

Executive Summary (global aspects of interest).

"Functional viability plan of the Olympic Academy of Panama".

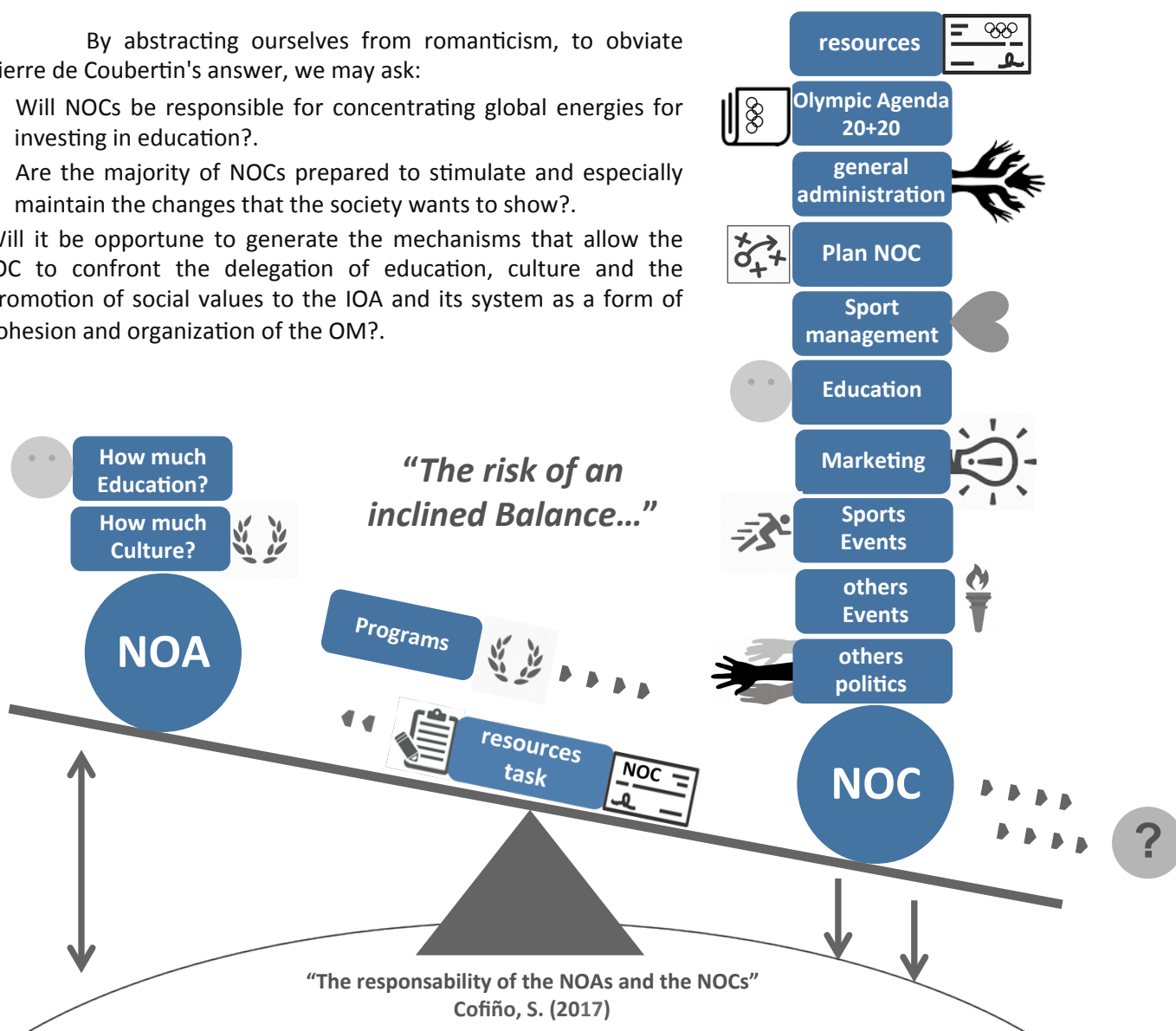
Saúl Cofiño Arena. Olympic athlete, bachelor and MEMOS VI.

