

Status Report to the 2022 ISU Congress on the Four Year Plan 2018/19-2021/22

Committee/Commission:

Council / Development Coordinator /

Project/Function/Area of activity:

ISU Development Program

The strategy and activities of the ISU Development Program are described in ISU Communication No. 2310 (formerly Communication 2052) which was updated in February 2020. The Development Commission has also followed the priorities of the Council in establishing the eLearning platform, ISU Centers of Excellence, and the Coach Education Qualification Framework during the period 2018-2021, as well as focusing on increasing the number of ISU Members participating in Development activities. The Covid-19 pandemic had a significant effect on Development activities in 2020 and 2021, but thanks to cooperation between ISU Members and the Development Commission a good number of projects were able to go ahead despite the difficult situation and pandemic restrictions.

1. Financial Reporting

In addition to the usual annual C Contributions, Exceptional ISU Contributions were paid to ISU Members in 2020 (USD 10'000 per Branch) and 2021 (USD 15'000) in order to help ISU Members overcome any financial difficulties brought about by the Covid-19 pandemic.

The Projects budget remained largely stable over the four-year period. It was almost entirely allocated in 2018 and 2019, but 2020 and 2021 saw the number of project applications fall due to the pandemic and many projects approved for 2020 had to be postponed or cancelled altogether, so the amount finally spent was less than the amount allocated, and in turn, less than the available budget for 2020 and 2021.

2. Projects

The Development Commission maintained a consistent approach to reviewing and deciding on projects and there has been an increasingly thorough review of project finances, with invoices required for all expenditure. A quarterly summary of approved projects is published on the Development page of ISU website.

In 2020 and 2021 the Covid-19 pandemic had a strong effect on the number of applications received, with ISU Members making fewer applications due to lockdowns, international travel restrictions and concerns about the spread of the virus. The more severe pandemic and travel restrictions in some parts of the world, meant that a lot of the progress made in increasing the variety of applying ISU Members in 2018 and 2019 was lost, and there were fewer applications from Asia, South-East Asia and South America, and even where projects or initiatives were launched in these areas, they often could not take place.

DEVELOPMENT PROJECT APPLICATIONS (all applications)					Total No of Appls
	Europe	Asia	Americas	Oceania, Africa & India	
2018	81%	13%	3%	3%	38
2019	74%	10%	16%	0%	54
2020	69%	17%	11%	3%	42
2021	80.5%	8.5%	5.5%	5.5%	24

The pandemic also had an effect on the kind of projects that could take place. Projects which took place in one country, or involved neighboring countries were more likely to take place, and for various reasons (availability of facilities, ease of travel, pre-existing regional cooperation) these were more often Speed Skating or Short Track projects. Some projects were also carried out online, instead of in person. This required extra work and commitment on the part of the project organizers and the Development Commission is grateful to them for their availability to offer activities online during this very challenging period.

The Development Commission works on the basis that the projects budget shall be split equally between the two Branches though there is always some small variation from year to year, depending on the applications received. In 2020 and 2021 there were more Speed Skating project applications than Figure Skating Branch ones and this is reflected in the percentage split of projects, however, this only affected the amount of the budget used per Branch, and is not a reflection of the amount that was available to each Branch.

Development Program Projects budget allocated amounts							
Year	S&P	ID	SyS	ST	SS	FS Branch	SS Branch
2017	41.70%	6.00%	6.00%	10.70%	35.70%	53.70%	46.40%
2018	27.40%	10.70%	1.40%	17.80%	42.70%	39.50%	60.50%
2019	43.50%	5.90%	11.10%	6.30%	33.20%	60.50%	39.50%
2020	21.00%	11.00%	10.00%	24.00%	34.00%	42.00%	58.00%
2021	17.00%	14.00%	1.50%	27.00%	40.50%	32.50%	67.50%
Average 2017-2021	30%	10%	6%	17%	37%	46%	54%

Across the whole reporting period, most project applications were for

- training camps or seminars, most of which involved both Skaters and Coaches
- support for competitions
- long-term training opportunities to push forward skating sports in specific countries or regions
- projects to establish new disciplines in a particular ISU Member
- various other projects (transition inline to ice, Coach education etc.).

