

Minutes

Annual Meeting of the USA Fencing Board of Directors

September 17-18, 2011 Newark, NJ

Present: Bradley Baker, David Blake, Aaron Clements, Wes Glon, David Herr, Terry Kwan, Paula Reed, Sunil Sabharwal, Laurie Schiller, Jay Strass, Kalle Weeks, Alex Wood

Absent: Mario Rodriguez, Jeff Salmon, Soren Thompson

Guests: Donald Alperstein, Greg Dilworth, Bob Largman, Steve Sobel

Every motion must have an individual sponsor identified in the agenda and in attendance at the meeting. The sponsor presents the motion, answers questions, takes notes on suggested changes, and shepherds the motion if it is referred to committee. Committees that are presenting motions must assign a member to fulfill this duty.

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*Reports are provided by committee chairs regarding their committee's activities; receipt of the submitted reports does not indicate adoption of items within each report.

** Report distributed at the meeting and not originally included in the agenda.

I. General Information and Organizational Items

General announcements

Remarks – Kalle Weeks, President

Ms. Weeks stated, "We are here for the Annual Meeting of USA Fencing. This meeting, as all of ours, is open to the membership. While we would have liked to offer telephonic access to our meetings, we have had limited success in doing so, and the cost this time was prohibitive."

"I am pleased to welcome our new member of the Board, John "Jay" Strass. Unfortunately, our other new member, Jeff Salmon, could not be with us, as he is at a tournament in Poland."

"This is the culminating event of our strategic planning process. Going forward, assuming we adopt the Strategic Plan, our task will be to make it all take place. The major objective today will be going through our plan to make the document come to life."

Ms. Weeks also said a few words to our athletes that are heading across Atlantic to Vet Worlds and Senior worlds. She expressed that our thoughts and hopes go with them.

The Board observed a moment of silence for the passing of Arnold Mercado.

Appointment of Parliamentarian

Motion (Dr. Schiller): To appoint Aaron Clements as parliamentarian for 2011-12.

Second: Mr. Blake

Motion Passed.

Appointment of Secretary

Motion (Dr. Schiller): To appoint Bradley Baker as Secretary for 2011-12.

Second: Mr. Glon

Motion Passed.

II. Minutes of the August 18, 2011 Special Meeting of the Board of Directors

Motion (Mr. Baker): To approve the minutes of the July 18, 2011 Special Meeting of the Board of Directors

Second: Ms. Kwan

Motion Passed.

III. Minutes of the August 31, 2011 Special Meeting of the Board of Directors

Motion (Mr. Baker): To approve the minutes of the July 31, 2011 Special Meeting of the Board of Directors

Second: Dr. Schiller

The minutes were amended to reflect the attendance of Mr. Wood at the meeting.

Motion to approve the minutes, as amended, passed.

IV. Board Review and Self-Evaluation

Introductory notes were given by Ms. Weeks.

The Board engaged in a review of “Ten Basic Responsibilities of Nonprofit Boards,” a document distributed by Ms. Weeks.

An electronic survey for a “best practices” self quiz will be sent out following this meeting. The quiz is the same document completed last September as a part of our Board training activities.

Assessment materials from this season will be used as a baseline to help measure how the Board is doing moving forward.

V. Finance and Budget

Financial Reports

An oral presentation was provided by Mr. Dilworth.

Mr. Dilworth indicated that he can happily say that the 2010-2011 budget reflects the final

numbers that we will be submitting to our auditors. He expressed confidence that these numbers are
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correct. He also expressed disappointment that the 2011-2012 numbers are so far off from the projections from early July. The expected surplus of \$120,000 has been changed to an actual deficit of \$60,000. The reasons for these adjustments are included in the financial notes. Fundamentally, we do not have enough reviews incorporated into some of our processes and have allowed exceptions to policies that cannot continue going forward. For example, we cannot accept late expense reports. We need to be timely and accurate and follow our procedures around purchase orders. Airfare from Summer Nationals is an example of this type of failing. It was known in the Office that they were coming in high, but that information never got into the projections.

There were a lots of little things, but no single big problem leading to the change in the bottom line.

One of the Strategic Plan financial goals is that we have sufficient financial structures in place to ensure that reporting is accurate. We have put in as many controls as we can think of to make sure we're tighter and more accurate.

Question: Did our membership numbers ever recover or stay below the original projections?

Answer: We stayed a bit below.

The Board proceeded to have a discussion of the effects of one-day memberships and the prevailing economy's effects on membership totals.

Mr. Dilworth answered questions related to several budget line items and association notes.

A brief discussion took place regarding the rationale behind offering multi-year memberships.

A discussion took place related to late expense reports. It was noted that the expense forms specify a 21-day limit. This will be enforced moving forward. The change in enforcement will be clearly communicated to athletes/cadre/tournament officials, etc.

Question: Have the auditors identified any weakness or lags in controls or information flow?

Answer: The audit committee will raise the issue with the auditors. The 2010-11 Audit is just starting this week.

It was noted that we spend a lot of time asking "what is in that line?" The opinion was expressed that it would help the Board to have more extensive descriptions of budget items. Mr. Dilworth noted

that we will work on doing that going forward.

A request was made that the Board receive information earlier. It was noted that the past few balance sheets included multiple columns of historical/contextual data, as a result of a previous Board request. It was strongly requested that we return to doing so in the future.

There was a discussion of the status of the National Office building. Our building is currently listed for sale. USA Volleyball is in the process of purchasing a building. We are looking at the possibility of moving into their new building, which would lower our costs, provide better space, and allow us to be in a single building, rather than spread across two buildings.

A Board member expressed having a hard time understanding how membership is shrinking and the size of the Office staff is growing. It seems that expenses are getting bigger and bigger. It was questioned why we don't put money into developing more coaches, rather than administrative staff?

Mr. Dilworth responded that we are following the hiring plan agreed to in July. We are hiring people to support tournament operations to continue running them well. We need to continue to run tournaments well to continue to run the \$900k surplus we experienced last season. We're adding international staff to manage the business, get results and get people where they need to go.

A Board member provided comments regarding the World University Games. The competition, from the US perspective, was very successful, although it could have been better. The cost to USA Fencing was \$0. We brought no armorer or medical staff. We had coaches plus one volunteer manager. Everything was managed without excess expenses. We could run many other international events with similar levels of staffing. We can scale down expenses.

Ms. Weeks thanked universities that, by providing funding, made our cost effective participation in the World University Games possible.

Question: Given the budget variations in the last 60 days, are you still comfortable with what we've budgeted? What effect will it have on our operations this season?

