



# 2011 USA FENCING STRATEGIC PLAN

SEPTEMBER 17/18, 2011



## MISSION:

To serve and foster the growth, participation and development of domestic fencing at all levels and to achieve sustained international success

# USA FENCING STRATEGIC PLAN

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Comment:



Responsibilities of the National Office may be delegated by the Executive Director as necessary.

The responsible party in the National Office is not listed.



## **GOAL 1:**

Achieve and maintain a healthy, stable and dynamic financial status.

# USA FENCING STRATEGIC PLAN

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## Goal 1: Finance



- **Strategy 1:** Establish and maintain a positive cash flow and positive net worth.
  - **Objective 1:** Be within 1% net revenue of the targeted surplus for 2011/2012 when audited in 2012.
    - This means having a bottom line between -\$44,200 and +\$62,100.
  - **Objective 2:** Develop a 2012/2013 budget that results in USA Fencing having no more than \$300,000 negative net equity when audited in 2013.
    - Our current negative net equity is \$919,688.
    - If we are on budget this year, we would need a budget with more than \$600K surplus next year to reach this goal.

# USA FENCING STRATEGIC PLAN

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## Goal 1: Finance

- **Strategy 2:** Increase the revenue stream via contributions, dues, program revenues, grants, sponsorships and marketing.
  - **Objective 1:** Increase annual membership giving to at least \$30,000 net income in fiscal 2011/2012.
    - This would be an increase of approximately \$14,900 from fiscal 2010/2011.
    - See plan on next pages.

# USA FENCING STRATEGIC PLAN

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## Objective 1: Contributions



- **Annual Campaign**
  - **VIP level donors** (giving above \$250)
    - **Goals**
      - Increase number of individual donors from 19 (2010/2011) to 40.
      - Increase total giving by 25% to \$20,000.
      - Maintain 100% giving by BOD members.
    - **Communication Plans**
      - Send thank you/update letters from ED by September 30.
      - Email update with individual success stories by October 15.
      - Commence formal appeal by November 1.
      - Follow up with mid-November personal phone calls from ED, President or other BOD member.
      - On an ongoing basis, provide regional opportunities to meet at competitions and other events.

# USA FENCING STRATEGIC PLAN

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## Objective 1: Contributions



- **Annual Campaign** (cont.)
  - **General Membership**
    - **Goals**
      - Increase number of donors by 21% to 150 individuals.
      - Increase giving by 36% to \$12,000 total.
    - **Communication Plan**
      - Send current donors a thank you/update letter from ED by October 15.
      - Send email blasts that include success highlights in October and November.
      - Develop an online-giving campaign to the general membership by November 15.
      - Follow up with a year-end giving message in magazine and an email in December.

# USA FENCING STRATEGIC PLAN

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## Objective 1: Contributions



- **Annual Campaign** (cont.)
  - **Major Gifts** (\$10,000+)
    - **Goal** – Secure one major unrestricted gift by June 1, 2012.
    - **Communication Plan**
      - Develop a list of potential donors. (completed)
      - Increase list of potential donors, and work to determine areas of particular individual interest . (ongoing)
      - Provide additional information on planned giving by October 15, 2011.
      - Offer opportunities to meet with USA Fencing staff and board members to cultivate potential donors. (targeted invitations by November 15)
      - Host coffees/receptions/meet and greets at NACs beginning in December at the latest. (invitations sent three weeks in advance of event to participants, local members and corporate sponsors)
      - Explore other opportunities to meet face-to-face with potential donors. (ongoing)
      - Communicate quarterly with US Fencing Foundation Board members.

# USA FENCING STRATEGIC PLAN

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## Objective 1: Contributions



- **Annual Campaign** (cont.)
  - **Combined Federal Campaign** (CFC)
    - Promote to general membership through eBlasts. (occasional)
    - Send acknowledgements to current CFC donors by October 15.
- **Foundation giving**
  - Present plan for major gifts to US Fencing Foundation. (complete—see presentation)
  - Identify 6-8 potential grant funders by January 1, 2012.
  - Secure commitments for direct athlete support by June 1, 2011.
- **Future Programs**
  - Adopt 2012-2016 fundraising/development plan by August 1, 2012.

# USA FENCING STRATEGIC PLAN

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## Goal 1: Finance

- Strategy 2: Increase the revenue stream via contributions, dues, program revenues, grants, sponsorships and marketing
  - Objective 2: Increase club membership to 580 and individual membership to 22,000 by July 31, 2012.
    - See more detailed membership objectives as outlined in Goal 4, Strategy 1
  - Objective 3: Grow revenues from tournaments to \$2.58 Million by July 31, 2012
    - This matches the budget approved by the BOD in July
    - This is an increase of more than \$175,000 from 2010/2011 season

# USA FENCING STRATEGIC PLAN

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## Goal 1: Finance



- Strategy 2: Increase the revenue stream via contributions, dues, program revenues, grants, sponsorships and marketing
  - Objective 4: Obtain a Grant from the US Department of State by July 31, 2012
    - Partner with PSA in the writing of the grant. The grant is modeled on one they assisted USA Volleyball to secure
    - Grant is to educate Latin American coaches
    - This should also promote our International Relations efforts

