

Agenda
Annual Meeting of the
USA Fencing Board of Directors
September 9, 2018 in Colorado Springs, CO
at 9:00 AM MST
1-877-885-3221 Passcode: 6869204

I. General Information and Organizational Items

General Announcements

Remarks – Donald Anthony, President

II. Consent Agenda Items (Mr. Anthony)

1. To approve the minutes of the July 1, 2018 and July 23, 2018 meetings.
2. To approve the financial report for May and June 2018.
3. To receive the Referees' Commission reports (**Appendix A**).
4. To approve the 2018-19 Diversity and Inclusion Plan (**Appendix B**).
5. To reappoint Jim Neale as Legal Counsel
6. To reappoint Peter Barton as Parliamentarian.
7. To reappoint Melissa Jones as Secretary.

III. Executive Director's Report (Kris Ekeren)

IV. Finance Update (Doug Hayler)

V. Legal Update (Jim Neale)

VI. Strategic Plan Update (Kris Ekeren)

VII. New Business

Motion: (Mr. Anthony) To reappoint Alan Kidd as Independent Director.

Motion: (Mr. Anthony) To reappoint Raquel Brown as Independent Director.

Motion: (Mr. Anthony) To reappoint Sam Cheris as Vice President.

Motion: (Mr. Anthony) To reappoint Cody Mattern as Vice President.

Motion: (Mr. Anthony) To reappoint Jeff Salmon as Vice President.

Motion: (Mr. Anthony) To approve committee appointments as provided to the board.

VIII. Good and Welfare

IX. Recess to Executive Session

X. Executive Session

XI. Adjournment

Appendix A
Referees' Commission Reports

REPORT OF THE REFEREES' COMMISSION
to the
BOARD OF USA FENCING
September 2018

The Referees' Commission (RC) held its annual meeting on August 24-25 and is attaching the Minutes of that meeting along the reports produced by the Vice-Chairs of the Commission and their work plans for the coming season.

The RC is pleased that the long-awaited referee data base is being created and hope to be able to use this tool in the upcoming seasons to better the hiring and rating of the referee corps and use it for communication both one on one and one to many.

The RC has already completed the preliminary assignment of referees to the international competitions, which our competitors will compete in. We have also begun the hiring of Referee Coordinators, Assigners and Referees for the NAC events.

The August 2018 rulebook has been published, containing the restructure adopted by the FIE and approved by the Board at its July meeting. Although there were minimal substantive changes in the restructure, the renumbering and moving of sections will take a while for everyone to get used to.

THE RC will be requesting an increase in the per diem for referees when the 2019-20 budget is being prepared to help bring their total compensation package in line with their long work days and with the compensation being paid by high schools and colleges.

Respectfully submitted,

Sam Cheris
Chair, Referees' Commission

UNITED STATES FENCING ASSOCIATION

Referees' Commission

August 25-26, 2017

Denver, CO

Minutes

Present: Sam Cheris, Chair; Kelly Koehler, Devin Donnelly, Patrick Webster & Anne Crocket, Vice Chairs; Mary Frye, retiring Vice Chair, Michael Ross, substituting for Derek Cotton, Vice Chair; Iana Dakova, member FIE Arbitrage Commission; Donald Alperstein, USA Fencing Board liaison; Kathy Walters, US SEMI liaison; Kat Holmes, AAC liaison; and Kris Ekeren, Sam Callan and Dan Mott, USA Fencing Staff.

Absent: Derek Cotton (excused)

- I. Updated Contact List- See Attached
- II. Introductions of Referees' Commission ("RC") Members, Michael Ross, Sam Callan, Kathy Walters, Kat Homes and guests. The Chair outlined the unique nature of the Referees' Commission, a body made up of individually elected persons with defined roles, responsibilities and authority. It is a body which meets annually to review the work of each of its members for the purpose of providing feedback and assistance to one another. The only significant voting that occurs is with regard to the rating review of the referee corps.

The other Vice Chairs introduced themselves, their programs and the people serving on their substantive committees who assist with the accomplishment of the responsibilities of their committees.

III. Staff Presentations

Kris provided an update on Safe Sport and noted that there would be a person at each NAC for the upcoming season who would be available to answer Safe Sport Questions. It was noted by the Chair that the FIE is starting a Safeguarding Policy and there is a proposal to be presented to the Congress to make Safeguarding an official part of the FIE.

Kris reported that the National Office("NO") will be organizing an SJCC event in connection with the Foil Grand Prix in Anaheim.

- IV. US SEMI Report -Kathy presented a report from US SEMI. See Attached.
- V. ACC Report -Kat reported on the activities of the AAC and its willingness to provide input and assistance to the RC. It is already assisting with the handling of ethics complaints brought against referees by serving on tribunals.

VI. Commission Chairs and their Areas of Responsibility

Domestic Assignments Committee ("DAC")

Mary highlighted that the DAC focuses on hiring and assigning along with data gathering on usage.

Mary shared some of the progress with developing the new referee database through the USA Fencing database. The database should allow for easier reporting and hiring. Events will also be able to upload information to the referee profile and the process by which referees indicate availability for competitions will be streamlined.

Domestic Development (“DD”)

Patrick Webster updated the RC on initiatives and the start of a new referee rating system/structure and indicated that a model should be ready for the 2019-2020 season.

They are developing a system to improve the accuracy and consistency in ratings, which they will present to next year’s RC meeting. During the year they will seek input.

Automatic degradation of ratings was discussed, and Mary Frye added that the new referee database system should make that easier through some automation so that lack of acceptable work at a rating level for a period of time will result in lowered ratings.

Rules and Examinations

Devin Donnelly suggested adding a piece about communication to the job description/duties of the Rules and Examinations committee.

Devin suggested creating a task force to work on developing the videos for referee examinations and that it should work with Domestic Development in terms of making videos for education as well. This joint Task Force will work with Sam Callan to produce a viable product during this season for presentation at next year’s RC meeting. The Task Force has not yet been populated.

Devin also reported that the posted Rules of Competition were being updated during the meeting and by the end of the weekend would be complete and current.

Ombudsman

Michael Ross was standing in for Derek Cotton and gave a brief report on Ombudsman committee activities, including statistics on the number and nature of consultations undertaken.

International Development and Assignments

Kelly Koehler gave her report. Since there is no FIE exam this season, the committee would focus on development of referees. All designated competitions for the season have been assigned. New referees attending cadet events will be accompanied by mentors.

One area to focus on is the IWAS pipeline.

Jerry Benson will liaise with the domestic development committee.

She requested that a push be made to get volunteers to assist with the wheelchair events at each NAC. The volunteers can help move athletes in and out to speed up the competition and assist the athletes.

She also brought up the use of international referees at events. They should be hosted and also used appropriately when refereeing and providing educational seminars.

VII Action Items

- a. NAC Coordinator and Assigners – Anne **work in progress**

- b. Allocation of tasks between Staff and Domestic Assignment Committee (see attached discussion of items that might be best done by staff) **Done**
- c. FIE Rules – Getting 2017 Congress Rules adopted by Board to the members –**Devin has posted the restructured ‘t’ rules and will produce blogs to explain the renumbering and the substantive changes. Dan Mott will assure that competition entry material will alert competitors of the revised rule book.**
- d. FIE Rules – Proposals for 2018 Congress **Distribute when received**
- e. Candidates for International Exam **IWAS this year.**
- f. Review of existing international referee corps: **a report was presenting showing the assignments for the coming season.**
- g. Referee Compensation – Need to increase Per diem for 2019-2020 season **from \$20-50. This request will be made to Kris and Doug during the budget process. Doug has ascertained that the increased amount will still be a non-taxable payment to the referees and other officials.**
- h. Annual FOC Award – **need to add Coordinators and Assigners as well as committee members to list of people who may nominate referees for the award.**
- i. Coordination process for issuance of information concerning ‘M’ rules: **SEMI will develop the recommendation- Rules & Exams will make suggested edits**
- j. Minor Referees (see comments attached): **16 and over for national events with parent, guardian, step-parent or grandparent. Local events – 12 +, no housing provided – need safe sport plan for the protection of minor referees from the event organizer. Walk-ons -boom operators, scorekeepers (“minor day volunteers”) will be permitted. Minors could also shadow experienced referees for development purposes.**
- k. Customer survey (athletes) Patrick - **Future surveys will be coordinated with AAC to make sure they meet the needs of RC and AAC and get higher return rates.**
- l. Representation by RC at AAC meetings (or portions thereof) to understand their issues concerning referees: **Kat will take idea back to AAC**
- m. Video – education – implementation of program to show referees right and wrong calls through video presentations with scripted audio. **Patrick will have videos by time of JO’s showing actions for use with examinations and educational seminars (full speed and 50% speed)**
- n. Examination -**Devin reported that the current site hosting the rules exam was being taken down. The site manager is willing to go month to month until the RC can find an alternative. Sam Callan offered that Epath, being used by the Coaching Education department, could handle the test. Devin and Sam Callan agreed to work on migrating the test as soon as possible.**
- o. Eligibility for voting in RC Election **age 16 & and over on February 1; supporting membership and above (same as for Board elections). Voter required to be US citizen or permanent resident.**
- p. Referee Service hours during 2017-18
- q. Automated event scheduling – canned, custom or impossible? **Discussions with Brandon – no clear answer**
- r. Timed finals – **requested second strip for live streaming (to US SEMI)**
- s. Simplification of Black Card Form (current form attached): **T rule violations to head ref (assignor for the event) for review; all others to Bout Committee; along with recommendation for further discipline, if needed. New data base will give picture regarding repeat offenders**
- t. Transition of RC Website to USA Fencing Website **Each chair will move existing or create new content for USA Fencing**

- VIII The RC thanked Mary Frye for her years of exemplary service on the FOC and RC.
- IX Donald read a letter from Vladimir Nazlimov thanking the FOC/RC for its service to fencing.
- X Ratings Review (Executive Session)
- X Next Annual Meeting August 24-25, 2019

Adjourned 2p

The mission of the Domestic Assignments Committee of the Referees' Commission is to hire qualified referees for each of the national tournaments held by USA Fencing each fencing season.

Committee Members:

Anne Crocket – Vice Chair

Mary Frye

Marcus Balog

Lisa Campi-Sapery

Kevin Mar

Mary Mahon

David Sierra

Sean Shumate (pending)

Short Range Plans

- Ensure that referees are hired for all tournaments in the upcoming season
- Determine for which tournament each member of the committee will do the hiring
- Determine percentage of each level of referee required for each tournament
- Determine Referee Coordinator and Assigners for each tournament
- Train new member of the DAC on the tasks involved in hiring referees
 - Continue training of last season's new members by giving them more challenging assignments.
- Train referees willing to serve as Referee Coordinators
- Train referees willing to serve as Assigners
- Review and update document specifying the qualification criteria for Referee Coordinators and Assigners and post to the RC website.
- Review and update documentation on tasks associated with DAC. Documentation posted to the Referees' Committee web site, on DAC page.
 - Role of Referee Coordinator
 - Role of Assigners
 - Role of Pod Captains
 - Role of DAC member (How To Hire document)
 - Qualification criteria for Referee Coordinators
 - Qualification criteria for Assigners
- Review performance of Assigners and Referee Coordinators
- Present final season ending referee usage report with assigners' votes and comments to the entire Referees' Commission for use in ratings review
- Post season ending summary referee usage report used in ratings assessment after the August RC meeting.

Long Range Plans

- Finalize the work with National Office on creation of central referee database
 - For retention of referee ratings
 - For use in hiring
 - For use in confidential communications with referees regarding their usage information and observations
 - For developing and monitoring individual performance improvement plans to those referees who wish to become part of such a program
- Implement the National Referee Data Base
 - Referee data tied to membership
 - Use features of the program to hire referees
 - Use the program to communicate with the referees, both group emails and personal emails
 - Begin using the database to track referee usage and hours

Metrics

- Hired appropriate number of referees per tournament; hire ratio is 1.55 referees per strip for NACs and additional as necessary to meet needs of summer nationals and July Challenge
 - Total strips include both strips for able-bodied and wheelchair fencers, where applicable
- Hired referees at/near the established percentage of ratings levels
- Airfare costs at or under the budgeted amount
- Documentation posted to RC web site

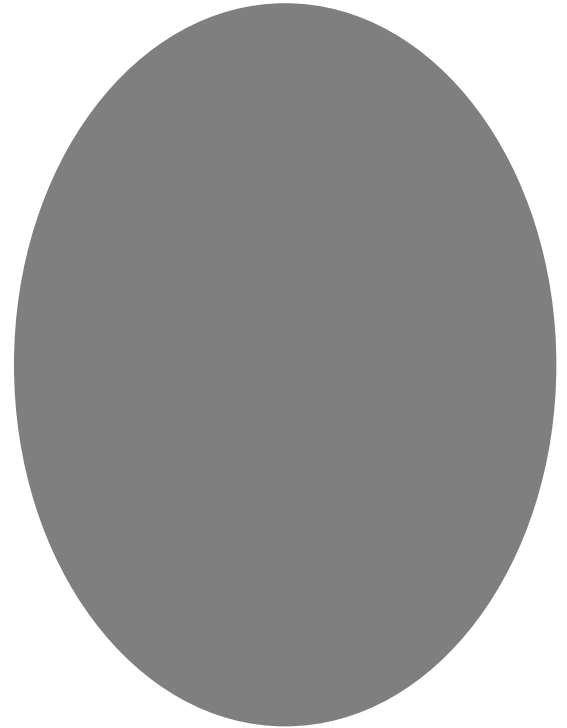
Armorer's Report - 2018

Presented to:

United States Fencing Association

Referees' Commission

Aug 25, 2018



Recent Activities

- Truck Rollover Damage
- Added micrometer and scale to inventory
- Revised Athlete Handbook section 2.16 Equipment Requirements for Domestic Tournaments for clarity and consistency

Recent Activities

- Recommended phasing in new mask strap system
- Saber Timing statements and reprogramming
- Chest Protector/Individual Breast Protector requirements and control document



This is to certify that the safety equipment for

Has passed inspection according to rule m.25.4

Signed _____

2018-2019 Head Tech Assignments

Domestic:

Oct NAC – D. Neevel

Nov NAC – C. Green

Dec NAC – L. Morey

Jan NAC – K. Walters

JOs – B. Rosen

Mar NAC – R. Herman

Nat'l Champs – J. Moore

SNs – 1st wk – T. Li

SNs – 2nd wk – H. Lopez-Cruz

International:

Jan WC – I. Seelye

Mar GP – T. Li

Current Discussion

- Wireless systems and their use in events with National Rolling Points
- Continue to revise and refine hire list and related processes
- Strip Call 2 is in process and will be implemented at some point this year

Questions?

International Assignments & Development

Status Report: August 2018

Status: Finalizing 2017-2018 Season

Action Item

1. Finalize completed assignments, summarize, and distribute – **complete**
2. Post-Mortem for 2017-2018 Assignments - **complete**
3. Set Committees for both Assignments and Development for each weapon + wheelchair for 2018-2018 season - **complete**
4. Push data-identified referees to determine development path and give feedback – **on-going**
5. Produce documents for international assignments requirements & assignment procedure for 2018-2019 - **complete**

Action/Issues

1. Distributed as open-access doc
2. Collect feedback from referees, squad managers, and coaches at the end of the assignment season. Time –consuming and poor response
3. Assess needs of IA&D and the interest/availability of people willing to serve. Epee AC needs improvement
4. Work with Domestic Assignments and Domestic Development to appropriately assign and be observed.
5. Attendance policy

Next Steps

1. Keep current as referees are ticketed
2. Feedback to referees in progress
3. Post-mortems for groups
4. Summarize information from ACs for other Committees
5. Need documents to formalize these policies

Status: Immediate Goals

By September

- A. 2018-2019 Assignments – **Complete**
- B. IWAS Assignments transition - **In progress**
- C. Create & Distribute IA&D priorities to relevant committees– **On track**
- D. Feedback to referees – **In progress**

Action/Issues

- A. Distributed to referees and NO
- B. First assignment complete; November and December in progress
Integration issues
- C. Committees have made final recommendations
- D. Information from coaches, mentors, others compiled

Next Step

- A. Publish; Update as needed throughout season
- B. Develop and support a new IWAS candidate
- C. Work with Domestic Assignments and Advisory Committee members to push referees for feedback and promotion, if applicable; Create similar list for Summer Nationals
- D. Finishing meetings/documentation

2018-2019 Committees

Foil

- Devin Donnelly
- Doug Findlay
- Andrew Foster
- Peter Burchard

Epee

- Donald Alperstein
- Anne Crocket
- Devin Donnelly
- Tyler Jacobson
- Peter Burchard

Saber

- Bill Becker
- Ariana Klinkov
- David Sach
- Peter Burchard

2018-2019 Goals

- Bring IWAS under the IA&D umbrella
- Continue “Office Hours”
- Build on current policy and procedures
 - Publish
 - Incorporate needs from National Office and Squad Managers
 - Grow feedback process for referee

For the the 2017-2018 season our Ombudsman Committee we started with the following regional members:

- Tasha Poissant
- Bobby Gibbs
- Michael Ross
- Susan Borgos
- Lisa Sapery
- Patrick Webster
- Tim Bookwalter

During the season we received notice from the sabre cadre that they felt lack of representation on the Ombudsman Committee that was primarily working saber events. To that end we created a sub-committee, consisting of Derek, Tasha and Mike, who interviewed a mix sabre referees who expressed interest in our Committee. Through that process we identified **Ivan Lee** as the newest member of our Committee. Ivan's qualifications as an athlete, coach and referee are without question; we were excited to bring his energy to our group. Ivan had an immediate impact as he accompanied a referee to a delicate conversation on harassment.

As always, we still grapple at defining our message, as a traditional ombudsman is not confronted with the conflict between a their role and our hybrid version. By definition they are truly independent, and we are all working referees. This can lead to a bit of a conflict when we advocate in areas where a traditional Ombudsman would have a more balanced approach; we still try to find the most balanced approach. This ongoing process helps us as we continue to work on identifying recommendations in policy to be made to the appropriate parties, consulting with people before reaching our conclusions.

Every facebook follow, and click on our posts indicates we are increasing the impact that referees feel with the positive engagement with the RC and other groups and committees. To date we have over 753 organically engaged followers on our Facebook page. This number is significant as it indicates that we are potentially followed by every active national level referee. The rate of follows has expectedly slowed since last year, but the reach has been increasing, and earned visibility from non fencing entities such as venues who know we will update referees if they should be. Our reach continues to extended internationally and continues to help set the tone for referee relations in other fencing federations. The statistics for our reach indicate some interesting things:

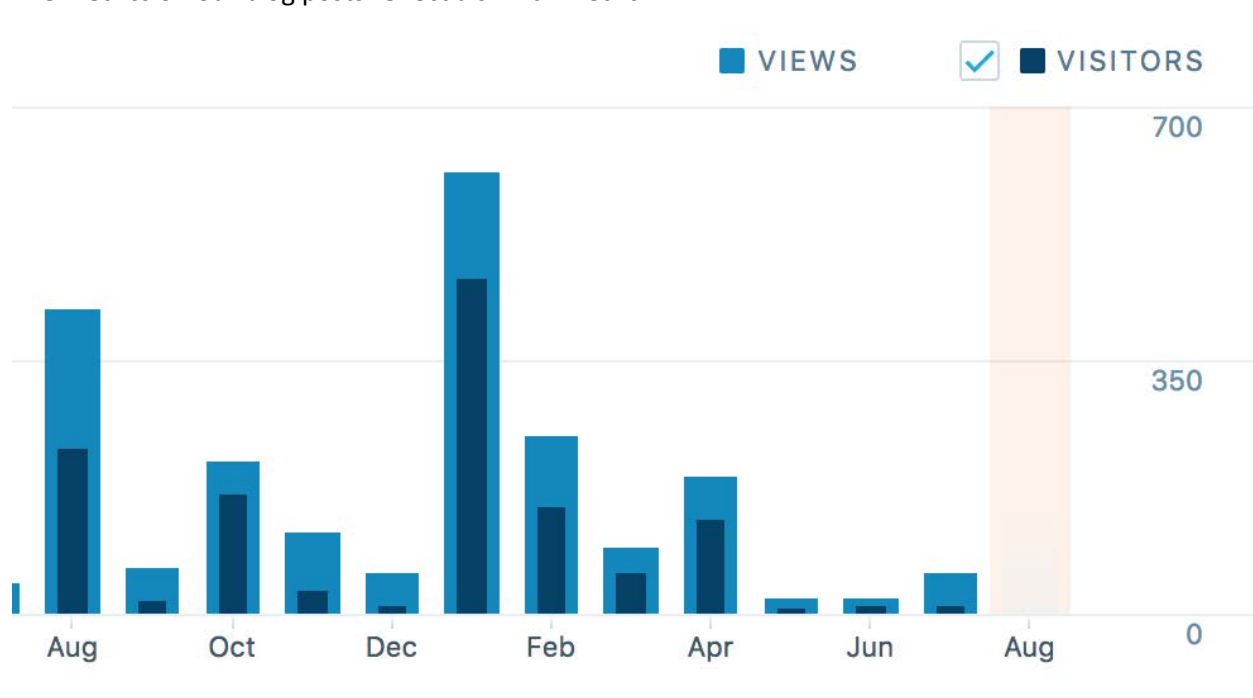
1. We continue to average around 425 people reached for each post, but with greater highs and lows of 1.8k and a low of 49, being our post regarding the reversal of the rule for turning the shoulders.
2. When we augment posts from USA Fencing regarding changes in times for NAC our reach doubles the average, which means more than just working referees at a specific event are reached by our posts.

