



BUILDING THE COACHING COMMUNITY ACROSS THE GLOBE

**A strategy
for the
International Council for Coach Education
for the period 2010-2015**

December 2010

BUILDING THE COACHING COMMUNITY ACROSS THE GLOBE

International Council for Coach Education

Strategy 2010-2015

1. Overview

The General Assembly of the International Council for Coach Education (ICCE) held in Beijing 2007 mandated the development of a long-term strategy, charting the key roles and strategic directions for the organisation up to 2014. An outline of the proposed strategy was considered by the Board of Directors at its meeting in London in November 2008. It was agreed at that meeting to progress a draft strategy for consideration by the members at the 2009 General Assembly in Vancouver. The General Assembly endorsed the direction of the draft strategy and mandated the ICCE Board to initiate a wider consultation and development process that would result in the sign-off of the strategy by the Board September 2010. The Board also considered the draft strategy at the Vancouver Conference and a number of amendments were suggested.

This document outlines the second version of the draft strategy, based on the comments received to date. It is proposed to finalise the draft strategy following further comment by the ICCE Board, with a view to publication for further comment by members, federations (national and international), nations and key partners by March 2010. The strategy will then be finalised by the ICCE Board of Directors in September/October 2010.

The draft strategy is based on a review of the existing goals for the organisation, taking into account the emerging global sporting landscape. The strategy seeks to evolve the existing core purposes in coaching and coach education and develop key priorities for action. Strategic partnerships with other organisations including the European Network of Sports Science, Education and Employment (ENSSEE); European Coaching Council (ECC); Olympic Solidarity; International Federations, Coaches Associations; World Anti-Doping Agency (WADA); International Council for Sport Science and Physical Education (ICSSPE); the corporate sector and other agencies should be explored.

The future role of the organisation in setting and monitoring standards in coaching, coach education and coaching system development is included in the strategy. This role should include the leadership of initiatives to establish coaching as a profession, working with national and international organisations, coaches associations and others. This enhanced leadership role should be guided by the needs of members, federations, nations and key partners. Services should be developed to support and complement the work of members and key partners.

The strategy also makes proposals on the enhancement of the capability of the organisation to service a global membership and provide leadership for the coaching profession. Proposals are made on the business model required to deliver the strategy, as well as on the measures of success for ICCE in achieving its objectives and mission. A key element of these proposals is the re-positioning of the organisation to further strengthen existing networks and to work more strongly as a cooperative of agencies working for the enhancement of coaching in their respective nations, federations, continents and across the globe.

The organisation would continue to operate as a not-for-profit entity, where members work together to pool best practice, transfer innovation, assist developing countries and build coaching as a profession. Within this context, new business targets would be set to maximise revenue return for investment in the further development of the organisation; in support of the activities of member countries and international federations; in building coaching as a profession across the globe and in support of developing nations.

It is suggested that the role of the organisation will build on its existing strengths in coach education and development and will also include wider development issues, system building and leadership of the emerging coaching profession. In this context, it is suggested that the name of the organisation be changed and the existing branding and logo would be reviewed in due course.

At the Board meeting in Papendal, The Netherlands Board members were asked to consider their views on the preferred new title for the organisation and the title has been recommended as the International Council for Coaching Excellence (ICCE).

2. Mission and vision

The current mission of ICCE is:

To promote coaching as an internationally accepted profession.

In pursuit of this mission, ICCE members seek to enhance the quality of coaching at every level of sport.

While this mission provides a clear overarching focus for the organisation, it does not address the unique and specific elements of the work of ICCE, nor does it recognise the varied stages of development in different sports and countries. Nor does the mission address the challenge for ICCE to play a leadership role and to become more pro-active agent in the development of coaching as a profession. There is a strong desire among members that the organisation should become a strong catalyst for developments in coaching.

On this basis, a revised mission for the re-named organisation is proposed as follows:

To lead and support the global development of coaching as a profession and to enhance the quality of coaching at every level in sport, guided by the needs of members, federations, nations and key partners.

