities (SA) Divisions (introduced prior to the ICU-SOI MOU) are essentially the same as the Special Olympics (SO) Divisions, with the exception that SO Division teams are approved by their local SO programme; whereas, SA Divisions might not yet be SO recognised. To maintain overall momentum, ICU (and as agreed by SOI) has retained its SA divisions to provide a development platform for SA teams should their local SO programme not accept Cheer as one of its recognised local sports.</small></p>

## CATEGORISATION

	Event	Training	Promotion	Digital	Education	Other
	x	x	x	x	X	
<b>Type of activity</b>	<p>The ICU Special Abilities/Special Olympics Team Development Programme's activities, with very successful results to date, are as follows:</p> <ol style="list-style-type: none"> <li><u>World Championships- Special Abilities &amp; Special Olympics Traditional and Unified Divisions*</u>: In April 2017, ICU conducted the 1<sup>st</sup> ever Adaptive Abilities (ParaCheer) Unified Division(s) at the ICU's Annual 2017 World Cheerleading Championships event- that included 1 Special Abilities Team (a team with intellectual disabilities) from Costa Rica. In 2018, ICU introduced new divisions, Special Abilities Unified &amp; Traditional Divisions, Specifically designed for athletes with and without <u>intellectual</u> disabilities- expanding this to 6 Special Abilities National Teams from 5 nations. In 2019, following an MOU with Special Olympics International (SOI), the ICU added the Special Olympics Divisions further expanding participation by athlete with intellectual disabilities to 14 National Teams from 7 Nations. Over 20 Nations have expressed interest to send SA &amp; SO Teams in 2020 (now re-scheduled for 2021).</li> </ol> <p><i>*The ICU Special Abilities/Special Olympics Divisions included divisions with BOTH the "Unified" format (50% + athletes with a disability per team/1:1 ratio for SO Divisions specifically) and the "Traditional" format (teams with 100% athletes with an intellectual disability) as well.</i></p> <p><u>Note: Importance of the "Unified" format for development purposes:</u> Although the ultimate goal is the development of Traditional Teams (teams with 100% athletes with intellectual disabilities) is very common and well developed in the ICU World Championships and with many nations around the world, SOI equally views the importance of the additional "Unified" Division teams (Unified = a mix of abled and disabled athletes on each team) to improve the team experience, expedite the development of Special Abilities/Special Olympics athletes' &amp; teams' specific skills/routines, as well as to quickly develop future Coaches (via athletes on a Unified Team) to create new SA/SO Teams and quicker global expansion.</p> <ol style="list-style-type: none"> <li><u>Special Olympics International (SOI) Memorandum of Understanding (MOU)</u>: On 24 April 2018, the ICU and SOI signed an MOU to formalize the relationship between the two (2) organisations making Cheerleading</li> </ol>					

an official sport within the SOI organisation, and ICU an official partner of the Special Olympics within this effort. Per the agreement, the ICU has worked closely with SOI and has written & established technical rules specifically for Special Olympics Cheer (based on ICU's existing Special Abilities Divisions) that was approved by SOI in February 2019. This important milestone places ICU's Cheer rules and sport development initiative into SOI's deck of sport rules and guidelines for 172 countries with the potential to add competition opportunities in SOI's 100,000 events held each year. (see #3 & #4 for further developments)

3. Special Olympics Recognised Sport & SOI events: Based on the work (rules/criteria development & competition demonstrations) between ICU and SOI since the MOU signing on 24 April 2018, SOI formally recognised Cheer as a Recognised Sport into the SOI family on 14 March 2019 & included Cheer as a Demonstration Sport at the Special Olympics World Games in Abu Dhabi, UAE in March 2019. With the SOI 2019 Cheer recognition an important milestone, Cheer has now been accepted to be an official Sport at the 2022 Special Olympics World Games (Orlando 2022) and Cheer is bidding to be a Demonstration Sport at the Special Olympics World Games Berlin 2023- further raising the profile of our Sport in the SOI Family (172 countries). These important developments are critical as this will further accelerate collaboration between ICU's 116 National Federations and SOI's 172 chapters around the world.
4. ICU Medallion Coaches Education Courses- Inclusion of Special Abilities & Special Olympics Team Training: With the successful launch of the ICU World Championships Divisions for Athletes with intellectual disabilities - and the raised profile of Special Abilities & Special Olympics Teams throughout the world; the ICU has included Special Abilities Coaches Training within the ICU Medallion Coaches Education Programme to further compliment the project. Additionally- in collaboration, but slightly different, ICU and SOI are soon to launch (completely virtual but adaptable to in-person sessions when we are able) an SOI Cheer coach specific technical training course within the SOI sports network in multiple languages. We trust this will reach thousands of coaches (new and experienced coaches) immediately- allowing the ICU and SOI to successfully and safely expand more SO Cheer programmes in all countries around the world. *NEW: Reflective of the Adaptive Abilities advancements, development is also currently underway for a video glossary section including skills designed specifically for Special Abilities & Special Olympics Teams to further assist with global programme growth.*
5. ICU Special Ability & Special Olympics Team Workshops: With a number of 2017-2019 successful Special Abilities Workshops already conducted in Europe, the Americas, Africa, Oceania and Asia, ICU intends to continue these workshops (virtually) and (following the COVID pandemic) in person in all 5 continents – to further establish this growing network of these workshops in 2019, 2020 and beyond.
6. ICU Continental, Regional and National Championships – ICU Special Abilities & Special Olympics Divisions: Following the success of the on-going ICU World Championships with Special Abilities & Special Olympics Divisions, the ICU is encouraging its NFs to introduce (if not already) these Divisions at National & Regional Championships. Currently underway, ICU's Continental Championships (Europe, Asia & Pan-American) now include Special Abilities & Special Olympics Divisions at these respective Championships.