# USA FENCING STRATEGIC PLAN

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## Goal 1: Finance



- **Strategy 2:** Increase the revenue stream via contributions, dues, program revenues, grants, sponsorships and marketing.
  - **Objective 5:** Renew current sponsorship contracts with at least a 20% increase in value for the next quad by July 31, 2012.
    - These include sponsorships of our national teams (Leon Paul), tournament equipment (Blue Gauntlet) and All Academic Team (Absolute).
  - **Objective 6:** Complete negotiations with Nike and sign a multi-year sponsorship by December 31, 2011.
  - **Objective 7:** Obtain at least one additional corporate sponsor by July 31, 2012.

# USA FENCING STRATEGIC PLAN

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## Goal 1: Finance

- **Strategy 2:** Increase the revenue stream via contributions, dues, program revenues, grants, sponsorships and marketing
  - **Objective 8:** Achieve anticipated revenues of \$394,200 in marketing revenues in the 2011/2012 season.
    - This is a 27% increase of \$84,300 from the 2010/2011 season.

# USA FENCING STRATEGIC PLAN

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## Goal 1: Finance



- **Strategy 3:** Maintain financial policies and a control system to ensure the prudent, efficient use of association revenues.
  - **Objective 1:** Report monthly to the BOD on any exceptions made to the USA Fencing Policies and Procedures.
    - Recent exceptions made have included accepting expense reports after 21 days from the end of the event and not always following procedures for purchase orders. Both of these must be tracked and exceptions noted. Once a base line has been established, we will set a goal for reducing the number of exceptions made and will report on that number.

# USA FENCING STRATEGIC PLAN

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## Goal 1: Finance



- **Strategy 3:** Maintain financial policies and a control system to ensure the prudent, efficient use of association revenues.
  - **Objective 2:** By December 31, 2011, complete the USA Fencing Audit for the 2010/2011 Fiscal Year and have no major findings.
  - **Objective 3:** Conduct monthly budget meetings with each department head, measuring variances to anticipated revenues and expenses YTD and proposing any necessary adjustments to the budget for approval to the BOD on a quarterly basis.
  - **Objective 4:** Conduct financial reviews of each major (more than \$75K revenue or expense) domestic and international event 15 days before the event and 28 days after the end of the event to ensure compliance with budget. Report on variances to the BOD at its next available meeting.



## **GOAL 2:**

Maintain an administrative structure that advances organizational goals and engenders trust and confidence.

# USA FENCING STRATEGIC PLAN

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## Goal 2: Administrative Structure



- **Strategy 1:** Establish and maintain an effective organizational structure, including board committees and local governance.
  - **Objective 1:** Determine the decision-making structure for USA Fencing, ensuring appropriate, experienced individuals are in that structure and commit to holding all those individuals accountable.
    - **Tactics:**
      - USA Fencing President to report on roles and responsibilities to BOD by July 2012.
      - Update the USA Fencing Operations manual to codify decision-making structures.

# USA FENCING STRATEGIC PLAN

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## Goal 2: Administrative Structure



- **Strategy 1:** Establish and maintain an effective organizational structure, including board committees and local governance.
  - **Objective 2:** Address the status of Sections.
    - **Tactics:**
      - Establish a task force to identify concerns and make recommendations regarding the status of Sections — (President/Board, September 2011)
      - Task Force to report findings and recommendations to the Board at its meeting during JOs.
      - President and Board to determine appropriate action(s).

# USA FENCING STRATEGIC PLAN

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## Goal 2: Administrative Structure



- **Strategy 1:** Establish and maintain an effective organizational structure, including board committees and local governance.
  - **Objective 3:** Enhance local governance and performance.
    - **Tactics:**
      - Establish a task force to identify concerns and best practices. (President/Board, September 2011)
      - Conduct survey and review best practices. (TF chair, Fall 2011)
      - Report findings to Board. (TF chair, JOs agenda)
      - Hold town meeting for public comment. (President/Board, Jos)
      - Report recommendations to Board of Directors. (TF chair, July 2012 agenda)
      - President and Board take appropriate action(s). (July 2012)

# USA FENCING STRATEGIC PLAN

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## Goal 2: Administrative Structure



- **Strategy 1:** Establish and maintain an effective organizational structure, including board committees and local governance.
  - **Objective 4:** Strengthen committee structure.
    - **Tactics:**
      - Create oversight committee to unify tournament policy development, integration and planning. (President/Board, September 2011)
      - Review and make recommendations regarding committee structures other than standing committees and those responsible for tournaments. (President/Board, JOs agenda)
      - President and Board take appropriate action regarding committee structures. (JOs agenda)
      - Request funding for committee and task force calls and meetings. (Executive Director/Board, JOs and ongoing)

# USA FENCING STRATEGIC PLAN

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## Goal 2: Administrative Structure