It is also proposed that the new organisation would outline a new vision statement and the following is proposed:

A global community of coaching, where coaching is recognised as a profession and where skilled, qualified coaches are available to children, players, athletes and adult participants in line with their needs and stage of development

3. Values and guiding principles

Every day around the world, tens of millions of children, players, athletes and adult participants run, jump, throw, catch, swim and take part in other individual and team sports. And every day around the world, millions of coaches guide the improvement of these participants in line with their needs, dreams, goals and capabilities. These coaches may work with a strong performance orientation or with a greater emphasis on participation. In all cases, ICCE advocates a coaching approach that is both holistic and participant centred and is underpinned by high standards of respect and behaviour by both the coach and the participant.

The ICCE believes that international collaboration and exchange can accelerate positive change in the realm of coaching development and in the creation of coaching as a profession. Through the creation of a robust model of development for paid and unpaid coaches, the quantity and quality of the participant experience will be enhanced at all levels.

A key feature of ICCE work is the benefit derived from a cooperative and focused approach to coach development on a global basis, outlined by ICCE President John Bales (2009) at the ENSSEE Forum in Ragusa:

- **By sharing and learning from each others' best thinking and best practice**
- **By inclusion: everyone can make an important contribution**
- **By action: addressing complex issues**

- **By aligning the work being done regionally and globally**

The value placed by ICCE on collaboration will also provide the platform to support developing nations in maximising the role of coaching and coach development. The organisation will foster an international coaching culture that supports the values of Olympism: integrity, honesty, fairness, inclusion, tolerance, and commitment to excellence.

It is proposed that the organisation will provide a strongly cooperative culture, where best practice is pooled and shared with a view to enhancing the practice of coaching at national, federation and international levels. The needs of sports participants and their coaches will guide the thinking and practice of the organisation, underpinned by a strong Global Code of Ethics for Sport Coaching. The work of ICCE will support and complement the lead role of national agencies in coaching, national and international federations and other key agencies such as the International Olympic Committee (IOC); World Anti-Doping Agency (WADA); Association of Summer Olympic International Federations (ASOIF); Association of the Olympic International Winter Sports Federations (AOIWF) and other key agencies.

In seeking to build coaching as a profession across the globe, the organisation will actively promote positive connections with other key agencies within the wider sport and physical activity sector including ICSSPE and ENSSEE.

The principles that will guide the work of the organisation in pursuit of its mission will, therefore, be:

Respect for Participants: The plans, decisions and actions of the Council will reflect its belief that the ultimate goal of coaching is to enhance the quality of the sporting experience by the participant. The right of participants to be safe and respected while being coached will be integral to the work of the Council

Recognition of the rights and responsibilities of the coach: The primary role of the coach in leading coaching sessions will be strongly affirmed by the Council, recognising the role of external agencies to establish employment, deployment and curricular guidelines. A Charter outlining the rights and responsibilities of the coach and the proposed Global Code of Ethics for Sport Coaching will underpin this value.

Respect for the primacy of federations (national and international) and national lead agencies: While the Council will seek to take on the leadership role for the development of the coaching profession across the globe, the primacy of federations and national agencies in determining their coaching needs and systems will be recognised at all times.

These principles will be supported by a set of values that will guide decision making and action:

Exchange: The organisation will be committed to open and transparent exchange, with a view to enhancing the quality of coaching across the globe

Integration: The creation of an integrated global framework for coaching will be a primary objective for the organisation, taking full account of the primacy of federations and national agencies in determining their coaching needs and systems

Responsibility: The Council will take responsibility to lead the development of coaching as a profession and take whatever steps are required within its powers to advance the vision and mission

Quality: The creation of quality assured systems will underpin all the work of the Council, with a view to developing the standards to underpin the creation of coaching as a profession.

4. Challenges outlined in the Magglingen Declaration (2000)

The Special Assembly of ICCE held at the Swiss Federal Sports Institute, 2-5 July 2000 and attended by coach educators from 29 countries convened with the purpose of raising issues of concern and future challenges to organisations and individuals involved in coach education and development.