Here is the data on our facebook posts for the previous year:

Published	Post	Type	Targeting	Reach 	Engagement	Promote
05/01/2018 10:06 pm	 Voting begins tomorrow!			61 	52 1 	Boost Post
04/25/2018 5:32 pm	The referee code of ethics changes regarding			591 	121 25 	Boost Post
04/18/2018 4:30 pm	 Many of us will be at the upcoming NAC in Richmond,			50 	2 0 	Boost Post
03/02/2018 11:02 am	The job of the Ombudsman group is to provide an			531 	82 14 	Boost Post
02/25/2018 4:18 pm	 This is a repost of US Fencing's publication: -----			168 	17 0 	Boost Post
02/23/2018 4:07 pm	The following is a repost of the article published by US			127 	5 0 	Boost Post
02/23/2018 2:37 pm	 This is a repost of the RC Blog located here: -----			187 	33 2 	Boost Post
01/18/2018 8:12 pm	Notice to USA Fencing Coaches and Our Feedback			386 	88 13 	Boost Post
01/11/2018 6:14 pm	 Virginia Beach NAC and Payment Calculation			433 	150 12 	Boost Post
01/04/2018 7:00 pm	 The reversing of the shoulders rule has been			49 	5 2 	Boost Post
01/04/2018 4:15 pm	 Found out where the ombudsman will be this			167 	15 0 	Boost Post
01/04/2018 8:50 am	The Friday schedule for VA Beach has changed.			775 	24 1 	Boost Post
11/11/2017 1:17 am	 Using Video Replay Guidelines and			441 	9 1 	Boost Post



10/19/2017 5:45 pm	 https://rcombudsman.org/2017/10/19/foil-referee-			1.8K	
10/12/2017 8:53 pm	A series of emails from Bruce Gillman regarding referees at			1.7K	
09/24/2017 8:09 am	 The tournaments we'll be at this year.			209	
08/25/2017 7:11 pm	RC Domestic Development Election Feedback and			400	
08/02/2017 6:57 am	 Elections Committee Recommendations			259	
08/01/2017 3:10 pm	Defining Venue Boundaries			228	

The metrics on our blog posts reflect a similar metric:



These statistics suggest that we have people that return to the site frequently to read our posts. January showed our highest number of views of 608, with 460 visitors, with 273 of them reading our response to the Notice to USA Fencing coaches and our feedback and 231 regarding Payment Calculation Information for the Virginia Beach NAC.

For a final metric, since the Ombudsman's group's inception (including the previous iteration) the metrics for our publications are:


	Views	6,972
	Visitors	4,092

Regarding our presence, we have had at least two committee members at every national event. At these events, we have met with and counseled with over 30 referees. We have also attended over 30 regional events around the country. We continue to counsel referees at these events too. From the 2017-2018 season we discussed the following concerns:

1. First and foremost I would like to highlight the work of the committee on the difficult subject of sexual harassment that we identified as the number one problem to not just referees, but our association as a whole. Our work helped define an addendum to the referee code of ethics published midseason to reinforce referee's ethical behavior at events. We appreciate working with the RC, who made the above happen and the executive director Kris Ekeren, who has translated our recommendations into action. Thank you to everyone for your ongoing efforts regarding this important issue!
2. We began the year opining that the previous **hiring ratio** of refs to strips of 1.4 was untenable for the size and strength of our NACs. Our communication with the RC and others involved in tournament decisions was based on the concerns of numerous colleagues who were becoming frustrated with understaffed events. We are pleased to report that the ratio of refs to strip has been increased to 1.55. Moreover, USA Fencing has increased the hiring ratio without passing the additional expense this incurs onto competitors.
3. Throughout last year, we have been listening to concerns about the **assignment of referees** during events (allocation of higher level bouts which provide needed experience as well as management of working hours). While the management of hours has improved due to the diligence of the new referee coordinator role as well as the improved hiring ratio, the RC has also broadened the field of National Assignors and Referee Coordinators. This is having the effect of bringing fresh perspectives to referee management at NACs. We will continue to share the issues we are hearing as new assignors learn their roles.
4. We continue to listen to our colleagues raise a host of issues regarding the last **Summer Nationals** and **March NAC**. Both of these events annually face unique staffing issues not directly related to the hiring ratio above. For the March NAC, we suggested that the number of events be reduced. A historical shortage of referees has occurred because of the running of NCAA regional competitions on the same weekend as the March NAC. We also suggested a more central location or alternate date as other ways to improve the situation.
5. We have advocated for several **policy clarifications** from this group this year. In every case, the RC responded with a clarifying post. These included video replay guidelines, strip boundary definitions, and clarification of rules interpretations.
6. We need a much clearer understanding of the SafeSport procedure. We have heard from several referees who have filed complaints and they have no understanding of the progression of their

cases nor does there appear to be consistent reasoning that some cases move forward while others are dropped.

7. We are still working through our upcoming post regarding the summer nationals post mortem.
8. Finally, **no concern is too minuscule for us to hear**. We have helped cadre members learn more about specific questions ranging from international assignment decisions to how to navigate the SafeSport website.



Rules and Exams Annual Report - 2017-2018

Devin Donnelly, Vice Chair
Bradley Baker
Laura Decker
Tyler Jacobson



Rulebook Editor Transition

- The position of Rulebook Editor has fully transitioned from Omar Bhutta to Bradley Baker
- Updates during the 2017-2018 season (all changes approved by BoD):
 - Removed the rules line pertaining to reversing shoulders in foil
 - Inclusion of language in m.25.3 about padding on chest protection in foil
 - Reduction in injury treatment time from 10 minutes to 5
 - Changes from the 2018 FIE Congress that renumbered and reorganized the rules and provided numerous clarifications and wording changes
 - These changes were extensive from a clerical perspective; Brad did a great job handling them



Rules Issues from 2017-2018

The following rules issues required significant input or discussion from the Rules Committee during the 2017-2018 season:

- Chest protector padding, particularly around the issue of older protectors (“hubcaps”) largely not used at the World level of fencing
- New FIE-approved mask attachment system: Delayed US implementation until 2019-2020 at the earliest



Referee Exam Status

- I discovered that the referee exam had no single-sourced master copy and instead existed as multiple individuals' personal copies of the exam, which were then disseminated with edits.
 - I worked with the exam's current administrator, Mitchell Lane, to create a cloud-based master copy in a format easily importable into his company's database. There are still potential data security issues.
- I've updated the exam to reflect changes in the rules in the course of the single-sourcing work.
 - Further updates are required, as all the rule numbers changed and thus the rules cited in the exam answers are now incorrect.
- Our exam hosting service is in transition.
 - Mitchell Lane is shuttering his company, 14 meters. 14 meters essentially provided hosting for the referee exam at cost (his fixed \$90/month recurring hosting costs).
 - Mitchell will shut the exam down on 1 October 2018.
 - He will continue to provide hosting services at market rate: \$90 plus his \$150/hr consulting fee for 3 hours of engagement, or a total of \$540/month.
 - Currently seeing if Mitchell is open to a short-term contract (a month or two) while we transition



Rules Blog posts

- Five posts from last season:
 - Pre-season rules changes
 - Using video replay correctly
 - Judging falling
 - Chest protection rules change (2)
- Rules blog post on non-combativity in draft. At least four or five referees continued to report problems with non-com application at Summer Nationals.
- Pre-season post for 18-19 coming at the end of this month to highlight the recently published changes in the rules, including the rulebook reorganization and the change in injury treatment time.



Membership Questions

- The Rules Committee continues to answer all questions from the membership within the week-long response window to which we've committed.
- This includes approving designs for self-decorated masks.



Issues Outstanding

The following issues need resolving, in order of priority:

- Exam hosting.
 - The current exam hosting arrangement will end on 1 October.
- Referee exam update
 - The master referee exam needs an extensive clerical update to match the renumbered rules.
- Referee exam study guide
 - The study guide has no single master copy and needs a top-to-bottom re-write or update.
- Referee exam re-write
 - Little to no progress has been made on re-writing a new referee exam from scratch. My recent audit of the referee exam led me to conclude that perhaps 2/3rds of the questions are still useful (ballpark estimate). Leaning toward doing a major edit, removing or re-writing problematic questions and retaining others.

2018-2019 Season Operating Plan

Domestic Referee Development Committee (DRDC)

VC – Patrick Webster

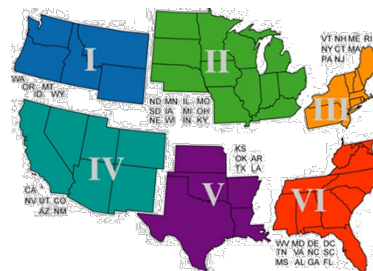
Strategy

Using a 4 step development strategy creating and developing high quality officials to support the sport of fencing within the United State.

- **Recruit**
- **Develop**
- **Deploy**
- **Feedback**

Architecture of the DRDC

- 14 members
- All 6 Regions Represented
- National and International Experience
- Coaching Perspectives
- Bi-Weekly Meetings
- Project Champions – 1 lead per project
- Utilizing modern meeting technologies for idea and file sharing, meeting agendas and minutes
- 20 active projects and proposals. This report includes highlights but not all active DRDC projects



Membership

DRDC Committee members by Region
VC DRDC – Patrick Webster (Region 2)

Region 1 Justin Meehan (WA) Tasha Poissant (OR) Kevin Mar (WA)	Region 2 Abbas Fadel (WI) Sean Shumate (KY)	Region 3 David Sach (MA) Lisa Campi-Saprey (NJ) Bruce Gillman (NY)
Region 4 Bill Oliver (CO) Peter Burchard (CA)	Region 5 Mark Stasinos (UT)	Region 6 Mary Mahon (FL) Rylan Delap (AL)

Accomplishments:

- **Recruit**
 - Grass Roots Seminars – **Over 350 Participants in Seminars throughout the 2017-2018 season**
 - Elite Athlete – **Summer Nationals held 3 one day seminars with 41 total attendants**
 - Summer Nationals Open Certified Referee Seminars – **2 two day events with 29 total attendants**
- **Develop**
 - Talking Points Discussions – **April NAC and Summer National Success with National Coaches, Foil Epee and Saber**
 - National Mentoring Strategy – **Developed tiered mentoring strategy for local regional and national mentee candidates. 30 active mentor/mentee relationships**
 - Social Media Initiatives – **Saber channel on you tube for action evaluation and discussion, Foil and Epee channels under development**
 - Partnership with Canadian Federation – **Proposal from Canadian Federation referee share for 2018-2019 Season**
 - Dartfish Assessments – **Beta test from April successful. Nationals launch with over 70 assessments performed**
 - Video Training – **Video clips library in progress. Video parsing process piloted with foil actions and library started**
- **Deploy**
 - Regional hire lists identified and shared
 - National referee database under development and to include local and regional hiring functionality
 - 36 CRIs operating across the nation
 - 38 CROs operating across the nation
- **Feedback**
 - Athlete Survey – Completed through national office. Feedback being reviewed.

Continuing and Future Projects:

Dartfish Referee Assessment Process (Continuing)

Next Steps:

Dartfish channel launch with individual folder by referee with separate login for private viewing

Launch of the Dartfish review process into Saber and Epee

Resource Needs:

20 hours of combining tagging files with video and then uploading to Dartfish TV per NAC using the current assessment capture system

2 surface pro tablets to pilot updated assessment process where the additional step of combining tagging file to video becomes unnecessary

Referee Webinar Series (New)

Next Steps:

- Identify CRI materials that would translate well to a Webinar segment
- Arrange through USA Fencing and E-Path a review of Webinar development process and production value

Resources Needed:

- USA Fencing staff member (i.e. Sam Callan) to arrange meeting with E-Path representative and DRDC representative

National Mentor Program (Continuing)

Next Steps:

- Publication of the update mentoring program with how to become a mentor and how to be matched with a mentor for developing referees

Resources Needed:

- Integration of mentoring program into the updated RC section of the USA Fencing Website

Certified Referee Seminars (Continuing)

Next Steps:

- Update materials to latest adopted FIE rules changes
- Confirm CRI/CRO lists for the 2018-2019 season
- Update fee structure of the certified referee seminar

Resources Needed:

- CRI/CRO identification ability within the National Referee Database

Talking Points Discussions (Continuing)

Next Steps:

- 2018-2019 season schedule; October Foil and Wheelchair, November Saber, December Epee, January Foil, February Saber, March 3 weapon, April Epee

Resources Needed:

- IT resources for video usage during talking points discussions
- Recording and posting support of talking points discussions

New Referee Rating System (New)

Next Steps:

Roll out a new referee ratings system during the 2019-2020 season

Resources Needed:

Flexibility is being built into the new referee database in order to map the new ratings system. Once the new rating system is rolled out to the referees, the database will need to be updated in a batch cycle

Summary

Identified 2018-2019 Resource Needs

Project	Resources	
Dartfish Assessment	3 dedicated assessment personnel per Div1 NAC	\$15k
Dartfish Assessment	2 MS Surface Pro tablets for tagging	\$2.2k
Dartfish Assessment	Office support for video posting to the dartfish channel	120 hrs
Talking Points Discussions	Office support for video editing and posting	80 hrs
National Mentoring Program	National database to include mentoring fields	IT
Online Training	Online personal growth courses available to referees	IT

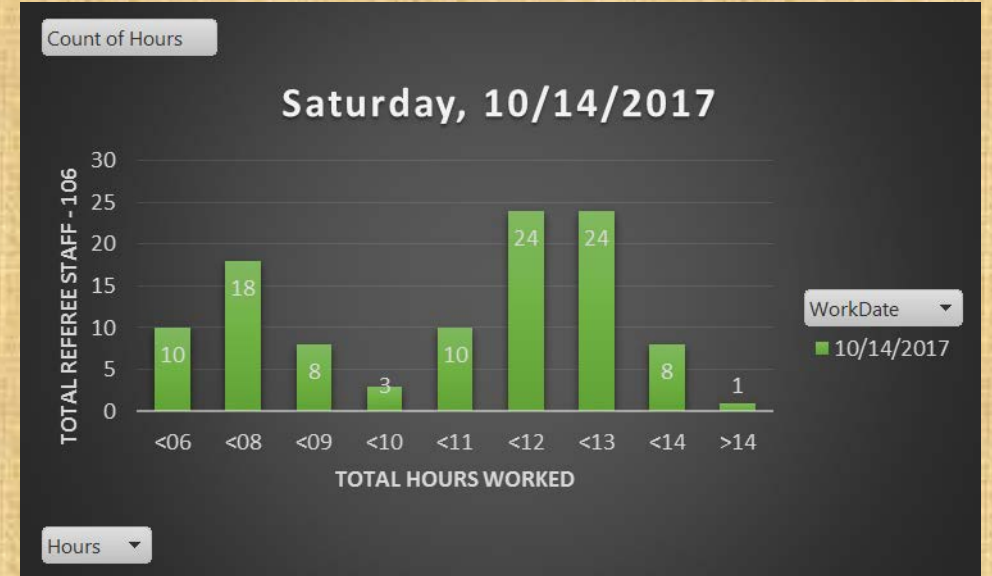
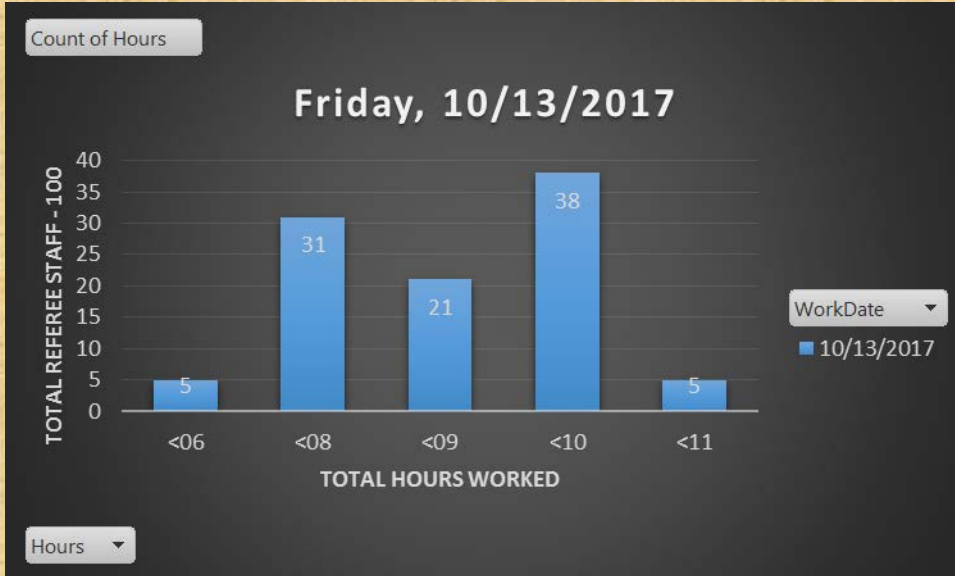
Identified 2019-2020 Resource Needs

Project	Resources	
Dartfish Assessment	3 dedicated assessment personnel per Div1 NAC	\$15k
Dartfish Assessment	Office support for video posting to the dartfish channel	120 hrs
Talking Points Discussions	Office support for video editing and posting	80 hrs
Referee Ratings Change	IT Resources to translate existing rating to new	20 hrs

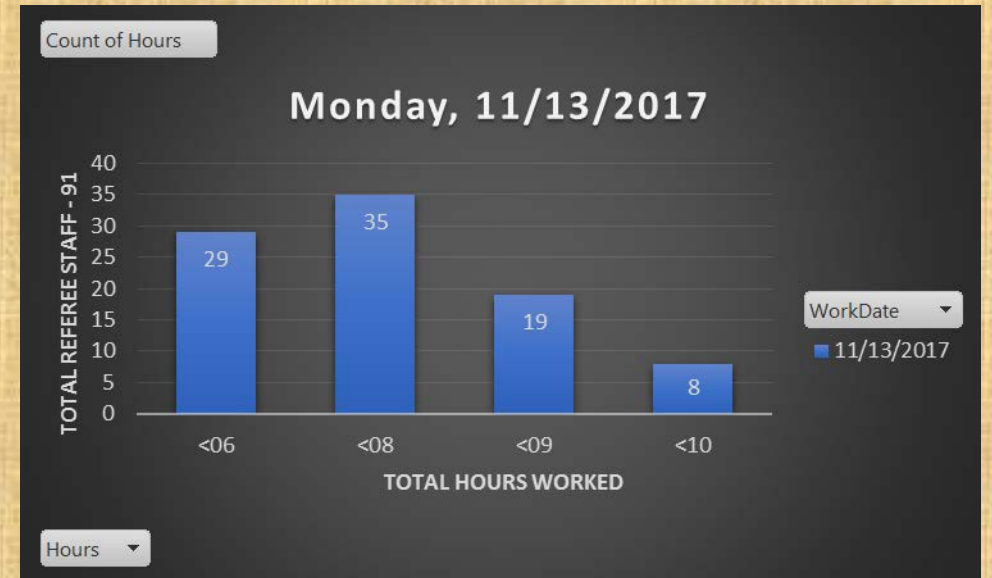
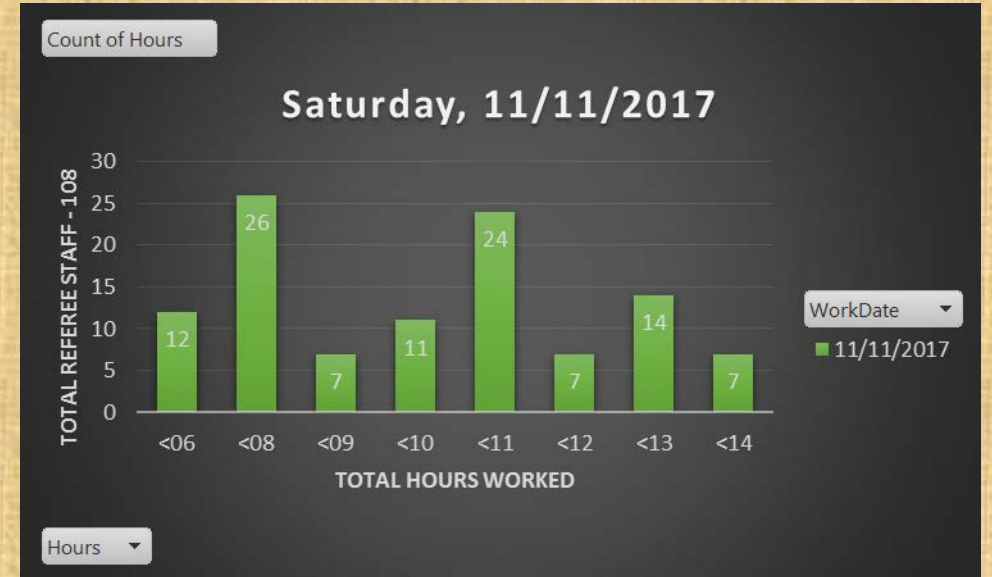
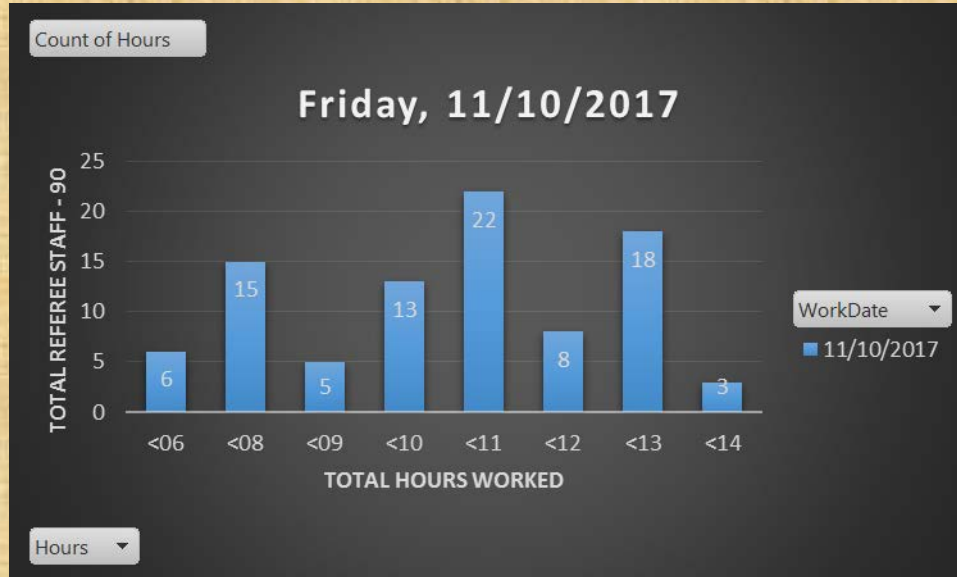
Referee Work Day Length