- **Strategy 2:** Maintain an independent, informed and active Board of Directors.
  - **Objective 1:** Maintain an independent Board of directors
    - **Tactics:**
      - Annually appoint an independent member to the Board — President, September 2011, ongoing at annual meetings
      - Provide ongoing board training in governance and ethics. (President, annual meetings)

# USA FENCING STRATEGIC PLAN

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## Goal 2: Administrative Structure



- **Strategy 2:** Maintain an independent, informed and active Board of Directors
  - **Objective 2:** Provide timely and accurate information to the Board of Directors.
    - **Tactics:**
      - Continue to update the USA Fencing website. (Executive Director/National Office staff, ongoing)
      - Provide email alerts as required. (President/Executive Director, ongoing)
      - Ensure that the information is sufficient by surveying BOD members on an annual basis.
      - Require reports from all committees and task forces prior to meetings at JOs, SN and the annual meeting.

# USA FENCING STRATEGIC PLAN

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## Goal 2: Administrative Structure



- **Strategy 2:** Maintain an independent, informed and active Board of Directors
  - **Objective 3:** Ensure Board involvement in significant USA Fencing activities.
    - **Tactic:**
      - Appoint a Board member liaison to all committees, commissions and task forces. (President/Board, September 2011 and ongoing)
  - **Objective 4:** Review Board activities and performance.
    - **Tactic:**
      - Conduct annual Board self-studies using September 2011 as a baseline and measuring future scores against that baseline. (President/Board, September 2011 and annually)

# USA FENCING STRATEGIC PLAN

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## Goal 2: Administrative Structure



- **Strategy 3:** Ensure the professional staff of USA Fencing has the personnel, skills and developmental opportunities to further organizational goals.
  - **Objective 1:** Standardize and implement a performance management system at USA Fencing to include semi-annual performance reviews in October and April that are tied to the strategic goals of the organization.
  - **Objective 2:** Ensure that each USA Fencing employee attends at least one National Event each year.
  - **Objective 3:** During the 2011/2012 season, participate in a salary survey of NGBs to determine the status of USA Fencing's compensation relative to those of other NGBs. Report aggregate findings to BOD by July 31, 2012.

# USA FENCING STRATEGIC PLAN

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## Goal 2: Administrative Structure



- **Strategy 3:** Ensure the professional staff of USA Fencing has the personnel, skills and developmental opportunities to further organizational goals.
  - **Objective 4:** By September 2012, complete a move to more modern offices where all employees can be in the same building.
  - **Objective 5:** Post job-descriptions for all staff positions by September 30, 2011.
  - **Objective 6:** Conduct an employee survey by December 31, 2011 to measure job satisfaction and engagement. Use this survey to establish a baseline for improvement.



## **GOAL 3:**

Promptly communicate relevant information clearly, effectively and accurately.

# USA FENCING STRATEGIC PLAN

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## Goal 3: Effective communication

- **Strategy 1:** Make information readily available and easy to find.

**Objective 1:** Work with the U.S. Olympic Committee New Media division to launch a redesigned website for [www.usfencing.org](http://www.usfencing.org).

- **Task:** Establish and work with the Website Advisory Group to restructure site map to make usfencing.org more navigable to USA Fencing's key constituencies. (Sept. – Dec. 2011)
- **Task:** Launch redesigned website. (Feb. 2012)
- **Task:** Survey Advisory Group after the completion of the restructure to assess ease of navigation. (March 2012)

# USA FENCING STRATEGIC PLAN

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## Goal 3: Effective Communication



- **Strategy 2:** Develop and maintain comprehensive communication capability through multiple modes of delivery.

**Objective 1:** Utilize weekly e-newsletters to disseminate information to the USA Fencing membership and fan base regarding the following areas: events, domestic and international results, high performance, membership and sponsor promotions. (Beginning Nov. 2011)

# USA FENCING STRATEGIC PLAN

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## Goal 3: Effective Communication



- **Strategy 2:** Develop and maintain comprehensive communication capability through multiple modes of delivery.
  - Objective 2:** Create USA Fencing applications for smart phones and iPad. (Spring 2012).
  - Objective 3:** Redesign *American Fencing* Magazine to include a more modern “look” for both print and electronic editions. (Dec. 2011)
  - Objective 4:** Create 2012 Olympic Games Collector’s Edition issue to include pull-out poster of 2012 Olympic and Paralympic Teams. (July 2012)

# USA FENCING STRATEGIC PLAN

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## Goal 3: Effective Communication

**Strategy 2:** Develop and maintain comprehensive communication capability through multiple modes of delivery.

**Objective 5:** Utilize USA Fencing website to include news and feature content as well as multi-media features.

- **Task:** Introduce video highlights from key international bouts at the Senior, Junior, Cadet, Wheelchair and Veteran World Championships. (Oct. 2011)
- **Task:** Spotlight athletes in monthly feature articles. (Jan. 2011)
- **Task:** Update results on a daily basis from all major USA Fencing national tournaments. (ongoing)
- **Task:** Update results each Monday from international tournaments. (ongoing)

# USA FENCING STRATEGIC PLAN

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## Goal 3: Effective Communication

- **Strategy 2:** Develop and maintain comprehensive communication capability through multiple modes of delivery.