The Assembly identified 10 central challenges facing the future of coaching and coach development around the globe. Governments, non-governmental sports organisations, national Olympic committees, national and international sports federations and the International Olympic Committee, coach education agencies and institutions of high education were called upon to join together to address these challenges.

The Assembly committed itself to work with its members to develop a program of initiatives and events designed to address the challenges.

The Assembly also called on all those involved in coach development to make greater efforts to ensure that coaching and coach development becomes fully inclusive and representative of all sectors of the community irrespective of gender, race, culture, disability, sexual orientation and religious practice.

The challenges are:

Challenge 1

Establishing and educating sports organisations and individual coaches about standards of ethical behaviour and developing mechanisms for monitoring compliance.

Challenge 2

Identifying, developing and evaluating coaching competencies at all levels of coaching.

Challenge 3

Delivering coach education in a manner that will enable coaches to apply underpinning theory to their coaching practice and to meet the needs of their athletes.

Challenge 4

Ensuring that governments, sport and the wider community recognise, understand and acknowledge the vital role of the coach in the development of sport at all levels.

Challenge 5

Adopting a philosophy that promotes and supports athlete-centred coaching and coach-centred education and professional development.

Challenge 6

Enabling coaches to access and communicate with the evolving body of coaching knowledge and best practice in a manner that will foster and support continuous learning and development.

Challenge 7

Widening access to coach education and professional development opportunities, whilst still maintaining the quality of provision, delivery and outcome.

Challenge 8

Developing systems that will encourage and support the continuous learning and professional development of coaches based on identifying and responding to the needs of the individual.

Challenge 9

Working to develop and gain recognition for coaching as a profession.

Challenge 10

Developing coach education systems that support open learning and allow coaches to study at a time, place and frequency of their own choosing.

These 10 challenges were adopted by unanimous resolution of ICCE at the Special Assembly, 5 July 2000. Significant progress has been made in a number of these challenges. Recent developments in Europe have added to this agenda, particularly the Aligning a European Higher Education Structure in Sport Science (AEHESIS) and the European Coaching Council Review of the EU 5-level structure for the recognition of coaching competence and qualifications. These developments led to the adoption of the Rio Maior Convention, which also has significant implications for the work of ICCE.

5. Rio Maior Convention (2007)

In 2007, the organisation has become a signatory to the Rio Maior Convention (2007) which commits to the following:

1. Coaches play a central role in providing sport experiences for sportspeople of all ages and skill levels
2. To fulfil their role, coaches must have appropriate competence and training, taking into account the target groups(s) with whom they are working
3. Coaches are expected to be as concerned with the well-being of the sportspeople as they are with optimising performance
4. Coaches should respect the rights, dignity and worth of every sports participant, and treat everyone equally, regardless of sex, ethnic origin, religion or political conviction
5. Coaches are expected to work in an open and co-operative manner with all individuals responsible for the welfare and performance development of the sportspeople
6. Coaches should develop and maintain a high standard of training; their action, whilst conducting training sessions, should reflect scientific knowledge and current expertise
7. Scientific principles should be applied in every level of coaches' training
8. Responsibilities and professional competence should gradually build up from the initial level of coaches' qualifications to the final ones
9. All coaches should hold a coaching qualification that is recognised by the national competent authority and the relevant federation
10. The framework for the recognition of coaching competence and qualifications as proposed by the European Coaching Council (ECC) in the Review of the 5-level structure is the European recognised reference point for the period 2008-11. During this period, a revised framework for the Recognition of Coaching Competence and Qualifications will be developed
11. As part of the development of the Revised Framework the establishment of a formal review mechanism will be investigated to provide a basis on which prior learning and current competence can be recognised and where coaching qualifications can be reviewed against the ECC framework
12. As part of the development of the Revised Framework consideration should be given to the establishment of a licensing system that will have international recognition and currency
13. Each participating agency in the convention will undertake to use the review of the Framework as a reference point for their work and to contribute to the further development of the Framework between 2008 and 2011. The convention is not legally binding and is without prejudice to the positions taken by each sport and national authority on the final Revised Framework.