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By abstracting ourselves from romanticism, to obviate Pierre de Coubertin's answer, we may ask:

- Will NOCs be responsible for concentrating global energies for investing in education?.
- Are the majority of NOCs prepared to stimulate and especially maintain the changes that the society wants to show?.

Will it be opportune to generate the mechanisms that allow the IOC to confront the delegation of education, culture and the promotion of social values to the IOA and its system as a form of cohesion and organization of the OM?.

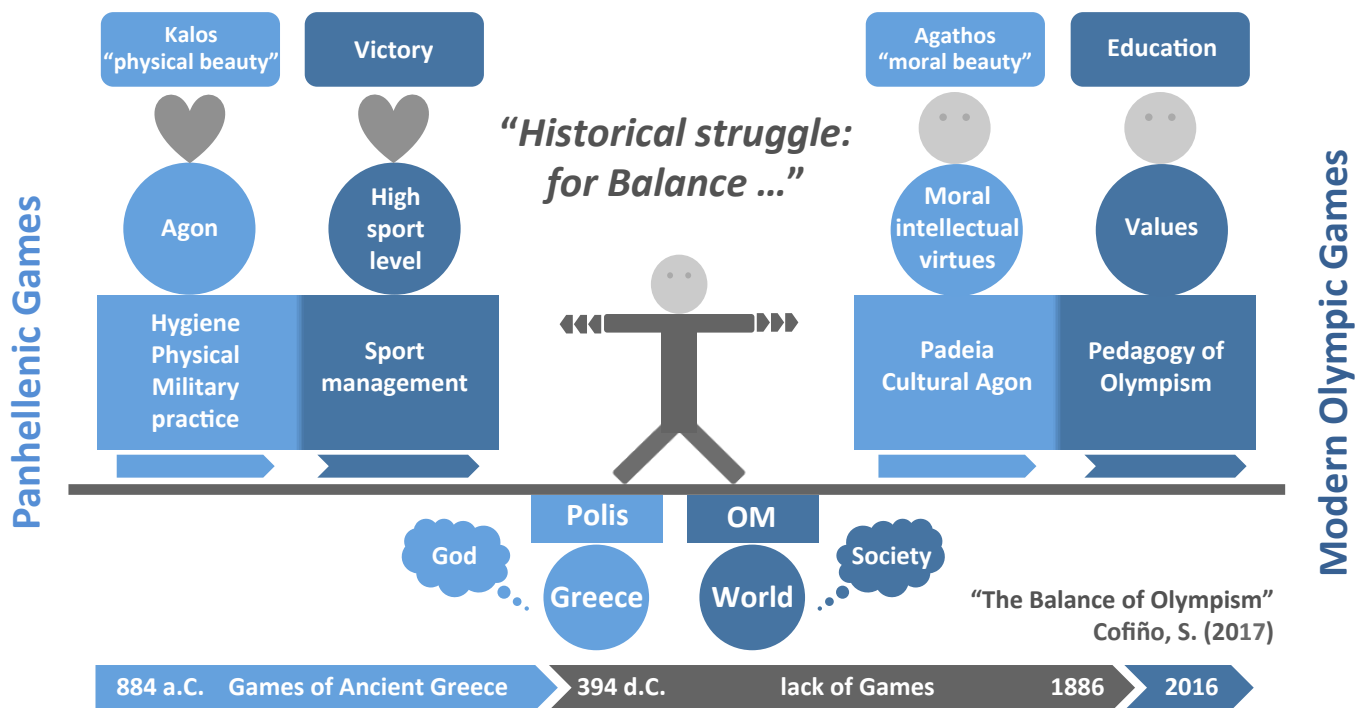


Georgiadis K. expounded in 2007 the results of an IOA study on NOA activities. He said that out of the 133 existing NOAs (currently 145), 78 out of 94 are sub-Commissions of their respective NOCs (46 with statutes and 32 without them) and only 16 argued to be independent organizations. The 25% would not have developed any significant activity throughout their existence.