**Objective 6:** Develop mobile site for smart phone users.  
(Oct. 2011)

**Objective 7:** Create individual websites for international events held in the United States.

- **Task:** Develop website for 2011 FIE Congress.  
(Oct. 2011)
- **Task:** Develop website for 2012 Junior and Senior World Cups. (Nov. 2011)

# USA FENCING STRATEGIC PLAN

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## Goal 3: Effective Communication

- **Strategy 2:** Develop and maintain comprehensive communication capability through multiple modes of delivery.

**Objective 8:** Utilize social media outlets to disseminate news and information to the fencing community on a timely basis.

- **Task:** Create USA Fencing YouTube page to include both competition and educational footage. (Nov. 2011)
- **Task:** Grow Facebook fan base to 10,000 by the 2012 Olympic Closing Ceremonies. (Aug. 2012)
- **Task:** Increase Twitter following by 25% in 2012.
- **Task:** Update Facebook and Twitter with results from domestic events beginning at the quarters level.
- **Task:** Update Facebook and Twitter with results for international events following each round of competition when results are available.

# USA FENCING STRATEGIC PLAN

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## Goal 3: Effective Communication



- **Strategy 3:** Seek and act on feedback from our constituent groups.
  - **Objective 1:** Conduct surveys of each major international competition within two weeks of the end of the event and use that feedback to inform logistics decisions and cadre selections for future events. Report survey results to the Board. For 2011/2012 season this will include:
    - 2011 Veteran World Championships in Porec, Croatia
    - 2011 World Championships in Catania, Italy
    - 2011 Wheelchair World Championships in Catania, Italy
    - 2012 Jr/Cdt World Championships in Moscow, Russia
    - 2012 Pan American Zonal Championships in a TBD location

# USA FENCING STRATEGIC PLAN

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## Goal 3: Effective Communication



- **Strategy 3:** Seek and act on feedback from our constituent groups.
  - **Objective 2:** Conduct surveys for the Junior and Cadet competitions through their season. Use the information to improve selection process and logistical support. Report on the results to the BOD.
  - **Objective 3:** Conduct competitor surveys after each domestic USA Fencing National Competition within two weeks of the end of the competitions. Use the information to improve our tournament experience. Report on the results to the BOD.
  - **Objective 4:** Conduct competitor surveys after each ROC/SYC within two weeks of the end of the event. Provide that information to the appropriate committees for use in their selection process. Report on the results to the BOD.

# USA FENCING STRATEGIC PLAN

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## Goal 3: Effective Communication



- **Strategy 3:** Seek and act on feedback from our constituent groups
  - **Objective 5:** Conduct a general membership survey by December 31, 2011, to determine what USA Fencing can do to enhance member satisfaction. By November 1, 2011, review what other sports are doing in this area. Share the results of that review and anticipated questions with the BOD between November 15 and December 31.
  - **Objective 6:** Conduct a survey of lapsed USA Fencing members by November 30, 2011, to determine why they have not renewed membership. Use this information to target any upgrade in USA Fencing benefits and interests.

# USA FENCING STRATEGIC PLAN

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## Goal 3: Effective Communication



- **Strategy 4:** Promote the sport of fencing.

**Objective 1:** Work with local organizers to generate media interest in USA Fencing owned events (Nationals, NACs, JOs). (ongoing)

- **Task:** Issue preview releases to local media 30 days and one week prior to each event with the goal of coverage in at least one print and two broadcast outlets. (ongoing)
- **Task:** Disseminate results daily to local media as well as hometown media for medalists. (ongoing)

# USA FENCING STRATEGIC PLAN

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## Goal 3: Effective Communication



**Strategy 4:** Promote the sport of fencing.

**Objective 2:** Coordinate feature and news coverage of athletes, including hometown and national media. (ongoing)

- **Task:** For all Olympic and World Team athletes, develop hometown media lists for results dissemination. (ongoing)
- **Task:** Disseminate results to athletes' university sports information offices. (ongoing)
- **Task:** Pitch feature stories to national media outlets including ESPN, USA Today, and Sports Illustrated.

# USA FENCING STRATEGIC PLAN

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## Goal 3: Effective Communication



**Strategy 4:** Promote the sport of fencing.

- **Objective 3:** Utilize two-time Olympic Champion Mariel Zagunis for NBC promotional materials and video. (Nov. 2011)
- **Objective 4:** At the December North American Cup in Kansas City, conduct a media-training session for 2012 Olympic hopefuls, including the top four athletes in each weapon. (Dec 2011)
- **Objective 5:** In conjunction with the Division I National Championships in Virginia Beach, Va., coordinate a media event to announce the 2012 Olympic and Paralympic Teams. (April 2012)

# USA FENCING STRATEGIC PLAN

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## Goal 3: Effective Communication



**Strategy 4:** Promote the sport of fencing.

**Objective 6:** Create a print media guide for the 2012 Olympic Games. (May 2012)

**Objective 7:** During the Olympic Media Summit in Dallas, promote 3-4 USA Fencing medal hopefuls to the nearly 200 national print and broadcast media in attendance. (May 2012)

- **Task:** Arrange round table sessions for athletes to be interviewed by print and online media.
- **Task:** Coordinate broadcast interview sessions for athletes with national affiliates.
- **Task:** Coordinate photo shoots with NBC, Getty Images and other outlets.