6. Current context

In response to the developments of recent years, ICCE has undertaken a number of initiatives that have resulted in the strengthening of networks and focus within the organisation. These include:

- consolidation of a governance structure that includes a General Assembly; Board of Directors and regionalised structure on a continental basis
- extension of membership to International Federations
- initiation of the International Journal of Coaching Science
- scoping of a Global Coaches Social Network (GCSN)
- establishment of a Research Committee
- creation of a Higher Education Working Group
- close working relationships with ECC (O'Leary, 2009)
- adoption of the Rio Maior Convention
- strengthening of the Global Coach Conference on a bi-ennial basis
- building enhanced relationships with ICSSPE; IOC; WADA; ENSSEE; ASOIF; AIOWF and other organisations

These developments reflect the growth and maturation of an organisation that is early into the second decade of its development. The organisation exists within a more connected world, where coaching operates within a global market that is characterised by the uniqueness of each nation and each sport, as well as by marked differences in the circumstances of developed and developing nations. Increasingly international federations are taking an active role in the development of their coaching systems and ICCE has begun to work more actively with these federations (see Duffy, Crespo and Petrovic, in press).

Coaching remains a largely unpaid activity in many parts of the world, but there is an increasing number of coaches being paid on a part and full-time basis. Coach education and qualifications are now firmly on the agenda of many nations, providing coaches with essential core skills and recognition. Coaching makes a vital contribution to social, educational and economic development around the globe and there is increasing mobility of coaches and coach developers within and between countries.

While the value of coaching is becoming increasingly recognised, governments in every country seek to maximise the resources at their disposal in the context of their overall social and economic priorities. Within this context, the development of coaching occurs in a varied way across countries and federations with resources and investment always at a premium. There is substantial scope for synergies and economies of scale between countries and federations and ICCE has a key role in finding and brokering cost-effective solutions. There is also a very substantial market place in coaching that requires quality and focused services, thus offering ICCE and its partners business opportunities to support their respective objectives.

The development of coaching and coaching systems in each nation and federation requires significant leadership and technical skill. The creation of more strongly connected and cooperative international networks will enhance the expertise of leaders and technicians to the benefit of national programmes and the work of international federations.

All of these developments highlight the need for leadership and a common language in coaching that is underpinned by agreed standards and systems for the recognition of prior learning, current competence and coaching qualifications. A Code of Ethics for Coaching is required to underpin the evolution of coaching as a profession. Over the coming six years, it is proposed that the newly re-named International Coaching Council will undertake an enhanced leadership role, guided by a clear set of objectives and a robust business plan.

7. Key objectives

This strategy sets out the objectives and actions required for the organisation to achieve its mission and to respond in a structured way to the current context and to the challenges of the Magglingen Declaration and the Rio Maior Convention.

By working as a cooperative of agencies, the Council will seek to develop an international framework to build coaching as a profession across the globe. This framework will act as a reference point that is applicable to the needs and stage of development of each nation, federation, international sports federation and key partner agency in the world's sporting community.

The key objectives for the period 2010-15 are:

1. Consolidate the core functions and infrastructure of the organisation

- Leadership, advocacy and specialist advice in coaching and coach development
- Provision of core services to members; newsletter; web-site; grant applications and information; access to social networking; access to publications and resources
- Establishment of a Global-European Office in partnership with ECC
- Ensuring that services and support are accessible to developing nations in line with their need
- Research on key aspects of coaching/coach development and to underpin each of the objectives of the ICC strategy
- Code of Ethics Coaching
- High quality publications to support ICC mission and complement the work of members to include the International Journal of Coaching Science; The International Coaches Handbook and other relevant publications
- Communication and dissemination
- Global Coach Conferences, bi-ennially in the city or country of the Olympics
- Continental Coach Conferences

- Revised cooperative model, with an enhanced financial base (core codes; Global Framework; core publications; structured network; GCSN; revenue return on intellectual property from publications and GCSN). Significant lead partner investment; GCSN; corporate publications partner; strategic partners (e.g.: IOC; WADA); consultancy. The organisation would remain not-for-profit, but would seek to significantly enhance revenue to underpin its activities and would establish agreements on sharing revenue with members on designated cooperative projects.