Answer (by Mr. Dilworth): If we hit the budget that we have, effectively a break-even budget,

there won't be any fundamental impact. As you can see by looking at the cash flow statement, there are a few times over the course of the year where we're going to have large Accounts Payable balances. At the end of the year, we'll pay those accounts off. That has been our pattern for the last several years. As we go through the strategic plan, you will see that our objective should be to plan for a large fiscal surplus next year and then the year after that get out of debt. We are in vastly better shape than we were four years ago at this time. We're in "massively, shockingly, better shape" than three years ago. We need to continue to get better at it so we can pay our bills on time. We've gotten much better in the last year. Our vendors are happy. Our volunteers are being paid earlier and we've paid earlier than we said we would.

A brief discussion ensued regarding our fiscal year end and whether or not it would make sense to change to a calendar year, matching the USOC. There will be discussions moving forward between the Office and the two concerned committees. **[Budget & Finance and Audit]**

Motion (Mr. Sabharwal): To receive the Budget Report as submitted to the Board.

Second: Mr. Blake

Motion passed.

VI. Strategic Plan and Action Plan Review and Adoption

Introductory comments were provided by Ms. Weeks.

Our policies and procedures have built up over time like the Mississippi delta. We have accumulated a lot of sludge and muck; we haven't always known quite what has been lurking in the murky waters. We have done good work at clearing some of that away. The tasks and activities with the Strategic Plan are what we need to do to get things flowing and to clarify our policies and practices so we're supporting our sport and not being held up by these things getting in our way.

Our strategic planning process has been going on for quite a while. Meetings have taken place in Dallas, Minneapolis, and Colorado Springs. There has been some commentary on Fencing.Net, but not all that much. We have not received many comments from the membership to us about the materials we've put forward. On the other hand, a lot of careful thought has been given to the Strategic Plan by the Board members and the National Office staff. We're now at the point where we are thinking about how to implement tasks related to Strategic Plan. We're at the point where we can say "This is what

we're doing" and members can later say "What did you do? Did you meet your goals?" This allows measurement of progress towards our goals and objectives.

The Board engaged in a thorough review and discussion of the current version of the Strategic Plan and action plan.

Motion(Mr. Blake): To adopt the Strategic Plan.

Second: Ms. Kwan

Motion passed.

Motion(Mr. Wood): To recess until 8:30am Sunday.

Second: Mr. Baker

Motion passed.

VII. Committee and Task Force Matters

Audit Committee (David Herr)

An oral report was provided by Mr. Herr

Essentially, there is nothing to report. The audit committee is at the start of the process of working with the outside auditors. The committee has requested that they be actively involved with the audit this year. Members will be on the call with the auditors this week. It was requested that any issues Board members think should be raised be submitted to Mr. Herr by noon, Tuesday. **[September 20]**

Olympic Planning Group (Bob Largman)

An oral report was provided by Mr. Largman.

The USFA has been ramping up efforts in the area of Olympic Preparation. In 2000 and earlier, the USFA didn't do our own prep, it was all USOC-led efforts. Since then, we've upped our game. The goal is to remove distractions from athletes and coaches. They should not have to worry about things like where they're staying, their parents, or food. Athletes will be provided with extensive information in advance of the Games, allowing them to focus on what they need to do. In 2004 we did a great job. 2008 was best year ever for planning. We have a good group now. We are looking to optimize the money available and do what is best for athletes and coaches.

Olympic planning and prep will not win medals. A poor job in preparation can cost you medals. That's the importance and why we're funding planning and prep.

Planning for the London Games started the day after Beijing with “lessons learned” and gathering data. Later in 2008, a group met with the USOC to do High Performance planning. That’s when we created the first draft of a London planning document that has guided us over 3-4 years. It is a living document that has been edited in the meantime. Mr. Largman indicated that he is very comfortable with where we are in the planning and preparation process.

We have an Olympic test event coming up Thanksgiving weekend. We will be sending four athletes and a coach. There will be a full individual and team competition involving the top eight teams in Men’s Foil. We were not in the top eight in Paris, but one country deferred and we were next in line. USA Fencing will cover airfare. LOCOG (London Organising Committee Olympic Games) picks up all expenses once on the ground in London. The competition will take place in the Olympic venue and is being used to test the facilities, with a focus on scoring, medical support, and logistics. Each sport has a test event being conducted to test certain designated aspects of the competition organization.

The planning group meets every other week via conference call, along with several in-person meetings. Meetings have been held with coaches and athletes. The key focus is pre-Games training.

The USOC started setting up training centers alongside the Games in Sydney. Athens and Beijing were much larger. Because of our recent performance, we’re a high-priority sport for the USOC and we getting good access to training facilities. We’ve trained the USOC that if we want to invite other countries in to train with us, it’s important to our program. Some of our squads will come to London early for training. Others will go to Poland or France and then continue on to London.

With the new year, the focus will be on individual athletes and teams, as selections are finalized. Athlete selection will be completed at April Nationals (April 14-17).

We’re planning for media events in the lead-up to and following the Games. We will probably focus on 3-4 individuals. All of our athletes will be listed in materials handed out to press, but we will highlight a few individuals. After the Games we have plans to work with local cities to stage events celebrating the accomplishments of our athletes.

Question: What is our strategy for coaches credentialing?

Answer: Mr. Largman provided some background history on Olympic credentialing. We’re looking at asking for ten credentials and working to get day passes for the armorer.

Motion (Mr. Baker): To receive committee reports, as submitted to the Board.

Second: Mr. Clements

Reports were reviewed in turn.

Motion passed.

VIII. Committee Appointments

Motion (Mr. Baker): To approve all committee and task force appointments, as distributed at the meeting.

Due to the disruption of Ms. Week's business by severe weather in New Jersey in recent weeks, the committee list has not yet been finalized. It will be distributed and a vote for approval will take place via email following the meeting.

Nominating Committee:

The following members of the nominating committee were announced:

Past Presidents: Donald Alperstein, Nancy Anderson, Stacey Johnson, Steve Sobel

Athletes: Mihail Etropolski, Alex Wood

Independent Board Representative: Ms. Weeks nominated Terry Kwan, and there were no other nominations for this slot.

Motion (Ms. Weeks): To nominate Jane Carter, Evan Ranes, and Carla-Mae Richards for election to the remaining slots on the nominating committee; and that if Ms. Richards declines the appointment, Alan Kuver be asked to serve as the final member.

Second: Dr. Schiller

Motion(Dr. Schiller): To close nominations.

Second: Mr. Blake

Motion to close nominations passed.

Nominees elected by acclamation.

[Secretary’s note: After the meeting Ms. Richards did decline the nominating committee position, and Mr. Kuver was confirmed as having been elected]

Election Committee:

Tim Chang will serve as the Athlete Representative.

Motion(Ms. Weeks): To nominate Gerrie Baumgart, Dan Berke, Jeff Salmon, and John Springgate for election to the Elections Committee.