<b>Target group</b>	Youth	Women	Elite	Master's	Administrators	Other
	X	X	X	X	X	All Sectors
	The ICU Special Abilities/Special Olympic Team Development Programme is targeted for all groups (with and without <u>intellectual</u> disabilities) including but not limited to athletes/teams in the Youth, Senior, Masters Categories; Beginner to Elite levels, including all sectors - Club, All Star, Recreational, Professional and/or					

	<p>Scholastic. Women are estimated to comprise of 85% of the Cheerleading population (athletes, coaches, officials), and therefore are a significant demographic of ICU's target group. Additionally, Administrators are vital, as a target group as well, to assist in distribution and implementation of the programme to assure it is made available in all regions of the world. Administrators and their support are critical to the success of this and all programmes.</p>
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SCOPE OF THE PROJECT	
<p><b>Vision/Main objective(s)</b></p>	<p>The main vision/purpose of the ICU Special Abilities/Special Olympics Team Development Programme is to reach and to include all interested Athletes into our Sport- Athletes with and without intellectual disabilities. The ICU also views this project as a wonderful opportunity to further educate our Sport's stakeholders regarding the world of intellectual disabilities – so together we can all continue to improve on and further implement programmes that highlight the many benefits that Sport provides to the world.</p>
<p><b>Partnerships</b></p>	<p>In addition to encouraging the ICU NFs to work in collaboration with local and national Paralympic, Special Olympic and Disability organisations – enhanced by ICU's MoU with Special Olympic International (SOI). ICU is also in discussion with the International Paralympic Committee (IPC) for collaboration, recognition, and guidance.</p>
<p><b>Action plan</b></p>	<p>The ICU Special Abilities/Special Olympics Team Development Programme Action Plan is to continue promotion and operations of the ICU World Cheerleading Championships Special Abilities/Special Olympics Divisions; drive these divisions into ICU's Continental, Regional and National Championships; further promote programme development through the ICU Medallion Coaches Education courses &amp; Special Olympics specific courses (in virtual, in-person and in hybrid formats), as well as through Special Abilities/Special Olympics workshops around the world when we are able.</p> <p>Milestones will include continued growth in participation of ICU's World Championships Special Abilities/Special Olympics Divisions (goal= minimum 12 nations, 20 Special Abilities/Special Olympics National Teams); the continuation of Special Abilities/Special Olympics to all Continental Championships; continuation of Special Abilities/Special Olympics programme education via workshops, Special Olympics specific courses &amp; the ICU Medallion Coaches Programme (in virtual, in-person and in hybrid formats) – on/for all continents.</p>

STRATEGIC INITIATIVE #6	
<b>Project Name</b>	<b>ICU Masters Development Programme</b>
<b>Project Description</b>	<p><b>ICU Masters Development Programme:</b> The ICU is committed to Agenda 2020 including the promotion of Sport and Active Society, and Cheerleading provides an excellent platform to expand Athlete opportunities for athletes of all ages.</p> <p>Although various Masters programmes for our Sport have been underway for a number of decades within the Americas, Asia and Europe specifically- following IOC provisional recognition in December 2016, the ICU has began to focus on programmes development specifically for Athletes 30 years and older as well. The span of this project includes creation and promotion of Cheer divisions and discipline recommendations for specific age groups (for reasons of safety - and successful implementation of Masters programmes), Masters Divisions education and training- as well as Masters Event creation as a platform for Athletes following their peak Sport years – to celebrate their on-going athletic achievements. This significant project is a tremendous opportunity to reach experienced Cheer athletes who may be beyond their peak years, and for current Cheer Athletes – to provide a vision of future opportunities yet to come; and additionally- potentially new athletes, beyond their peak years in Sport overall, who may want to experience Cheerleading for the very first time.</p>

