



FIS EDUCATION STRATEGY

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EXECUTIVE SUMMARY

Why Education Matters at FIS

Education is a key part of FIS's plan for global growth. By helping people learn and develop, thus, improve participation, skills, and opportunities for everyone, we make snow sports stronger and more inclusive. Education supports every part of FIS, from sharing knowledge to helping young people get involved.

Our Approach

FIS believes in:

- **Fairness and Respect:** Everyone should feel included and valued.
- **Lifelong Learning:** Learning never stops, and it helps people grow and adapt.
- **Working Together:** We listen to feedback and improve our programs with Input from everyone.

The FIS Knowledge & Education Center

The FIS Knowledge & Education Center is our main hub for education. It supports athletes, coaches, officials, NSA professionals, organizers, and medical staff. The Center helps design learning programs, workshops, and online courses, ensuring everyone gets the support they need.

Vision

We want to spark curiosity and confidence in all individuals involved in snow sports. Our goal is to make learning easily accessible for individuals regardless of their background and ability, from beginners to experts.

Mission

We aim to give FIS stakeholders – officials, coaches, athletes, federations, organizers, and medical staff – access to high-quality, practical education. We work together to remove barriers ensuring nobody is left out.



Strategic Goals

1. **Inclusive and Accessible Learning:** FIS Stakeholders should have the chance to learn through formal or informal educational initiatives, regardless of their role or background.
2. **Quality and Structure:**
 - a) **Standards:** We set clear standards for education and offer both formal (certified) and non-formal (awareness) programs.
 - b) **Co-Creation:** We design programs based on needs assessments to identify specific learning or training requirements of the stakeholders involved. We then collate input from all stakeholders to ensure programs address real needs and help participants perform at their best.
 - c) **Innovation and Improvement:** We use innovative teaching methods and continuously improve based on feedback.
 - d) **Networking and Collaboration:** We connect with experts and partners worldwide to share knowledge.
3. **Support for Developing Nations:** We help emerging sports communities and countries by training educators and sharing resources.

Who Benefits

- **Technical Officials:** Receive structured training and certification.
- **Coaches:** Access workshops and resources.
- **Athletes:** Obtain learning opportunities beyond sport, supported by FIS and local organizations.
- **National Federations:** Develop and upskill, while shaping education in their regions, with help from FIS.
- **Event Organizers:** Benefit from resources designed to assist with event management and logistics.
- **Special Functions (e.g., Medical, Safety...):** Stay up to date with guidelines and participate in professional knowledge exchange.

How We Roll Out the Strategy

Phase 1 (2024–2025): Build the foundation, launch the Knowledge & Education Center, and start with Technical Officials.

Phase 2 (2025–2026): Finalize guidelines and training for Technical Officials.

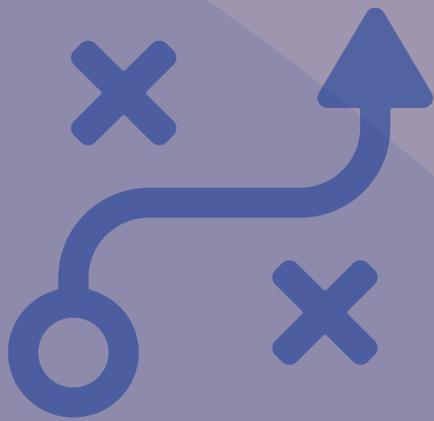
Phase 3 (2025–2028): Expand programs to coaches, athletes, federations, organizers, and medical staff.

Phase 4 (2029–2030+): Review and improve all programs, based on feedback.

Key Messages for Stakeholders

- FIS is committed to make learning inclusive and fair for everyone involved in snow sports.
- The Knowledge & Education Center is your go-to place for education and support.
- We value your feedback and want you to help shape our programs.
- Our strategy grows and changes as we learn what works best.