Ten years later and at the entrance of the "Agenda 20-20" we can observe a growth and diversification in educational programs of social commitment and development. Perhaps we could think that it is a good time to reflect on the future of many NOAs and the meaning of their establishment.

The authentic raise from the multicultural management of the IOA, to generalize its democratization, to move towards structures similar to those of the NOCs and reflecting on the desirability of the only international forum for the exploration of Culture could be some of the reasons for the IOC recognize in a natural way, the imbalances that exist between the "sports part" and the "pedagogical part of the OM".

"The stability of the Olympic Movement could depend to a great measure on the use of NOAs, the which ones, without renouncing its past and essence, could face the revision of its structure and organization in order to take recommendations and adapt universal tasks for the integration of sport, physical activity and its values".



"There are several different reasons, which do not allow a balance to be seen in "The Balance of Olympism", but the awareness and experience tells us that many of the unknowns that await the Olympic Movement can be cleared with education."

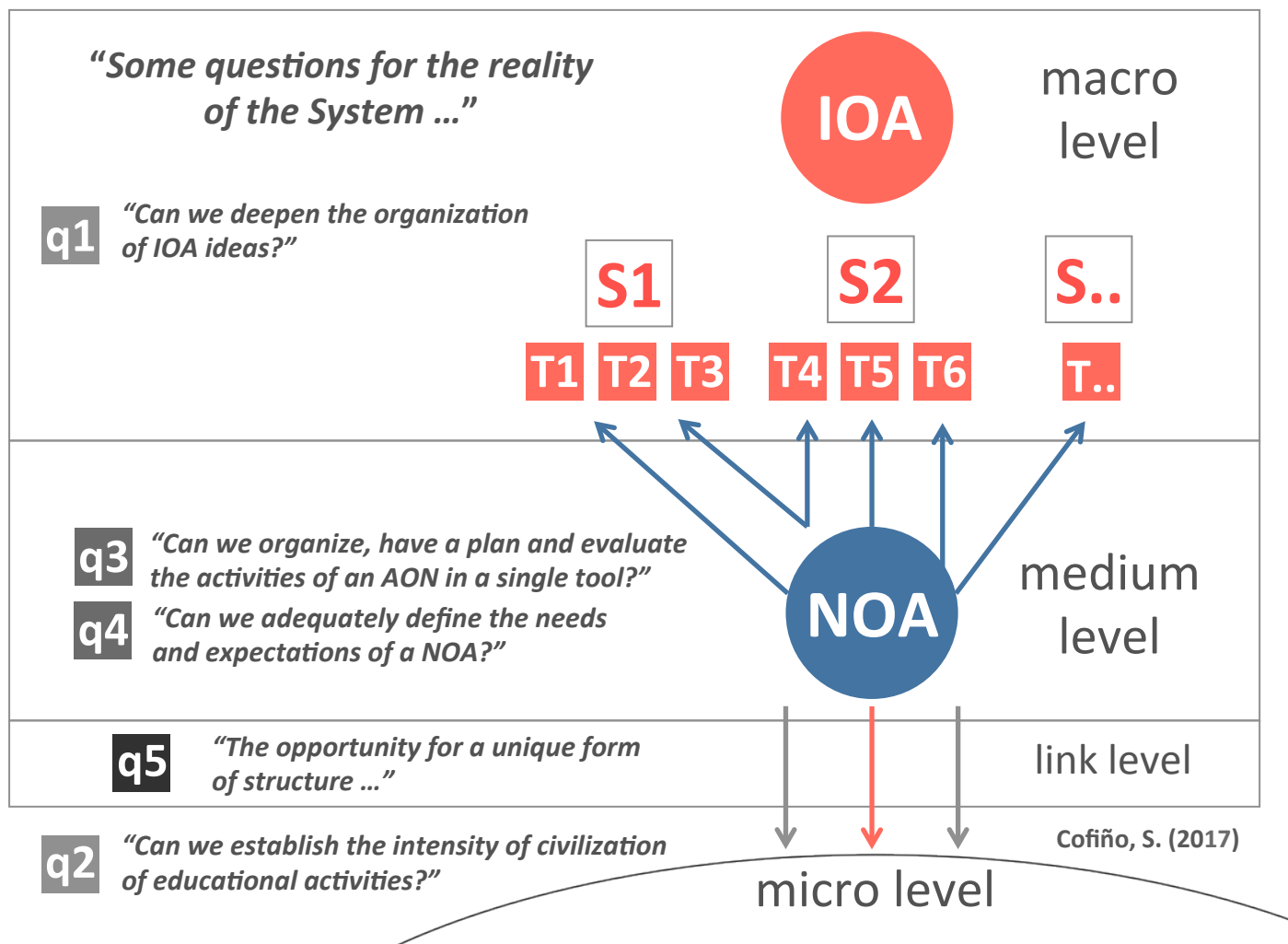
From the glory and honor of the heroes of Homero of the Iliada and the Odisea (800 B.C.) and to our days, we live morally and socially struggling for the balance between what at the time was called "the beautiful" and "the good" and what is now reinterpreted as "victory" and "education" in various forms and formats.