CATEGORISATION						
<b>Type of activity</b>	Event	Training	Promotion	Digital	Education	Other
	X	X	X	X	X	
	<p>The ICU Masters Development Programme activities, with very successful results to date, are as follows:</p> <ol style="list-style-type: none"> <li><u>ICU Medallion Coaches Education Courses- Inclusion of Masters Division Team Training:</u> With the successful launch of the ICU Masters Divisions at various events around the world (see below), the ICU has included Masters Division Coaches Training (recommendations for specific age groups, including rules, score sheet and skill training) within the ICU Medallion Coaches Education Programme as an educational component within its own right, but also to generate awareness and promote the programme to current Coaches (who also may have interest as Athletes) - potentially creating new Masters teams globally, and further promoting opportunities for Masters Athletes on all continents.</li> <li><u>DHL (Dalsey, Hillbloom and Lynn) Employee Cheerleading and Soccer/Football Continental Festival Championships &amp; Workshops:</u> In 2018, ICU began to collaborate with DHL on their continental Cheerleading and Soccer/Football Continental Employee Festival “Cup” Championships to assist DHL’s existing effort underway to reward their employees globally via the Sport of Cheerleading (and Soccer/Football) competitions. Through the project, the ICU has been able to assist on rules, scoring, and quality control for the DHL Cups - while also providing beneficial Cheer technical education seminars for all DHL teams / employees (traditionally the morning prior to their finals) to enhance their training and education within our Sport. The collaboration has been an excellent success- reaching over 30 nations to date on 3 continents; including mutual social media promotion of the concept of Masters/“Working” athletes - drawing further interest for additional training (e.g. the ICU Medallion Coaches Courses) to enhance development of Masters programmes world wide.</li> </ol>					



3. Addition of Masters Championships Club Divisions at Existing Events – future inclusion at World/Continental Championships: The ICU and ICU National Federation members/partners have added Masters specific divisions at various Championships located within the Americas, Asia and Europe- for developmental purposes- with the intent to launch Masters Competition divisions at World & Continental Championships in the future. In a low pressure & very enjoyable environment for the athletes, the ICU is working to provide more competition & showcase opportunities for Masters Athletes, with the idea to continually raise the profile of these divisions - encouraging Masters participation and programme development for our Athletes at the age of 30 and far beyond.
  
  4. CSIT (Confédération Sportive Internationale Travailleuse et Amateur/International Workers & Amateurs in Sports Confederation) & ICU Memorandum of Understanding (MOU): Since 2017, ICU and CSIT held discussions regarding mutual collaboration to promote Cheerleading opportunities (events, education, communication, etc.) for Workers and Amateur Athletes throughout the world. The CSIT-ICU MOU was signed on 12 July 2018 further promoting ICU-CSIT collaboration in promotion for athletes of all “Working” ages; however, the ICU trusts the majority of the athletes positively affected by this initiative will be Masters athletes.
  
  5. CSIT World Sports Games 2019 & 2021 (WSG): ICU joined the Multi-Sport Games for Workers and Amateur Athletes, the CSIT World Sports Games 2019 (WSG) in Tortosa, Catalonia, Spain in 2-7 July 2019 – a biennial event- with lower participation than expected due to conflicts between ICU’s Spain NF and its Catalonia member. However, looking to the 2021 CSIT WSG in Italy in June 2021 – ICU/Cheer is looking forward to joining many other sports once again – in this biennial event celebrating and promoting health and physical activity for Workers and Amateur Athletes of all ages; and the ICU trusts the majority of athletes positively affected will be the Masters athletes for our Sport within the world.
- Note: ICU has additionally held discussions with the International Masters Games Association (IMGA); however, with the very recent acceptance of ICU into the IOC family and IMGA’s further request for more Masters programme development for our Sport, the ICU anticipates a collaboration in the near future with the IMGA.*

<b>Target group</b>	Youth	Women	Elite	Master’s	Administrators	Other
		x	x	x	x	All Sectors
	<p>The ICU Masters Development Programme is targeted for age groups at the age of 30 years, and far beyond (e.g. to the 80’s, 90’s, etc.); including skill levels of Beginner to Elite levels, including nearly all sectors - Club, All Star, Recreational, Professional and/or Scholastic (if applicable). Very similar to all age groups, women are estimated to comprise of 85% of the Cheerleading population (athletes, coaches, officials), and therefore are a significant demographic of ICU’s target group. Additionally, Administrators are vital, as a target group as well, to assist in distribution and implementation of the programme to assure it is made available in all regions of the world. Administrators and their support are critical to the success of this and all programmes.</p>					