Second: Dr. Schiller

Motion(Mr. Herr): To close nominations.

Second: Mr. Blake

Motion to close nominations passed.

Nominees elected by acclamation.

Motion(Mr. Baker): To approve the President’s appointment of Terry Kwan to a two-year term as Independent Director to Board.

Second: Dr. Schiller

Motion Passed.

A request was made by Ms. Weeks for suggestions to be submitted in next week for additional committee appointments and changes.

IX. Legal Update (Donald Alperstein)

An oral report was provided by Mr. Alperstein.

Recent work has focused on background checks. We need policies specifying what to do when getting “red light” reports.

We are in negotiation with ProPrintWear to modify and amend our existing agreement to dovetail with our anticipated Nike agreement. As part of the Nike agreement, we will be receiving

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apparel designated for athletes. ProPrintWear will undertake distribution tasks, relieving the National Office of that responsibility. In exchange, ProPrintWear will get the embroidery contract on said apparel.

National Team athletes will be given an apparel package. Traveling athletes have the right to purchase apparel. ProPrintWear will have sales rights to travel athletes and will share revenue with USA Fencing.

Contract changes are currently being negotiated with RailStation. The revised contract will be brought to the Board when closer to completion.

Review of coaching contracts is ongoing.

The Board has previously directed an examination into the status of two clubs and their relationship with suspended former members of the Association. That investigation is still in progress. One club has been fairly forthcoming, the other considerably less so.

Disciplinary Panels:

Canceled ROC from 2010-11: John Springgate (chair), Evan Ranes, Iris Zimmerman

Motion (Mr. Blake): That USA Fencing offer to purchase claims from those who paid registration fees and have not received a refund from the organizer. The offer will be to purchase the claims on a dollar-for-dollar basis in exchange for a release of the USFA and assignment of the claim against the organizer. The Legal Resource Group will take responsibility for drafting the offer language.

Second: Ms. Kwan

Motion passed.

Portland NAC/Nationals Parent Incident: Panel, previously appointed.

(Peter Barton (chair), Fernando Delgado, Scott Rodgers.) The complications resulting from the subject's failure to renew his membership were discussed and the panel was directed to proceed as if he were a member with full due process rights.

X. International Update (Sunil Sabharwal)

An oral presentation was given by Mr. Sabharwal.

Hosting the FIE Congress is the single largest international influence event that we've done. USA Fencing will be on both the global and local stage. The largest Olympic sponsor is Comcast, which is headquartered in Philadelphia. If we put on a good show and everyone is pleased, it will help put us in a better light in the eyes of all involved, both with the FIE and the USOC. Based on the work being done by the Philadelphia Sports Congress and the local organizing group (Sunil Sabharwal, Kalle Weeks, Bradley Baker), we are on the right track.

We should look at the FIE Congress as an opportunity. We can use it as a product or service from a fund raising perspective. We have donors or sponsors where we can use this event as an opportunity for them to mingle with a exclusive and influential group. We should use event as a "thank you" for those that we want to target. Let's put together a list of those who have given service to the organization and see what's possible.

The Congress is the annual general meeting of the FIE. The FIE is 98 years old, and this is the first time the Congress is being hosted in the US. There are 41 Olympic sports. This is the only sport hosting its annual general assembly in the US this year. We have received a significant contribution from the USOC.

The formal event is a two-day congress. Proposals are presented and voted upon. We have added a welcome reception, a two-panel symposium (media and future of fencing), and a gala dinner. Prior to the gala, we will host a USA vs. World exhibition match. The format of the match is still being worked out.

XI. New Business

Motion (Mr. Baker): To direct that the chair of each Standing and Additional Principal Committee submit or cause to be submitted, not later than 14 days prior to any in-person Annual or Special meeting of the Board of Directors, a report of all committee activities since the last such report and any recommendations to the Board of actions to be taken within, or that impact upon, the area of focus for the committee. An exception to this deadline for a particular meeting can be granted upon request to and approval of the USA Fencing President. Such request should be submitted and approved prior to the deadline.

Rationale:

Principal Committees are those that are integral to the operation of USA Fencing. It is essential that the Board remain informed of activities in the covered areas in a regular, frequent and timely manner. In the past, some committee chairs have failed to submit reports to the Board. Such failure is detrimental both to the decision making process and to the transparency of governance of the Association.

Second: Mr. Herr

A discussion was conducted regarding potential remedies in the event of non-compliance. Suggestions included removal of a committee chair or complete replacement of committee membership.

Motion passed.

Other New Business

Motion(Mr. Baker): That the FOC present a comprehensive plan for development of grass roots, national and international caliber referees with responsible parties and measurement criteria. The National Office liaison to this committee is David Sach. Report to be delivered to BOD by JO BOD meeting.

Second: Mr. Herr

Motion Passed.

Motion(Mr. Baker): That the Tournament Committee present a comprehensive plan for development of grass roots and national level bout committee personnel with responsible parties and measurement criteria. The National Office liaison to this committee is Tanya Brown. Report to be delivered to BOD by JO BOD meeting.

Second: Mr. Blake

Motion Passed.

Motion(Mr. Baker): That the Equipment Technology Committee present a comprehensive plan for development of grass roots and national level armorers with responsible parties and measurement criteria. The National Office liaison to this committee is J.R. Bourne. Report to be delivered to BOD by JO BOD meeting.

Second: Mr. Blake

Motion Passed.

Motion(Mr. Baker): That the Sports Medicine Committee present a plan to ensure that there are sufficient numbers of qualified athletic trainers for both domestic and international events. The National

Office liaison to this committee is David Sach. Report to be delivered to BOD by JO BOD meeting.

Second: Mr. Clements

Motion Passed.

Motion(Mr. Blake) (Offering a proposal drafted by the Legal Resources Group):

RESOLVED that all complaints alleging violation of the USFA Sexual Harassment Policy, Code of Coaching Ethics, or Code of Conduct, violations of law or regulations involving moral turpitude, and all appeals of “red light” or “adverse action letter” background checks be referred to an Athlete Protection Officer for initial evaluation, and when appropriate, for further action in accordance with USFA policies and procedures. In the discharge of these duties, the APO shall be free to consult with the Executive Director, the President, USFA legal counsel and such other USFA officers, officials and experts as he deems appropriate. The APO shall be appointed by the President, after consultation with the Executive Director and with the approval of the Board; and

FURTHER RESOLVED that Jim Page be appointed the acting Athlete Protection Officer (APO) of the USFA.