3. Numbers of ISU Members, Skaters and Coaches involved in Projects taking place in 2018-2021

Over the period 2018-2021 the following numbers of Skaters, Coaches and Officials participated in ISU Member projects supported by the Development Commission:

		Approx. No. ISU Members	Approx. No. Skaters	Approx. No. Coaches	Approx. No. Officials
2018	Speed Skating Branch	20	431	96	2
	Figure Skating Branch	37	639	308	14
2019	Speed Skating Branch	37	540	101	30
	Figure Skating Branch	56	537	305	18
2020	Speed Skating Branch	28	509	68	7
	Figure Skating Branch	18	129	50	4
2021	Speed Skating Branch	28	355	60	0
	Figure Skating Branch	22	178	44	15
	Total SS Branch 2018-21		1835	325	39
	Total FS Branch 2018-21		1483	707	51

This table does not include Skaters, Coaches and Officials who participated in International Competitions supported by the Development Program. The table reflects projects that took place during the calendar years 2018, 2019, 2020 and 2021, regardless of the year of the project application.

4. Scholarships

a) Junior Skater Scholarships

There was a significant change to the Junior Skater Scholarships program during the 4-year reporting period, with a new system of applications being introduced in 2020. ISU Members may now make

applications for support for their Skaters and the amounts granted vary between CHF 500 and CHF 7'200, depending on the stated needs of the applicants. Finally, reports (including invoices) are required for all Scholarships, which makes the system more transparent. The result of these changes has been an increase in the total number of Scholarships granted and an increase in Scholarships for non-European Skaters. The Scholarships are also more closely tailored to the specific needs of Skaters, with different amounts awarded for items such as equipment, coaching costs, travel to competitions etc. Non-European ISU Members are encouraged to make applications for their Skaters in the coming years.

JUNIOR SKATER SCHOLARSHIPS 2018-2021						
		Europe	Asia	Americas	Oceania, Africa & India	Total
2018	Figure Skating Branch	20	3	0	0	23
	Speed Skating Branch*	5	3	1	1	10
2019	Figure Skating Branch	19	5	0	0	24
	Speed Skating Branch**	0	0	0	0	0
2020***	Figure Skating Branch	27	4	2	2	35
	Speed Skating Branch	29	14	8	5	56
2021	Figure Skating Branch	34	8	1	2	45
	Speed Skating Branch	37	13	8	2	60
* No Speed Skating Scholarships awarded						
** Speed Skating & Short Track budgets used as travel support to Junior World Cups & Junior Short Track Challenge competitions						
*** Start of new Scholarship application process						

Coach Scholarships

Coach Scholarships are used in different ways for the various disciplines.

Speed Skating and Short Track: Nominations are requested from ISU Members. After a review by the Development Commission and Vice President, Scholarships of USD 10'000 or USD 5'000 are awarded. These are paid over 2 years and a report on activity and progress is required 12 months after each payment. Coaches use this support to fund various activities, such as Masters level qualifications, coaching internships, training camps, sports psychology education and many more.

COACH SCHOLARSHIPS SPEED SKATING & SHORT TRACK 2018-2021						
		Europe	Asia	Americas	Oceania, Africa & India	Total
2018	Speed Skating Branch	4	0	0	1	5
2019	Speed Skating Branch	4	0	1	0	5
2020	Speed Skating Branch	3	2	1	1	7
2021	Speed Skating Branch	8	3	0	0	11

Ice Dance:

In 2018 and 2019 five Coaches were selected by the Ice Dance Technical Committee for support to attend the Ice Dance ISU Development Seminar in Seoul, Korea in August. In 2020 and 2021 there was a new approach and ten Coaches were selected for a mentoring scheme, involving 6 months of mentoring by top Coaches from September to February. Due to the pandemic this was done entirely online, with exchanges on tools such Zoom, WhatsApp and Teams, exchange of videos and educational materials plus group and one-to-one discussions.

Some comments from the 2020 Coaches were:

(Uzbekistan -2020): The training system itself was flexible and convenient, as each of us has its own methods and schedule, we asked questions and received complete and understandable answers. We could model the topics that we need at the moment, which is very convenient. Everything was held on a positive wave, as it should be in a big sports family!