- Revised organisational structure:

The revised ICCE organizational structure would continue to include a General Assembly, Board of Directors, Finance Committee, Ethics and Disciplinary Committee, and Control Committee. It is envisaged that the Board will become more active, utilising the new Coaches Centre environment.

A key new feature would be the appointment of a part-time senior official to act in the capacity of Chief Executive; administrative support and the creation of a high quality office and headquarters. The paid staff would be supplemented by contract staff/consultants drawn primarily from the membership for revenue projects.

The Headquarters of ICCE would be centralised to a European location, combining the resources of ICCE and the European Coaching Council (a sub-committee of ENSSEE). A tendering process is proposed for the Global-European Office, seeking commitment from interested agencies and countries over a 4-8 year period to commence in 2011.

Regional hubs will be established in each of the continents, linked to the Vice President role in each case. Consideration will, therefore, need to be given to four year appointments at Vice Presidential level and be subject to the availability of appropriate continental and national support to allow for the effective discharge of the continental coordination function.

Specialist working groups would be established on a leader/cooperative basis. A nominated expert individual or agency would be tasked to lead on one of the 6 objectives for the period 2010-2014, subject to reporting, review and adjustment in 2011; 2013 and 2015. The new

Coaches Centre environment will be used from January 2010 to accelerate this work; trial new technologies for coach development and contain costs.

A formal link has been established with the European Network of Sports Science, Education and Employment (ENSSEE) and its Coaching sub-committee, the European Coaching Council. This link ensures that the Chair or Vice Chair of ECC will be nominated as the Vice-President for Europe within ICCE. In addition, a reciprocal membership at corporate level is proposed between ICCE and ENSSEE. ENSSEE is also making membership of ICCE part of the conditions for involvement in the ECC.

A full review of membership categories will occur in line with the revised objectives and cooperative business model for the organisation. The membership structure will be revised to the categories outlined in Table 1, where indicative fees are also presented. It is proposed that members and lead partners will pay increased fees for their involvement, in return for which they will receive enhanced benefits and networking opportunities. A detailed schedule of these benefits is in development and will include early access to GFRCCQ and related developments; access to global network of coach development professionals using cutting-edge technology; access to latest research and development; enhanced professional development opportunities for key leadership and technical personnel.

It is also proposed that membership be awarded on a bi-ennial basis, with the option to pay the bi-ennial fee in two annual instalments.

Table 1 Indicative revised membership categories (see Appendix 1 for services and benefits from membership)

Membership category	Eligibility
Lead partner	Up to 10 National Agencies and 5 International Federations, contributing up to €5,000 annually
'A' member	Lead national agencies; international federations and federation/national agency recognised coaches' associations, with a membership fee of up to €1,500 annually and a membership fee of €500 developing countries. This membership fee may be reduced to €100 based on criteria relating to GDP
'B' member	Other agencies involved in the education and development of coaches, including national federations; federation-recognised coaches' associations; universities and other qualifying institutions, with a membership fee of up to €500 annually and a membership fee for developing countries (subject to GDP)
'C' member	Individual members involved in the development of coaches, with a membership fee of up to €250 annually and a nominal fee for individuals from developing countries. Individual members involved in Lead partner, 'A' or 'B' member institutions will be liable to pay a reduced membership fee of €100. At a later stage, this membership might be linked to a 'chartered' status which would be subject to verification in line with criteria laid down by the Senate. Such status would be subject to a further fee and additional benefits, which remain to be defined
'D' member	Honorary members

In addition to these membership categories, a new designation of Endorsed Corporate Partner is envisaged, open to endorsed private sector companies and subject to a minimum fee, to be determined. These partners will demonstrate a commitment to the objectives, values and guiding principles of ICCE and their work will support and complement the national and international activities of ICCE members. Services and products from Endorsed Corporate Partners will comply with best practice in their field and such Partners must have established and verifiable track records in their business dealings and ethical responsibilities in business and as they relate to sport and coaching. The nature of the fee will be determined on an individual basis, depending on the scale of the business and an agreed value which Endorsed Corporate Partner status will bring. These

arrangements may be made on a two or four year basis, subject to review bi-ennially or more frequently if required.