Rationale: The USFA Athlete Protection Task Force is in the process of formulating broad policy recommendations and proposing implementation procedures to protect USFA members and others from violations of their personal safety and dignity. Until such policies and procedures are in place, the USFA continues to be mindful of the needs of its members, which include the rights to be secure in their persons and not to be denied the privileges of participation without due process. At this time, and in furtherance of these needs and rights, the USFA has begun to perform background checks on persons who apply for certain classes of membership or who seek appointment to certain positions of trust and authority. The selection of an Athlete Protection Officer will advance and protect the needs and rights of the members by giving them a sounding board, advice and, when circumstances make it appropriate, and advocate. Having an APO with the described duties will also streamline disciplinary and appeal processes.

Second: Mr. Glon

Motion amended to include alternative reporting mechanism in case the APO is involved in the complaint.

Motion amended to remove Sexual Harassment Policy from first sentence of motion 1.

Motion amended to reflect “he or she.”

All amendments were accepted by Mr. Blake and Mr. Glon.
Motion passed.

Motion(Mr. Blake) (Offering a proposal drafted by the Legal Resources Group):

RESOLVED that any member of the USFA or applicant for USFA membership who is denied admission or appointment to any position on the basis of a “red light” background check or an “adverse action letter” predicated on the results of a background check shall have a right to seek review of that decision in accordance with the procedures here specified.

BACKGROUND CHECK DECISION APPEAL PROCEDURES

1. Should any individual receive a “red light” finding or an “adverse action letter” based on a USFA required background check and wish to contest any resulting USFA decision to deny his or her application for membership or to deny him or her any USFA position or appointment, that individual has a right to review of the denial. The person who seeks review is referred to herein as “the appellant.” The appellant may act on his or her own behalf during the appeal or may be assisted by a representative.
2. Unless otherwise notified by the USFA that a shorter period is required because of nomination deadlines dictated by the USFA, the USOC, the FIE or by prevailing circumstances, the appellant shall have 10 business days from the date that he or she is informed of the decision from which the appeal is being taken to notify the Executive Director or the Athlete Protection Officer (APO) of the appeal. If the appeal is made to the Executive Director, it shall be promptly referred by him to the Athlete Protection Officer.
3. Upon receipt of an appeal, the APO shall request from the appellant written consent, for his or her complete background check findings to be provided to the APO and, if the appeal progresses that far, to the Board of Directors. Failure of the appellant to provide that consent within a reasonable time, as determined by the APO, shall result in dismissal of the appeal and a waiver of the appellant’s right to seek review of the decision in question.
4. The APO shall review any evidence and argument submitted by the appellant or on his or her behalf and shall undertake such additional investigation as the APO believes

necessary to make an initial determination of the merits of the appeal. Upon reaching that determination, the APO shall inform the appellant thereof and shall ascertain from the appellant whether he or she wishes to proceed to a hearing by the Board of Directors.

5. If the appellant wishes to proceed, the APO shall so inform the President and Secretary of the Board of Directors and shall forward to them his file in the matter, including (a) all statements, documents and other evidence obtained by him, including the background check findings; (b) the arguments and evidence submitted by the appellant or on his behalf, and (c) the APO's recommendation whether the decision being appealed should be upheld or overruled and the reasons underlying that recommendation.

6. Upon receipt of the appeal, the President and Secretary shall place the matter on the agenda of the Board of Directors for consideration as expeditiously as practical in light of other business demanding its time and attention, being mindful of how the passage of time may affect the efficacy of its final decision in the matter. If the Board has previously provided for the hearing of background check appeals by a committee of the Board, and has constituted and populated such a committee, then the President and Secretary shall refer the matter and provide the file to that committee.

7. The Board (or the designated committee in its stead) shall review the file and conduct a hearing at which it shall take such additional evidence and argument as the appellant, the APO and officers and officials of the USFA may choose to present. The decision shall be reversed if a majority of the members of the Board (or of the designated committee) present and voting concludes either (a) by a preponderance of the evidence that the background check results were based on erroneous information; or (b) that to a reasonable degree of certainty the applicant does not pose a danger to the individuals with whom he or she is expected to come into contact by virtue of the class of membership, the position or the appointment that was denied on the basis of the "red light" or "adverse action letter."

8. The Executive Director shall communicate the results of the appeal to the appellant, with copies to the President, APO, legal counsel and any other person or organization necessary to effect any change in the appellant's status resulting from the decision on appeal.

9. If the appellant disagrees with the outcome of the appeal, he or she may file a demand for arbitration with the American Arbitration Association as provided in the Bylaws. The award obtained in the arbitration shall be final and binding on all parties.

10. The intentional submission of false information or evidence in connection with any proceeding provided herein shall be grounds for disciplinary action in accordance with USFA disciplinary procedures.

Second: Mr. Herr
Motion passed.

Motion(Dr. Schiller): To send an admonitory letter to two Texas coaches involved in a history of conflict.

Second: Ms. Kwan
Motion passed.

A discussion was held regarding the decision-making process related to selection of the host city for the Senior World Cup.

XII. Good and Welfare

1. Schedule of Board calls and meetings

A request was made by Ms. Weeks for Board members to submit information regarding their evening schedule. A schedule of Board conference calls will be set based upon feedback.

XIII. Adjournment

Motion (Mr. Baker): To adjourn the meeting.

Second: Mr. Wood
Motion passed.

Appendix A
Sports Medicine
Peter Harmer

The 2010-11 season marked the 10th anniversary of the institution of the US Fencing Sports Medicine program. During that time it has successfully provided coverage to all domestic USFA national events, Zonal competitions, the Cadet/Junior World C'ships and Senior World C'ships, and has met the increasing requests for support at world cups from various weapons squads. The structure of the program has resulted in its personnel being appointed to accompany USA team members to the last two Olympic Games and it has emerged as a world leader in fencing epidemiology. The US program is the only one in the world with exposure-based injury data and the publication (in the *Clinical Journal of Sports Medicine* in 2008) of the analysis of injury information covering its first 5 years of operation is the largest such study ever completed. With the ending of the Summer Nationals in Reno this year, data from the second half-decade can be analyzed to add to our knowledge base of injury risks in fencing. In addition, the work initiated and developed through the program over the past 6 years on non-broken blade penetrating hand injuries in sabre resulted in the formation of a special working group in February, 2011, authorized by FIE President Usmanov, to address and resolve this issue.