Occasionally, it is important to remember that Pierre de Coubertin's purpose (1867-1937) was essentially to educate people through sport, to renovate the Olympic Games and to implement the ways in which the ideology of the Olympic Movement (OM) could be maintained. The commitment to create the International Olympic Academy (IOA) arises from his ideological legacy, his colleagues Carl Diem and Juan Ketseas, and from the 44th Session of the IOC of 1949.

Since 1961, the IOA is responsible for sharing and protecting Coubertin's beliefs, while the internationalization of sport gradually consolidates Olympic principles around the world. In this way, Olympism is able to amplify its message to other areas besides sport and through the OM, trying to create perfectly balanced human physically and mentally, with "healthy mind" and solid moral principles, fully integrable in a broad social environment, making all this process a positive contribution to society.

The triptych of Nikos Filaretos: philosophy (by the vision of a rational thought), art (for the cultivation of feelings) and gymnastics (for the physical and mental development of the human being) allows us to tune in the synthesis of "an indivisible whole" (body and mind) which is achieved through the process of human thought and competence, in order to overcome the individual challenges (Citius, Altius, Fortius) and reach the fifth essence of Olympism: freedom, independence and the dynamism.

"From the Panhellenic Games, ancestral to the modern Olympics, there is something that identifies and differentiates from the other events: the historical, dual and existential struggle, to exhibit the unification of body and mind".



The IOA as other managing entities of the Olympic Movement carries out a process of logical habituation to the evolution of the times, and this is observed in the thematic diversification of the **S** Sessions and Seminars. These **T** themes are adapted and even reinterpreted by the participants to the reality of each country of origin.