## SCOPE OF THE PROJECT

<b>Vision/Main objective(s)</b>	<p>The main vision/purpose of the ICU Masters Development Programme is reach and to include all interested Athletes- specifically beyond their peak years in Sport, beginning at the age of 30 years and far beyond. This can include our existing athletes who are beyond their age of peak performance but would like to continue to be active within the Sport they love – enhancing a healthy and active lifestyle of all years of life; and/or introduce Cheerleading to a new athlete population, regardless of their age, who have never participated in our Sport, but wanted to - providing the many benefits detailed herein. The ICU understands that this is a population often forgotten in Sport; however, it is a large population. ICU’s commitment to the Masters development programme provides endless opportunities to engage Masters athletes within our Sport to benefit by participation - enriching this population’s and their families’ lives - while also increasing the number of interested mature Stakeholders within our Sport as well. Overall, the ICU Masters Development Programme Development Programme has a great future, and the ICU looks forward to its on going and important project development.</p>
<b>Partnerships</b>	<p>In addition to encouraging the ICU NFs to work in collaboration with local, national and continental Masters (and related) organisations, as detailed herein; ICU works closely with DHL (Dalsey, Hillbloom and Lynn) for their Continental Soccer/Football &amp; Cheerleading Cup Festivals/Competitions for DHL Employees; soon – the ICU anticipates a partnership with CSIT (Confédération Sportive Internationale Travailleuse et Amateur/International Workers &amp; Amateurs in Sports Confederation), and IMGGA (International Masters Games Association) at a timeline to the discretion of the IMGGA as the ICU Masters programme develops.</p>
<b>Action plan</b>	<p>The ICU Masters Development Programme Action Plan is to continue promotion and operations of the Masters Divisions opportunities at competitions and events around the world (including and not limited to the CSIT World Sports Games &amp; DHL Cups), with the plan to propose Masters Divisions at the World Championships level following the end of COVID-19. To compliment this effort, the ICU will further promote Masters programme development through the ICU Medallion Coaches Education courses, as well as through Masters Divisions workshops globally.</p> <p>Milestones will include ICU inclusions in the 2021 CSIT World Sports Games; and in addition to the DHL Cups and ICU NF/partner Masters Division events already underway in 3 continents -add a 4<sup>th</sup> continent in Oceania or Africa for 2021; continuation of Masters Divisions programme education via the ICU Medallion Coaches Programme- with the addition of 1 new Masters workshop location- in Oceania or Africa as well.</p>

STRATEGIC INITIATIVE #7	
<b>Project Name</b>	<b>ICU Refugee &amp; Displaced Athlete Development Programme</b>
<b>Project Description</b>	<p><b>ICU Refugee &amp; Displaced Athlete Development Programme:</b> Following the leadership of IOC's inclusion of Refugee athletes within the Olympic movement, the ICU foresees Cheerleading as an excellent opportunity to follow this major IOC initiative as well. With the potential to reach ten of thousands of new athletes, especially female athletes specifically (a demographic that is very much attracted to our Sport), the ICU is thrilled with the opportunity to potentially reach and develop programmes for Athletes and Coaches within refugee camps and regions of displaced Athletes around the world.</p> <p>As a Sport that requires no equipment or facility requirements to participate, and as a Sport that is very popular among female athletes of all ages- the ICU sees the ICU Refugee &amp; Displaced Athlete Development Programme for Cheerleading as an excellent opportunity to provide a positive, team-oriented and athletic experience to Refugee &amp; Displaced Athletes. By providing basic education to interested Athletes &amp; Coaches, the ICU will install a self-sufficient format and programme within the Refugee Camp and/or Displaced Athlete population area, that will leave Coaches and Administrators the tools to conduct their own practices, competition and events for their Athletes - with the idea that ICU will return intermittently for on going training.</p> <p>Based on success of this project, the ICU will encourage (as well sponsor) the inclusion of Refugee teams – in Local, Regional, Continental and World Championships- to further promote the project and the opportunities for these important Athletes.</p>