As I have stated in previous reports, the success of our program rests on the professional expertise and commitment to the wellbeing of the USFA family of the members of the Sports Medicine program – for their service over the past season I would like to gratefully acknowledge: Lonnie Sellers (Integrated Manual Therapy, WA), Doug Rank (MarRan Physical Therapy, WA), Brian Russon (Peak Orthopedic and Sports Physical Therapy, WA), Jen Krug (Silverton High School, OR), Jim Wallis (Portland State University, OR), Peter Harmer (Willamette University, OR), Susan Hurst (CA), Jeremy Summers (CA), John Carollo (Theodore Roosevelt High School, TX), Quinn Madden (Robert E. Lee High School, TX), Brian Hardy (UC – Colorado Springs, CO), Kyle Momsen (Gustavus Adolphus College, MN), Kaitlyn Silbaugh (Gustavus Adolphus College, MN), and Jim Gossett (Columbia University, NY). I would also like to provide a special acknowledgement for the support of others with medical expertise who have generously provided their expertise when needed, including Dr. Mark Piasio and Dr. Gregory Harvey but most especially to Annie Mannino.

In addition to the usual demands of service at all of the NAC and National events, in the 2010-11 season, the program met the increased requests from weapons squads and covered 9 world cups as well as three ROC/regional events. As usual, the excellent support the program received from the national office staff was invaluable to our ability to complete our assignments. A special thanks for the years of building our program go to Christie Simmons. Our appreciation and best wishes are inadequate parting gifts for all she has done. We would also like to acknowledge the work of J.R. Bourne and Tanya Brown in smooth transition from Christie's departure. Additionally, for support of our international assignments, I would like to express my thanks to Cathy Zagunis and Andrea Lagan.

The Sports Medicine program has continued to educate the USFA members on matters of injury prevention and treatment through the Sports Medicine Q&A in each issue of *American Fencing*. In addition, I have been the primary contributor to the Sports Medicine column in *Escrime*. At the request of members of the Athlete Protection Task Force, I also developed a revised policy on the use of massage with USA team members.

The appointment of David Sach as High Performance Director has provided stability to planning for sports medicine support for our athletes during international events. For the 2011-2012 season, the program will cover 23 world cups/Grand Prix (up from 9 during the '10-'11 season). We believe this is a significant step forward in establishing an integrated and comprehensive support mechanism for US fencers. Mr. Sach has also addressed

the concerns over staffing at the Senior World C'ships noted in last year's report will be allow better event planning and utilization of personnel in the future.

It is clear that the Sports Medicine program has established itself as a model for US NGB and a world leader in fencing injury research while continuing to grow to meet the needs of all of the constituents of the US Fencing family. The expanding scope of responsibilities, especially related to coverage of world cups, has placed pressure on our resources (personnel time; funding) and the challenge for the future is to appropriately match our resources to the needs of US fencers.

Yours sincerely,

Peter A. Harmer, Ph.D., MPH., ATC., FACSM
Chief Medical Officer
Email: pharmer@willamette.edu

DRAFT

Appendix B
Veterans Committee
Drew Ridge

1) There was a meeting for veterans in Reno during the Summer Nationals. The minutes of that meeting form the foundation of this report:

Veterans Meeting July 9 2011

Present members of the committee: Drew Ridge and Delia Turner

Introductions

Drew Ridge introduced Greg Dilworth and David Sach. Brad Baker was also in attendance.

Announcements:

Drew announced the Arnold Schwarzenegger Games

Discussions:

Respect for the veteran competitors.

Veterans deserve a little more respect than they have been getting. The Cynthia Carter Cup for the highest point standing has not been engraved in two years, for instance.

On a continuum between "fence for fun" and "World competitors," we should be recognized by the USFA for World competition. In recent history veteran competitors have brought in more world medals than many of the other team members.

Many things can be done for free or for little cost to increase visibility of the vets, such as posting the pictures of the veteran world championship team on the website.

Sponsorship issues are also important. Blue Gauntlet has promised to give a tester to every member of this year's team. Although the deal has not yet been inked, Nike will be providing shoes and outerwear. These are small steps toward a larger goal. When the team members have been identified Leon Paul will probably provide a discount for purchases – according to a meeting between Drew and Ben Paul.

Informational issues:

Drew would like to be able to contact the members of the veteran community through the USFencing database, but they apparently do not have a way to "narrowcast" some of these announcements.

Drew was contacted re events scheduling, particularly with respect to the veteran women's sabre team. If there is a gap of more than a day between team and individual event, it is difficult to free up the time from work for many competitors. We asked USFA staff and board members in attention to advise the national office that this is a source of concern, because they make up the schedule.

One suggestion was scheduling team the same day as the individual events for the very small women's veteran events. The minimum is six teams in order to hold the event.

Some have lobbied for a minimum cumulative age total for veterans teams – mirroring the European

system. Introducing additional barriers to forming teams, however, does not sound like a good idea now, since we have trouble fielding enough teams to hold competitions.

Delia made an appeal to the community to stay in contact with DD Nicolau, who suffered a fall from a horse earlier this year and was seriously injured. .

Porec Veteran Worlds:

FIE Compliance: Drew walked through the procedures for team members, including FIE compliant equipment. It is up to competitors to ensure that all their equipment is compliant, and that they have made sure that they have the country colors on the leg and last name and USA stenciled on the back.

FIE Rules: Three stages of noncombativity : no touch in one minute, 2nd no blade contact, 3rd fencers outside fencing distance No time limit. The FIE un-broke it just enough so they can enforce.

Medical compliance - They may or may not test for drugs. There are a surprising number of things we take as veterans that may be prohibited. Check the USADA website to make sure your medications are accepted.

Support: The team needs support at an administrative level; captains, chief of delegation, armorer and referees. Greg Dilworth stated that an armorer and referees would be provided. David Sach will go to Porec as well.

Summer Nationals:

Josh Runyan asked whether there could be a veteran combined event at National Championships. This is not a simple issue, because it would probably replace V40-49 as an event at Nationals. Adding another event is unlikely. Vet 40+ would probably not be fenced on the same day as the age-specific events without hurting one category or another. If the Vet combined is fenced on a different day from the age-specific events, that may have an adverse impact on people who fence more than one weapon. Greg Dilworth will pass on the request.

Josh also asked about seeding for national events. We hold the World Veteran points over and use that for seeding. A veteran moving into an age group event is seeded lower than he or she would be if performance in the prior year were taken into account..

Also, seeding for team events is based on performance in the combined events. There was some discussion of seeding in national events. It's a worthwhile issue to continue discussing, as well as the concept of "fencing down" into lower age groups and whether that should be encouraged.

Committee Procedures:

After the meeting adjourned Josh suggested that the moderators ask for a show of hands at upcoming meetings, rather than simply gathering a "sense of the room."