2. Establish a Global Framework for the Recognition of Coaching Competence and Qualifications (GFRCCQ)

- Define core curricula in coaching, underpinned by a robust model of coach development to provide a GFRCCQ to be used as a point of reference for nations and federations around the world. In developing this work, best practice from existing systems of nations and federations will be called upon and the European Framework for the Recognition of Coaching Competence and Qualifications (EFRCCQ) will act as a key reference point from which the work on GFRCCQ will commence.
- Bring together the parallel and often unrelated streams of Higher Education and sport systems
- Take account of the needs of developing countries and seek to maximise equitable practice in coaching through GFRCCQ
- Promote an enhanced menu of lifelong learning opportunities for coaches
- Establish standards and licensing guidelines
- Support the enhancement of quality assurance
- Publication of core documents in a user-friendly format for the purposes of reference and adaptation
- Research and development

3. Lay the foundation for the establishment of coaching as a profession

- Consortium of world leading agencies, with federation and higher education links
- Establish review, bench-marking and accreditation systems for coach education programmes
- Licensing
- Coaches Charter
- Establishment of an International Coaching Senate
- Standards for coaching specialist degrees
- Key publications on Coaching and Coaching Standards
- International Coaching Scorecard
- Links and alignment with other sub-sectors of the sport and physical activity sector
- Research and development

4. Create a platform for the development of a community of coaches globally

- Cooperative network of coach development agencies
- Global Coaches Social Network
- Research and development

While each of these four objectives represents an important element of the future work of ICC, there is a need to establish a clear set of priorities and sequence for implementation. Initially, attention will need to focus on enhancing the core services and infrastructure for the organisation. It is proposed that this will be complemented by the development of GFRCCQ and the GCSN initiative. The support of developing nations will be integrated into these objectives, while the goal of building coaching as a profession will come on stream more strongly once services and infrastructure are in place and there are tangible elements of transfer from GRRCCQ. GCSN will enhance connectivity and transfer across all nations and federations on a phased basis. Table 2 provides a model of the proposed roll-out in 2 year segments up to 2021.

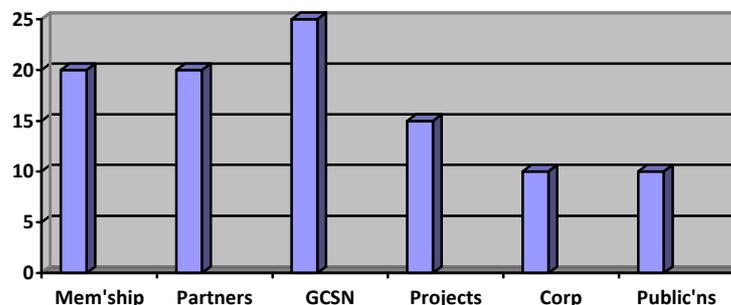
Table 2 Indicative Priorities and roll-out

Objective	2010-11	2011-13	2013-15	2015-2017	2017-2019	2019-2021
Services	[Blue arrow indicating activity from 2010-11 to 2021]					
Global Framework	[Purple arrow indicating activity from 2010-11 to 2021]					
Coaching profession	[Green arrow indicating activity from 2010-11 to 2021]					
Global community of coaches	[Red arrow indicating activity from 2010-11 to 2021]					

8. Finance

A full financial and business plan will be developed to support the agreed directions for the strategy. In order to achieve the objectives of the organisation, a significant shift in available resources will be required and this is planned over the three year period initially. Figure 1 provides the indicative revenue categories for the life of the strategy.