# USA FENCING STRATEGIC PLAN

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## Goal 3: Effective Communication



**Strategy 4:** Promote the sport of fencing.

**Objective 8:** Utilize Managing Victory plan in conjunction with NBC and the USOC to capitalize on athlete success at the London Olympic and Paralympic Games. (Aug. 2012)

- **Task:** Conduct mixed-zone interviews for all athletes immediately after competition.
- **Task:** Manage press and/or teleconferences following the medals ceremony.
- **Task:** Coordinate hometown media requests.
- **Task:** Following drug testing, conduct NBC media tour of affiliates, NBCOlympics.com, etc..
- **Task:** Conclude Managing Victory Tour with USA House celebration.
- **Task:** Coordinate appearances for medal winners on morning shows.



## GOAL 4:

Foster quality training and competitive opportunities and logistical support for fencers at all levels.

# USA FENCING STRATEGIC PLAN

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## Goal 4: Enhance and grow the sport



- **Strategy 1:** Grow participation and retain members in the sport of fencing.
  - **Objective 1:** Have at least 580 USA Fencing member clubs by July 31, 2012.
    - Reorganize membership department and include an additional club support representative by November 1, 2011.
    - Provide online club registration by November 1, 2011.
    - Review database of clubs to ensure that all clubs have current contact information and sufficient membership numbers by December 1, 2011. Each club will be called by a member of USA Fencing staff.
    - Using feedback provided by current clubs, develop a communication plan to increase club support through seminars, webinars and club newsletters by December 1, 2011.
    - Improve the club membership packet and explore opportunities to outsource fulfillment by February 1, 2012.

# USA FENCING STRATEGIC PLAN

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## Goal 4: Enhance and grow the sport



- **Strategy 1:** Grow participation and retain members in the sport of fencing.
  - **Objective 2:** Obtain approval for new club membership types and insurance coverage by April 1, 2012.
    - Clarify current insurance levels and coverage and determine insurance company requirements by November 1, 2011.
    - Define status and privileges of non-insured clubs by February 1, 2012.
    - Present proposed club membership types and insurances at Junior Olympics BOD meeting.
    - BOD vote on proposed changes in March 2012.

# USA FENCING STRATEGIC PLAN

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## Goal 4: Enhance and grow the sport



- **Strategy 1:** Grow participation and retain members in the sport of fencing
  - **Objective 3:** Have at least 22,000 individual members by July 31, 2012.
    - Beginning in October and continue through December 1, 2011, target monthly emails to previous USA Fencing members who have not renewed their membership
    - Email all one-day members, encouraging them to upgrade to an annual membership on an ongoing basis. Track conversion rates.
    - Enhance the use of Railstation by improving instructions to Professional Members by October 1, 2011.
    - Provide a welcome packet to new life and life installment members beginning November 1, 2011.
    - Enhance the USA Fencing customer service experience by committing to responding to all email inquiries and phone messages within 24 business hours, processing all paper applications and ratings changes within 72 business hours of receipt
    - Send specific “Thank you” emails to members who renew after having been lapsed for more than one year.
    - Report to the BOD 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.

# USA FENCING STRATEGIC PLAN

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## Goal 4: Enhance and grow the sport



- **Strategy 1:** Grow participation and retain members in the sport of fencing.

**Objective 4:** Clarify requirements for insured Club membership, club management and coaching within USA Fencing

**Schedule:** Professional Membership Requirements to BOD for approval at Junior Olympics BOD meeting.

**Scope:** Determine the appropriate requirements for member club ownership and coaching at a USA Fencing member club.

**Measurement Criteria:**

1. Requirements for coaches to be professional members established by July 31.
2. Athlete Protection Task Force to review and recommend appropriate screening procedures by January 31.
3. Membership established and launched by July 31.

# USA FENCING STRATEGIC PLAN

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## Goal 4: Enhance and grow the sport



- **Strategy 2:** Review and refine tournament purposes and program structures.
  - **Objective 1:** By April 1, 2012, have an approved plan for tournaments at all levels for the 2012-2016 quad. Proposed schedule to accomplish this objective:
    - **September:** Create a Tournament Oversight Task Force (TOTF) and sub-task forces for Local, Regional, Sub-National (SYC, ROC), National events and ranking/ratings. Each task force and sub-task force must have deadlines and a specific set of objectives to complete.
    - **October:** Formulate questions for committee and membership surveys and research.
    - **November:** Go live with surveys.
    - **December:** Formulate proposals based on research and survey results. Disseminate proposals to committees and general membership.
    - **January:** TOTF to provide final report for BOD including recommendations.
    - **February:** Present to BOD.
    - **March:** Vote on strategic tournament plan for 2012-2016 quad.