STRATEGIC IMPORTANCE OF EDUCATION WITHIN FIS

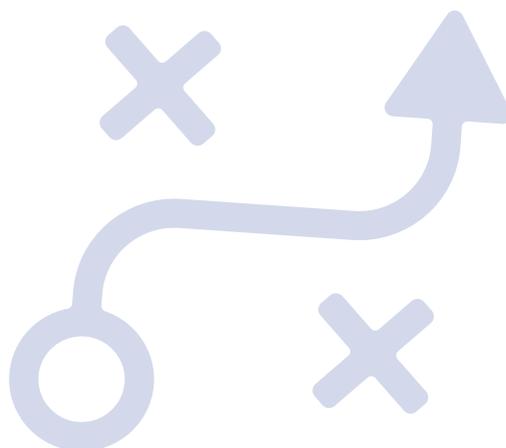


1 STRATEGIC IMPORTANCE OF EDUCATION WITHIN FIS

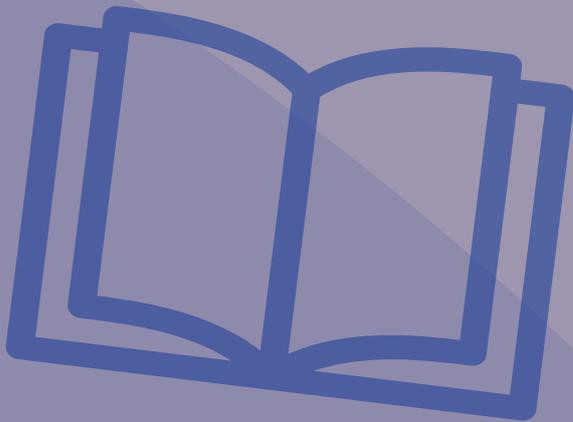
With the launch of the FIS 5-year strategic plan in 2023, education has emerged as a key area of focus within FIS. As part of the “Global Growth” pillar, educational programs support nearly every FIS department. Education contributes to Global Growth both directly and indirectly through knowledge sharing, membership support, and by supporting the development of youth and children.

Plus, education connects with other FIS strategy pillars, such as Governance and Building Value by creating inclusive learning environments and ensuring all FIS stakeholders have equal access to educational resources. We aim to promote diversity, ensure fair representation, and strengthen skills at every level through mentorship and ongoing professional development.

The creation of an Education Department, centered on the FIS Knowledge & Education Center, demonstrates FIS’s commitment to developing skills and sharing knowledge. This strategy document outlines the role of the FIS Knowledge & Education Center as the foundation of the Education Department and explains FIS’s education philosophy, vision, mission, and plans for different stakeholder groups.



EDUCATION PHILOSOPHY

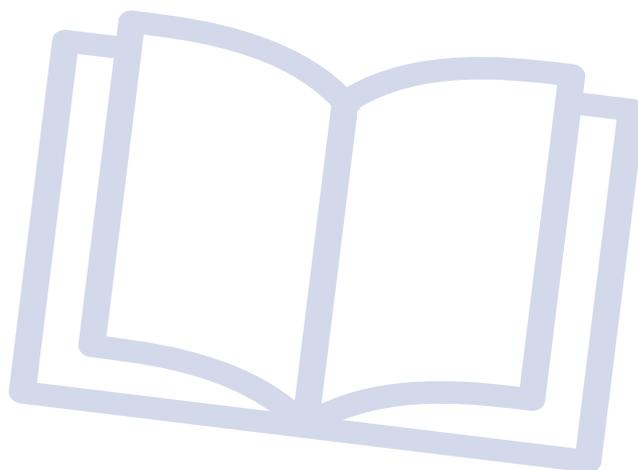


2 EDUCATION PHILOSOPHY

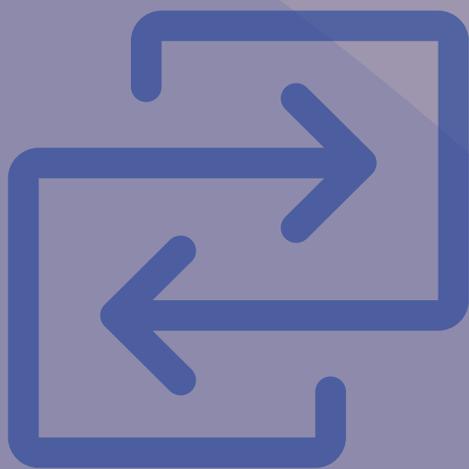
Our education strategy is built on transparent communication, where every voice is heard and valued. We ensure all participants feel included and respected, making integrity the guiding principle of every educational initiative.