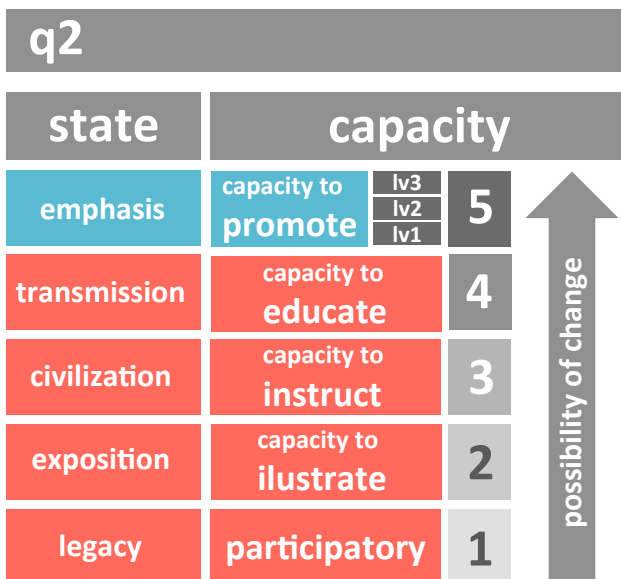
Consequently, we can observe 2 "filters": the AOI at its macro level of the organization preparing the Sessions and establishing an organization and periodicity, and a second one by the NOA at the medium level, which could choose one or another strategy according to their priorities in the micro level of implementation.

| q1 | |
|----------------------------------|---|
| PROMOTION | |
| "Sports events" | "Other events" |
| Management of education to sport | Non-sport brand promotion |
| Sports and educational events | Different types of communication |
| Promotion of athletes | Other promotional events |
| ORGANIZATIONS | |
| "Sports organizations" | "Initially not related to sport" |
| Of Physical Education | Schools |
| Clubs and sports associations | Local government |
| National sport government | National government |
| Olympic Movement | Associations and foundations |
| PERSONS | |
| "Sports people" | "Not directly related to sport" |
| Sportmen and technicians | Children and adolescents |
| Sports administrators | Other administrators |
| Educators: Physical Education | General Educators |
| Sports fan | Other Professionals |
| Sports journalist | Persons with special needs |

With the idea of being able to trace the global and strategic perspective of any plan of a NOA, I made a first study for the MEMOS VI of analysis to the content from the 96 volumes that register activity of the IOA since 1961 and that are posted in: www.ioa.org.gr.

After finding indicators and trends (variables) in more than 3000 lectures hosted, I determined that the IOA has the capacity to intervene and train in 3 broad areas: Persons, Entities and Promotion, and that may have a direct or non-direct relationship with the sport. In addition, I established that the NOAs after going to the IOA meetings, can re-interpret or implement actions categorized under programmatic lines as shown in the scheme.

This initiative will become "complete lines of work": **q3** and **q4**; but until then, we have a proposal of training towards a strategic area, related or not to the sport, and a specific zone to which we can direct one type of program or project.



Cofiño, S. (2017). State and capacity of people or organizations to generate changes in culture and knowledge.

Once we understand that Olympism can be part of the culture of a country, in a different way than usual, will be witness to the one civilization's initiative. From the lacking or current condition of diffusion of Olympism to another.

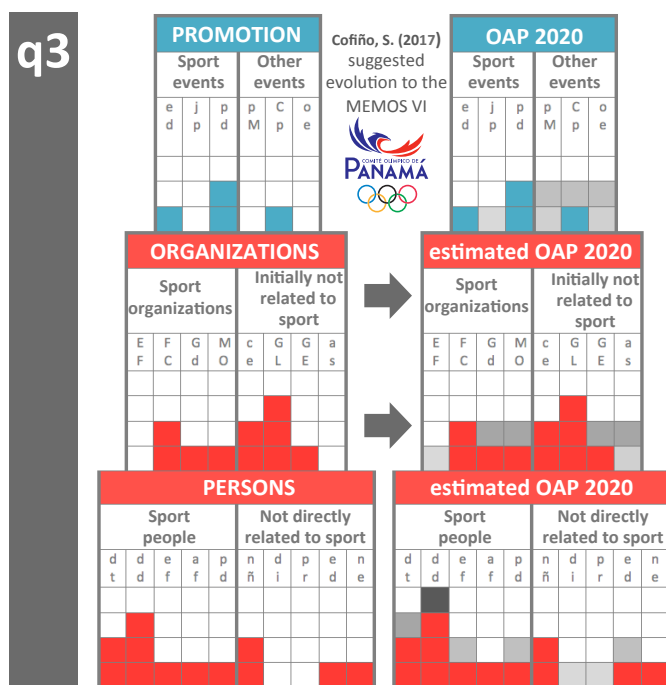
After organizing the concepts of culture, civilization, education and communication, we can establish 5 levels of state and capacity for the generation of changes in culture and knowledge, both in the action of persons and in the tasks of an organization. A **1** first level, neutral, unchanged, is situated in the simple coexistence and socialization with a culture or in the "inheritance" or tradition with which we are born. A **2** second state presupposes the existence of the previous one, and is achieved when organizations or individuals have the ability to expose or illustrate the characteristics of a culture. The **3** third level supposes that the organization or person, after the acquisition of moral and intellectual qualities or faculties, is capable of generating changes through the education.

