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# USA Fencing 2020-21 Strategic Plan



USA  
FENCING

## Mission of USA Fencing

*To grow and promote the sport of fencing in the United States, honor its rich traditions, and achieve sustained competitive international excellence.*

# Our Shared Vision and Core Values

## VISION

*TO INSPIRE A LIFETIME ENRICHED BY  
FENCING*

## CORE VALUES

- *Excellence*
- *Respect*
- *Teamwork*
- *Inclusion*
- *Passion*

# Business Objectives Overview

## Objectives 2020-21

1. Return/Rebuild the Sport of Fencing
2. Strengthen Organizational Sustainability
3. Support Athletes on the Path to Tokyo
4. Market the Organization and Membership
5. Prioritize Diversity, Equity and Inclusion and Core Values

## Objectives 2021-2024

1. Grow the Sport of Fencing
2. Sustain a High Level of Sports Performance
3. Foster a Culture that Reflects our Core Values
4. Advance Athlete and Membership Wellness
5. Aggressively Market and Promote the Sport of Fencing
6. Optimize Leadership/Operational Effectiveness

## Critical Landscape Drivers

- Factors that will Influence Decision making
  - Safety
    - Guidelines and protocols for events
    - Clubs and divisions following local and state guidelines
    - Ability to travel - domestic and international
  - Financial
    - Anticipate 20% drop in funding from USOPC (~\$200k)
    - Club and Membership Impact – anticipate 30% drop
    - Event financial impact – restart of national events after local and regional events
  - Staffing
    - 33% of positions are currently vacant; challenge to implement new programs with fewer resources

## Objective 1: Return/Rebuild the Sport of Fencing

### Initiatives

- Club Restart
- Individual Support
- Recognize Opportunities
- Collegiate Program Support

### Metrics

- Provide recruitment resources and support for existing clubs
- Insurance and fee relief for clubs
- Coach support
- Individual fee assistance
- Recognition for individuals
- Provide Return to Fencing protocols
- Support for new clubs and expansions
- Need for partnerships is critical
- Create task force to assist with collegiate and NCAA landscape
- Provide protocols and support for return to fencing
- Athlete and Member SafeSport program that exceeds compliance and audit requirements and recommendations

## Objective 2: Strengthen Organizational Sustainability

### Initiatives

- Retain and grow membership
- Fundraising campaign to support organization
- Create educational content
- Conservative revenue projections for events and membership
- Optimize local and regional event opportunities until national events are feasible
- Create plan to rebuild reserves

### Metrics

- Provide quality marketing materials and online content for clubs
- Fundraising campaign to support USA Fencing while highlighting the stewardship of the sport
- Explore opportunities to create educational programs and content – coaching and American Development Model
- Realistic revenue goals for membership and events
  - Hold membership fees at current rates until recovery is underway
  - Plan for Phases
    - Return to Club
    - Local events
    - Regional events
    - National events
- Develop new resources and properties at regional level
- Plan to rebuild reserves starting with 2021-22 season

## Objective 3: Support Athletes on the Path to Tokyo

### Initiatives

- Financial and other support
- Sports Science/Sports Medicine/Health & Wellness
- Return to Play Protocols
- Virtual Training
- Communications
- Policies & Procedures

### Metrics

- Determine priorities for support
- Explore potential for athletes to assist with fundraising for Tokyo
- Develop grant program to assist athletes
- Ensure optimal health and wellness support for athletes including access to vaccine (if applicable), mental health, nutrition and training support
- Provide protocols and support for return to fencing
- Explore alternative options for training – virtual
- Clear and consistent communication to include surveys and town halls
- Update Athlete Handbook, selection criteria, points – utilize AAC for input

## Objective 4: Marketing of the Organization and Membership

### Initiatives

- Work with a marketing team to finalize a structural acquisition plan for potential partners
- Develop a social media plan to help strengthen our social media presence.
- Work on a targeted marketing and communication plan

### Metrics

- Develop acquisition plan with target dates
  - Digital driven - be proactive and prepared
- Achieve media exposure and social media impact goals at all levels
- Create and implement a yearly storytelling plan
- Explore opportunities to partner with national and/or regional organizations to expand reach of sport

## Objective 5: Prioritize Diversity, Equity and Inclusion and Core Values

### Initiatives

- Incorporate DEI initiatives through all objectives and organizational programming
- Clear standards and expectations on ethics and behavior across all constituent groups
- Emphasize USA Fencing's core values in initiatives
  - Excellence
  - Respect
  - Teamwork
  - Inclusion
  - Passion

### Metrics

- Identify and secure consultant to assist with DEI efforts
- Finalize DEI Resource Team to work directly with Board and staff to create leading program considering the following:
  - Provide continued communication on education resources and best practices towards building a racially diversified membership
  - Explore DEI education and potential membership requirements
  - Support membership groups to build community for underrepresented populations
- Work with USA Fencing committees, resource teams and others to include behavior expectations and core values throughout the organization