We believe in lifelong learning, which drives innovation and excellence. This approach not only builds knowledge but also supports personal growth and resilience. By encouraging active participation, personal responsibility, and the application of new skills, we help learners grow.

We aim to create a supportive and engaging environment that inspires enthusiasm and passion for learning. Plus, we make learning meaningful and relatable by connecting theory to real-life examples, supporting teamwork and independent learning.



FIS KNOWLEDGE & EDUCATION CENTER: FOUNDATION AND STRATEGIC ROLE



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3 FIS KNOWLEDGE & EDUCATION CENTER: FOUNDATION AND STRATEGIC ROLE

The FIS Knowledge & Education Center is the main hub for all educational activities in the organization, supporting capacity building and growth. Its dynamic and responsive structure allows it to respond to the needs of various groups like athletes, coaches, administrators, and partners.

To bring the FIS educational philosophy to life, **FIGURE 1** visually represents the guiding principles that shape the Knowledge & Education Center’s approach.

FIGURE 1: FIS Knowledge & Education Center Education Philosophy Overview



The Center’s approach is guided by principles of transparent communication, lifelong learning, integrity, respect, and continuous improvement. It encourages active participation, personal responsibility, and the integration of new skills with existing knowledge to create engaging and meaningful learning experiences.

The Center supports both group and independent learning by connecting theory to real-life situations. This foundation helps create a learning environment that sparks enthusiasm, supports personal growth, and empowers everyone involved in snow sports education.

3.1 Strategic Function and Operational Structure

Strategically, the Knowledge & Education Center coordinates educational efforts across all disciplines, focusing on teaching methods and instructional design rather than producing content itself. It supports subject experts in delivering effective programs and oversees the implementation of workshops and the FIS E-learning platform. The Center's structure provides overall guidance while allowing individual groups to adapt programs to their needs, ensuring consistency while encouraging innovation.

By aligning with FIS's broader strategy, the Center supports global growth, good governance, and value creation. It also collaborates with national and international partners to share knowledge across the global snow sports community. The Center's framework, which focuses on providing support, developing skills, offering guidance, and building networks, helps promote lifelong learning and continuous improvement.

3.2 Vision: Igniting Possibility – Empowering Every FIS Stakeholder

The FIS Knowledge & Education Center aims to inspire curiosity, confidence, and expertise in everyone involved in snow sports. It supports all levels, including Para snow sports, and works to make learning opportunities accessible to people of all backgrounds and abilities. The goal is to drive growth, innovation, and inclusivity in snow sport worldwide.

3.3 Mission: Empowering Stakeholders Through Education

The Center's mission is to empower and enable all FIS stakeholders – such as officials, coaches, athletes, national associations, event organizers, partners, and the public – by providing accessible and innovative education. It supports learning at every level, removes barriers to participation, and promotes lifelong development and excellence. The aim is to help all community members succeed, whether locally or globally, and to ensure that everyone can enjoy and benefit from snow sports.



STRATEGIC GOALS



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4 STRATEGIC GOALS

The FIS Knowledge & Education Center has set strategic goals that define the main priorities for all educational initiatives. These goals ensure that our efforts remain aligned with long-term development objectives, emphasize transparency, and create a meaningful impact for all stakeholders.

4.1 Inclusive and Accessible Lifelong Learning

The strategy aims to give all FIS stakeholders – officials, coaches, athletes, national federations, event organizers, and medical staff – equal access to education. By reducing educational barriers and promoting diversity, the Center strives for fair representation in all programs. Tools like the FIS Knowledge & Education Center, the Education section on the FIS Website, and the E-Learning Platform make learning accessible. The goal is to encourage lifelong development beyond just sport-specific topics.