A **4** fourth fourth level is achieved when we get people or organizations to be able to educate for us. The **5** fifth and last level will be the one with the greatest power to generate changes, it is related to the marketing and it will have 3 degrees of intensity, but if we intend to give guarantees to our message the intensity of the capacity to promote must be adapted to the reality of the previous states. In consequence:

***The logic would lead us to think of the need to advance level by level as a guarantee of an adequate establishment of culture and knowledge; for example:
I socialize with ..., expose ..., educate towards ..., educate for ...;
understanding that for a first "state" to occur, there must necessarily
be something that generates and promotes a change.***

In short we can say that a person or organization in a state 3 will have more possibilities to generate changes, however, state 4 is the one that will allow the stability in the development and the access to the more guarantee levels of promotion.

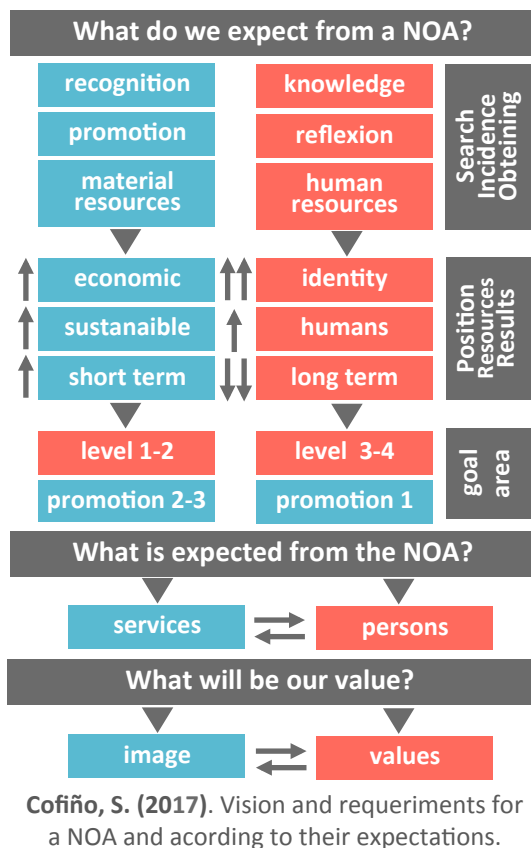
The NOAs could successfully initiate or reactive their activities with tasks in states 1 and 2, and under appropriate promotion intensities, while providing for actions to educate and establish a timeless organization with operational meaning within the OM structure.



From the harmonization of all of the above: by linking the lines of work of the NOAs of the first study (from "general to the program"), with the interpretative variables of the "State and capacity to generate changes" model, I obtained the tool I used to evaluate the tasks of 58 NOAs in a second study, which presented more than 200 reports between 1998 and 2014 at the IOA Sessions. The use of this tool also allowed me to diagnose the "state" of the COP according to its pedagogical work and to advise for the operation of its Academy to 4 and more years.