Tournament Comparisons
2017-2018 Season

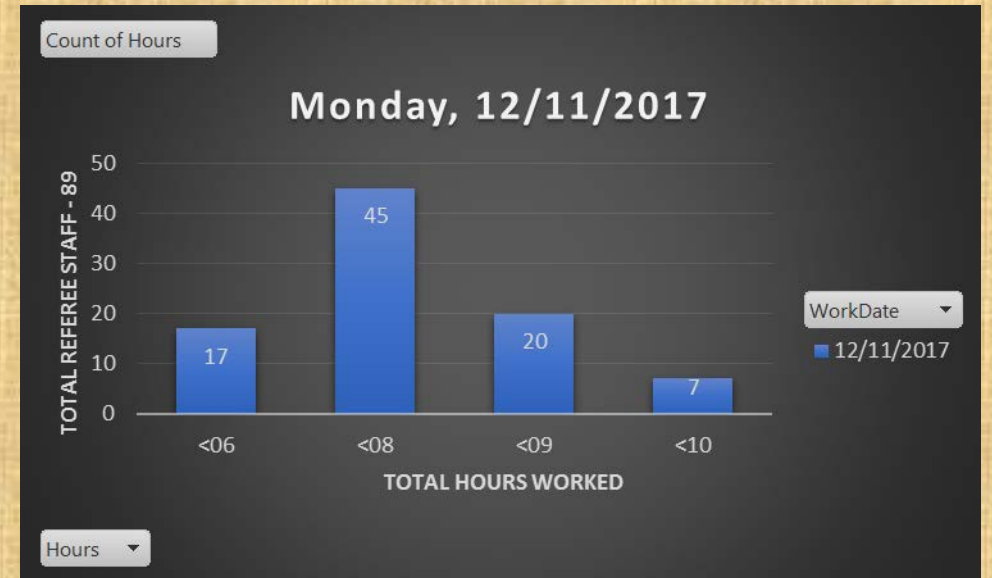
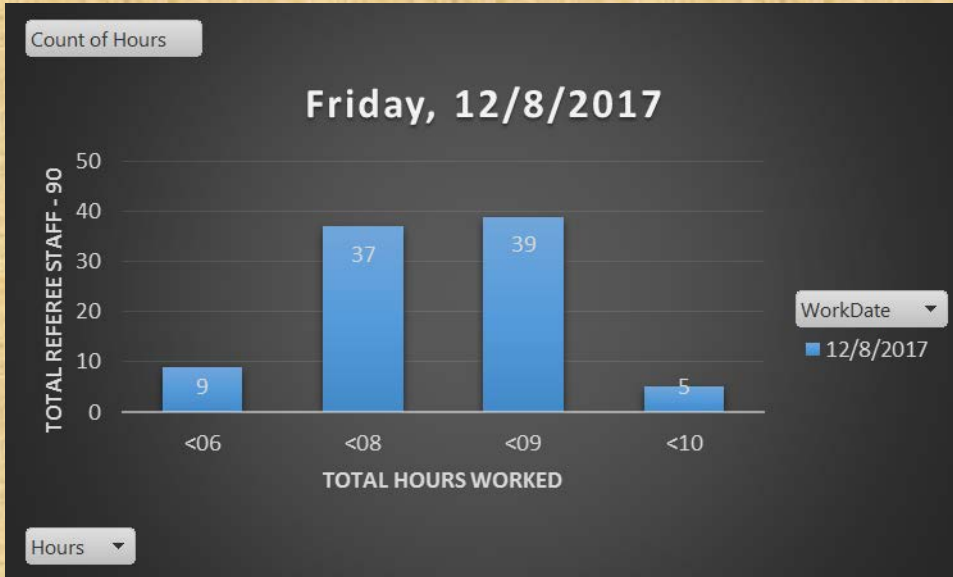
October NAC - Anaheim



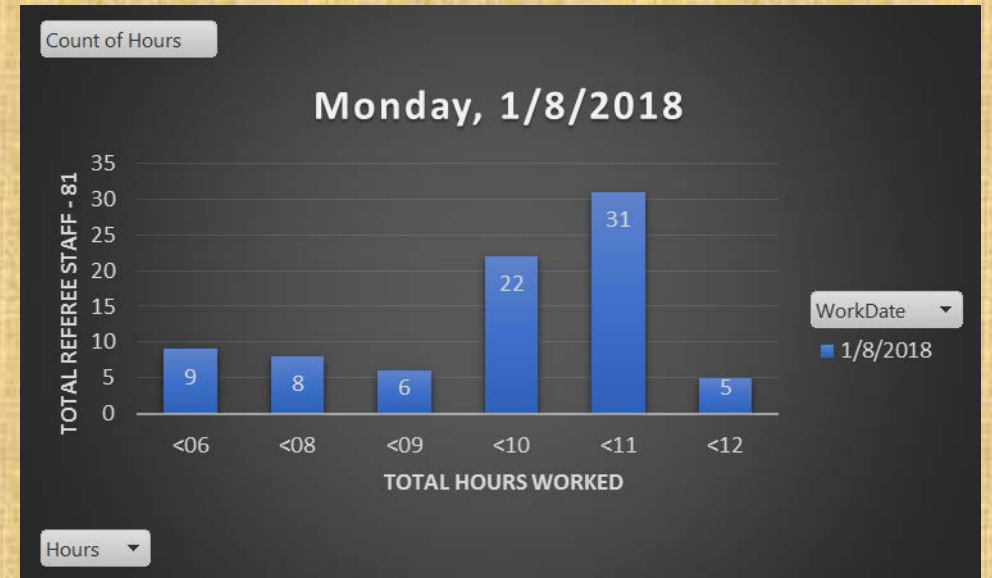
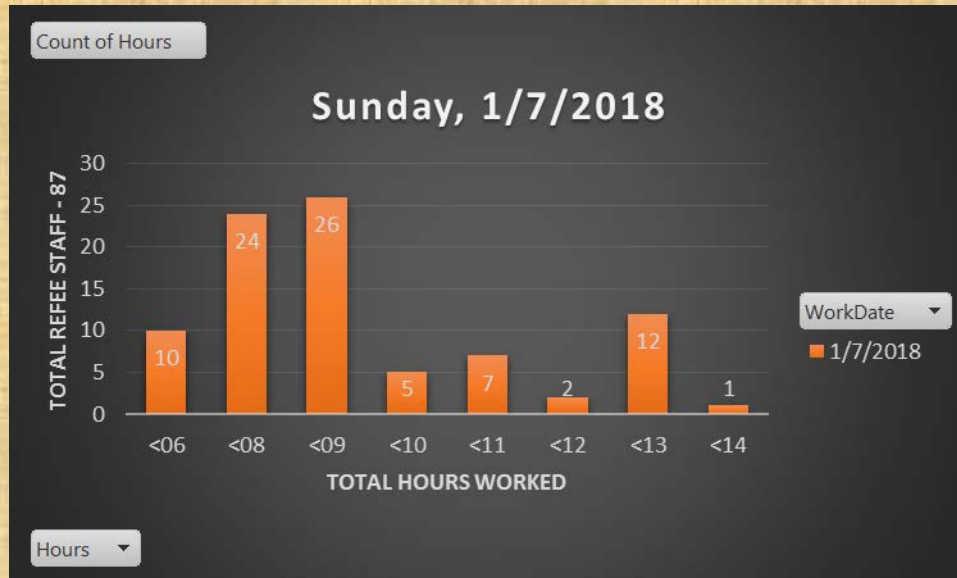
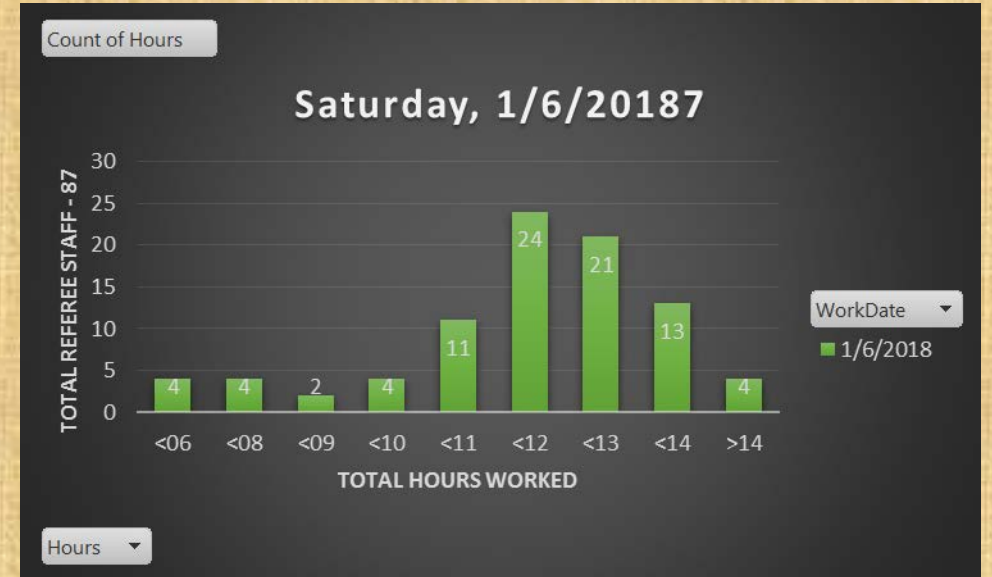
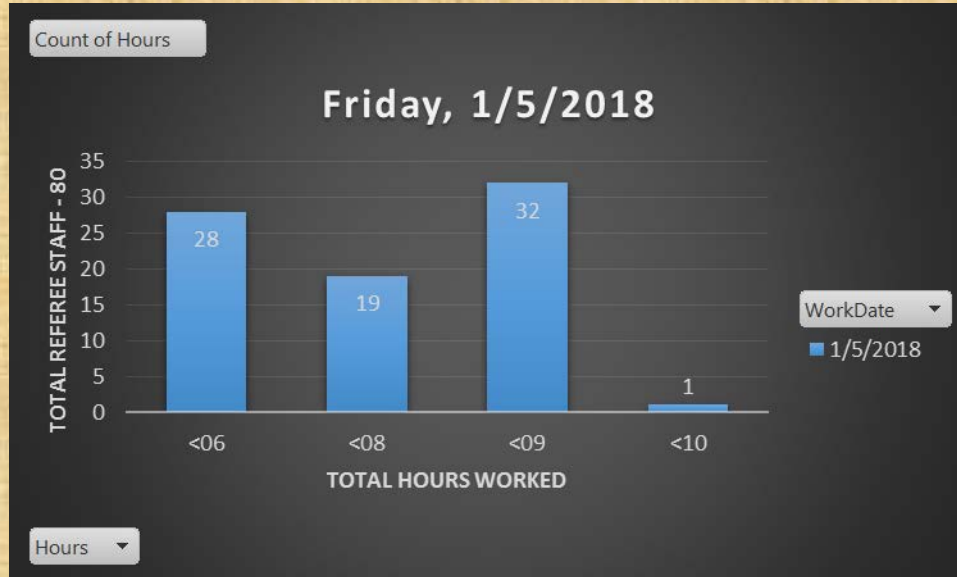
November NAC – Kansas City



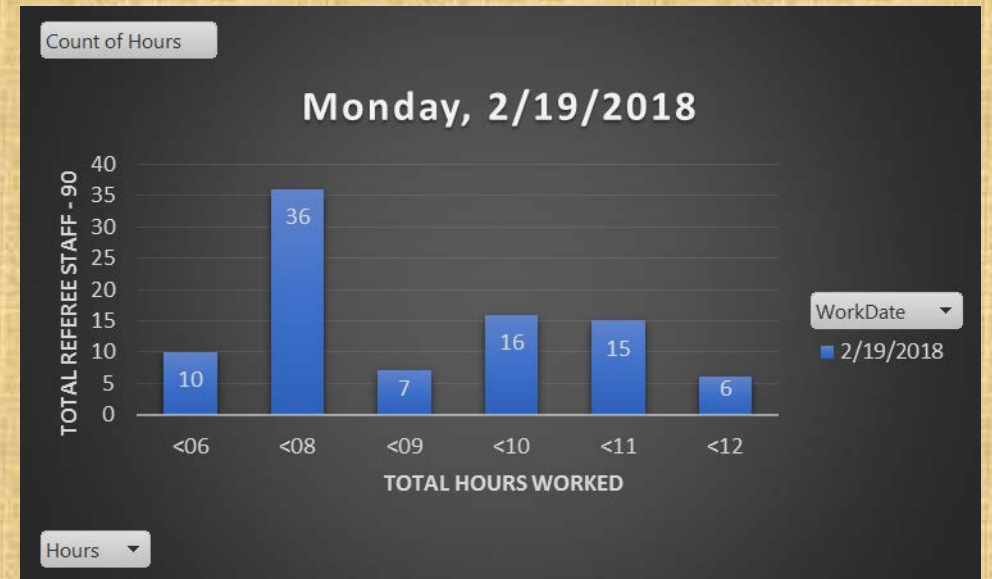
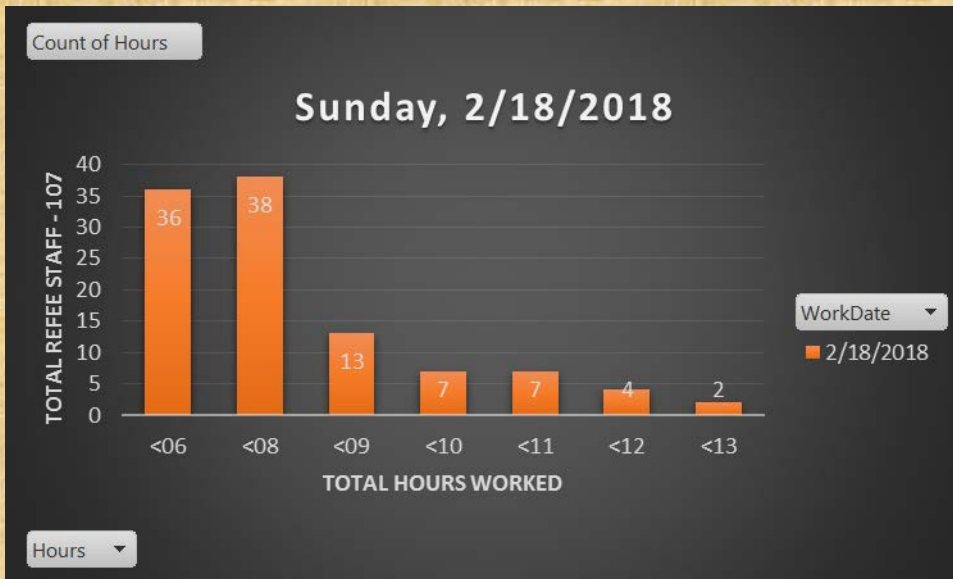
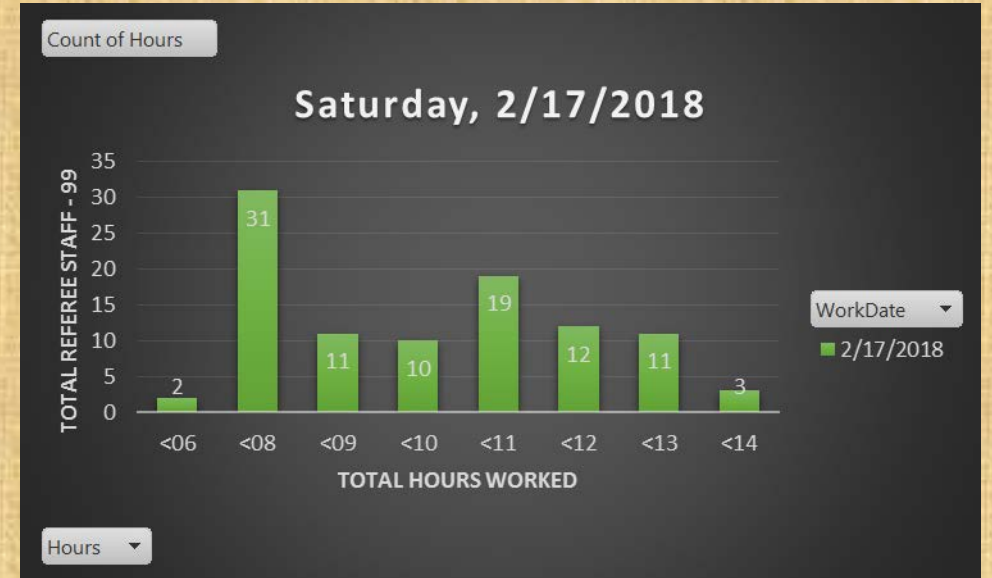
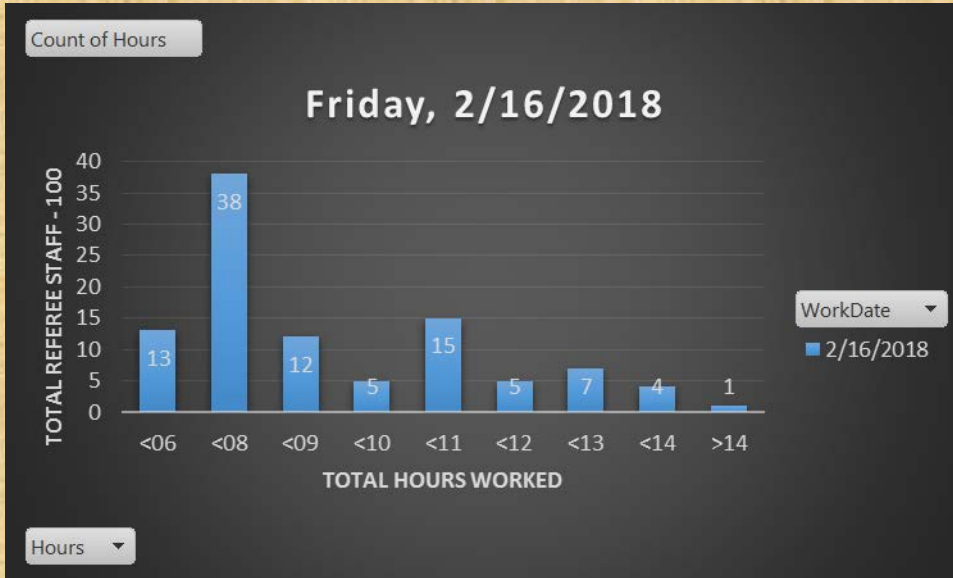
December NAC - Portland