CATEGORISATION						
<b>Type of activity</b>	Event	Training	Promotion	Digital	Education	Other
	X	X	X	X	X	
	<p>Although a very new project for the ICU, the ICU Refugee &amp; Displaced Athlete Development Programme planned activities are very much based on collaboration with the Organisation for Peace and Sport/L'Organisation pour la Paix par le Sport (P &amp; S) – the programme activities are as follows:</p> <ol style="list-style-type: none"> <li><u>Al Z'atari Refugee Camp (Jordan) Cheerleading Coaches Training:</u> In coordination with P &amp; S, the ICU sent ICU instructors to Al Z'atari Refugee Camp (near Amman, Jordan) to conduct Cheerleading education &amp; training workshops for female coaches &amp; children within the Refugee camp in April &amp; October 2019. The objective of the ICU coaches training is to reach new coaches and athletes – who would not otherwise have had the opportunity to participate in our Sport, by introducing basic Cheerleading technical training to encourage Coaches to start /coach their own teams. The on-going training also includes basic administration for holding competition, as well as Game Cheerleading management (in coordination with other Sports)- to assure continued activities following the ICU's initial education session.</li> <li><u>Al Z'atari Refugee Camp (Jordan) Follow Up Competitions &amp; Training Sessions:</u> Following the great success of this initiative, ICU is coordinating with P &amp; S for follow up sessions at the Al Z'atari Refugee Camp to continue training (more advanced training for repeat coaches)- to provide an on- going education pipeline to assist the development and motivation within the Al Z'atari community. ICU plans introduce the ICU Medallion Coaches Education Courses (or versions of it) to advance the Refugee</li> </ol>					

Athletes and Coaches to international championships levels. (in virtual, in-person and hybrid formats)

3. Explore other Refugee Camps Opportunities: Following the great success of the Al Z'atari project, in partnership with P & S, ICU will explore other opportunities to administer Cheerleading programmes in Refugee and Athlete Displacement locations in other parts of the world. The ICU is confident that the inclusive, no-cost/no facility format of our Sport will again prove beneficial to the Refugee and Displaced Athletes around the world.
4. Promote Refugee Team Participation in International Championships & Education Coach Courses: Pending interest and success of the Al Z'atari project, the ICU will continue to promote and sponsor (financially) the inclusion of Refugee Athletes & Coaches in Local, Regional, Continental and World Championships & Education Coach Courses to promote inclusion and assimilation of these important Athletes and Coaches into our global Cheerleading community.
5. **PENDING: Peace and Sport Friendship Games (Bujumbura, Burundi)**: In addition to the important Al Z'atari Refugee Camp project underway, the ICU is coordinating with P & S include Cheerleading within the Friendships Games in Bujumbura, Burundi for an event that brings together the war-torn Great Lakes Region including Athletes and teams from Burundi, Democratic Republic of Congo (DRC), and Rwanda. The ICU currently has NFs in Burundi and Rwanda, and trusts these Games will serve as an excellent platform to assist the region for the further development of our Sport -benefiting the Athletes and Coaches of which it serves (and will serve), as well as provide opportunities for those displaced Athletes and Athletes affected within the Great Lakes Region in Africa.
6. **PENDING: P & S (Organisation for Peace and Sport/L'Organisation pour la Paix par le Sport) & ICU Memorandum of Understanding (MOU)**: Slightly delayed due to the COVID pandemic and following the great success of the Al Z'atari Refugee Camp trainings in coordination with P & S, ICU and P & S are in discussion regarding the development of a P & S – ICU MOU. The MOU will include agreement details regarding mutual collaboration to promote Cheer opportunities (events, education, communication, etc.) to advance the ideals of Peace & Sport; of which is a major component of the ICU Refugee & Displaced Athlete Development Programme. Due to normal difficulties for any IF to have access to Refugee camps and war-torn areas as described herein, the P & S collaboration is critical to this strategic initiative. ICU is committed to the values and initiatives promoted by P & S, as well as to the IOC for its leadership and guidance to provide opportunities to Refugee Camp and Displaced Athletes.

<b>Target group</b>	Youth	Women	Elite	Master's	Administrators	Other
	X	X	X	X	X	All Sectors
	<p>The ICU Refugee &amp; Displaced Athlete Development Programme is targeted for all Athletes, Coaches and Stakeholders (of all ages) located in Refugee Camps/ displaced living situations (e.g. war-torn regions)- any place in the world. Although the ICU trusts that the introduction to this project will start at beginner skill levels, certainly all Refugee Camp and Displaced athletes will have the opportunity to progress to the most advanced levels of our Sport. From a demographic standpoint, women are currently estimated to comprise of 85% of the Cheerleading population (athletes, coaches, officials); however, the ICU also trusts that the current P &amp; S interest to include Cheerleading is reflective of our Sport's popularity with female athletes. Due to religious beliefs prevalent within the Al Z'atari Refugee Camp (for example), the ICU understands that this specific project will include female athletes only (100% female); however, for the Friendship Games in Bujumbura, Burundi- the ICU anticipates a mix of female and male Athletes in the project.</p> <p>As always, Administrators are vital, as a target group as well, to assist in distribution and implementation of the programme to assure it is made available in</p>					