It is important to remember that the Veteran Committee recommendations are advisor to the Board. Hence, providing our input to Board members and to USFA staff (who were present) is highly desirable

--Delia Turner

2) The members of the 2011 Veteran World Championship Team are:

V50WF	V50WS	V50WE	V50MF	V50MS	V50ME
Jeannette Starks-Faulkner	Jane Eyre	Elizabeth Kocab	Joseph Biebel	Joshua Runyan	Walter Dragonetti
Michelle Verhave	Heidi Runyan	Amy Fortune	Edward Kaihatsu	Dmitri Kopylov	Rick Watrall
Anne-Marie Walters	Lydia Mazorol	Valerie Asher	Jonathan Zelkowski	Will Milne	Charles Schneider
Suzanne Brown Marx	Jeannine Bender	Mary Huang	Philippe Bennett	Ted Smith	Sean Ameli
V60WF	V60WS	V60WE	V60MF	V60MS	V60ME
Joanne Stevens	Delia Turner	Diane Kallus	Jan Patterson	David Suess	John Ridge
Muriel Cawthorn	Ellen O'Leary	Patricia Bedrosian	Neal White	Ray Sexton III	Jere Bothelio
Madelon Rosenfeld	Diane Hiatt	Anna Estrada	Ray Sexton III	Philip Sbarbaro	James Flint
Patricia Bedrosian	Muriel Evans	Kathryn Rubin	Ronald King	Wang Yung	Robert Cochrane Jr.
V70WF	V70WS	V70WE	V70MF	V70MS	V70ME
Bettie Graham	Una Jackson	Bettie Graham	James Adams	John Terninko	James Adams
Judith Evans			Fritz Chang	James Adams	Kazimieras Campe
Catherine Maier			David Kosow	Victor Bianchini	Mark Henry
Una Jackson				David Kosow	Alexander Kocsy

David Sach will serve as the Chief of Delegation
Robert Cochrane will serve as one of the captains.
The second captain has not yet been named.

Brad Baker and Amgad Badawi will attend the Championships as referees.
The armorer has not yet been named.

3) The Veteran Team members have been included in the “Nike” contract. They will receive shoes and warm-ups.

4) Drew Ridge attended a “tournament summit” in Colorado Springs on the weekend of August 13-14, representing the Veteran Committee. Soren Thompson participated in his capacity as Athletes’ Representative to the Board, and was a powerful advocate for all fencers. There was a spirited discussion (and some debate) which included, but was not limited to: the seeding system, analysis of qualifying paths, tournament eligibility, and the role of ROCs.

Respectfully,

John A “Drew” Ridge
3 September, 2011

Appendix C
Sport Science & Technology
Dr. John Heil

PROJECT DEVELOPMENT

Sport Science Seminars

A series of 4 seminars was held at Reno Summer Nationals – on 4 different topics, one seminar per day for 4 days.

Day 1- Attendance=0

Day 2- Attendance=7

Day 3- Attendance=2

Day 4- Attendance=34+ (33 paid; 1 National Team member- No charge; Others arrived late with no mechanism for collecting fees).

Unfortunately, there was no advance marketing which resulted in poor attendance. Two “email blast” announcements were distributed -- the first one, the day of the first seminar; and, the second one in advance of the day 4 seminar, with excellent attendance the final day.

Anecdotal comments following seminar (available on request), repeat attendance, and request for follow-up individually or in group setting suggests seminars are well received and a viable program

Plan next seminars at Junior Olympics 2012. Need to improve marketing. Per Greg Dilworth I will initiate the planning for marketing. Will also discuss system to evaluate seminars

Sport Science Videos

There is a 4th video now completed concluding the series. Titles and links are below:

Fencer...Chess Master-Zen Warrior (Posted: August, 2011)

<http://www.youtube.com/watch?v=NZfYPLWQmQ&feature=youtu.be>

Iris Zimmermann: Shattering Fencing Barriers (Posted: June, 2011)

<http://www.youtube.com/watch?v=X3cKH3X8PIE>

American Fencing: Olympic Spirit (Posted: December, 2011)

<http://www.youtube.com/watch?v=5FeKO0TKgVA>

US Olympic Fencing (Posted: January, 2011)

http://www.youtube.com/watch?v=N60_qvEI63E

eScout

eScout, an electronic scouting device, provides stripside tactical information with statistical, descriptive and video capabilities

USA Fencing has declined to develop this technology further and has given full rights to John Heil.

PROGRAMS & SERVICES

USFA EVENT CONSULTATION

Event Consultation-2011 Summer Nationals, Reno, NV

Sport Psychology & Sport Science Consultation (Report also attached). Requests for individual consultation while at event are documented – and identify presence of a sport psychologist at event as an asset for the membership.

EDUCATION & TRIAGE

Ongoing services provided to general membership

Information/Education

Provision of materials to coaches, athletes and administrators on Sport Science & Technology topics upon request.

Intervention/Triage

Direct consultation to coaches, athletes and administrators on Sport Science & Technology topics by phone, email or face-to-face. Seminars at local clubs

Referral to local sport science specialists

Publications

American Fencing Magazine

Ongoing articles in *American Fencing Magazine* Sport Science Column

INTERNAL LIAISON

Collaboration with USFA Committees, Officers

No action

LIAISON TO PROFESSIONAL ORGANIZATIONS

Contact as appropriate with professional organization

Fencing Special Interest Group to meet at Association for Applied Sport Psychology Conference. With goal of increasing local access to sport psychology for fencers and clubs.

*Contact: Dr. John Heil, Psychological Health * Roanoke; 2727 Electric Rd., Suite 100, Roanoke, VA 24018; Phone-Direct: 540-772-5147; jheil@PsychHealthRoanoke.com*

Appendix D
Reno Summer Nationals 2011
Sport Science Report
July 1-5, 2011

Dr John Heil
Chair, Sport Science & Technology

Sport Science Seminar Program – Sponsored by USA Fencing

Sport Science Seminar Series – 4 seminars each on a different topic on 4 consecutive days:

Day 1- Attendance=0

Day 2- Attendance=7

Day 3- Attendance=2

Day 4- Attendance=34+ (33 paid (1 at reduced rate); 1 National Team member- No charge; Others arrived late with no mechanism for collecting fees)

Seminar Assessment

Attendance continues to suggest that seminar program is viable; Reinforced by repeat participants; Afternoon time slot appears to be preferable

Have distributed Seminar Evaluation form to assess satisfaction and seek suggestions for improvement; Initial unsolicited feedback is favorable.

Estimated Revenue:

Day 1= \$0

Day 2= \$350 (7 participants; 1 indicated he would mail check to National office)

Day 3= \$100

Day 4 = \$1610 (one participant only paid \$10; National Team member at no charge)

Estimated Total= \$2060 (Revenue split 50% USA Fencing; 50% John Heil).