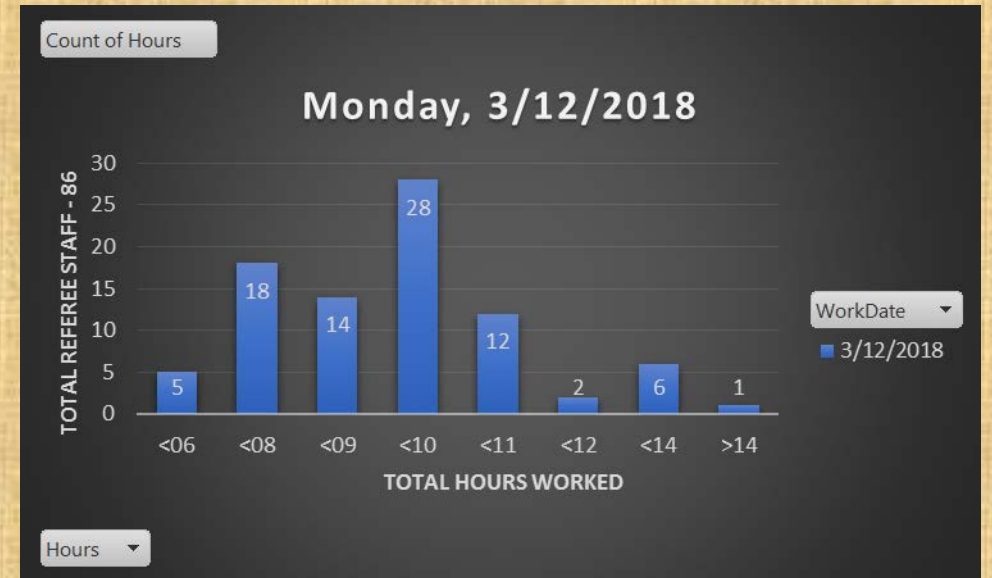
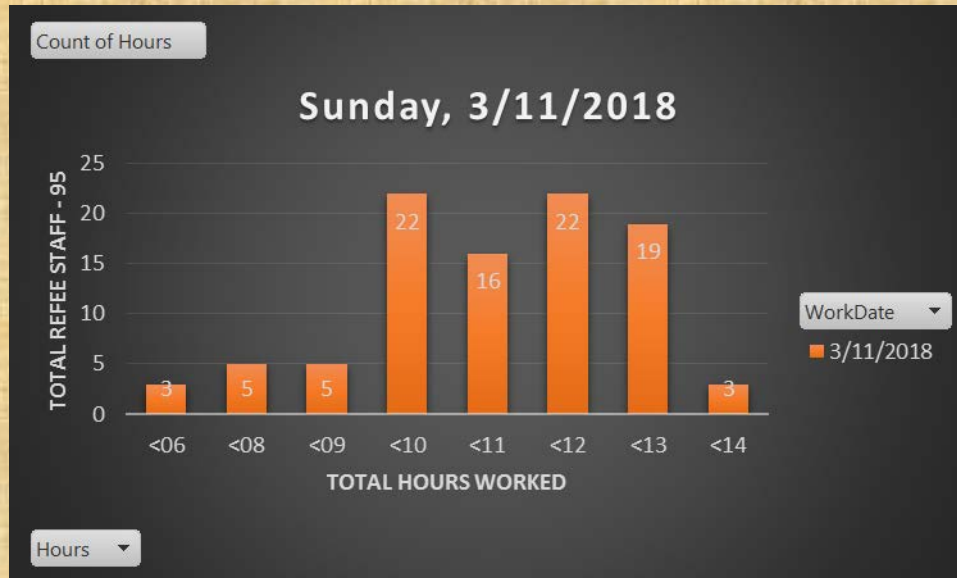
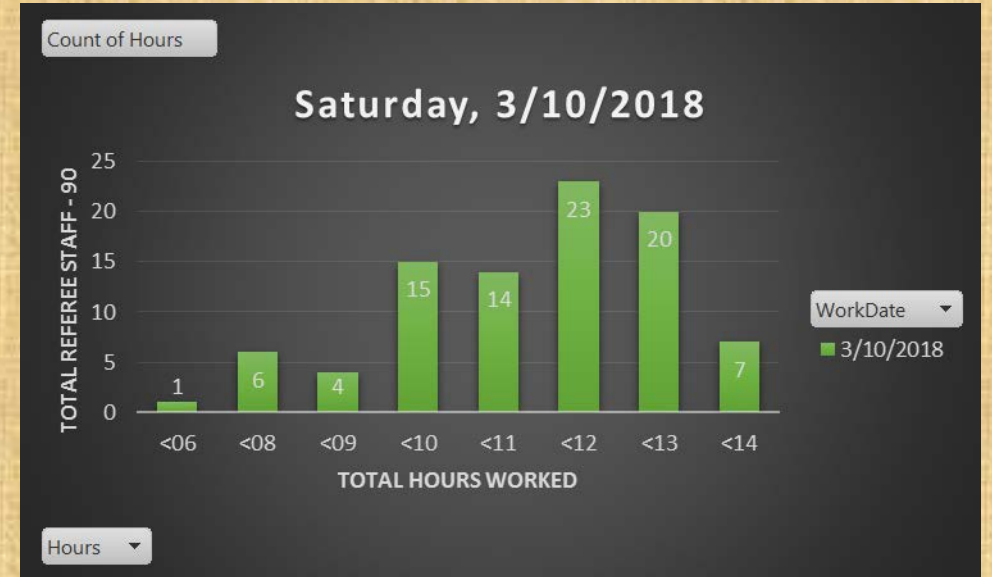
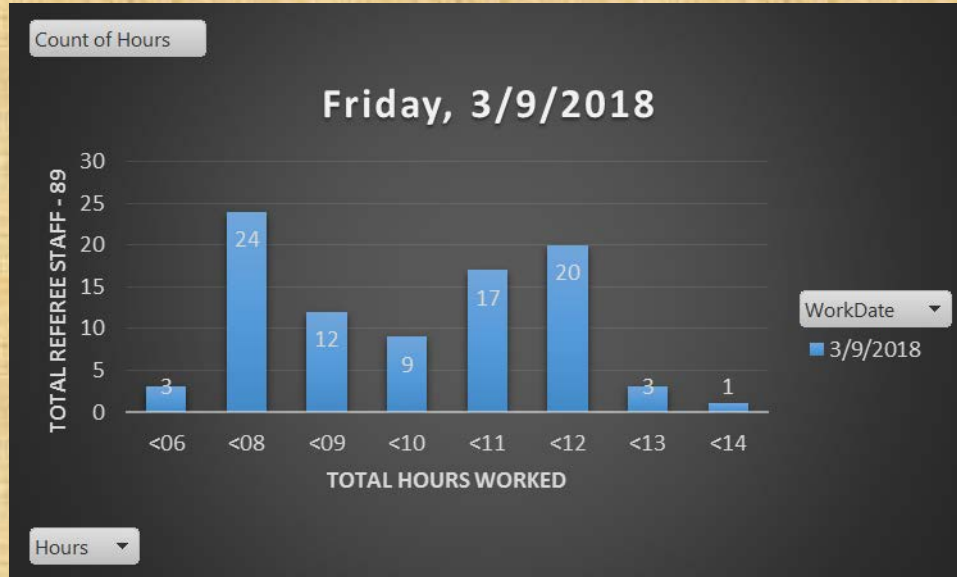
January NAC – Virginia Beach



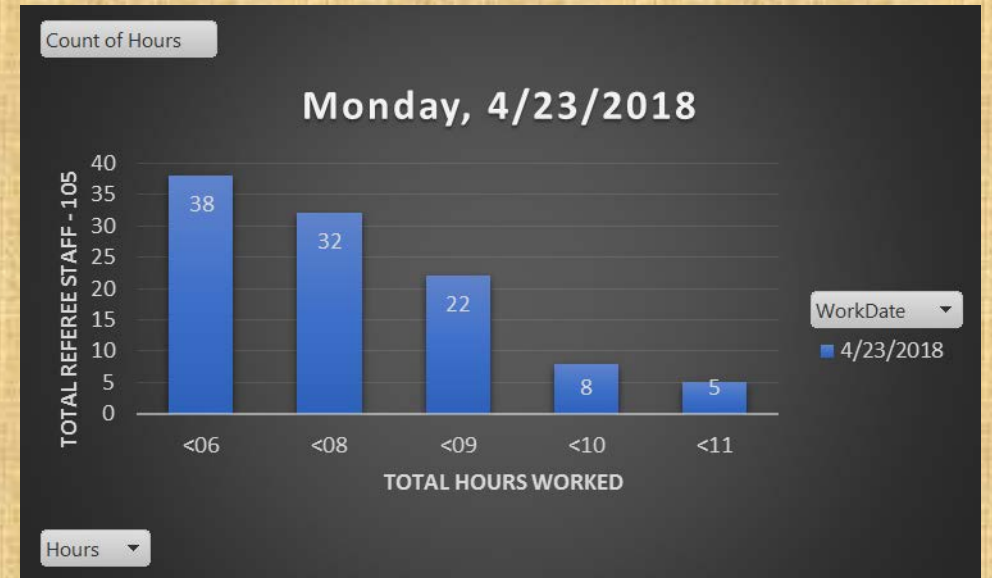
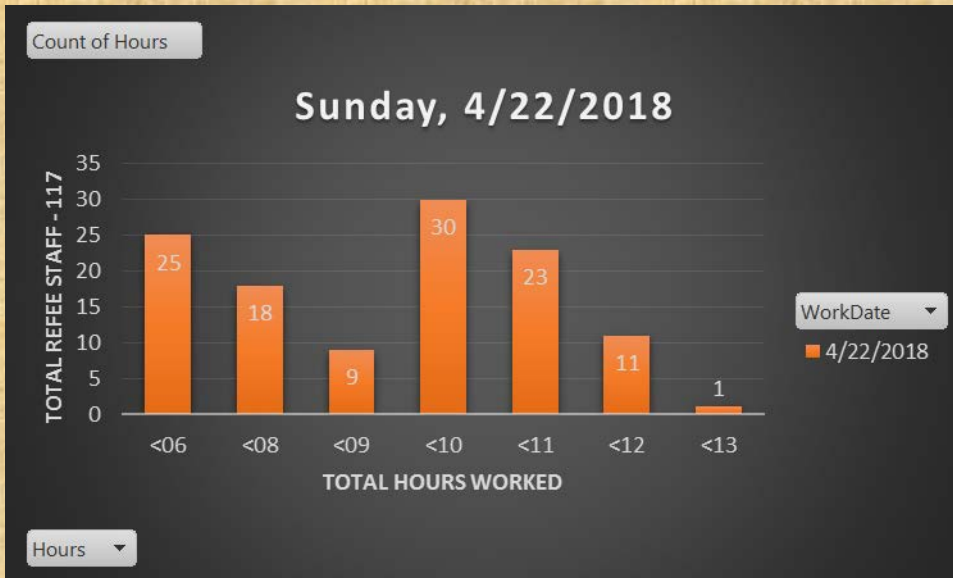
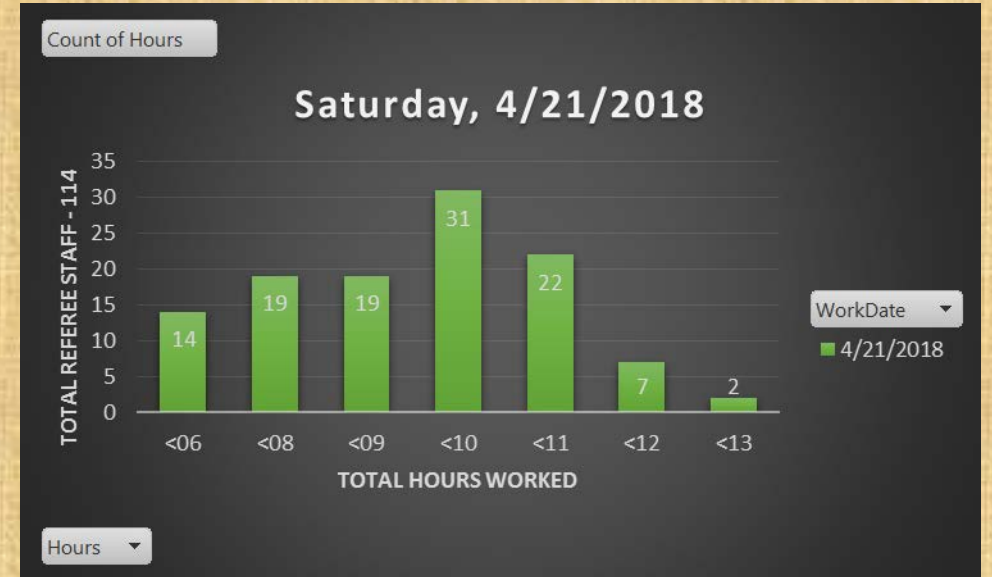
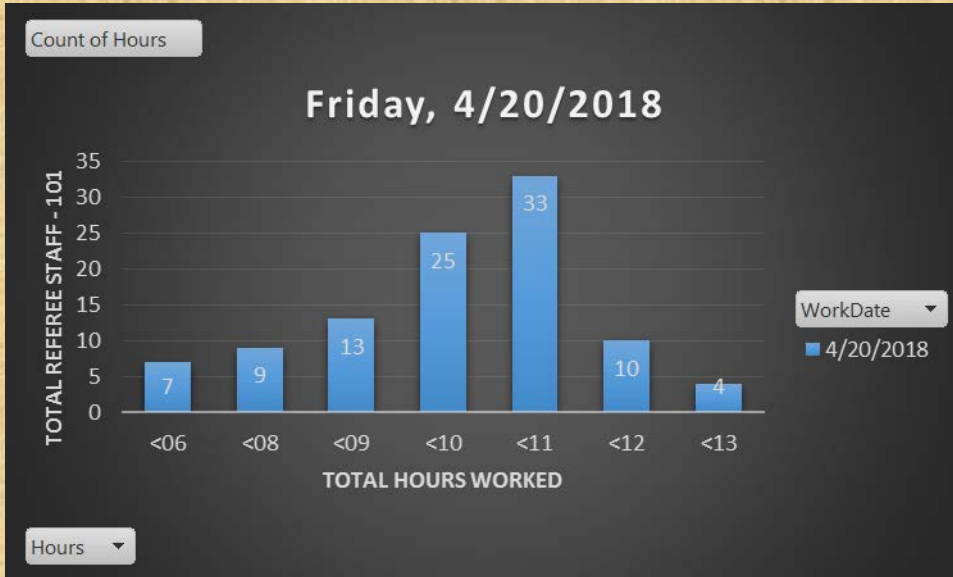
February JO – Memphis



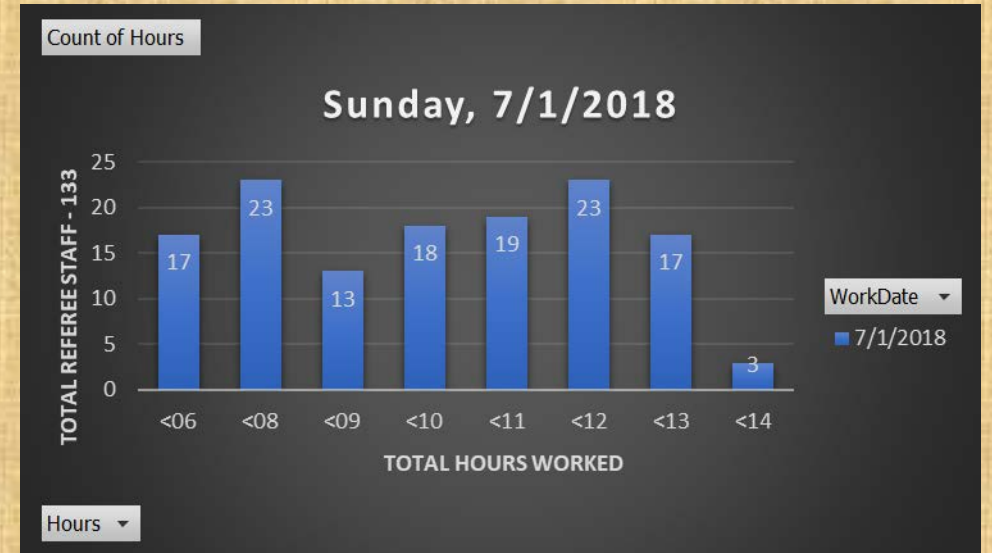
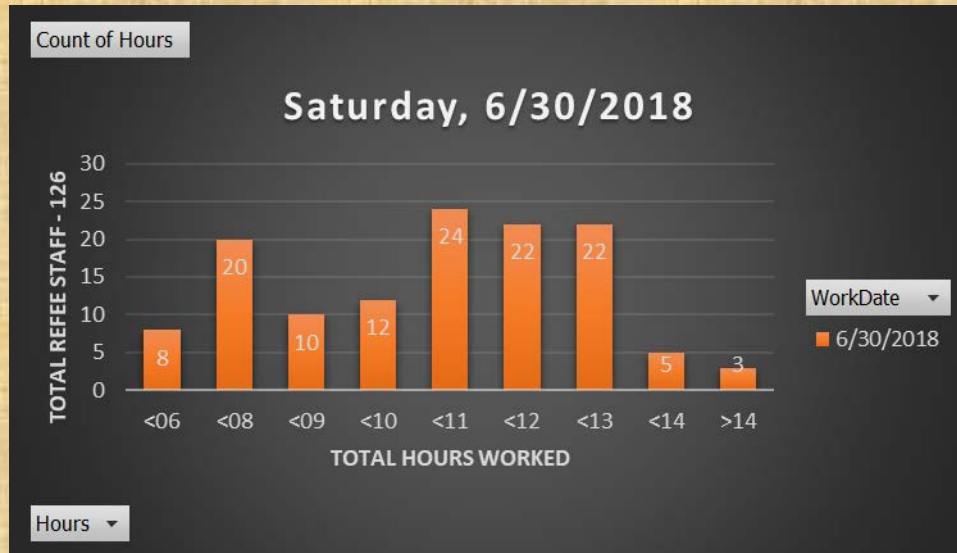
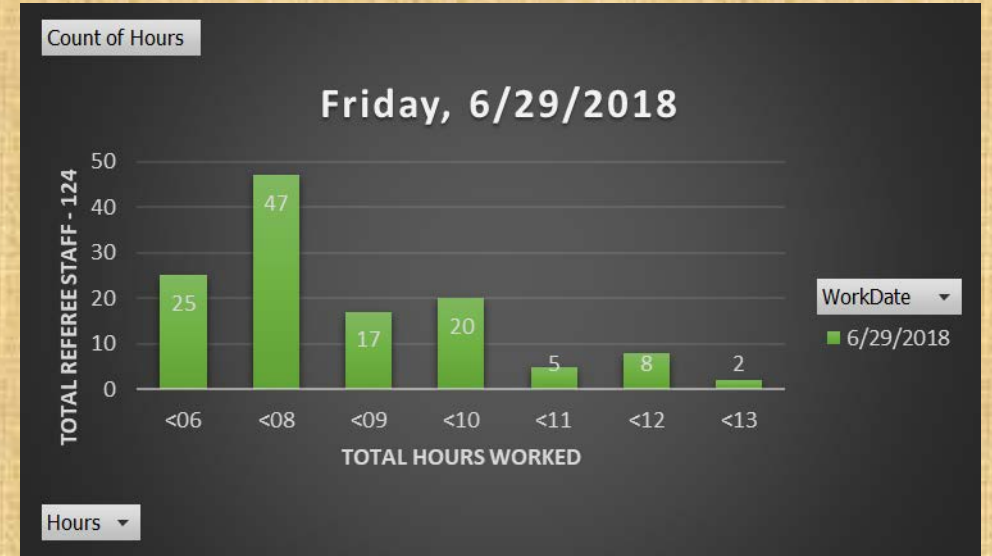
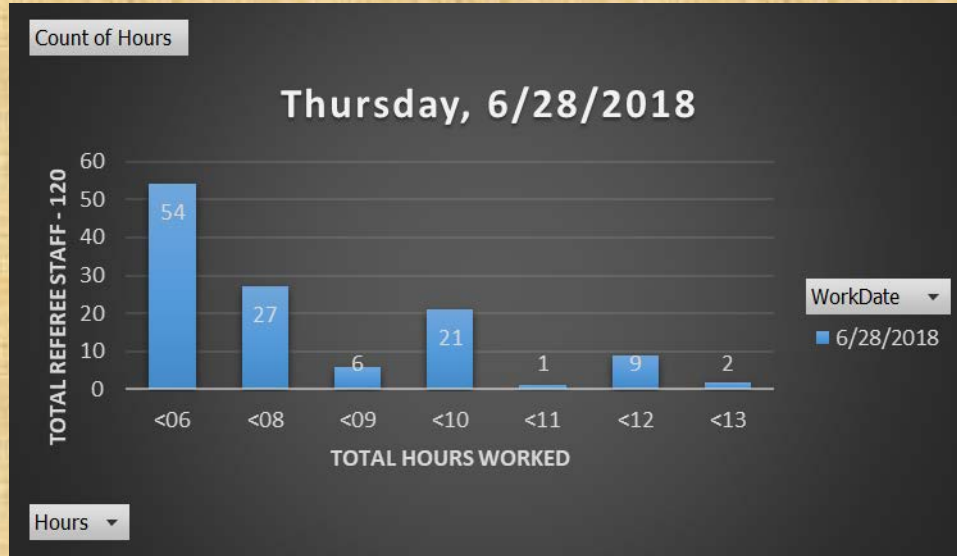
March NAC – Baltimore



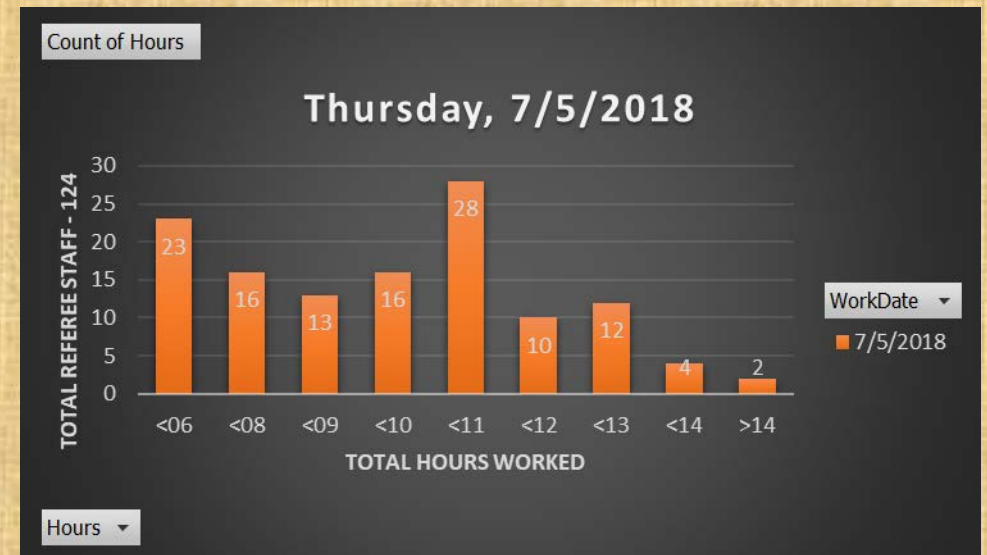
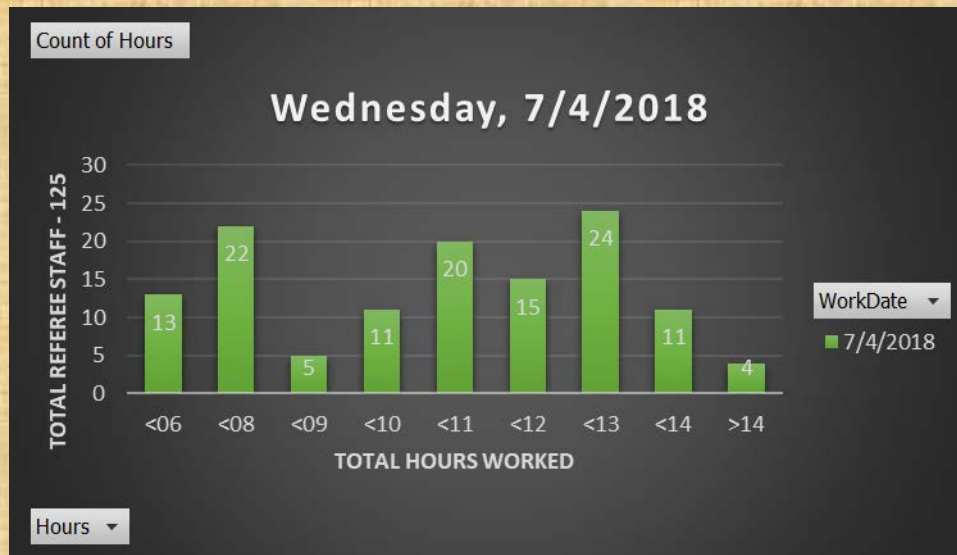
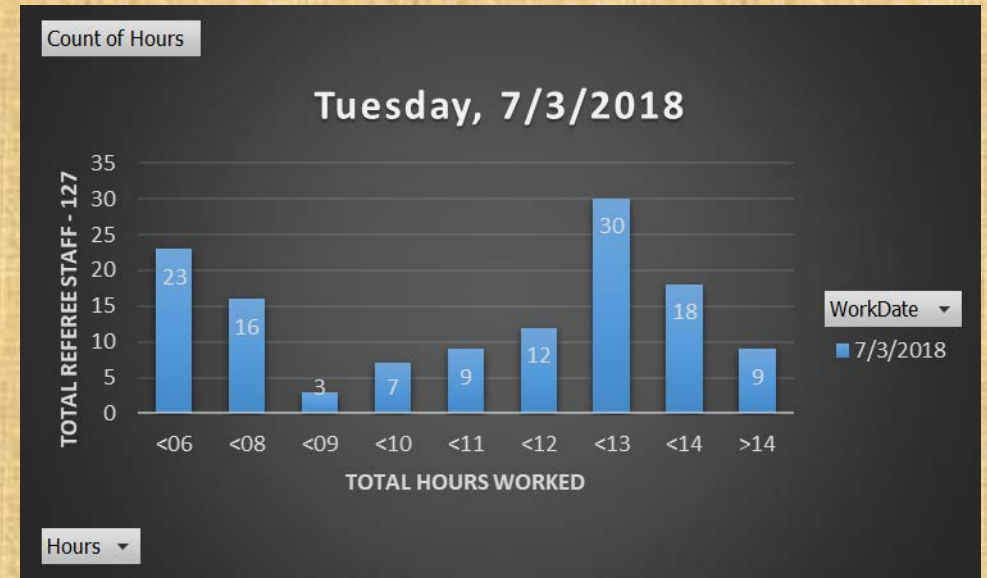
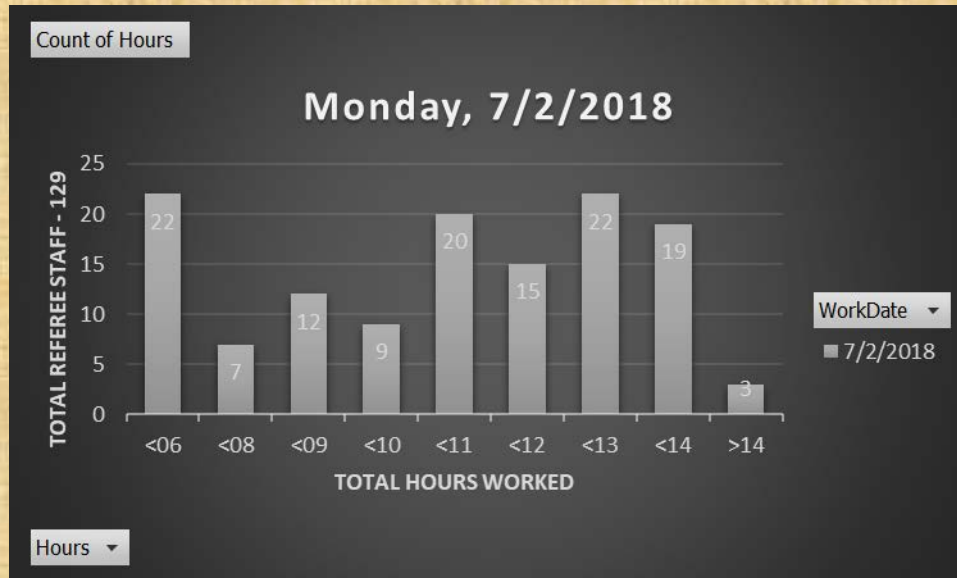
April NAC – Richmond