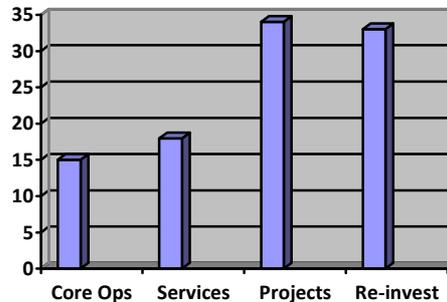
Figure 1
Indicative revenue categories for the life of the strategy expressed as a percentage of total revenue



It is projected that revenue will need to grow substantially, reflecting a step change in the operation and ambition of the organisation. Projected annual revenue of in excess of €500,000 is planned by 2015, 15 per cent of which would be devoted to core operations; 18 per cent to member services; 34

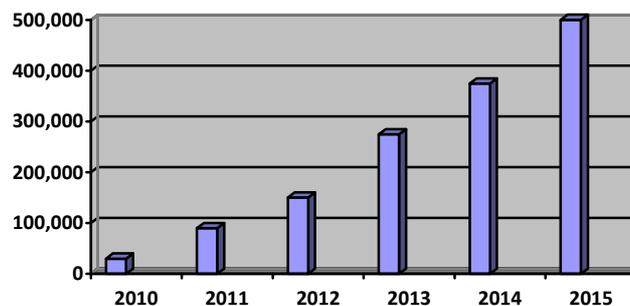
per cent to cooperative projects and 33 per cent return on investment to lead partners and members (see Figure 2).

Figure 2 Indicative expenditure for the life of the strategy expressed as a percentage of total expenditure



Building from a low base, the organisation will need to concentrate on generating investment from its members and lead partners in the first instance. This investment will be required to build the infrastructure upon which services can be enhanced; project bids initiated and publications commissioned. In turn, these activities will enhance the possibility of securing corporate partners. GCSN is still in a developmental stage and it is likely to be 12-24 months before significant revenues are yielded from that project (see Figure 3).

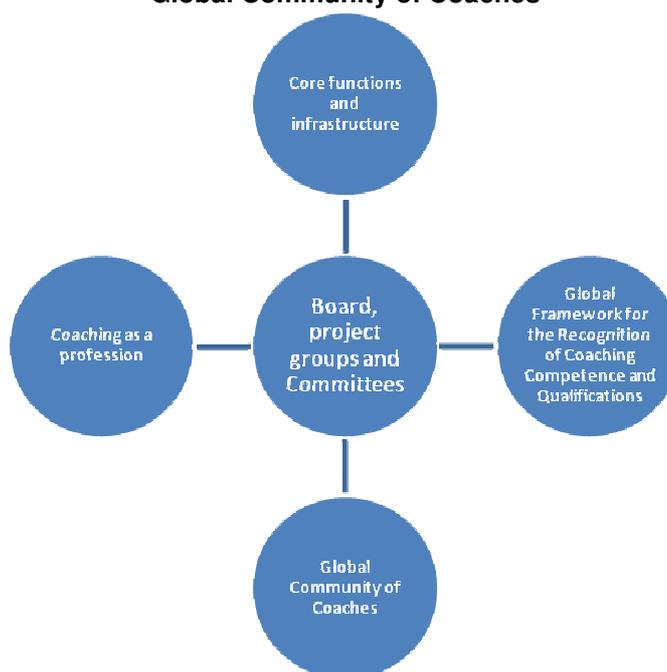
Figure 3 Projected revenue (€) over the life of the strategy



9. Implementation

Once adopted, the strategy will become the day-to-day business of ICCE. Lead officers or agencies will be identified for each of the 4 objectives, supported by a project group drawn from the membership. Each project group will draw up a detailed project plan and will finalise plans, budgets and success measures for agreement with the Board. Board agendas will be re-structured to reflect the new objectives of the organisation. Figure 4 outlines the proposed implementation structure.

Figure 4 Proposed Implementation Structure (amended) –GCSN needs to be amended to Global Community of Coaches



10. Measuring progress

Progress against the strategy will be measured against the 4 objectives, with 2 yearly reporting and review cycles. A strategy scorecard will be developed along the lines outlined in Table 3. The milestones and success measures will be finalised by the project groups and signed off by the Board of Directors. The phasing and prioritisation previously outlined in Table 2 will guide this work.