	all regions of the world. Administrators and their support are critical to the success of this and all programmes.
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<b>SCOPE OF THE PROJECT</b>	
<b>Vision/Main objective(s)</b>	The main vision/purpose of the ICU Refugee & Displaced Athlete Development Programme is reach and to include all interested Coaches (and via the Coaches- the Athletes) into our Sport- specifically for Refugee Camps/displaced living situations (e.g. war-torn regions)- any place in the world. The ICU may not be able to directly access all areas of the world as described herein of course; however, if unable (based on demand) to reach all areas as quickly as needed, the ICU's additional objective is to establish an excellent catalyst programme to be duplicated (as needed) to reach related areas globally -providing great benefits to these Coaches and Athletes.
<b>Partnerships</b>	For this project to be possible, the ICU partners like Organisation for Peace and Sport/L'Organisation pour la Paix par le Sport (P & S) is absolutely mandatory, and additional essential partners include local governments, NOCs/NSAs, as well as ICU NFs (where available) to assist on this very important and on going project.
<b>Action plan</b>	<p>The ICU Refugee &amp; Displaced Athlete Development Programme Action Plan is to partner with P &amp; S and launch the first Refugee Camp Cheerleading Coach training programme at the Al Z'atari Refugee Camp in Jordan, Asia; AND to join the Friendship Games project (education &amp; events) to be held in Bujumbura, Burundi, Africa following the passing of the COVID-19 pandemic.</p> <p>Both projects will be on going - with the outlook to seek further development opportunities within the Al Z'atari Refugee Camp (e.g. ICU Medallion Coaches Training, etc.), and within the Africa Great Lakes Region as well. Additional focus will include future sponsorship of Refugee Teams for ICU global events, as well as to seek additional Refugee Camp/Displaced Athlete locations to initiate this programme - as access becomes available.</p> <p>Milestones will include signing the MOU with P &amp; S, hiring of 2 coaches within the Al Z'atari Refugee Camp in Jordan ; a 3rd visit to Al Z'atari when possible (and expansion of virtual training); and inclusion in the Friendship Games in Bujumbura, Burundi.</p>

STRATEGIC INITIATIVE #8	
<b>Project Name</b>	<b>ICU Multi-Sport Games Initiative</b>
<b>Project Description</b>	<p><b>ICU Multi-Sport Games Initiative:</b> The ICU is committed to being valuable contributor within the international sports family, and admission of the Sport of Cheer to a variety of Multi-Sport Games, held around the world, is a major initiative of the ICU.</p> <p>Previously, any possibility of ICU’s admission into an IOC endorsed/recognized Multi-Sports Games (“Games”) was not possible until ICU’s recognition by SportAccord/GAISF in May 2013; FISU in 2014- and of course (for greater opportunities to participate in a variety of Games)- until the ICU was provisionally recognized by the International Olympic Committee in December 2016.</p> <p>Without question, all of the other ICU Strategic Plan Objectives &amp; Initiatives (listed herein) are most important to the ICU for reasons of grass-roots growth, and providing opportunities for all athletes, coaches National Federations and stakeholders in our Sport; however, the ICU realizes that admission into a variety of Multi-Sport Games greatly compliments all elements of the ICU’s Strategic Plan as a whole. For example, admission of ICU/Cheer into an IOC endorsed continental or regional games (e.g. Southeast Asian Games, Central American and Caribbean Games, European Games, Asian Games, Pacific Games, African Games, Pan-American Games, Commonwealth Games, South American Games, various Beach Games, World Games, Masters World Games, Universiade, Youth Olympic Games, Paralympic Games, Olympic Games, etc.) provides tremendous value for ICU Strategic Objective #2- “To assist ICU National Federations...in their efforts to be recognized by their NOC and sports ministries”.</p> <p>In any event, the ICU’s very recent recognitions by the various International Sport Authorities (SportAccord/GAISF, FISU, IOC, etc.) make this now possible. With this credential, the ICU is fully committed in its efforts to apply for admission into various Multi-Sport Games, while also focusing on a very healthy relationship with our fellow recognized International Sport federations (IFs) – so there is no adverse relationship created by applying to various Games. This final point (fellow IF relations) is tremendously important to the ICU, although the ICU would be remiss to not add the ICU Multi-Sport Games Initiative to the ICU Strategic Plan- as this is the normal trajectory (benefiting our Athletes and Stakeholder) of any IOC recognized IF, and therefore included herein.</p>

CATEGORISATION						
<b>Type of activity</b>	Event	Training	Promotion	Digital	Education	Other
	X	X	X	X	X	X
	<p>ICU Multi-Sport Games Initiative activities, with very successful results to date, are as follows:</p> <ol style="list-style-type: none"> <li><u>ICU pursuit of admission into IOC Continental &amp; IOC Regional Organization Multi-Sport Games:</u> The ICU is fully applied/has expressed interest to apply (when eligibility is available) to nearly all IOC Continental &amp; Regional Organization Multi-Sport Games (CACSO, PASO, EOC, OCA, SEA Games, etc.), and ICU will continue to do so throughout 2018, 2019 and beyond. <i>Note: Varied by the requirement of each Games, there is traditionally an eligibility threshold (minimum number) of National Olympic Committee recognitions of ICU National Cheer Federations (NF) within the area to be eligible for a specific Games. This continues to be a global project (via ICU’s December 2016 IOC recognition) of the ICU, also reflective of the ICU Strategic Plan, and with each new NOC recognition of a Cheer NF within a region of the world, further recognition successes are more probable.</i></li> </ol>					