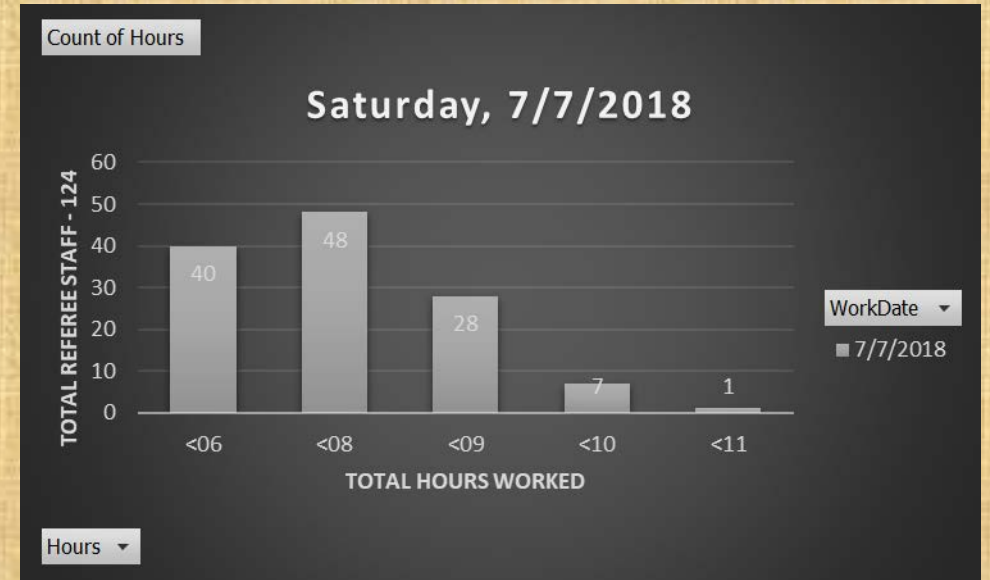
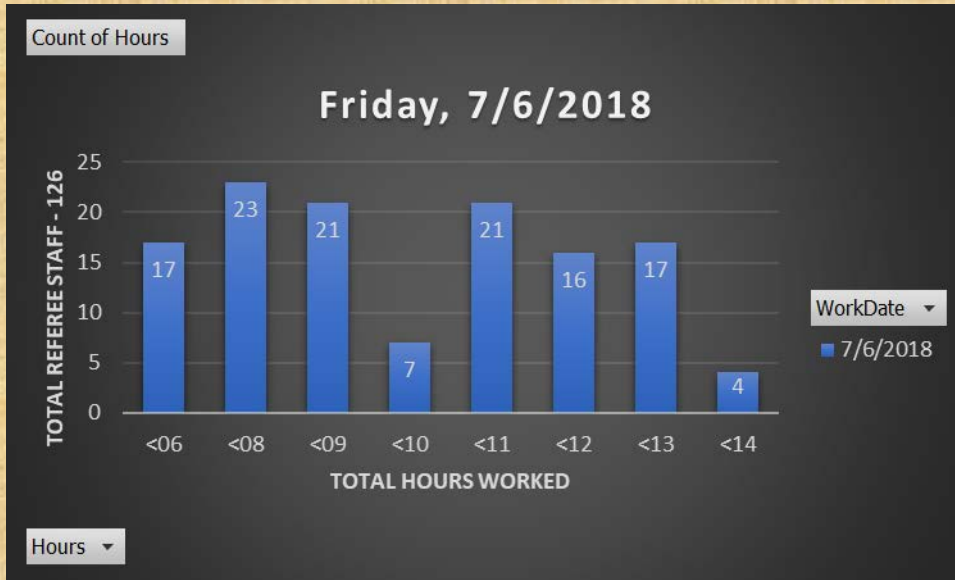
Summer Nationals – St. Louis



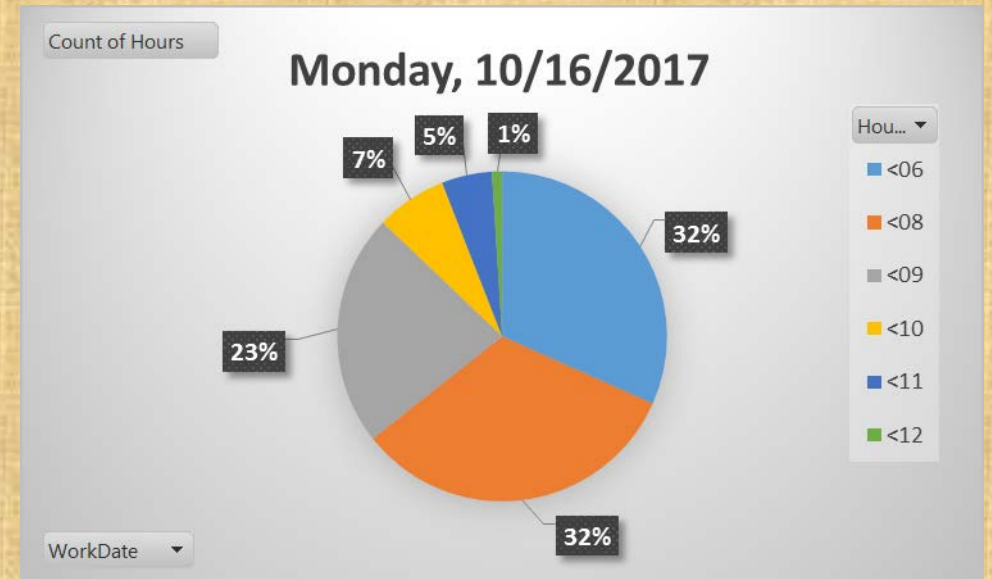
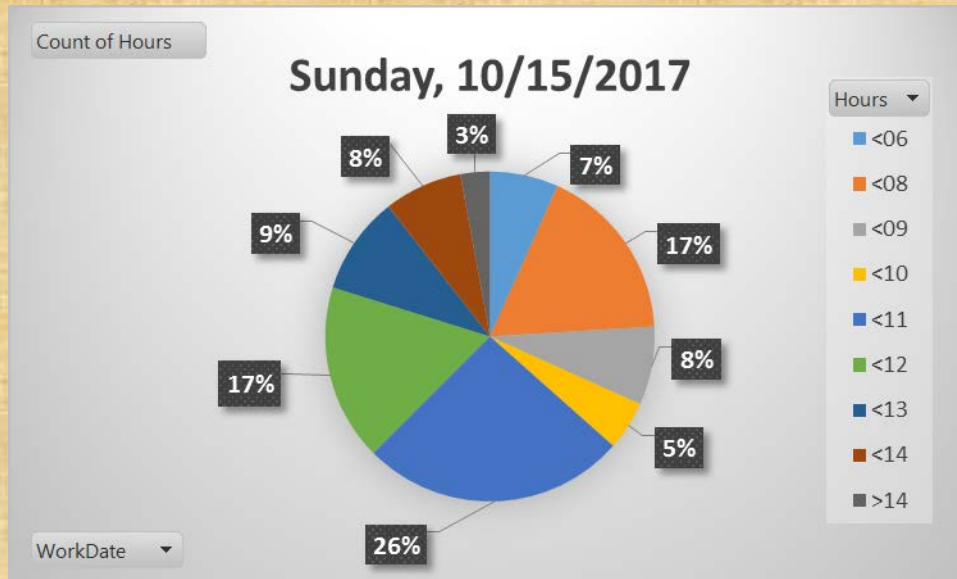
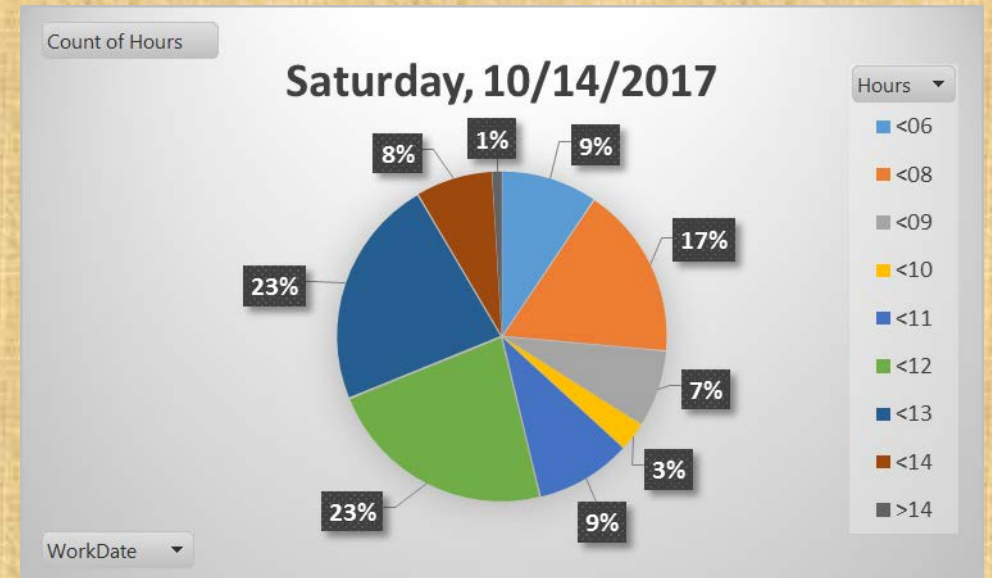
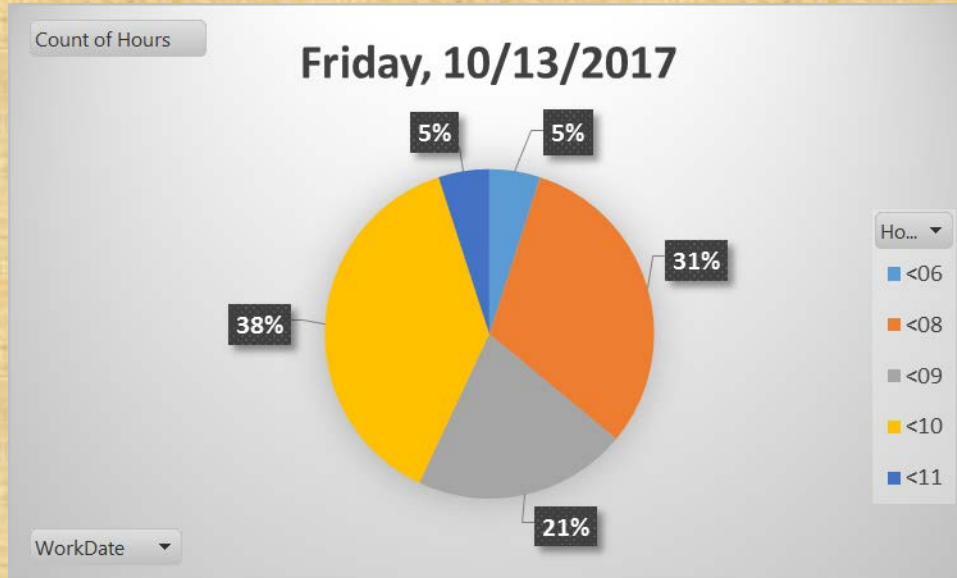
Summer Nationals – St. Louis



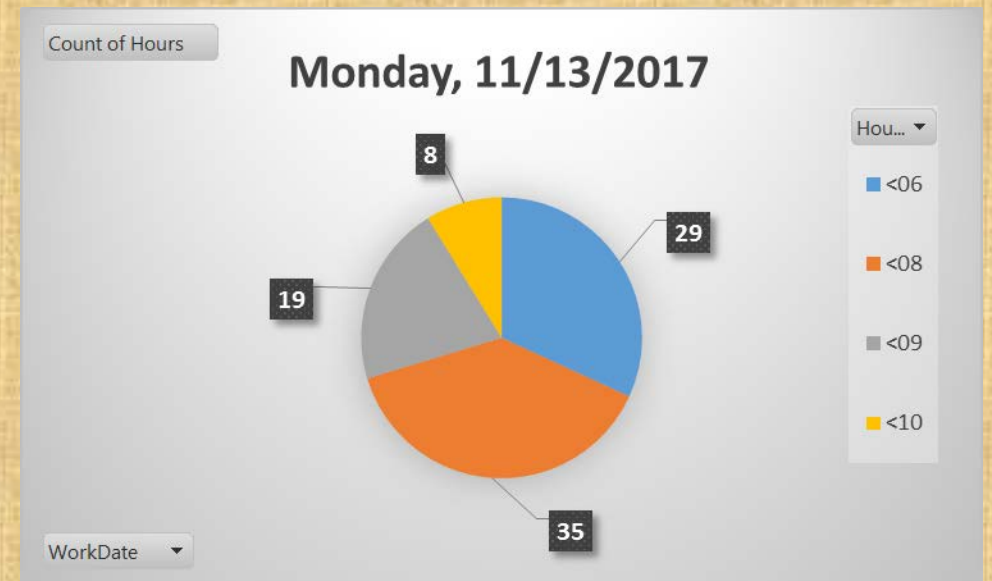
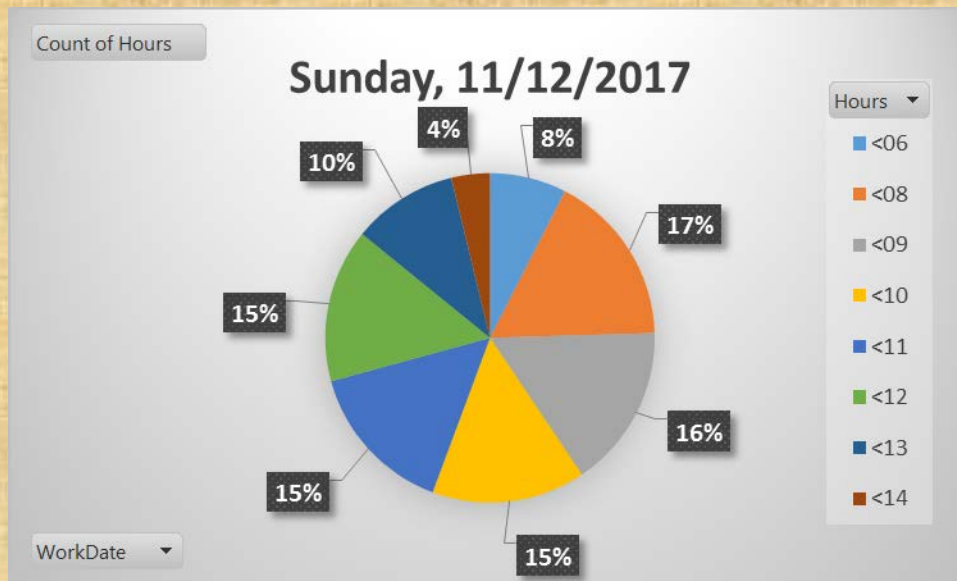
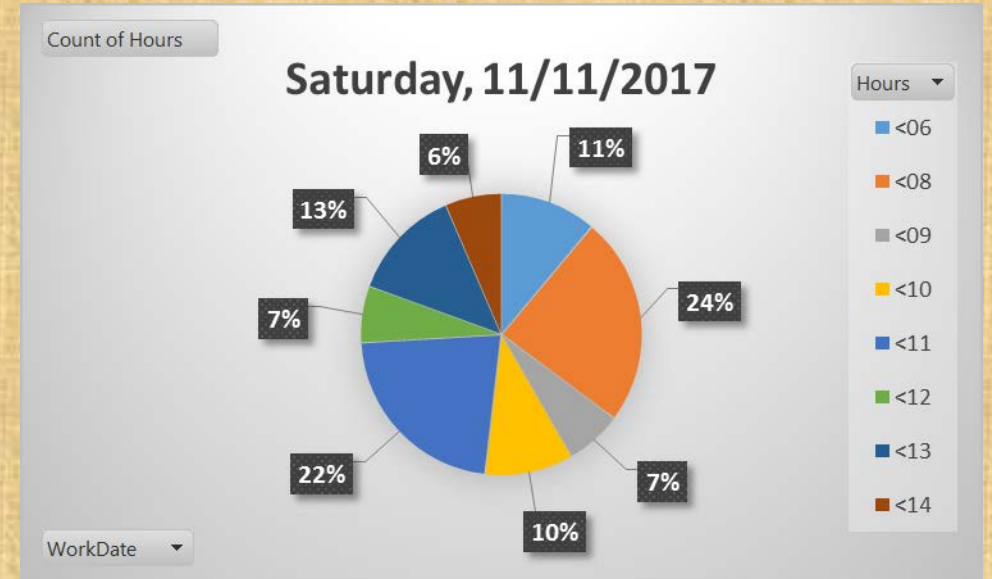
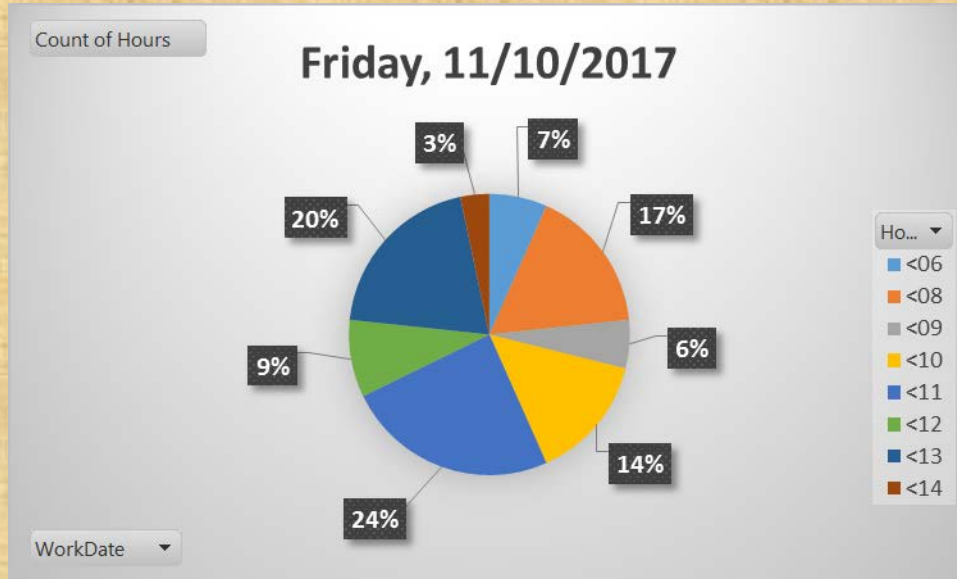
Summer Nationals – St. Louis