COACH SCHOLARSHIPS ICE DANCE 2018-2021						
		Europe	Asia	Americas	Oceania, Africa & India	Total
2018	Ice Dance	1	3	0	1	5
2019	Ice Dance	0	2	0	3	5
2020	Ice Dance (mentoring)	1	6	0	3	10
2021	Ice Dance (mentoring)	2	5	0	3	10

Synchronized Skating: For Synchronized Skating, each year five Coaches were supported with 6 months of mentoring from a top Synchronized Skating Coach plus travel support to attend an ISU Synchronized Skating Officials Seminar.

COACH SCHOLARSHIPS SYNCHRONIZED SKATING 2018-2021						
		Europe	Asia	Americas	Oceania, Africa & India	Total
2018	Synchronized Skating	2	2	0	0	4
2019	Synchronized Skating	3	1	0	1	5
2020	Synchronized Skating	4	1	0	0	5
2021	Synchronized Skating	4	0	0	1	5

The pandemic made the mentoring process more difficult, but there was good progress for most Teams.

(Switzerland 2019) The last six months have been very intensive but also a lot of fun and we have emerged with new insights into the sport as well as skills that have lacked beforehand.

Singles and Pairs: In Figure Skating, as a joint decision of the Single and Pair Skating Technical Committee, Sport Directors, Development Commission and Vice President, the budgeted Coach support was allocated as extra funds for Junior Skater Scholarships.

5. Development Commission Initiatives

a) Skater to Coach initiative

A Skater to Coach initiative was launched in 2018 to give financial support for educational and other development activities for Skaters who have retired and wish to become Coaches, Administrators or Officials or move into other roles in the Skating disciplines. After a steady increase in applications from 2018-2020, the number of applications decreased in 2021, possibly due to Covid-19 related restrictions on activities. It is hoped that there will be more applications in 2022.

Coaches have used the funding for many different activities: to pay for national coach qualification programs; to attend Coach camps or mentoring in other countries; to buy technological aids (software and hardware) for coaching; to help towards funding of their education (e.g. specialized degrees related to coaching); to improve their English language skills, and many other activities. Several young Coaches who were given Skater to Coach support in 2018 and 2019, have also since been granted a Coach Scholarship (see section b) below) as they move to the next stage of their career.

SKATER TO COACH SUPPORT 2018-2021						
		Europe	Asia	Americas	Oceania, Africa & India	Total
2018	Figure Skating	4	0	0	0	4
	Speed Skating	8	1	1	0	10
2019	Figure Skating	8	0	1	1	10
	Speed Skating	8	0	0	0	8
2020	Figure Skating	7	2	1	1	11
	Speed Skating	7	0	3	0	10
2021	Figure Skating	1	0	2	0	3
	Speed Skating	4	1	0	1	6

b) Visiting ISU Coach initiative

An initiative to establish a Visiting ISU Coach program was launched in 2018. Expert Coaches have spent time in the ISU Member country, giving advice based on actual conditions and providing ongoing support to establish effective skating programs. The Covid-19 pandemic badly disrupted the Visiting Coach projects because Coaches were often not able to travel and even though some activities could be organized online, in many countries ISU Members were not able to organize suitable activities because ice rinks and training facilities were closed. Whilst some projects did go ahead, others had to be postponed. The postponed projects will be a priority for the coming Season.

VISITING ISU COACH INITIATIVE 2018-2021						
		Europe	Asia	Americas	Oceania, Africa & India	Total
2018	Figure Skating	1	0	0	1	2
	Speed Skating	2	0	0	0	2
2019	Figure Skating	1	1	0	0	2
	Speed Skating	2	0	0	0	2
2020	Figure Skating	4	4	2	0	10
	Speed Skating	4	1	0	0	5
2021	Figure Skating	3	3	0	0	6
	Speed Skating	1	1	0	1	3

c) Worldwide Coach education structure

The ISU Coach Education Qualification Framework was developed between 2019 and 2021. It is a multi-level tool for ISU Members that are interested in providing educational sessions or building a national Coach education pathway for their Coaches. It has been designed to provide a standardized structure for the education of Coaches that can be used as a reference and guide by ISU Members in establishing a Coach education program for Figure Skating, Short Track, and Speed Skating.