Recommendations:

Continue seminar program. Continue to rotate seminar topics (from current master list of 12)

Improve marketing and develop online registration option

Program Development

-Meetings with Greg Dilworth on sport science planning

-Meeting with Peter Harmer re coordinating sport science and sports medicine

-Meeting with Terry Kwan, Wes Glon & Lawrence Schiller re Sport Science programs

-Meeting with Wayne Johnson re tactile adaptation to scoring system to facilitate referee performance

Other Activities

-Attend Board of Directors Meeting

-Meeting with Andy Shaw re coordinating efforts of Fencing Museum & Sport Science Video Project

-Meeting with Alex Wood re service on Board of Directors of Virginia State Games

Consultation - Individual (Coach/Athlete/Parent/Cadre)

Athlete#1 (MA) Mental training

Athlete#2 (XX) Psychological training materials

Coach#1 (PA) Sport psychology seminar program
Coach#2 (CA) Sport science programs
Coach#3 (CA) Sport psychology concepts; Personal goals
Coach#4 (CA) Technology development
Coach#5 (VA) Team building
Coach#6 (OR) Sport psychology training; Athlete performance
Coach#7 (NY) Biofeedback technology
Coach#8 (NY) Athlete performance
Coach#9 (NY) Technology development
Parent#1 (NJ) Athlete performance
Parent#2 (OR) Athlete performance

Reporting on individual Consultation is vague in order to preserve privacy. It is included to offer an understanding of the function of sport psychology and sport science at competitions. Consultation with athletes typically includes service delivery (discussion of personal concerns, sport performance issues or sport science related matters). Consultation with coaches and cadre may be service oriented (as above), or alternately focused on discussion relevant to sport performance, or team and organizational dynamics. Identification is by state of residence.

DRAFT

Appendix E
Tournament Committee
Mary Griffith

BC Staffing for 2011-2012. BC staff assignments have been made for both the October and November NACs. Invitations for the remaining NACs of the season will be sent out by the end of September.

Several experienced staff are unavailable for this season, particularly on the computer side. This is partly normal attrition due to job and family demands and partly due to unhappiness with current BC working conditions. We currently have a pool of about 25 regular staff and half a dozen new and potential trainees, barely enough to staff the full season.

For 2011-2012, therefore, we are scheduling 10-12 BC staff for each tournament, up from the 8-10 staff we used last season. This will relieve some of the stress on tournament staff and will allow more cross-training among existing staff in addition to training new staff..

BC Recruiting & Development. We now have a formal committee, the BC Recruiting and Development Group, consisting of experienced BC staff, working on a formal structure for BC staff recruiting, training, and evaluating. We are currently developing an overall timeline and considering BC rating levels and the skills that should be expected at each level.

Tournament Committee Function Redux. The TC (still) needs guidance from the Board on its purpose and function, since the description in the 2006 Ops Manual is outdated. Without a clear definition of our job—what our responsibilities are, what authority we have, and how we are to be held accountable—we cannot do that job effectively.

Respectfully submitted,

Mary Griffith
Chair, Tournament Committee

Appendix F
Tournament Formats Task Force
Bradley Baker

The Tournament Formats Task Force was established in November, 2009, and given the following assignment:

Examine the acceptable formats and variations used for Divisional Tournaments, for the expressed interest of benefiting the fencers in the Division and earning of classifications.
Explore the possibility of expanding the types of acceptable formats to be used and define or outline their structure for the benefit of the competition and competitors.

Since that time, the task force has been unable to make significant progress on this task.

Key Points:

- We continue to feel that the structure for local tournament formats needs expansion and clarification
- Despite several attempts, we have been unable to sustain momentum on the project as each of us is pulled onto other priorities
- It has become clear that this is likely to continue to happen with the group, as currently constituted

It is the recommendation of the Task Force that our group be dissolved, although with the possibility that a new group with a similar mission could be assembled at some point in the future.

Respectfully submitted,

Bradley Baker
Chair, Tournament Formats Task Force

Appendix G
MEMBERSHIP GROWTH TASK FORCE
FINAL REPORT
USA FENCING BOARD OF DIRECTORS
September 16, 2011

I. Background

The Membership Growth Task Force (MGTF), composed of Alex Wood, Jeff Salmon, Mark Stasinos, Jay Strass, and Sunil Sabharwal, will now like to submit its final report to the USA Fencing's Board of Directors.

The MGTF was instituted and put forth by the President of USA Fencing, Kalle Weeks, and approved by the Board of Directors at its meeting held in February of 2011. Since that time this group has held conference calls on a bimonthly schedule from March until July of this year.

The project mission of the MGTF has been to research and discuss a number of ideas whereby USA Fencing would be able to highly encourage current recreational fencers to become USA Fencing members. The reason being is that USA Fencing has not seen any meaningful increase in membership in the past five years. Since membership revenue is one of the three leading revenue streams for the USA Fencing organization, apart from tournament revenues and USOC contributions, increasing the number of members to our organization is critical not only to the financial bottom line of our organization but also to the growth of our organization relative to other "minor" sports. A large number of recreational fencers exist that currently fence at USA Fencing clubs, high school and college fencing teams that are currently not USA Fencing members.

This task force has been tasked with identifying how and why there exist a large number of fencers that are not currently USA Fencing members, and more importantly how we can encourage those fencers to become USA Fencing members. This is in line with USA Fencing's 2011 Strategic Plan Goal No. 1, "Achieve and Maintain a Healthy, Stable, and Dynamic Financial Status," Strategic Plan Goal No. 3, "Promptly Communicate Relevant Information Clearly, Effectively, and Accurately," and Strategic Plan Goal No. 4, "Foster Quality Training and Competitive Opportunities and Logistical Support for Fencers at All Levels."

II. MGTF Discussions

As stated above, the MGTF has met bimonthly, via conference call, from March to July of this year. The first thing the MTGF attempted to do was to identify which recreational fencers were not USA Fencing members. The MGTF concluded that these fencers include recreational fencers of all ages that currently fence at fencing clubs, high schools, universities, and YMCAs that do not currently compete at USFA sanctioned events; further, there are additional non-USA Fencing members that are fencing coaches, parents, and spouses of fencers. Also, the MGTF believe that former members should be contacted to see why they are no longer members and determine whether there are any services that we can provide to make them become members again. The MGTF determined that data was needed from the National Office and possibly Ask Fred in order to determine whether any information could yield any conclusions regarding former members and recreational fencers who are not USA members. The National Office and Peet Sasaki from Ask Fred provided some membership data from their respective databases.¹

¹ Peet Sasaki did not provide any personally-identifiable information (PII) from his database pursuant to his privacy policy. Pete provided the following information: (1) a list of all colleges and universities; (2) a list of all high schools; (3) number of fencers per club that are USA Fencing members; (4) number of tournament participants by divisions of the fencers; (5) number of tournaments in a division; (6) average US Fencing Board of Directors 2011-2012 – September 17-18, 2011 Minutes Draft

The MGTF also had conversations about what the association can provide that would motivate non-members to buy a membership – such as additional insurance coverage for clubs for joining, rebates to club owners for encouraging recreational fencers and parents to sign up as members, additional discounts on equipment and services from USFA sponsors, an “Olympic-year” campaign - new members can get say a 50% discount on a 3-year membership or 25% on 1 year etc. Further, the MGTF discussed what communication tools the association could use to market the association – such as the website, magazine, email blasts, sign-up desks at tournaments, USFA community events, donations to the Olympic program which includes a membership, and organization brochures to be provided to clubs as part of their club membership.