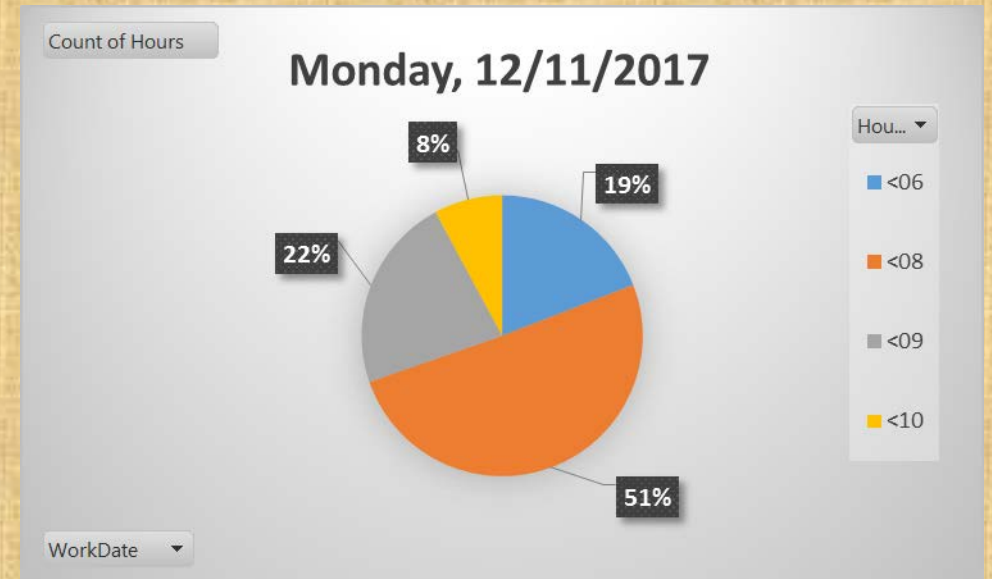
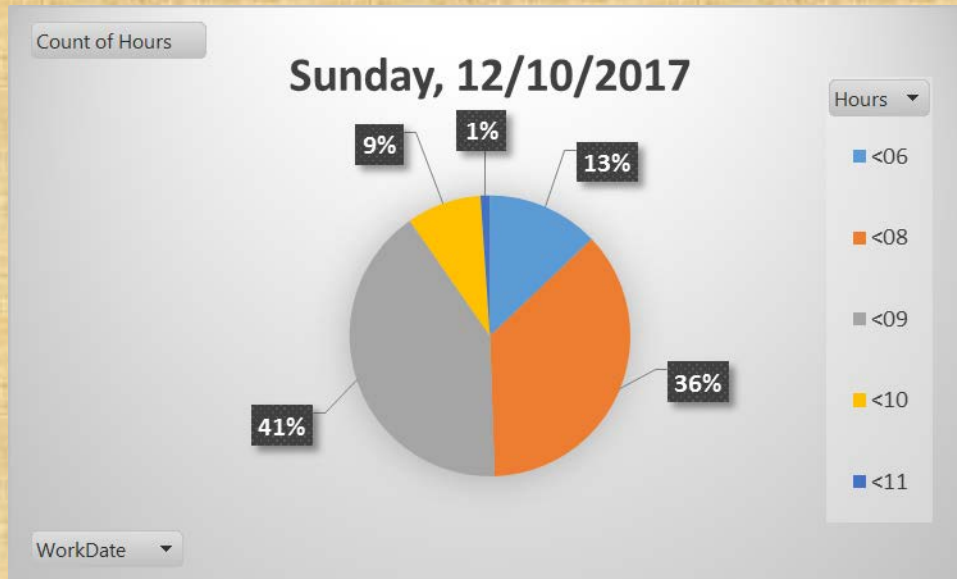
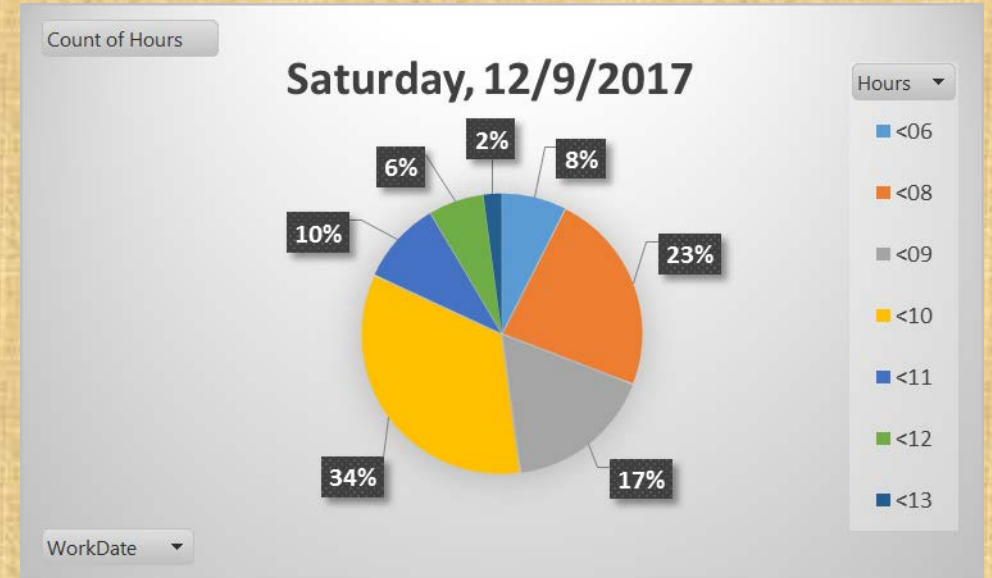
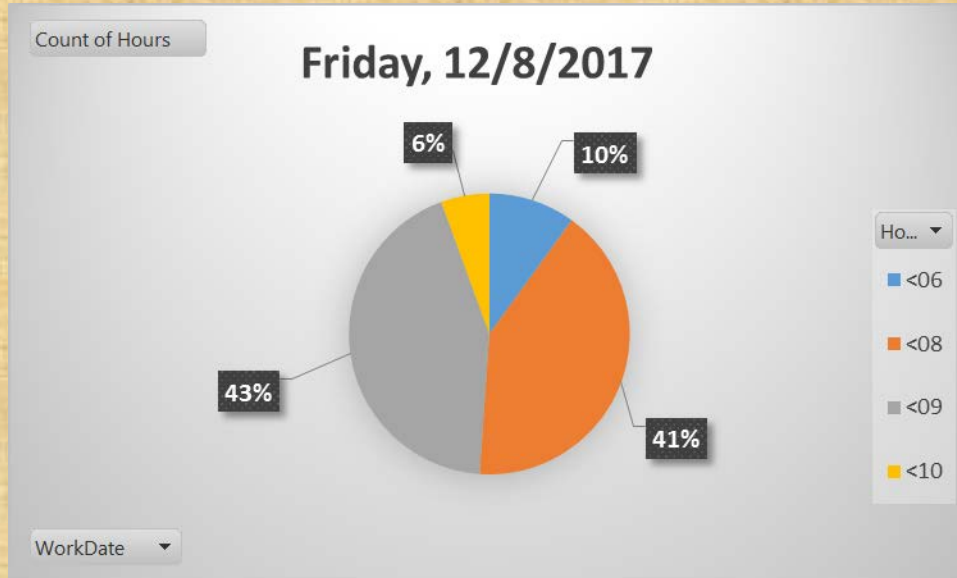
October NAC - Anaheim



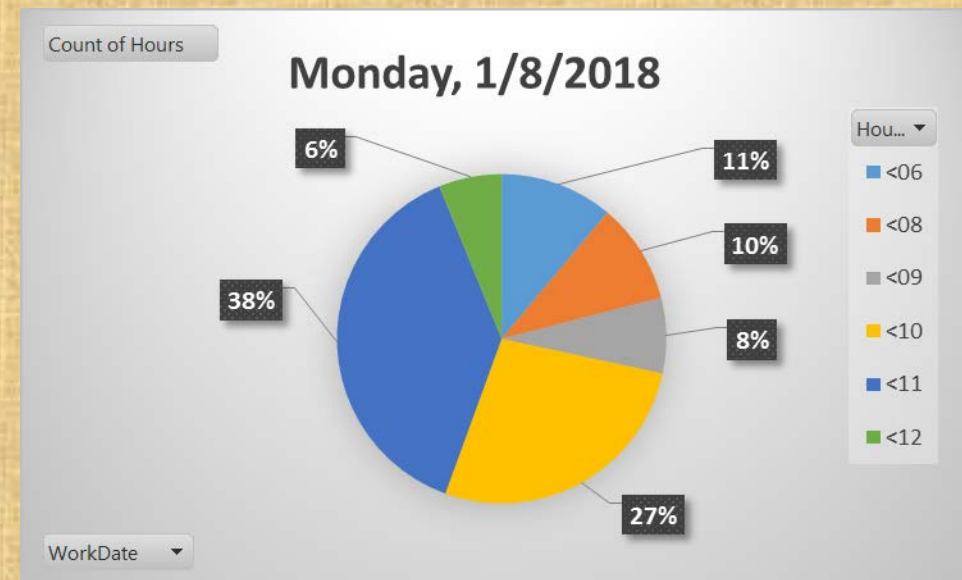
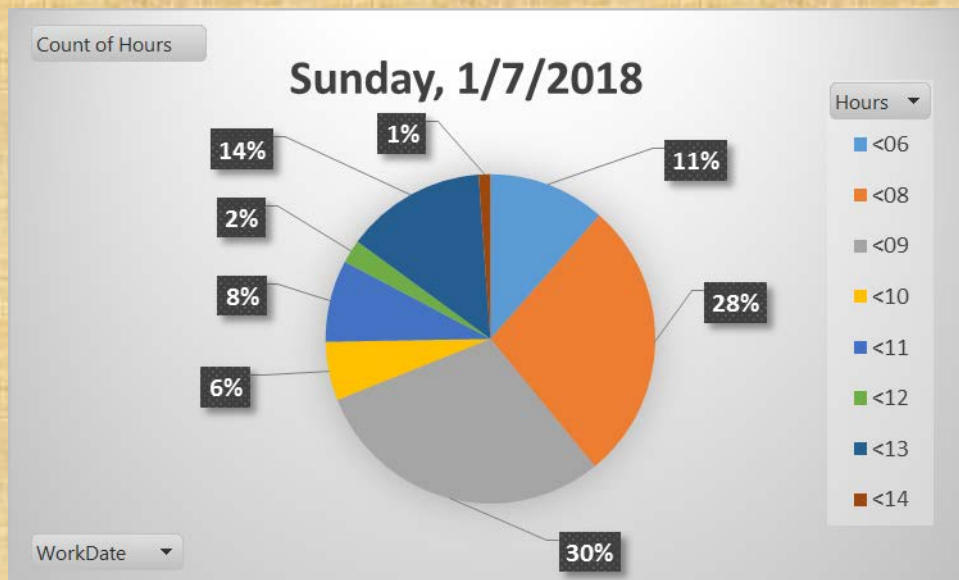
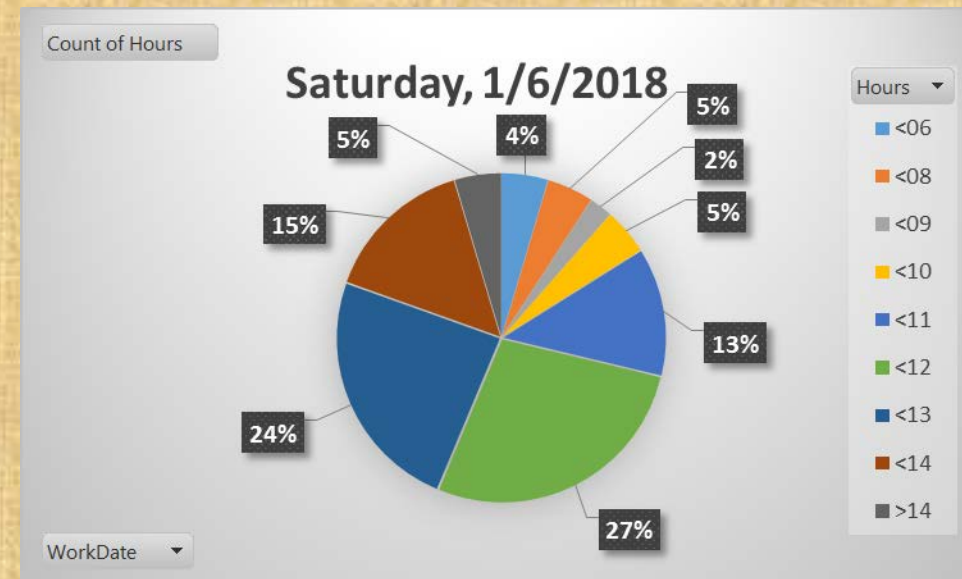
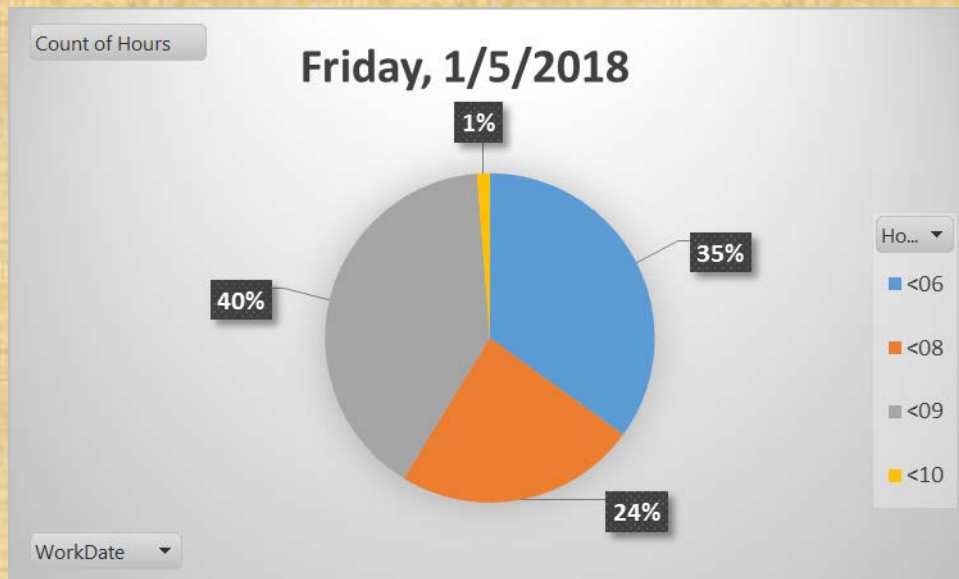
November NAC – Kansas City



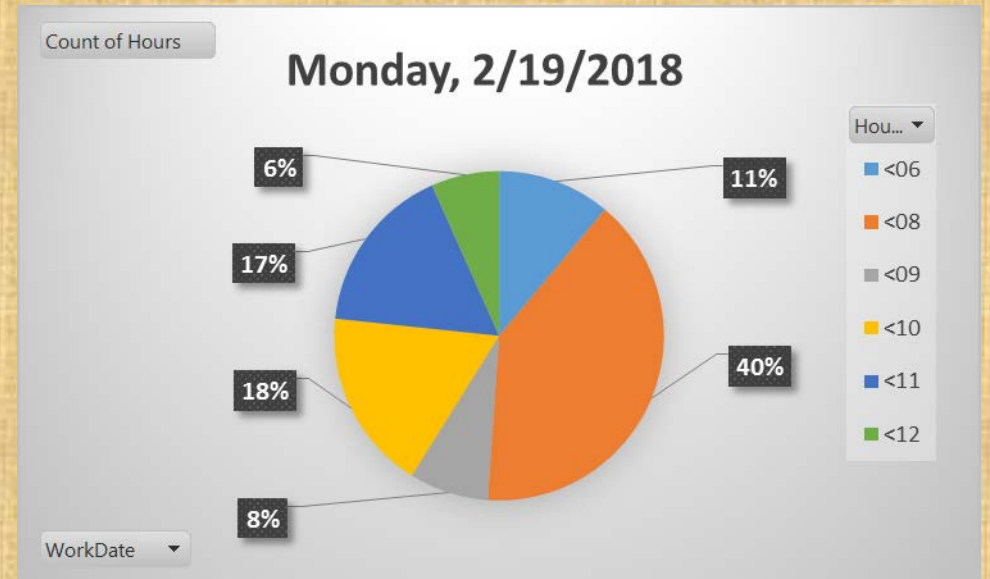
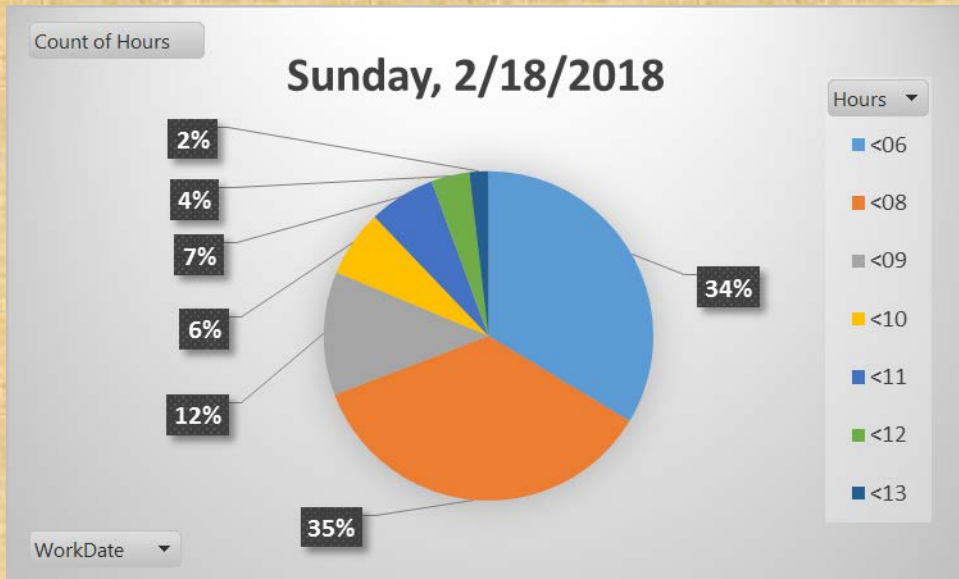
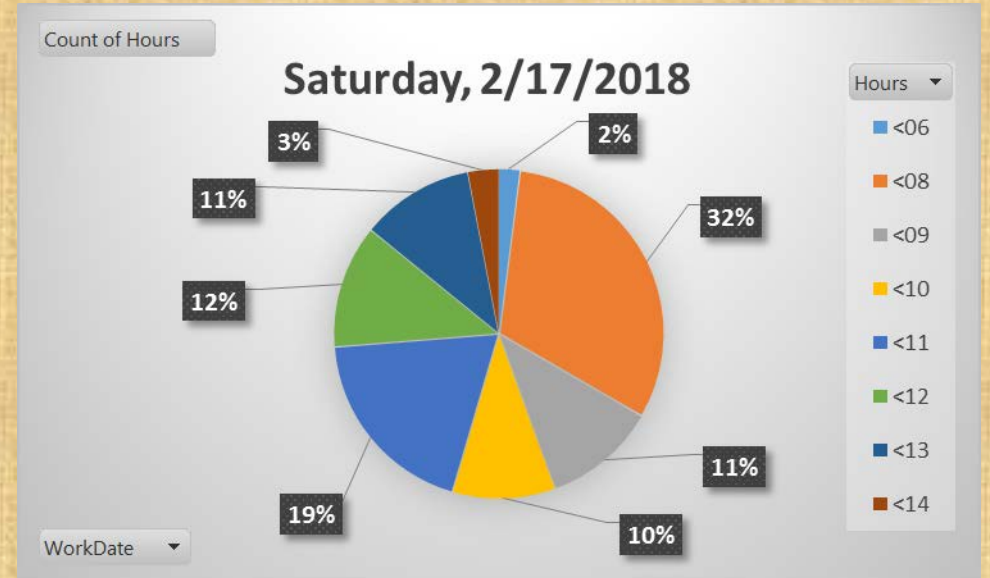
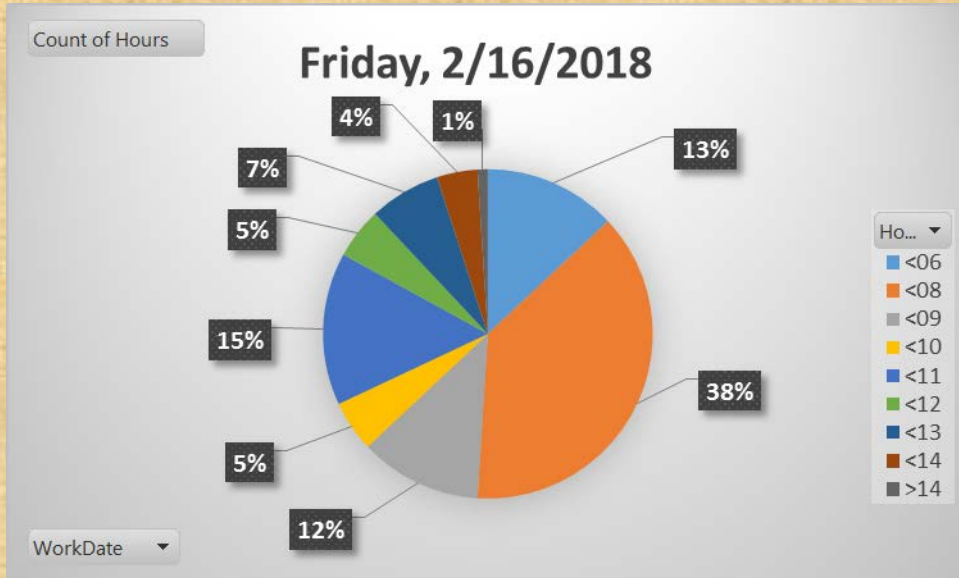
December NAC - Portland