A pilot Level 1 online course of the ISU Coach Education Qualification Framework (Figure Skating) was successfully held on the ISU eLearning Platform, and following the success and positive feedback from the pilot a first edition of the course was also held in 2021. 25 Coaches participated in the Pilot course, and another 60 in the first edition.

The Level 1 course intends to give ISU Members a first understanding of what the ISU Coach Education Qualification Framework can provide, so that they can decide in what way the framework could be integrated into their Coach training programs. ISU Members interested in adopting the ISU Coach Education Qualification Framework courses as part of their Coaches education and training portfolios may get specific guidance and resources from the ISU for implementing different levels of the Framework in their own countries.

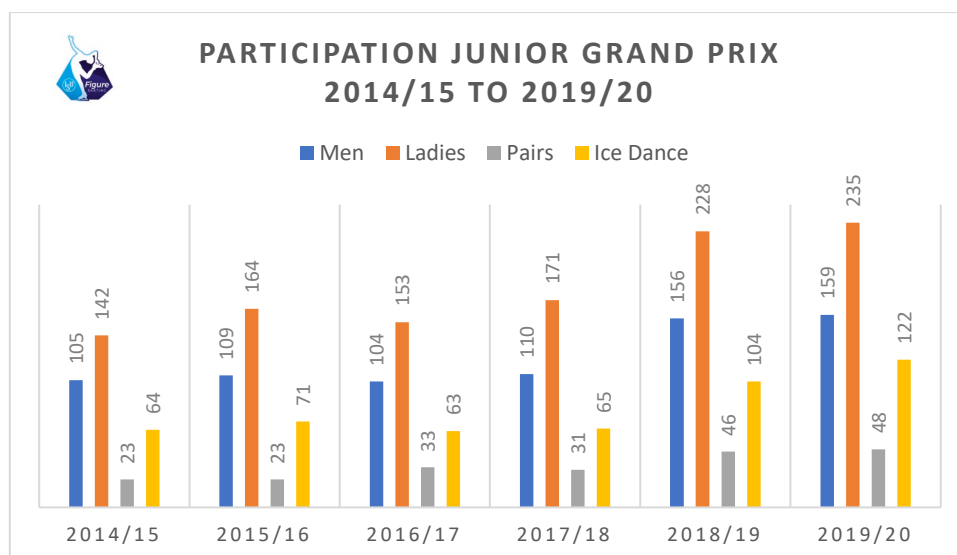
6. Council Projects

a) Worldwide Seminars

The 2018 and 2019 Worldwide Seminars for Ice Dance (Oberstdorf, GER and Seoul, KOR), Pair Skating (Berlin, GER and Novogorsk, RUS) and Synchronized Skating (Vierumäki, FIN) had high numbers of participation, as usual. However, the 2020 versions were all cancelled due to the pandemic. In 2021, the Oberstdorf Junior Ice Dance Seminar took place online with live and recorded session attended by 25 Junior Couples from 12 ISU Members and 28 Coaches from 14 ISU Members. There were 27 hours of meetings on Zoom and 340 videos created by the moderators. There was also an online meeting for Coaches who had planned to attend the Synchronized Skating Seminar. Unfortunately the other Seminars had to be cancelled.