III. Data Analysis and Results

Along with a number of discussions amongst itself the MGTF requested membership data from the National Office as well as Peet Sasaki (Askfred.net). First, after receiving some membership data files from the National Office, which contained information on individual members, clubs, vendors and other customers², Jay Strass analyzed the data and provided some initial assessments on USA Fencing membership.

The first conclusion was that USA Fencing has a large problem retaining members. USA Fencing has experienced **35%** membership turnover per year for years FY 2006 – Present. Thus, USA Fencing is losing approximately **7,500 members per year**. The turnover rates are consistent year over year. Cadet, Junior and 21 to 30 year olds account for **60%** of total membership losses. The second conclusion was that USA Fencing membership’s list is USA Fencing’s **most valuable asset** because revenues flow from the members via membership fees, tournament fees, charitable contributions, insurance premiums, and advertising revenue.

Historically, USA Fencing has focused on elite fencers, for the purpose of winning medals at international events, and for hosting national tournaments. However, USA Fencing needs to pay attention “*to the base*” to attract new fencers and to reduce membership turnover. USA Fencing needs to promote fencing as a recreational sport, a source of good exercise, a lifetime sport, and a social activity. Also, data analysis showed that only **31%** of USA Fencing members are females; thus, USA fencing needs to include in any strategic plan methods to increase female participation.

Finally, data analysis showed that **40%** of members are lost from the Cadet and Junior ranks each year, possibly because of: lack of tournaments outside of the Cadet/Junior National Events, lack of monetary support from parents after high school, and the lack of desire to fence once one enters college (other activities). Thus, USA Fencing needs to provide incentives to such fencers – such as lower membership fees for college and postcollege fencers. USA Fencing also needs to develop a stronger relationship with the NCAA and Collegiate Club leadership by supporting existing college fencing teams and clubs, supporting the promotion of existing clubs to varsity status, and supporting the development of new varsity programs and college clubs.

As an initial step, the MGTF believes the National Office needs to maintain an accurate membership list database, including former members.

number of tournaments fenced by individuals in a year by division; (7) how many people fenced in one to three tournaments per year per division; (8) how many people fenced in four to ten tournaments per year per division; (9) how many people fenced ten or more tournaments per year per division; (10)

² Data from six fiscal years 2006 – 2011 were used which contained unique member numbers and were used in this analysis.

IV. Recommendations

As a result of the data analyzed and the number of discussions the MGTf had amongst the group as well as with the National Office and interested parties, the MGTf now brings forward the following recommendations, in no particular order:

1. Create an accurate membership database:
 - a. Reconcile members' files year-over-year (inactive members should be included in membership database files).
 - b. Reconcile membership file against the membership revenue recorded in QuickBooks and then import membership list into QuickBooks. Prepare statistical analyses.
 - c. Reconcile club, college, and other organizational memberships.
2. Develop a systematic plan using accurate membership database to contact members:
 - a. Integrate National Office's use of QuickBooks for financial reporting with Railstation's membership and tournament entry database.
 - b. E-mail annual membership renewal invoices.
 - c. E-mail American Fencing Magazine PDF to individual and group members (including former members); and hard copies to dentist offices; etc.
 - d. Utilize "Smart-marketing" – perform data analysis of current members (zip code demographics – wealth and location of members) [Suggestion – utilize Geographic Information Systems to view data]
 - i. Identify members' locations in order to identify tournament locations.
 - ii. E-mail charitable contribution requests.
3. Develop "E-commerce" website:
 - a. Promote USA Fencing "products" (tournaments, memberships, charitable donations, insurance premiums, and advertising revenue). Research and review other National Governing Body websites that are not affiliated with the USOC – in order to determine how financial transactions are handled.
4. College and High School Fencing:
 - a. Create an accurate and reliable database of all collegiate (Division I and club) and high school fencing programs.
 - b. Create additional competitions for high school/collegiate athletes – ability to give USA Fencing ratings at such high school and collegiate tournaments.
 - c. Have USA Fencing representative attend NCAA and Collegiate Club Championships, and high school events (NJ) – table with brochures, etc.
 - d. *Provide "collegiate club" group memberships to universities (e.g. 10-member group plan for \$200, etc) [non-National memberships].
 - e. Meet with NCAA Fencing Liaison on a more regular basis.
 - f. Provide more information on USA Fencing website regarding colleges (e.g. NCAA link; updates on NCAA Championships; list of eligible and interested prospective fencers for college coaches).
 - g. Address Collegiate/Scholastic Task Force August 15, 2011 Meeting Report Action Items (database creation, FAQ program needs, USFCA partnership and training coaches, potential new membership categories, USA Fencing sanctioned high school and collegiate tournaments and ratings given).

5. Club membership incentives:
 - a. Better marketing packages for clubs – promotional videos, brochures, banners, operation manual cheat sheets (e.g. qualifying “flow sheet”).
 - b. Additional insurance packages for clubs for individual liability.
 - c. Provide “finder’s fee” for club owners for new members (% kickback to clubs).
 - d. Provide rebate to clubs rather than divisions.
 - e. Referee, armory, competition hosting, bout committee logistic, nutrition, sport science – clinics sponsored by USA Fencing at clubs.
6. Individual membership Incentives:
 - a. New member discounts – e.g. 20% discount on new memberships.
 - b. Access to additional fencing links on USA Fencing website available only by membership – access to Hall of Fame insights; webinars; nutritional information; technology; sport science.
 - c. Individualized “recruitment” pages.
7. Develop better relationships (and co-host events) with fencing-related organizations:
 - a. HEMA Alliance, Reenactment Societies, Pentathlon, and Historical Swordsmanship.
8. Develop closer relationship with Askfred.net:
 - a. Implement software pop-up in which new profile members for askfred.net may purchase a new USFA membership – (% kickback).
 - b. Send e-mail to all users that currently are not USA Fencing members, as stated in their profiles (% kickback).

V. Board Motion

(Wood): The Executive Director of USA Fencing, or his or her designee, must report to the Board of Directors at every Board meeting, whether in person or via teleconference, the following: (1) current membership levels; (2) current membership levels compared to previous year membership levels at that point in time; (3) new, and updated, membership initiatives to increase or improve membership levels; and (4) any other statistical data showing membership turnover rates by membership group.