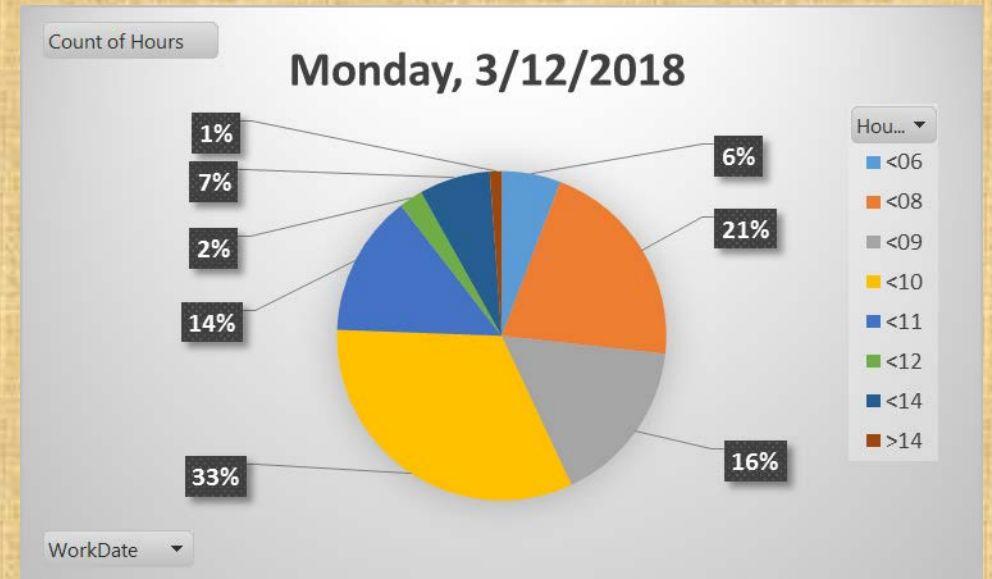
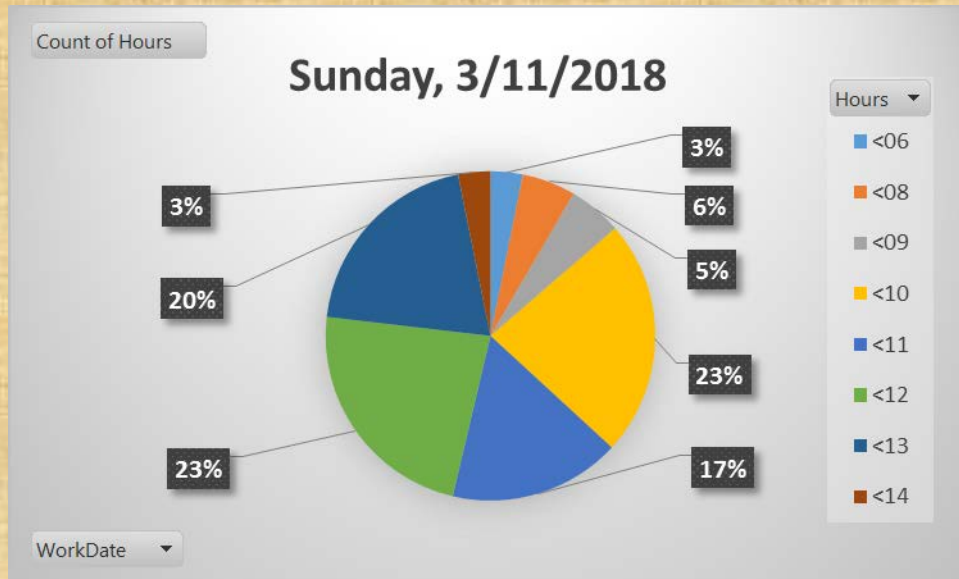
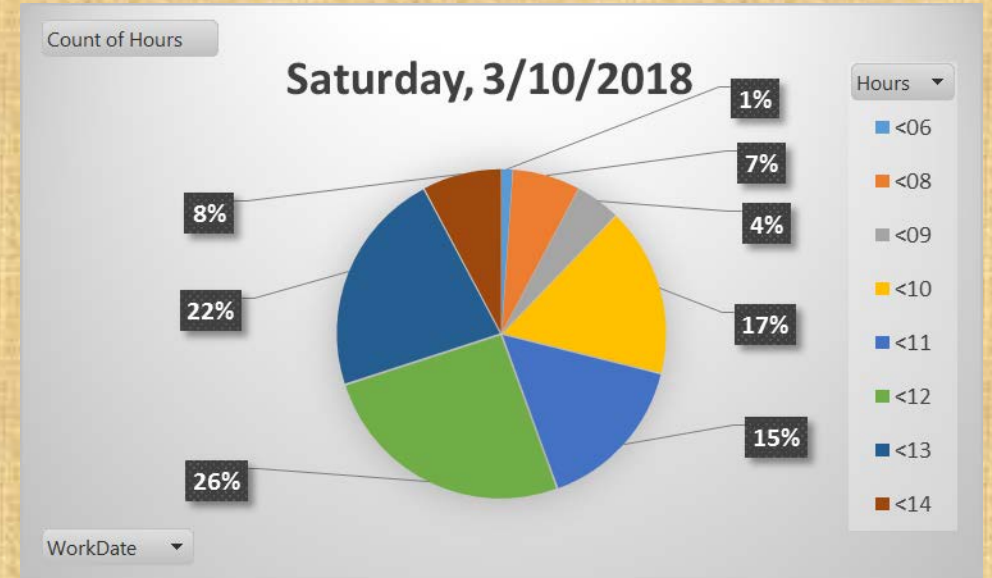
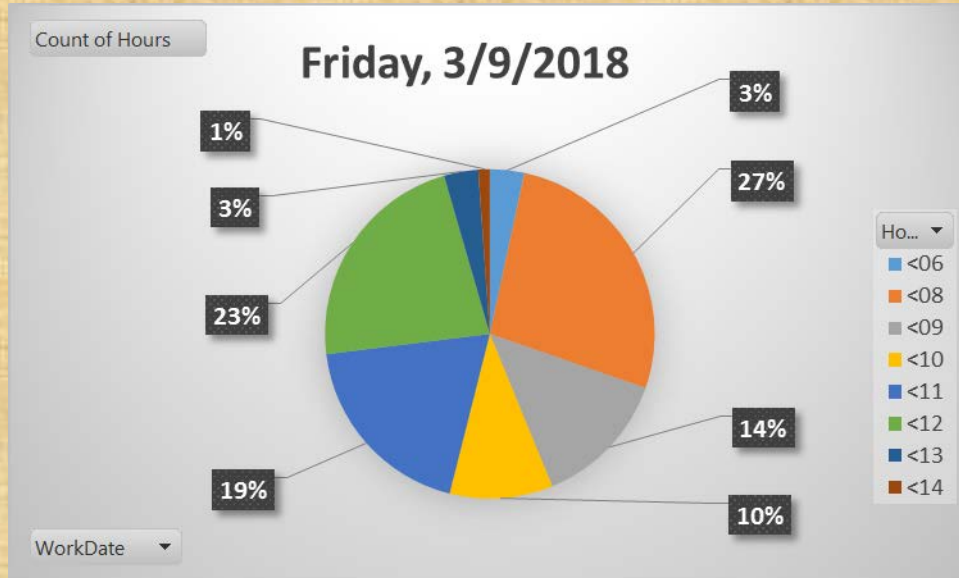
January NAC – Virginia Beach



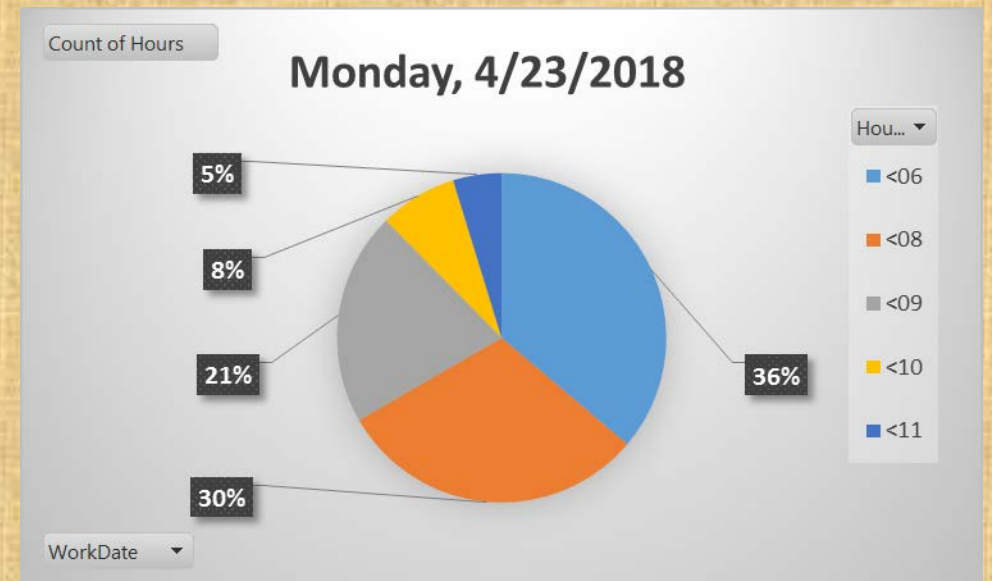
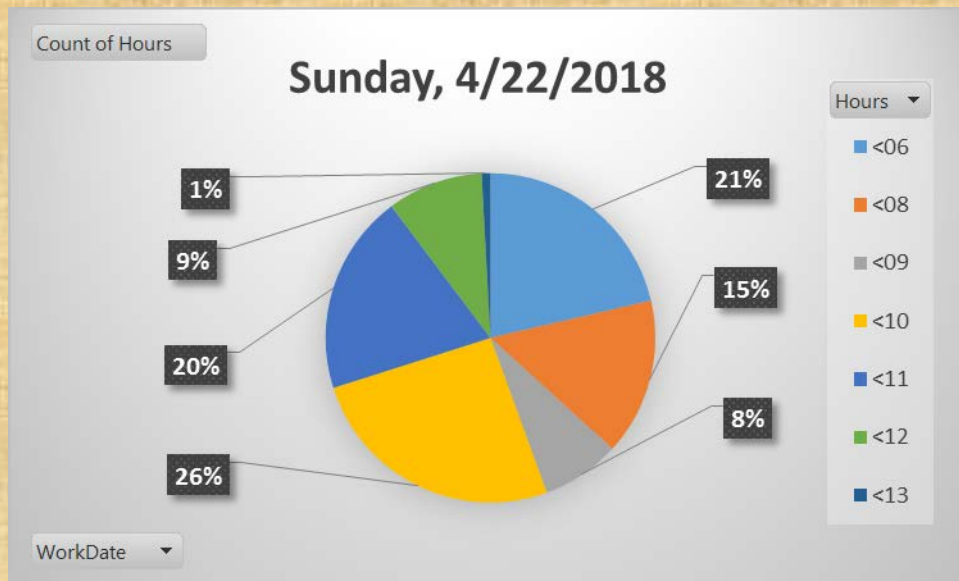
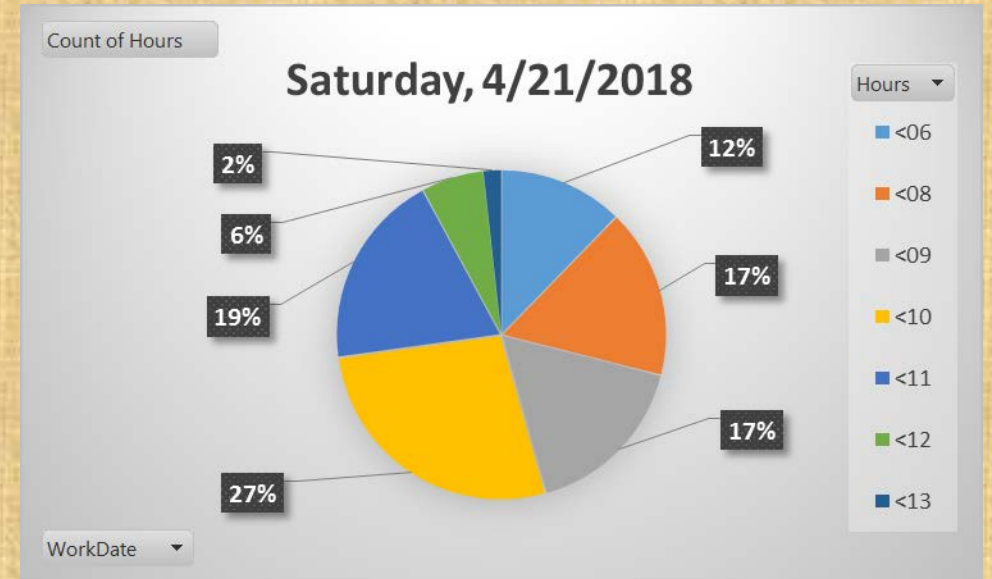
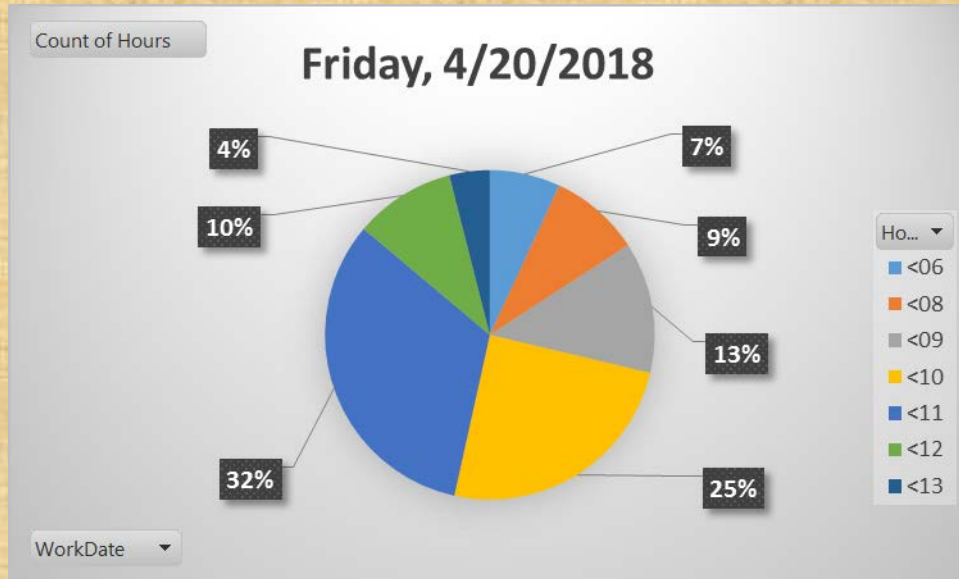
February JO – Memphis



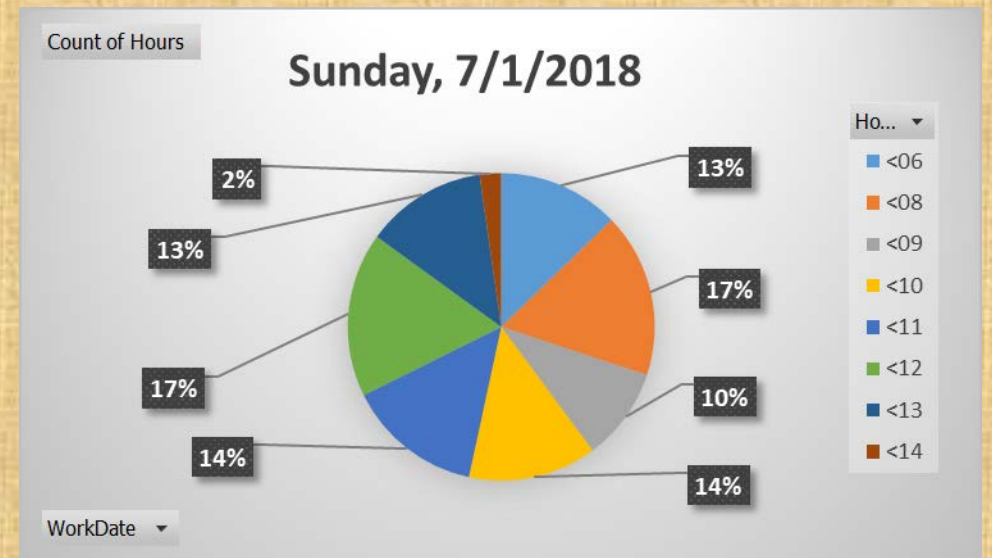
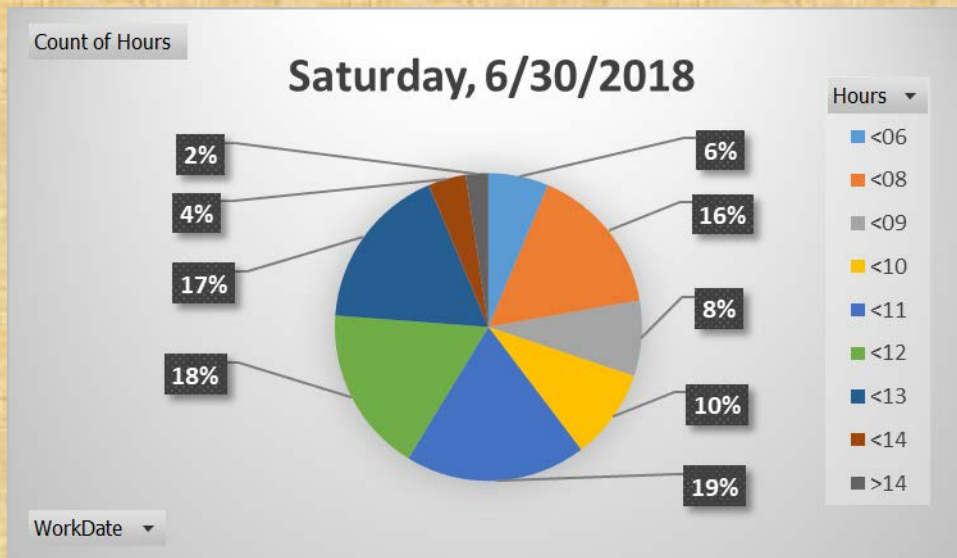
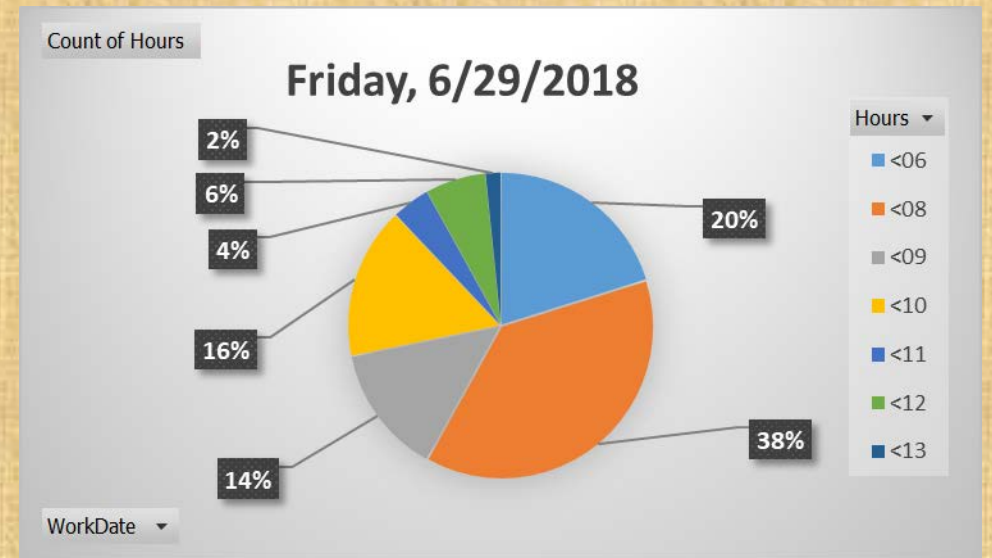
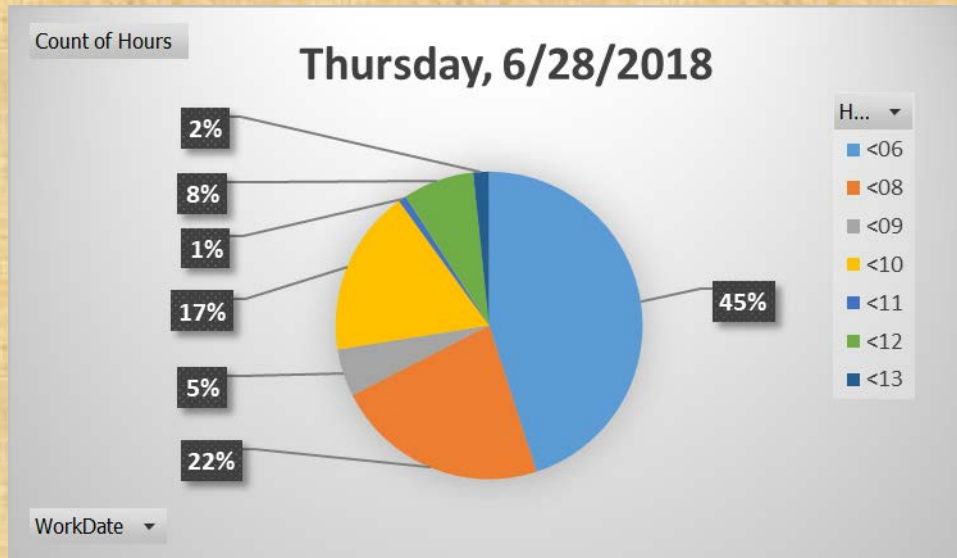
March NAC – Baltimore