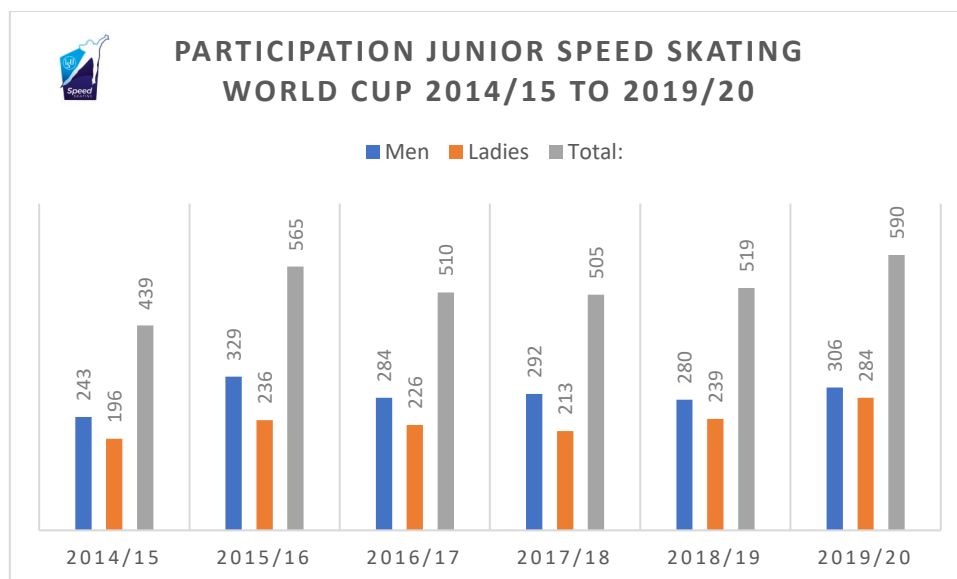
b) Junior Grand Prix of Figure Skating

There has been a very positive evolution in the number of Skaters participating in the Junior Grand Prix over the six seasons from 2014/15 to 2019/20. The annual ISU Development Ice Dance and Pair Skating seminars have surely contributed to the increases for those disciplines. In 2020/21 the Junior Grand Prix of Figure Skating was cancelled due to the Covid-19 pandemic.



c) Junior Speed Skating World Cup

Despite the reduction in the number of ISU Junior Speed Skating World Cup Events from five in the Season 2014/15, to four in the Season 2015/16 and thereafter to three from the Season 2016/17 onwards, the number of participating Skaters has held steady and even increased. In 2020/21 the scheduled ISU Junior Speed Skating World Cups in Minsk, Belarus and in Collalbo, Italy, and Hachinohe, Japan were cancelled due to the Covid-19 pandemic. In 2019/20 the Skater Scholarship budget for Speed Skating was used to support travel costs for non-European ISU Members to attend the World Cups and 9 ISU Members (4 from the Americas and 5 from Asia) benefited from this support.



The number of participating ISU Members has increased from 23 in 2014/15 to 31 in 2019/20.

d) Junior Short Track Challenge Series

During the 2018/19 and 2019/20 seasons eight Junior Short Track Challenge Series competitions were supported, in order to provide competitive opportunities for Junior Skaters who are age eligible to compete in the World Junior Championships for the respective season. There were six competitions in Europe, one in North America and one in Asia. The six competitions in Europe, involving Skaters from 32 ISU Members, culminated in a Europa Cup Final, also supported by the ISU. Unfortunately, the Final in March 2020 could not take place due to the Covid-19 pandemic. In both Seasons, three Danubia and three Star Class Short Track International Competitions, focused on the Junior C and D Category Skaters, were also supported. Due to the Covid-19 pandemic, no ISU funding could be allocated for Junior Short Track Challenge competitions, or Danubia/StarClass competitions during the Season 2020/21. In the 2021/22 season, four Junior Short Track Challenge competitions took place in Europe (one was cancelled and none were hosted in North America or Asia) and 6 Danubia/StarClass competitions.

e) eLearning

The objective of ISU eLearning is to provide quality online education content for Coaches, Officials and Skaters via an user-friendly platform. There was a soft launch of the ISU eLearning platform (<https://elearning.isu.org/>) in June 2019 with the first modules and materials covering both Branches and anti-doping education.



The ISU eLearning platform was expanded during 2020 and 2021 with four focus areas identified and new modules being regularly added. The pandemic became a catalyst for speeding up the production and implementation of online learning for the ISU and the ISU eLearning platform served as an alternative tool to keep the skating community active and engaged during the pandemic.

The following modules were made available to Coaches, Officials and Skaters in 2020 and 2021. They were constantly accessed by the targeted groups of users whenever and wherever wished.