# USA FENCING STRATEGIC PLAN

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## Goal 4: Enhance and grow the sport



- **Strategy 2:** Review and refine tournament purposes and program structures.
  - **Objective 2:** The National Office will conduct a financial analysis of National tournament models to include size of entries, strip numbers and potential city locations. The analysis will be presented to the BOD and TOTF by November 1.
  - **Objective 3:** The National Office will conduct an analysis of the competitive path and progression (local, regional, etc.) in other sports and other countries. The analysis will be presented to the BOD and TOTF by December 1.

# USA FENCING STRATEGIC PLAN

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## Goal 4: Enhance and grow the sport



- **Strategy 3:** Develop and maintain additional programs to support fencers.
  - **Objective 1:** Expand and systematize the USA Fencing All Academic Team with better policies and procedures by December 1, 2011.

# USA FENCING STRATEGIC PLAN

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## Goal 4: Enhance and grow the sport



- **Strategy 4:** Develop and support coaches, tournament volunteers and cadre.

**Objective 1:** Establish a Relationship with a Master Coaching Educator to Lead USA Fencing efforts in coaching development.

### **Measurement Criteria:**

1. Business Plan for Coaching Development Department will be finalized by October 1, 2011.
2. Coaching Development Coordinator position will be established and filled by November 1, 2011.
3. Activities will be conducted with a break even budget by July 31, 2012.

# USA FENCING STRATEGIC PLAN

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## Goal 4: Enhance and grow the sport



- **Strategy 4:** Develop and support coaches, tournament volunteers and cadre.

**Objective 2:** In Cooperation with the USFCA, develop a USA Fencing Coaching Development Curriculum for all levels of certification as the basis for an American Fencing System.

**Schedule:** Establish a curriculum-development team by November 15, 2011.

Develop a curriculum for Session 1 and Session 2 of Coaches College by May 1, 2012.

Plan for additional units by May 1, 2012.

**Measurement Criteria:**

Manuals will be in place and in use at Coaches College.

Materials will be evaluated by all participants.

# USA FENCING STRATEGIC PLAN

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## Goal 4: Enhance and grow the sport



- **Strategy 4:** Develop and support coaches, tournament volunteers and cadre

**Objective 3:** Schedule and run four USA/USFCA Coaching Regional Clinics.

**Schedule:** TBD

**Location:** Four Regions TBD

**Scope:** 50 coaches per session

**Measurement Criteria:**

1. Attract 50 coaches per session.
2. Establish a liaison with USFCA.
3. Upgrade the USA Fencing curriculum.
4. Break even financially.

# USA FENCING STRATEGIC PLAN

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## Goal 4: Enhance and grow the sport



**Strategy 4:** Develop and support coaches, tournament volunteers and cadre.

**Objective 4:** Reestablish USA Fencing Coaches College.

**Schedule:** Session 1 July 2012 Intro to Competitive Fencing  
Session 2 July 2012 Coaching National Level Fencers

**Location:** Florida Institute of Technology – Melbourne, Florida

**Scope:** 50 US and 10 International Coaches Per Session

**Measurement Criteria:**

1. Attract 50 coaches per session.
2. Establish liaison with USFCA.
3. Upgrade USA Fencing curriculum.
4. Break even financially.

# USA FENCING STRATEGIC PLAN

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## Goal 4: Enhance and grow the sport



- **Strategy 4:** Develop and support coaches, tournament volunteers and cadre.

**Objective 5:** Clarify and systematize US Fencing Coaching Certification and develop a plan for USA Fencing Certification for the future.

### **Schedule:**

1. Establish a USFCA liaison team by November 15.
2. Acquire and systematize all USA Fencing records of certifications awarded by February 1, 2012.
3. Work with USFCA on a joint approach to certification.

### **Measurement Criteria:**

1. USFCA/USA Fencing liaison team in place November 15.
2. Capture all past certifications by February 1.
3. Produce final certification plan with USFCA by July 31.

# USA FENCING STRATEGIC PLAN

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## Goal 4: Enhance and grow the sport



- **Strategy 4:** Develop and support coaches, tournament volunteers and cadre.
  - **Objective 7:** BOD will ask the FOC to prepare a comprehensive plan for the 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. A report will be delivered to BOD by JO BOD meeting.
  - **Objective 8:** BOD will request the Tournament Committee to prepare a comprehensive plan for the 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. A report will be delivered to BOD by JO BOD meeting.

# USA FENCING STRATEGIC PLAN

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## Goal 4: Enhance and grow the sport



- **Strategy 4:** Develop and support coaches, tournament volunteers and cadre.
  - **Objective 9:** BOD will ask the Equipment Technology Committee to prepare 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. A report will be delivered to BOD by JO BOD meeting.
  - **Objective 10:** BOD will ask the Sports Medicine Committee to 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.