2. ICU pursuit of admission into high profile Global Multi-Sport Games: The ICU is fully applied/has expressed interest to apply (when eligibility is available) to nearly all high profile Global Multi-Sport Games (e.g. World Games- IWGA, Masters Games-IMGGA, Universiade- FISU, Commonwealth Games- CGF, ANOC World Beach Games, SportAccord Urban Games, etc.), and will ICU continue to do so throughout 2018, 2019 and beyond.  
*Note: Very similar to #1 above and varies by the requirement of each Games- there is traditionally an eligibility threshold (minimum number) of National Olympic Committee recognitions of ICU National Cheer Federations (NF) and/or specific Games requirements (e.g. acceptance into the Games Organization based on criteria established by each individual Games Organization) to be eligible for a specific Games. This continues to be a global project (via ICU's December 2016 IOC recognition) of the ICU, also reflective of the ICU Strategic Plan, and with each new NOC recognition of a Cheer NF and/or compliance with individual Games Organizations, further recognition successes are more probable.*
  
3. ICU pursuit of admission into IOC Youth Olympics, Olympics & Paralympic Games (including Continental Paralympic Games): Based on a large array of criteria, the ICU is fully applied/has expressed interest to apply (when eligibility is available) to all of the Olympic and Paralympic Games, and will ICU continue to do so throughout in 2019, 2020 and beyond.  
*Note: Very similar to #1 & #2 above, there is traditionally an eligibility threshold (minimum number) of National Olympic Committee recognitions of ICU National Cheer Federations (NF) and/or specific Games requirements) to be eligible for a specific Games. This continues to be a global project (via ICU's December 2016 IOC recognition) of the ICU, also reflective of the ICU Strategic Plan, and with each new NOC recognition of a Cheer NF and/or compliance with individual Games requirements, further recognition successes are more probable.*
  
4. ICU pursuit of ICU National Federation Recognition by National Olympic Committees (NOCs): Already detailed in #1-#3 above- and underway through meetings (all IOC meetings, and personal visits to NOCs) and communicating (video, presentational materials, presentations, etc.) the values of our Sport to NOCs via all of our Stakeholders (athletes, coaches, spectators, families, sponsors, etc.), including metrics of Cheer events (social media & broadcast metrics) to create the sufficient threshold often required for acceptance into various Multi-Sport Games. Certainly, the NOC recognition by itself is important for the support of ICU's NFs efforts within their respective countries to benefit our Athletes, but the added benefit is greater eligibility and consideration for associated Multi-Sport Games on a large array of criteria, the ICU is fully applied/has expressed interest to apply (when eligibility is available) to all of the Olympic and Paralympic Games, and will ICU continue to do so throughout 2019, 2020 and beyond.
  
5. ICU On Going Promotion of the values, benefits & metrics of ICU and our Sport: To further enhance items #1-4 above, and following the objectives and initiatives outlines within the ICU Strategic Plan (e.g. developing a large athlete base, attractive to young people- both female & male, great for media & broadcasting), the ICU continues to promote all Cheer event/participation level results, relevant metrics, (e.g. 320 million social media impressions in 179 countries for the 2019 World Championships), video etc. – to all NOCs and decision makers of admission to Multi-Sport Games. ICU will continue this promotion in 2019, 2020 and beyond- to promote the value ICU/Cheer can provide to all Multi-Sports and the international sports community.
  
6. ICU Participation in Eligible Multi-Sport Games: As applications for admission to Major Multi-Sport Games are underway, the ICU continues to participated in Multi-Sport Games, where ICU is eligible, to provide immediate opportunities to ICU, ICU's National Federations, Athletes & Coaches, and to increase the profile of the ICU and our Sport to the world sports community. In the beginning of ICU's international sport authority