Modules relevant to both Branches

- ISU Pure as Ice Certification
- iCoach Kids
- ISU Code of Ethics Online Challenge
- Endurance
- Sleep and Recovery
- Coaches Education Qualification Framework
- Webinar on Prevention of Manipulation of Competitions

Modules for Figure Skating Branch

- Judges Reappointment Learning Exercises
- Technical Panel Reappointment Learning Exercises
- Virtual Event Tool Kits – a step by step toolkit for designing and producing Zoom-based online virtual events/contests to assist small ISU Members and clubs to organize small-scale online contests during the Covid period.
- ISU Coaches Education Qualification Framework Level 1, Level 2 & Level 3 online courses & interactive sessions – The framework and accompanying curriculum are designed to serve as a set of guidelines for ISU Members, particularly those without a developed Coach education framework.
- Art of Program Components
- Ice Dance Foundations
- Skating techniques with Brian Orser
- Inside CoE Webinar Series
- Reappointment Learning Exercises Updates
- Synchronized Skating Technical Updates and Online Exams for Reappointment

Modules for Speed Skating Branch

- Strategic and Mental Capability modules
- Short Track Infringement module update
- Speed Skating Starter's Practice Tool
- eLearning Assistance to Speed Skating Officials Online Seminars
- ISU Coaches Education Qualification Framework (Levels 2-5) – The framework and accompanying curriculum are designed to serve as a set of guidelines for ISU Members particularly those without a developed Coach education framework. Related modules under development in 2020.
- Staying on Track
- Strength and conditioning modules
- My personal workout kit
- My Speed Skating Skillset

As well as content development, the Learning Management System (Moodle) has been regularly upgraded to serve the increasing online learning needs of the skating community.

Statistics

By September 2021, the ISU eLearning platform had 3'900 registered users from 90 ISU Members with a steady increase from the launching of the platform and over the years 2020 and 2021.

Time Periods	Registered Active Users (Approximate)	ISU Members Represented (Approximate)
September 2019	800	60
June 2020	1400	81
January 2021	2000	85
December 2021	3919	88

Since Coach education was identified as one of the top priorities, ISU eLearning launched the pilot and first edition of online courses and interactive sessions (as mentioned above) of the Level 1 Coach

Education Qualification Framework (Figure Skating). 79 Coaches from 27 ISU Members participated in the courses over a period of 6 months. Very positive feedback was received from the participants, based on which further online courses were planned.

For Officials, below is the data showing the number of attempts at the Figure Skating Officials Reappointment Online Learning Exercises (one of the major modules for Figure Skating Officials) over the period from June 2019 to December 2021:

Referees (launched 2019)

Singles and Pairs – 421
Ice Dance – 192
Synchronized Skating – 78

Judges (launched 2020)

Singles and Pairs – 570
Ice Dance– 379
Synchronized Skating – 110

Technical Controllers and Technical Specialists (launched 2021)

Singles – 617
Pairs – 170
Ice Dance– 118
Synchronized Skating– 235

Coaches and Officials from the Speed Skating Branch also benefited from the different eLearning modules made available for them. They were more equally spread over the modules and online seminars organized via the eLearning platform.

f) Centers of Excellence (CoE)

Based on the ISU survey (Communication No. 2169) and its responses, on the basis of the coaching expertise, activities, facilities and other factors, nine entities were recognized as pilot ISU CoEs for a 2-year pilot phase in order to test the concept and work out next-step strategies. These were:

Speed Skating Branch	Figure Skating Branch
<ul style="list-style-type: none"> • Canada/Olympic Oval at the University of Calgary - Speed Skating and Short Track • The Netherlands/Thialf Academy - Speed Skating and Short Track • USA/Utah Olympic Oval, Salt Lake City - Speed Skating and Short Track 	<ul style="list-style-type: none"> • Italy/Bergamo, Ice Lab - Single & Pair Skating • Germany/ Eisportzentrum Oberstdorf - Single & Pair Skating, Ice Dance • Switzerland/Champéry Skating School of Switzerland - Single Skating • Thailand/Bangkok IWIS International Training Center - Single & Pair Skating, Ice Dance • USA/Detroit Skating Club - Single & Pair Skating, Ice Dance, Synchronized Skating



In addition, a Memorandum of Understanding was signed between the ISU and China Winter Sports Administration Center (Chinese winter sports authorities) to establish an ISU CoE in Beijing, covering both Branches, in view of the legacy of the 2022 Beijing Winter Olympic Games. Beijing CoE participated in most of the CoE activities during the pilot phase.