# USA FENCING STRATEGIC PLAN

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## Goal 4: Enhance and grow the sport



- **Strategy 5:** Develop effective approaches to coordinate and cooperate with scholastic fencing.
  - Objective 1:** Explore ways to cooperate with top collegiate programs to ensure international caliber training and competition preparation for elite fencers in collegiate programs
  - Objective 2:** Develop specific action items to promote fencing to US Colleges and Universities to retain and grow the # of collegiate programs
  - Objective 3:** Create strategies and materials to advance Collegiate Club programs to varsity status
- Scope:** Establish an NCAA/US Fencing Collegiate Coaches Advisory Group and produce a report that will be a road map for next quadrennial period
- Measurement Criteria:**
  1. Establish Advisory Group
  2. Hold meetings at NACs
  3. Final report by May 1, 2012

# USA FENCING STRATEGIC PLAN

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## Goal 4: Enhance and grow the sport



- **Strategy 5:** Develop effective approaches to coordinate and cooperate with scholastic fencing.
  - **Objective 4:** Create a comprehensive list of United States scholastic fencing programs and post on the website with contact information by November 30, 2011.
  - **Objective 5:** Create a survey for delivery to scholastic fencing program contacts by January 15, 2012. Tabulate results of survey and deliver them to BOD at its February meeting.
  - **Objective 6:** Using the results of the survey, determine if/how USA Fencing can assist scholastic fencing programs to grow and thrive. Present action plan to BOD at July BOD meeting.



## **GOAL 5:**

Achieve continued international competitive success and influence.

# USA FENCING STRATEGIC PLAN



## Goal 5: International

- **Strategy 1:** Prepare and support U.S. athletes to achieve medal success at the highest level of international competition.
  - **Objective 1:** Secure increased senior direct athlete support as part of the USOC Performance Partnership Agreement by November 30, 2011.
    - The following levels were recommended to the USOC during the High Performance Plan Presentation on August 8.

FIE Individual Ranking	Monthly Stipend Amount/Team Member
1	\$4,000
2 – 4	\$3,750
5 – 8	\$3,000
9 – 16	\$2,000
17 – 32	\$1,000

FIE Team Ranking	Monthly Stipend Amount/Team Member
1 – 2	\$2,500
3 – 4	\$2,000
5 – 6	\$1,500
7 – 8	\$1,000

- This funding is recommended for calendar year 2012, supporting athletes to the Olympics and into the next quaddrennium.

# USA FENCING STRATEGIC PLAN

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## Goal 5: International



- **Strategy 1:** Prepare and support U.S. athletes to achieve medal success at the highest level of international competition.
  - **Objective 2:** National Coaches/Weapons Director will identify competition and training camp schedules for each weapon by August 1, 2011.
  - **Objective 3:** Obtain commitment to Olympic training programs by identified athletes through detailed competition and training schedules attached to their 2012 athlete contracts. Obtain athlete contract signatures by November 30, 2011.

# USA FENCING STRATEGIC PLAN

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## Goal 5: International



- **Strategy 1:** Prepare and support U.S. athletes to achieve medal success at the highest level of international competition.
  - **Objective 4:** Accomplish the goals identified in the 2012 High Performance Plan submitted to the USOC in August 2011.

# USA FENCING STRATEGIC PLAN

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## Goal 5: International



- **Strategy 1:** Prepare and support U.S. athletes to achieve medal success at the highest level of international competition.
  - **Objective 5:** Provide the best possible environment in London for our Senior athletes and coaches so that they may perform at their maximum level.
    - Pre-Olympic training camps
    - Training site at University of East London – Docklands
    - Equipment packages (negotiated with Leon Paul by November 1, 2011)
  - **Objective 6:** Qualify at least five Wheelchair fencers to the Paralympic Games via the zonal qualification route in Sao Paolo, Brazil.
  - **Objective 7:** Provide an enhanced level of support to Veteran Athletes by providing High Performance services, team apparel and additional recognition and promotion at the Veteran World Championships in Porec, Croatia.

# USA FENCING STRATEGIC PLAN

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## Goal 5: International



- **Strategy 2:** Continue programmatic approach for elite athlete development (Team Rio, Team 2020, etc.).
  - **Objective 1:** Establish a plan for the development of Cadet and Junior fencers by May 1, 2012 outlining a pipeline from Y12 through senior fencing and integrating the plan with USA Fencing tournaments.
    - Establish an advisory group by October 1, 2011.
    - Conduct monthly meetings.
    - Prepare a final proposal for discussion and presentation to BOD by May 1, 2012.

# USA FENCING STRATEGIC PLAN

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## Goal 5: International

- **Strategy 2:** Continue programmatic approach for elite athlete development (Team Rio, Team 2010, etc.).
  - **Objective 2:** Establish a plan for adding value to the training and preparation of our senior elite athletes through the 2012-2016 quaddrennium. Present the plan to the BOD by June 1, 2012.
    - Establish an advisory group by October 1, 2011.
    - Conduct monthly meetings.
    - Prepare a final proposal for discussion and presentation to BOD by June 1, 2012.