4.2 Quality and Structure in Education

The FIS Knowledge & Education Center has set strategic goals that guide educational efforts, focusing on long-term development, transparency, and delivering value for all stakeholders.

4.2.1 Educational Standards and Proof of Education

FIS education follows clear standards and defined pathways. Education is divided into two types: non-formal (raising awareness and sharing information) and formal (structured and certified programs, as outlined in **FIGURE 2**). Non-formal education leads to a Confirmation or basic Certificate for Participation, while formal education consists of structured courses and exams that award official Certificates of Participation or Licenses. This framework ensures quality and consistent recognition of achievements.

FIGURE 2: Layered Structure of FIS Formal Education Strategy



4.2.2 Co-Creation Process and Stakeholder Engagement

Following education standards, FIS works with key stakeholders – e.g. officials, coaches, athletes, national federations, event organizers, and medical staff – to create educational guidelines. The process begins with open dialogue and needs assessments, to identify specific learning or training requirements, followed by workshops and feedback. This ensures that education is relevant, impactful, and practical.

Recognizing that education is not static, the Knowledge & Education Center maintains an open-door policy. It encourages stakeholders to share feedback on gaps in educational materials, emerging trends, and new learning needs. Both formal and non-formal channels are welcomed, and every suggestion is considered as part of an ongoing commitment to continuous improvement.

4.2.3 Innovative Teaching and Continuous Improvement

The Knowledge & Education Center develops educational content and adapts teaching methods for hybrid learning. It also focuses on professional development, including training, certifying FIS educators, and building educator networks. The strategy is regularly updated based on feedback and experience to remain relevant to the global snow sports community.

4.2.4 Networking and International Collaboration

FIS builds networks with experts, member federations, and partners to share knowledge and best practices worldwide.

4.3 Educational Service Provider for Developing Nations and Sports

FIS aims to be a trusted educational partner for developing nations and emerging sports communities. By certifying educators and offering targeted support, FIS helps raise education quality and supports growth in areas that need it most.

SCOPE AND APPLICABILITY



5 SCOPE AND APPLICABILITY

FIS advances snow sports by meeting the unique educational needs of each stakeholder group (refer to **FIGURE 3**). Each group plays a specific role in the snow sports community and requires tailored educational support from FIS.

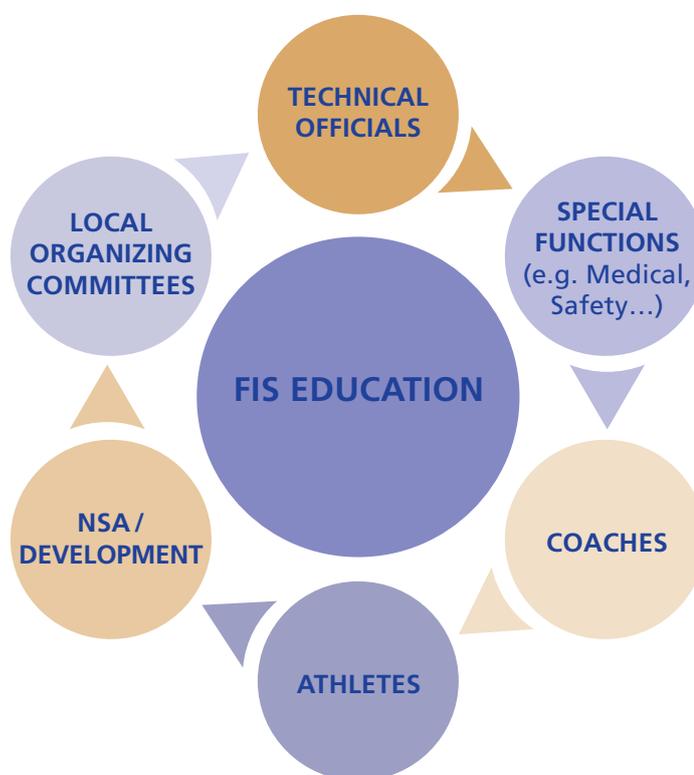
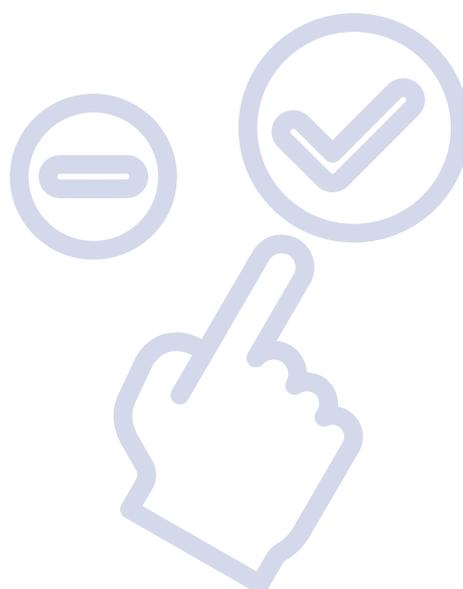