Even though the ISU CoE Pilot Phase (2020 and 2021) took place in the context of the global Covid-19 pandemic, various pilot projects were implemented with close collaboration between the pilot Centers. Due to the pandemic, almost all the pilot projects had to be in a digital format. Nevertheless, the projects energized innovation and creativity in serving ISU Members and the Skating community remotely yet in a professional way.

The ISU CoE activities included:

Year 2020

- Keep Training Series (both Branches) – 29 online off-ice training sessions with renowned Coaches, former Olympians and Skaters from the participating CoEs were organized and livestreamed via the ISU YouTube channel during the lockdown period;
- Online Contest explorations (both Branches) – CoEs were exploring ways to develop online contest formats to cope with the interrupted competition seasons during the pandemic;
- Participation in the production of the Virtual event Toolkit (Figure Skating) – some CoEs participated in the production of the Toolkit in conjunction with ISU eLearning;
- Tutorial videos (Speed Skating) – a series of training-related topics presented in short videos were delivered by the CoEs and published on the ISU website;
- Production of ISU CoE Guidelines to explain the concept and functioning of ISU CoEs;
- Regular online CoE meetings/workshops

Year 2021

- Elements Explained – 24 short videos explaining selected Figure Skating elements to showcase younger Skaters and Coaches for their training/coaching. The videos were publicized on ISU social media accounts and presented during Junior Grand Prix of Figure skating events;
- Inside CoEs webinar series (Figure Skating) – CoEs shared their expertise in specific training topics in the series of webinars organized in cooperation with ISU eLearning;
- Tutorial videos production continued from the year 2020 (Speed Skating);
- The ISU CoE Internship program (both Branches) was launched in 2021 to support ISU developing ISU Members for the training of their promising Skaters/Coaches by providing quality training opportunities at the CoEs with ISU financial support available. 19 applications (11 Figure Skaters and 8 Speed and Short Track Skaters) from 9 ISU developing Members were received and accepted;
- Continued/completed production of ISU CoE Guidelines to explain the concept and functioning of ISU CoE;
- Regular online CoE meetings/workshops

The ISU CoE project ended its pilot phase (2020 and 2021) with its objectives achieved. The new cycle (2022-2026) of the ISU CoE project was launched in November 2021 based on the experiences gained during the pilot phase.

7. Conclusion

An annual report of Development Program activities has been published on the ISU website since 2019. Over the four-year reporting period, if the annual C Contribution and Exceptional Contributions are also taken into account, then 99% of ISU Members have been assisted in some way by the ISU Development Program, either by means of project support, Scholarships, or a C Contribution/ Exceptional Contribution and only 1 ISU Member has not received any support. In addition, many ISU Member Skaters participated in competitions supported by the Development Program - the ISU Junior Grand Prix and ISU Junior Speed Skating World Cup (see sections 6 b), c) & d), Short Track Junior Challenge and Danubia/StarClass competitions, and other International Competitions.

During 2018 and 2019 there was an increase in the number and geographical spread of ISU Members applying for and participating in Development projects. Since 2020, however, the pandemic has had a clear effect on the number of ISU Members participating in projects, resulting in a drop in the percentage that have been directly involved in development activities. The Development Commission will work to reestablish the positive momentum in the next years.

For projects, ISU Members have had to adapt their planning to take into account social distancing, mask-wearing and other preventative measures (the Development Commission is pleased to report that no cases of Covid-19 have been reported during or after any 2020 or 2021 Development Project). ISU Members have also had to make broader adjustments, such as more project activities taking place outside, splitting training camps into two parts in order to adapt to rapidly changing travel restrictions, or carrying out online versions of their projects. The Development Commission thanks the organizing and participating ISU Members for their flexibility and adaptability which have meant that activities for young Skaters have been able to go ahead, with a positive psychological and motivational effect in the difficult pandemic circumstances.

Despite the challenges of 2020 and 2021 and the cancellation of many ISU Events and activities, the ISU Development Program has adopted a flexible approach and continued to respond to the needs of ISU Members and to provide opportunities and funding to maintain Skating activities worldwide. In addition, the ISU eLearning platform and CoE activities helped to continue to serve ISU Members by providing quality online content and multiple activities in digital formats during the pandemic. The challenging pandemic situation may well continue into the future and the Development Program will continue to support ISU Members through its diverse programs and initiatives.

April 2022