The interpretative variables will condition the task of each AON, and in general form, allow setting states 1, 2, 3 y 4 in People and Organizations, according to capacity to generate changes, and establish 3 levels of intensity in the Promotion.

q4

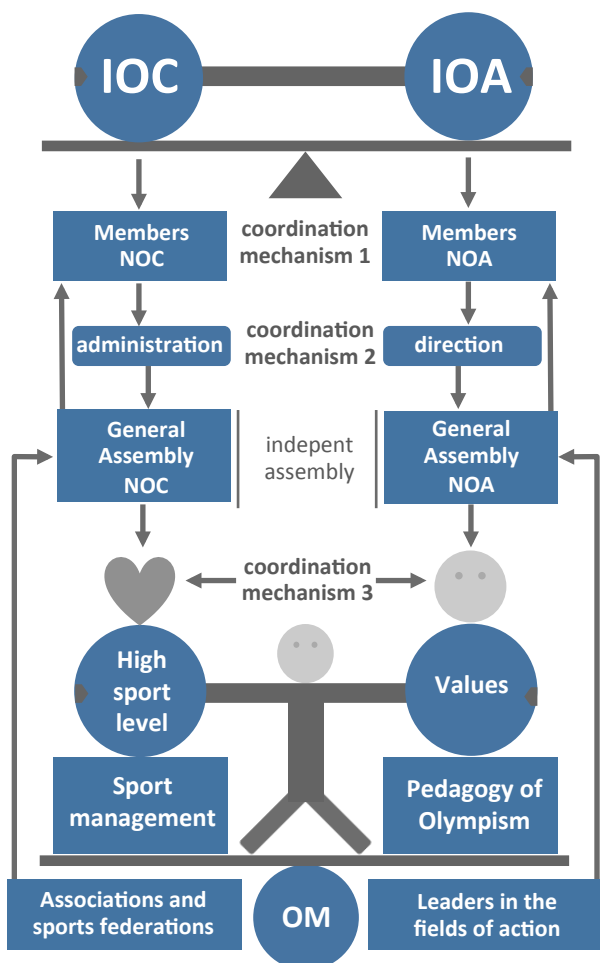


When we talk about a plan, we can think about the management of the culture of Olympism, and answer the following questions: What do we expect from the Academy? and What is the expect of us in a given time?, to finally define what will be the priority and final value. In the transition of both questions we find two paths with different strategies, since the objective and the value to reach, is also different. For this reason, it will not only be important to prioritize and balance the character of our activity (the one done to persons / entities, and promotional), but also to be aware that "the image" can be acquired as long as we have a value added by the same people that compose the Academy. For this reason we can conclude that the action of a NOA will be intimately related to the representativeness that we can reach of the members of the organization and fundamentally by what these can contribute from their position.

For the National Olympic Academies that have a recognized activity in the OM, the promotional activity directed to the positioning of brand can be a priority if we intend to make known our work and to reinforce our image.

However, if an ONA in the process of development prioritizes its image to the detriment of the construction of a significant and humanistic entity, to the timeless service of the OM, it will be delimiting the operability of this organization over time.

q5



Cofiño, S. (2017). Organizational vision and responsibility in the Olympic Movement. Links to the understanding.

In the paradigmatic structure of OM, and based on the recommendations of the "Agenda 2020", I propose a democratization of NOAs, similar to the way NOCs work with their sports associations:

I raise the possibility that the NOAs incorporate representatives of their fields of action into the governance of the organization and as members of an assembly. These areas, suggested by the AOI at its International Sessions, are materialized in different states and capacities in order to generate changes in the culture and knowledge of the individuals and organizations of each country.

I also recommend a transfer of functions by the IOC, since the humanist ideas will determine the differentiation, cohesion and direction of the OM, raising the position of the IOA and its NOAs, once its assume the necessary commitments of change.

For this purpose, coordination and global control mechanisms will be established with the objective of making a definitive transfer to the Olympic Academies' work line, the activities related to Olympism, its values and pedagogy.

We will agree that it is necessary to "balance the balance", increase the specificity, correct the trend of "unique thinking in management of high performance sports" and protect the "ideological legacy" of the MO.