FIGURE 3: FIS educational stakeholder groups

As the FIS education strategy is implemented, the FIS Knowledge & Education Center will develop tailored educational guidelines for each stakeholder group. By addressing the specific needs of every group, the FIS Knowledge & Education Center keeps its strategy inclusive and effective. Through formal programs, partnerships, and additional resources, FIS helps all stakeholders support the progress and sustainability of snow sports. **TABLE 1** outlines each main stakeholder group, their core educational providers, and how FIS strengthens learning through the FIS Knowledge & Education Center.

TABLE 1: Main Stakeholder Groups and Their Educational Roles in FIS

STAKEHOLDER GROUP	MAIN ROLE	MAIN EDUCATION DELIVERED BY	FIS RESPONSIBILITY/ SUPPORT
FIS TECHNICAL OFFICIALS	Ensure integrity and fairness at FIS events	FIS	Programs, ongoing training, and certification
COACHES	Develop, guide and safeguard athletes	NSAs	FIS supplements by providing extra resources, workshops, innovation, and sharing best practices with NSAs based on thorough needs assessment
ATHLETES	Central to snow sports, with broad educational needs	National/Local entities, Universities, and Businesses	FIS supplements by providing central resources, e-learning, best practices, and FIS-select platform
NSAS	Shape snow sports and education nationally	National/Local entities, and Individual skills	FIS supplements by providing additional resources, e-learning, best practices, and FIS-select platform
LOCS	Deliver snowsport events, manage logistics and coordination	National/Local entities	FIS supplements by providing advice, best practices, training, and knowledge library
SPECIAL FUNCTIONS (e.g., Medical, Safety...)	Maintain health and safety standards	National/Local entities, Medical professionals, and Partners	FIS supplements by providing guidelines, and professional exchange



IMPLEMENTATION TIMELINE



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6 IMPLEMENTATION TIMELINE



The FIS Education Strategy will be implemented in four phases from 2024 to 2030, with clear milestones and input from key stakeholders to improve snow sports education.

6.1 Phase 1: Foundation & Initial Development (January 2024–June 2025)

This phase established the FIS Knowledge & Education Center and Education Department. Stakeholder needs were assessed, focusing first on Technical Officials through workshops and feedback. Guidelines for Technical Officials were drafted and piloted.

STATUS:  Completed.

6.2 Phase 2: Finalization of Technical Official Guidelines (July 2025–June 2026)

Guidelines for Technical Officials are being refined. Training resources and the steps required for official certification have been developed and approved. Onboarding and communications are ongoing, with guidelines set to launch on July 1, 2026.

STATUS:  Started and ongoing.

6.3 Phase 3: Expansion to Other Stakeholder Groups (June 2025–December 2028)

The strategy will now address Coaches, Athletes, National Federations, Local Organizing Committees, and Medical Staff. Needs assessments, guideline development, and training programs will be developed, with feedback guiding improvements.

STATUS:  Started and ongoing.

6.4 Phase 4: Review & Strategic Adjustment (January 2029–December 2030 and Beyond)

This phase reviews all guidelines and their impact. A stakeholder summit will gather insights for updating guidelines and future planning.

STATUS:  Not started.



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