	<p>recognition (circa 2010), the ICU competed in events like the fellow IF event- the IFBB Arnold Classic (USA- for the Americas &amp; Spain- for Europe for example) that welcomes over 20 sports and disciplines around the world; as well as in events like the 2015 TAFISA Sport for All Games in Jakarta, Indonesia (welcoming 1,500 athletes from 10 countries).</p> <p>7. Certainly, without the SportAccord/GAISF recognition of 2013, and IOC recognition of 2016, opportunities have been limited. However, in 2019, the ICU has participated in the multi-sport 2019 Special Olympics World Games in Abu Dhabi, United Arab Emirates; as well as in the 2019 CSIT Sport Games (Masters Athletes) held in Tortuga, Spain in July 2019, with plans for the OCA Asian Indoor &amp; Martial Arts Games Bangkok 2021; CSIT WSG Italy 2021, and plans for the Special Olympics USA Games Orlando 2022, Special Olympics World Games Berlin 2023; with more to follow in the coming years.</p> <p>Overall, the ICU will continue to push forward with these activities, capturing and promoting the successes (including but limited to sharing metrics, video samples, etc.) achieved by the ICU and our Sport at every level- to highly encourage ICU/Cheer’s eligibility and participation within the vast array of the international sport family’s Multi-Sport Games.</p>					
<p><b>Target group</b></p>	Youth	Women	Elite	Master’s	Administrators	Other
	X	X	X	X	X	All Sectors
	<p>The ICU Multi-Sport Games Initiative is targeted for all groups related to the specific Athlete profile for each respective Multi-Sport games event. For example, ICU would target its younger Athletes for the IOC Youth and Youth Affiliated Multi-Sport Games; Elite Athletes for Olympic, World, Continental, and Elite Athlete associated Multi-Sport Games, Master Athletes for Master’s Multi-Sport games and so on. Depending on the Multi-Sport as well, skills levels can vary (e.g. Sports for All Games) including skill levels of Beginner to Elite levels, including nearly all sectors - Club, All Star, Recreational, Professional and/or Scholastic (if applicable).</p> <p>Very similar to all age groups, women are estimated to comprise of 85% of the Cheerleading population (athletes, coaches, officials), and therefore are a significant demographic of ICU’s target group. Additionally, Administrators are vital, as a target group as well, to assist in distribution and implementation of the programme to assure it is made available in all regions of the world. Administrators and their support are critical to the success of this and all programmes.</p>					



## SCOPE OF THE PROJECT

<b>Vision/Main objective(s)</b>	The main vision/purpose of the ICU Multi-Sport Games Initiative is provide opportunities for ICU's National Federations, Coaches and most importantly our Athletes - to compete and be part of the international sports family - through the vast array of Multi-Sport Games held throughout the world. In addition to the wonderful promotional opportunities Multi-Sport Games provides for the ICU and our Sport overall as well, the ICU also trusts that this initiative further enhances the ICU Strategic Plan overall (e.g. assisting NSA/NOC recognition of ICU's National Federations), and validates the daily efforts of all stakeholders in our Sport.
<b>Partnerships</b>	In addition to encouraging the ICU NFs to work in collaboration with their NSAs and NOC, ICU works closely with NSAs/NOCs as well, and all Multi-Sport Games Sport Authorities and Organizations (as detailed herein) in promotion of this important initiative.
<b>Action plan</b>	<p>The ICU Multi-Sport Games Initiative action plan is to continue to apply/express interest in all Multi-Sports Games opportunities– while highlighting our successes for Games considerations, as these opportunities continue to develop.</p> <p>Milestones for this initiative will include participation acceptance into 2 additional future Major Multi-Sport Games – by the end of 2021. (e.g. ICU is currently scheduled to participate in the OCA Asian Indoor and Martial Arts Games Bangkok 2021, and the CSIT WSG Italy 2021)</p>

## IV. STRATEGIC PLAN SUMMARY

In summary and as discussed in the 2019 ICU Committee Meetings, National Federation breakout meetings, Administrative, Executive Council, Governing Council - and as presented to the General Assembly by ICU President Jeff Webb; this concludes the ICU Strategic Plan (the "Plan") detailed herein under the following element categorise for 2019 – 2020:

- I. Executive Summary (includes "Table of Contents")
- II. Strategic Objectives
- III. Strategic Initiatives ("Projects")
- IV. Strategic Plan Summary

As the Plan is intended to guide the ICU organization, as well as assist ICU's National Cheer Federation (NF) Members with their local strategic and development planning in promotion of our Sport for the benefit of Athletes around the world, the International Cheer Union (ICU) very much looks forward to a very bright future for our IF, our Sport, ICU's National Federations, Coaches, all Stakeholders, and most importantly – the Athletes who participate in our Sport- for many years to come.

Should any additional information be requested regarding the enclosed 2019-2020 ICU Strategic Plan, please contact ICU Secretary General Karl Olson (mobile +1.901.409.4326 / email: [karl@heerunion.org](mailto:karl@heerunion.org)) at any time, and warmest regards from the International Cheer Union (ICU)!

Respectfully submitted,

International Cheer Union (ICU)  
May 2019\*

\*Modifications were added reflective of the conditions & progress made in 2020, including virtual options added wherever this was possible