# USA FENCING STRATEGIC PLAN

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## Goal 5: International

- **Strategy 2:** Continue programmatic approach for elite athlete development (Team Rio, Team 2010, etc.).
  - **Objective 3:** Improve and expand opportunities for Youth Fencers (Age 10-14) with an eye to accelerating their competitive development and establishing their career path in fencing at an earlier age by establishing a “Future Stars” event to include:
    1. a Youth Development Training Camp for Young Athletes
    2. competition
    3. education in developing an annual plan
    4. a USA Fencing Skills Test
    5. a Future Stars logo and uniform items

**Location:** Florida Institute of Technology, Melbourne, Florida

**Timing:** Late July or Early August 2012

**Scope:** 90 top youth athletes (15 per weapon group)

**Tactics:**

1. Develop program with all elements to be repeated annually.
2. Attract 90 top young athletes.
3. Obtain evaluations from participants.

# USA FENCING STRATEGIC PLAN

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## Goal 5: International



- **Strategy 2:** Continue programmatic approach for elite athlete development (Team Rio, Team 2010, etc.).
  - **Objective 4:** Improve and expand opportunities for Youth Fencers (Age 10-14) with an eye to accelerating their competitive development and establishing their career path in Fencing at an earlier age by providing international competitive experience to fencers at a younger age through a trip to a European U15 event.

**Location:** France or Germany

**Timing:** Fall 2012

**Scope:** 3 athletes per weapon group, 1 youth coach per weapon, USA Fencing trip leader

**Measurement Criteria:**

1. Select team at a Future Stars event.
2. Assess results and competitiveness vs. European youth.

# USA FENCING STRATEGIC PLAN

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## Goal 5: International

- **Strategy 2:** Continue programmatic approach for elite athlete development (Team Rio, Team 2010, etc.).
  - **Objective 5:** Reconfigure the USA Fencing Youth Development Committee to become a group that is able to review programs and advise staff on Annual Youth Program Development by May 1, 2012.

### **Tactics:**

- Review the business plan for Youth Fencing.
- Propose a revised program for 2012-2016 for USA Youth Fencing.
- Reconstitute the Youth Development Committee based on new program and responsibilities.

# USA FENCING STRATEGIC PLAN

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## Goal 5: International

- **Strategy 2:** Continue programmatic approach for elite athlete development (Team Rio, Team 2010, etc.).
  - **Objective 6:** Establish a program to participate in the Pan American Zonal Youth Fencing Championships.

**Location:** TBD by Pan Am Zone

**Timing:** TBD by Pan Am Zone

**Scope:** Name team of 5 per age category per weapon (90) based on USA Fencing points lists.

**Tactics:**

1. Select the group.
2. Attend the Championships with a team.
3. Obtain evaluations by all participants.

# USA FENCING STRATEGIC PLAN

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## Goal 5: International

- **Strategy 3:** Develop, recruit and retain elite coaching talent.
  - **Objective 1:** Determine the most effective method for a National Coaching structure by May 1, 2012.
    - Establish an advisory group, including National Coaches, by November 1, 2011.
    - Prepare a final proposal for discussion and presentation to BOD by May 1, 2012.

# USA FENCING STRATEGIC PLAN

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## Goal 5: International



- **Strategy 3:** Develop, recruit and retain elite coaching talent.
  - **Objective 2:** Develop an elite coach education program in conjunction with grass roots coach development program. Plan for presentation to BOD by June 1, 2012.
    - Form discussion groups, including National Coaches as mentors and talented younger coaches to determine what might be appropriate in a mentor.
    - Present a proposal to the BOD by June 1, 2012.
    - Appoint mentors by August 31, 2012.
    - Begin program operation on September 1, 2012.
  - **Objective 3:** Create an environment that makes it attractive for non-US coaches to come and work in the United States.

# USA FENCING STRATEGIC PLAN

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## Goal 5: International



- **Strategy 4:** Increase International Influence
  - **Objective 1:** Maintain and increase FIE Commission presence, with particular emphasis on the Executive Committee and the Arbitrage, Legal and Rules Commissions.

# USA FENCING STRATEGIC PLAN

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## Goal 5: International



- **Strategy 4:** Increase International Influence
  - **Objective 2:** Establish USA Fencing referee presence at every event (Olympics, World Championships, Grand Prix and World Cups) where the FIE designates referees.

# USA FENCING STRATEGIC PLAN

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## Goal 5: International



- **Strategy 4:** Increase International Influence.
  - **Objective 3:** Establish a strong global presence.

# USA FENCING STRATEGIC PLAN

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## Goal 5: International



- **Strategy 4:** Increase International Influence.
  - **Objective 4:** Place USA Fencing representatives on Directoire Techniques,

# USA FENCING STRATEGIC PLAN

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## Goal 5: International



- **Strategy 4:** Increase International influence.
  - **Objective 5:** Seek support to invite 10 international coaches per session to Coaches College.

**Schedule:** Session 1 July 2012 Intro to Competitive Fencing  
Session 2 July 2012 Coaching National Level Fencers

**Location:** Florida Institute of Technology – Melbourne, Florida

**Scope:** 10 Coaches per week from Pan American Nations

**Measurement Criteria:**

1. Establish a funding source by February 1, 2012.
2. Send invitation to nations March 1, 2012.
3. Select and bring in 10 coaches to each session.