Table 3 Indicative Strategy Scorecard

Mission: To lead and support the global development of coaching as a profession, guided by the needs of members, federations, nations and key partners				
Objective	2010-12	2012-13	2013-15	Success measures
Consolidate the core functions and infrastructure of the organisation				Full menu of effective services, Global-European Office and revised infrastructure in place
Establish a Global Framework (GFRCCQ) for the recognition of coaching competence and qualifications				GFRCCQ in place and published taking into account the needs of developing nations
Lay the foundation for the establishment of coaching as a profession				Coaching Senate established. The International Coaching Handbook published. Infrastructure to underpin profession mapped out
Creation of a community of coaches globally				GCSN initiative in full roll-out

11. Sign-off process for the strategy

The strategy has been signed off by the Board of Directors, following consultation with members and international partners.

12. References

Bales, J. (2009) The Way Forward: a global perspective. Presentation to the 10th Forum of the European Network of Sports Science, Education and Employment, Ragusa, Italy

Duffy, P. (2005) Coach training in Europe: Implications for Asian countries. Presentation to the Asian Regional Coaching Conference of the International Council for Coach Education, Hong Kong

Duffy, P.; Crespo, M., & Petrovic, L. (in press) Coaching Qualifications in Europe-recent developments and implications for the sport of athletics. **New Studies in Athletics**

European Network of Sports Science, Education and Employment (2006) **Education and Employment Aligning a European higher education structure in sports science**

European Coaching Council (2007) **Review of the EU 5-level structure for the recognition of coaching qualification**

European Coaching Council (2007) **Rio Maior Convention**

International Council for Coach Education (2000) **Maggingen Declaration**

O'Leary, D. (2009) **Coaching in Europe: The Way Forward**. European Coaching Council

Appendix 1

Member Services and Benefits

Membership category	Services	Benefits	Proposed bi-ennial fees (invoiced at the start of the bi-ennial and paid in annual instalments by the end of the first quarter of each year)
Lead partner	<p>Full access, adaptation and publishing rights within their country of all ICCE publications</p> <p>Journal</p> <p>'Coaching bundle' of services to include GCSN and the publications of leading coaching agencies</p> <p>Quarterly newsletter and research bulletin</p>	<p>Lead partner designation</p> <p>Accelerated networking for key staff and technical personnel</p> <p>Nominate a representative to the Coaching Senate</p> <p>Reduced fees for ICCE conferences and events</p> <p>12 named C members?</p>	€10,000
'A' member	<p>Full access, adaptation and publishing rights within their country of all ICCE publications</p> <p>Journal</p> <p>'Coaching bundle' of services to include GCSN and the publications of leading coaching agencies</p> <p>Quarterly newsletter and research bulletin</p>	<p>'A' member designation</p> <p>Reduced fees for ICCE conferences and events</p> <p>Networking opportunities</p> <p>8 named C members?</p>	€3,000 and €1,000 for developing countries, reduced to €200 depending on GDP
'B' member	<p>Journal</p> <p>'Coaching bundle' of services to include GCSN and the publications of leading coaching agencies</p> <p>Quarterly newsletter and research bulletin</p>	<p>'A' member designation</p> <p>Reduced fees for ICCE conferences and events</p> <p>Networking opportunities</p> <p>4 named C members?</p>	€1,000 with a reduced rate for developing countries depending on GDP
'C' Member	<p>Journal</p> <p>'Coaching bundle' of services to include GCSN and the publications of leading coaching agencies</p> <p>Quarterly newsletter and research bulletin</p>	<p>'A' member designation</p> <p>Reduced fees for ICCE conferences and events</p> <p>Networking opportunities</p>	<p>€500, with a reduced rate for developing countries and for 'C' members who are involved in 'A' and 'B' member organisations</p> <p>Note: Should A and B membership bring with it a number of named C members also?</p>