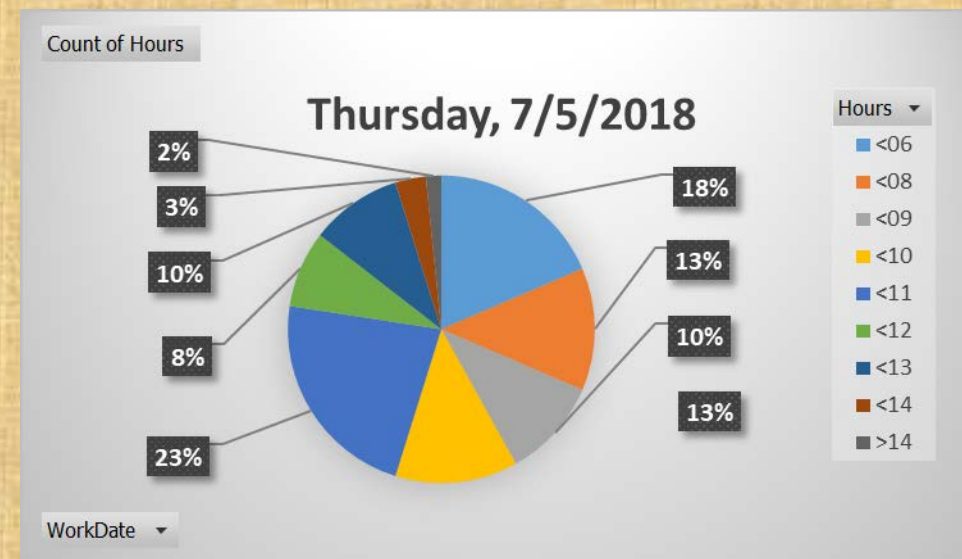
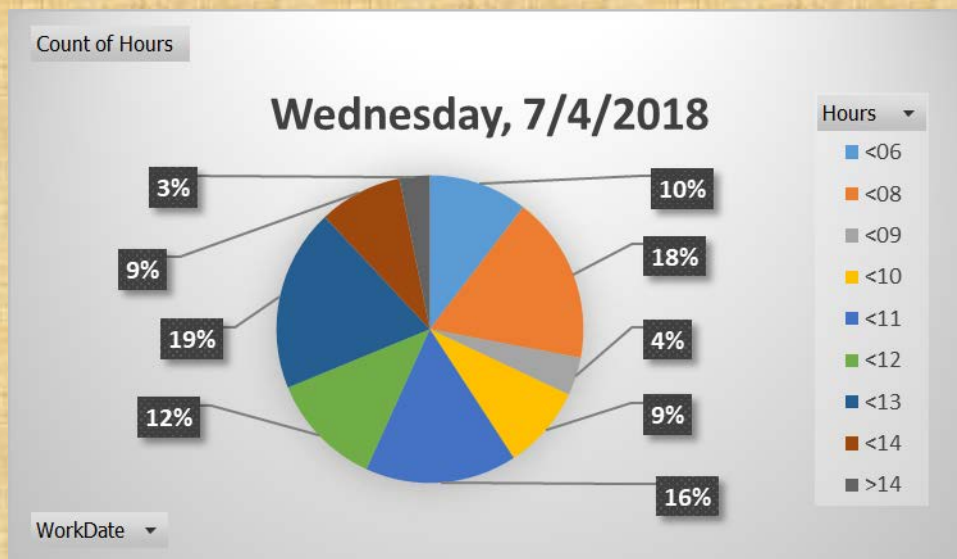
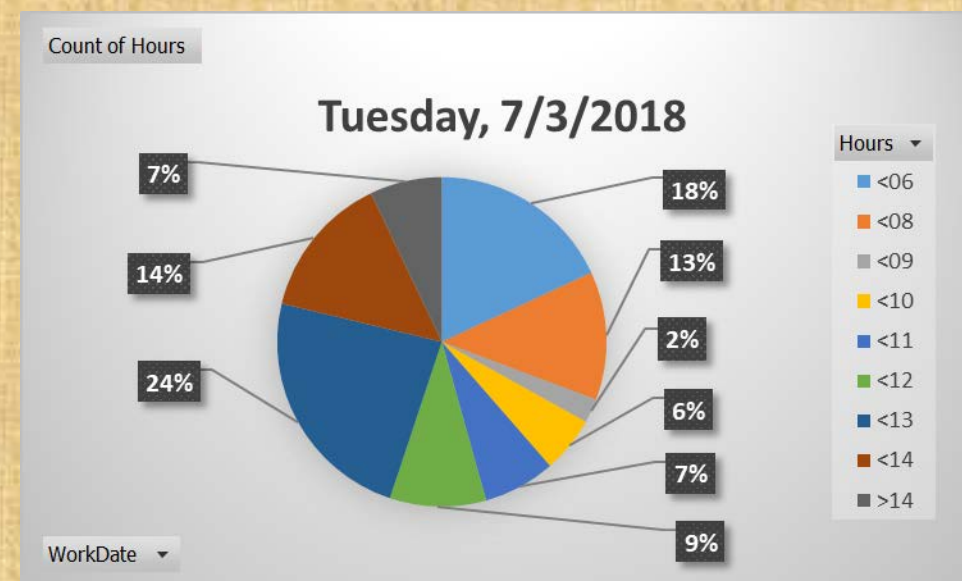
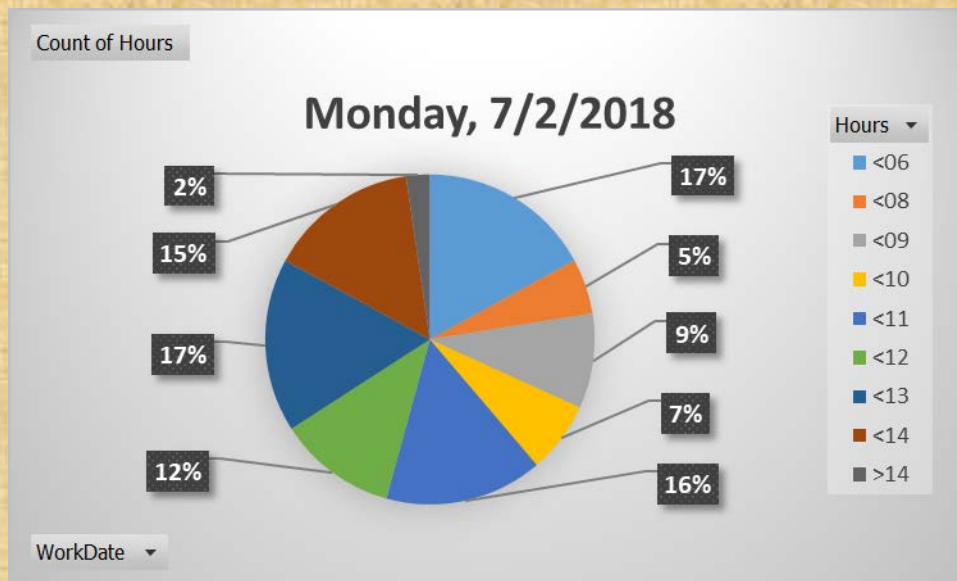
April NAC – Richmond



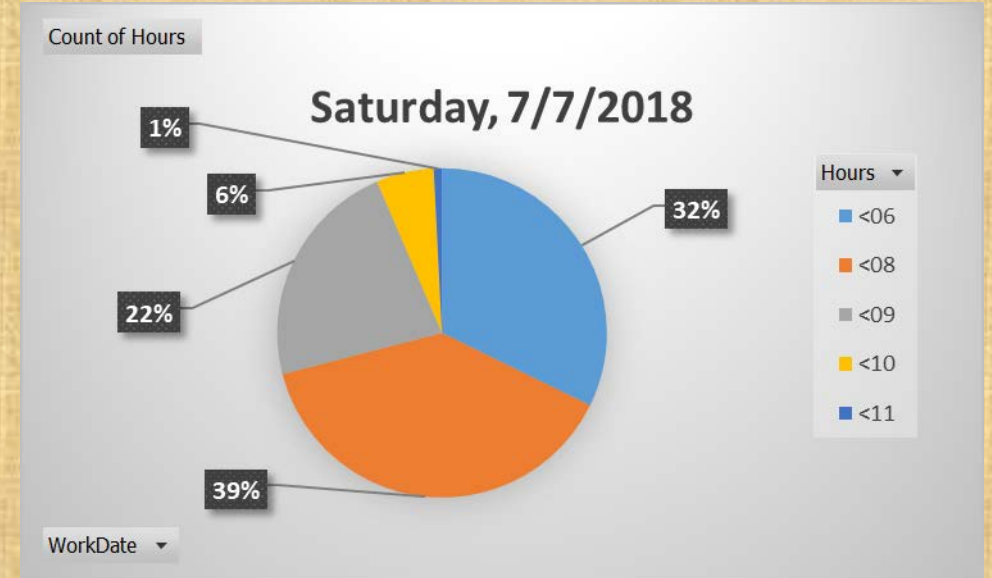
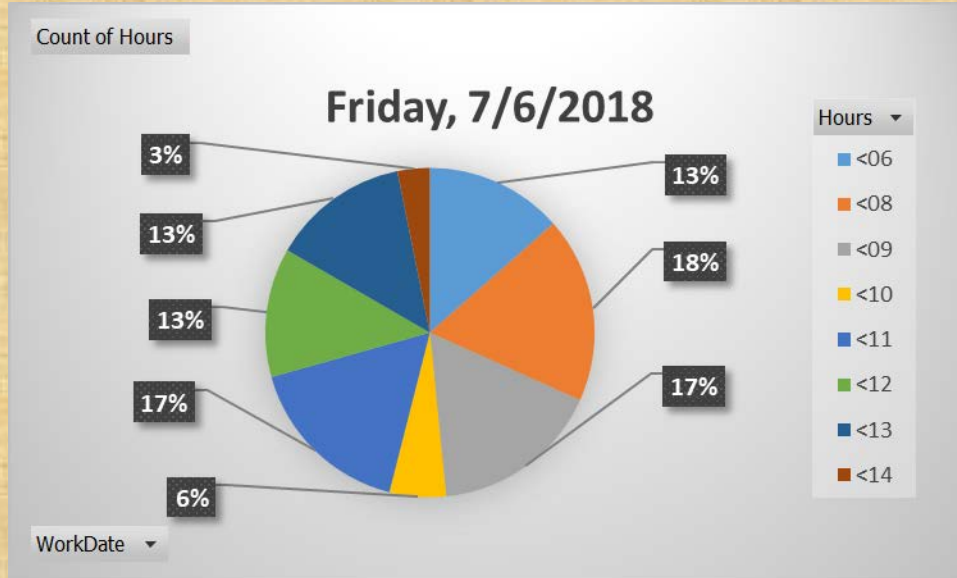
Summer Nationals – St. Louis



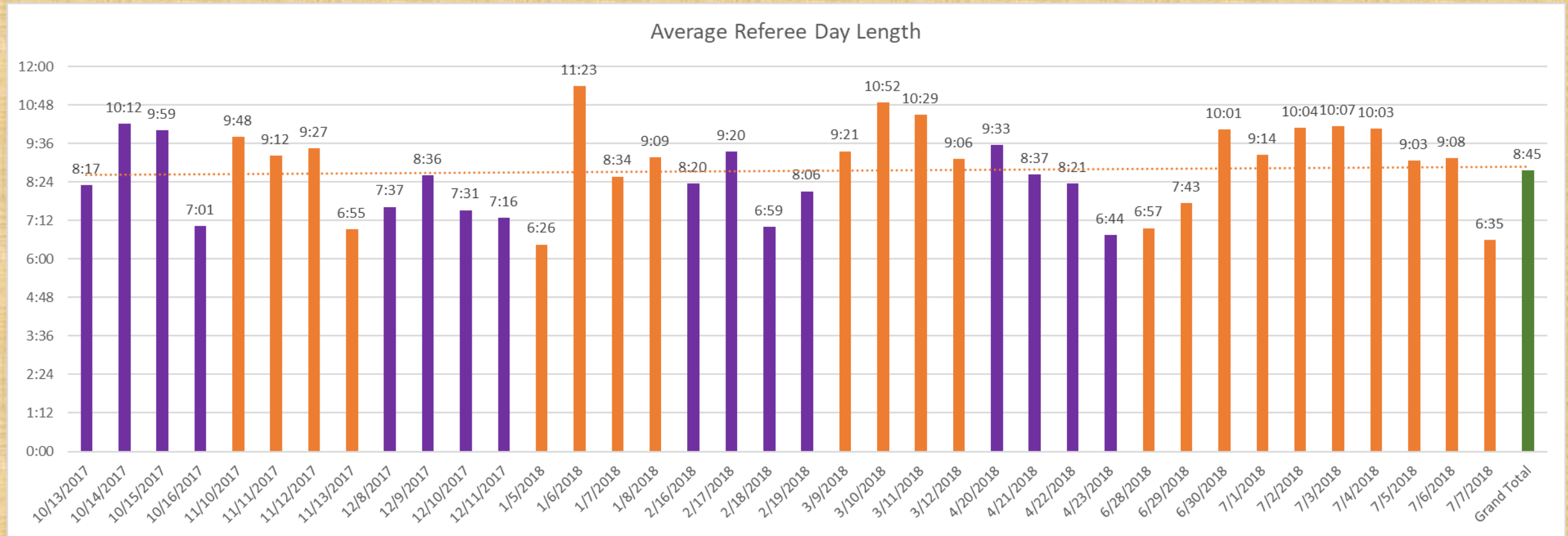
Summer Nationals – St. Louis



Summer Nationals – St. Louis



2017-2018 Season Average Referee Service Hours



Referees' Commission
NAC Referee Hiring Statistics
2017-2018

NAC	Num of Strips	Target Num of Refs/day @ 1.55/ Strip	Actual Num in Cadre	Avg/ Day & Min/ Max	Level 1 & 2 Target %	% Hired	Level 3 Target %	% Hired	Level 4 & 5 Target %	% Hired	Level 6 Target %	% Hired	DAC Rep
Oct Anaheim D1/D2/Cadet /CHR	57+ 6 WC	95	96+12 =108	95.0 88/99	45	45	20	19	30	34	5	2	Mahon
Nov Kansas City Jr./Cdt/Y14	57	89	89+22 =111	94.0 84/104	35	39	20	17	37.5	40	7.5	3	Mar (Frye)
Dec Portland D1/D2/VET	57	86	88+10 =98	84.75 83/87	45	43	20	16	30	36	5	5	Shumate
Jan Columbus D1/Jr/CHR/Sr Tm	57+ 6 WC	95	77+13 =90	78.5 73/82	45	52	20	29	30	44	5	1	Campi-Sapery
Feb Memphis Jr./Cadet/Jr. Tm	57	89	90+19 =109	94.25 85/102	35	34	20	20	37.5	41	7.5	4	Sierra
March Baltimore D3/Y10/Y12/ Y14/Y14 Tm	57	89	84+12 =96	82.75 79/87	30	24	15	13	45	42	10	21	Crocket
April Richmond D1/CHR/Sr Team Champ & D2/D3/Vet/ Vet Tm	57+ 6 WC 53+ 6 WC	95 89	96+17 =113	99.25 91/106	40	43	20	20	35	33	5	4	Balog
June/July St. Louis All Events Except WC	69	107	136+10 =177	117.70 114/123	35	40	20	13	35	40	10	5	Frye

Percentages are rounded up.

Percentage Hired per rating level is based on Full Time Referee only.

Actual Number in Cadre is **Full Time Referees** + *Part Time Referees and Walk-ons*

Referees' Commission

NAC Referee Hiring Statistics

2017-2018

Comments

- NAC target referee hiring percentages are based upon projected needs of the combination of competitions that make up a NAC.
- The referees per strip ratio was increased this season from 1.4 to 1.55, to help reduce the work load on the referees.
 1. The increased ratio meant an increase of 8 or 9 referees hired per tournament.
 2. The increased number of full time referees was accompanied by a cap on the number of part-time and walk-on referees allowed. (Cap was set at 30 referee work days for part time referees.)
 3. The increase in the referees per strip ratio also meant that the total number of full time referees being hired became a maximum number of full time referees that could be hired.
 1. Allowances are made for potential last-minute cancellations, which may mean that the total number of full time referees may exceed the cap if the anticipated cancellations don't materialize.
- The actual number of referees in the cadre includes full time, part time, and walk-on referees, and thus may be higher than the targeted number of referees originally projected.
- The number of strips per tournament was increased by four strips for every tournament this season at the beginning of the season. Even with the planned increase in the number of strips, three tournaments had to have four strips added to the total once the actual entries were tabulated. The number of strips had to be increased to prevent very late in the night finishes.
 1. November, February and March all were increased from 53 to 57 strips
- One additional tournament, the April Championships and NAC, was scheduled based on an increase of strips from 53 to 57, but the increase could not be accommodated by the venue. The DAC hired referees with the anticipation there would be 57 strips (plus 6 Wheelchair strips), but there were only 53 strips. As a result, the tournament was over-budget in regards to referees.
- When we were scheduling the start times for Summer Nationals, we asked to have the number of strips increased for this tournament as well. We were informed by the Nationals Office that the venue could not fit an additional four strips. This resulted in a schedule with multiple epee and foil events having double-flighted pools, and multiple days with projected end times of 10 PM or later.
 1. Flighted epee events: JNRME, CDTME, DV2ME, Y14ME
 2. Flighted foil events: DV2WF, Y14MF
 3. 10 PM or later end times:
 1. June 30 – 10:10 pm (projected time 10:20)
 2. July 2 – 10:45 pm (projected time 10:40)
 3. July 3 – 10:45 pm (projected time 11:20)
 4. July 4 – 10:45 pm (projected time 10:40)
 5. July 5 – 10:55 pm (projected time 10:20)
 4. End times of other days:
 1. June 28 – 8:35 pm (projected time 7:20)
 2. June 29 – 8:15 pm (projected time 8:20)
 3. July 1 – 9:15 pm (projected time 9:00)
 4. July 6 – 9:40 pm (projected time 11:00)
 5. July 7 – 6:05 pm (projected time 7:40)
- We strove to have the target number of referees each day of each tournament (combining full time and part time referees), because of the need for officials for video replay and mentoring. This meant that the referees per strip ratio may be higher than 1.55 when viewed for a tournament as a whole.

Referees' Commission NAC Referee Hiring Statistics 2017-2018

- We began tracking the number of referee staff working each day on the hire sheet, to help the national office better determine the meal requirements.
 1. Referee Staff includes full time referees, part time referees, Assigners and the Referee Coordinator.
 2. Referee Assessors are not included as part of the Referee Staff, as they are under a separate budget line.
- Two of the tournaments this season had delayed start times on the first day due to circumstances beyond our control. This led to long days for the referees on both the first day and the subsequent day, as Saturday is almost always set up as the longest run day of a tournament.
 1. October was impacted by missing equipment due to an accident with the truck carrying the equipment, with the official start time being 2 pm on Friday. In reality, many events started later than projected due to the ad-hoc nature of equipment arriving and being set up. The first day did not finish until almost midnight. The second day started at the normal time of 8 AM.
 2. January was impacted by a snowstorm, with an official start time pushed back to 3 pm. The first day did not finish until 11:30 pm. The second day started at the normal time of 8 AM.
- We were also able to track the number of hours each referee served for each day of each tournament. The average length of service on each day for the entire season was 8 hours 41 minutes. Some tournaments had days that went beyond, or substantially beyond, this average. Individual referees also frequently averaged service days longer than the average.
 1. Summer Nationals had especially long service days. The average service day was 8 hours 55 minutes, but this average was lowered because some days were especially short.
 1. June 28 – 6 hours 57 minutes
 2. June 29 – 7 hours 43 minutes
 3. June 30 – 10 hours 1 minute
 4. July 1 – 9 hours 14 minutes
 5. July 2 – 10 hours 4 minutes
 6. July 3 – 10 hours 7 minutes
 7. July 4 – 10 hours 3 minutes
 8. July 5 – 9 hours 3 minutes
 9. July 6 – 9 hours 8 minutes
 10. July 7 – 6 hours 35 minutes

Analysis

For all eight tournaments this season, the total number of referees hired and the referee ratings percentages have met expectations with the following exceptions:

- The number of 3-rated referees for over half of the tournaments was below the targeted percentages. The shortfall was made up in three instances by having more 1-2 rated referees than expected, and in two instances by having a greater than projected number of 4-5 rated referees.
- The March NAC had a shortage in all referees rated 5 and above. The shortage was partially dealt with by hiring more referees rated 6-7, but the cadre was still under staffed.
- The number of total referees and the hire percentages for the January NAC are out of line with requirements due to the snowstorm that impacted the East Coast the day before the tournament.
 - Due to travel issues, twenty of the full time referees and two of the Assigners hired could not make it to the tournament, resulting in a much smaller cadre than required.
 - Many of the referees made truly heroic efforts to make it to the tournament. One group drove in from Detroit, with many other referees flying to relatively nearby cities and driving to Virginia Beach. Groups drove in from Washington D.C., Richmond, Raleigh-Durham, Charlottesville, Charlotte and other cities.

Referees' Commission NAC Referee Hiring Statistics 2017-2018

- A few referees who were not originally hired for the tournament drove in to volunteer on whatever days they could.
- Hiring for the March NAC was extremely difficult. The full-time referee category was short by five referees. The targeted percentages for 1-2, 3 and 4-5 rated referees was not met. To come close to the 1.55 referees per strip ratio, a far larger proportion of 6-7 rated referees were hired as full time referees.
 - This was partially due to the NAC being held once again on the same weekend as the NCAA Regionals for all four regions. That resulted in a large group of high and mid-level referees not being available for the NAC.
 - The events being contested at this NAC (Div 3, Youth) are not a draw for referees. It is highly unlikely that any 5 level or higher referee is going to get a challenging bout that will allow them to demonstrate their abilities. While many higher level referees accept this and view this tournament as an opportunity to mentor developing referees, due to the conflict with NCAA Regionals, the higher level referee were not available.
- The referee cadre for the April NAC were hired in anticipation that the number of strips would be increased from 53 to 57 strips, due to the number of entrants. However, due to space constraints, the number of strips utilized stayed at 53 strips. As a result, the referee cadre was over-staffed.
- Hiring for Summer Nationals was completed by late May. The final referee cadre had 136 full time referees, 9 referee staff (Referee Coordinator and Assigners) and 33 part time referees.
 - Twenty non-US Tax ID holding referees were hired. The DAC is allowed to hire ten non-US Tax ID holding referees for Summer Nationals where USA Fencing will cover the taxes. The other referees all agreed to have 30% deducted from their honorarium for US Taxes.
 - Ten of the referees coming from overseas agreed to receive a maximum of \$600 reimbursement for their airfare. The airfares for the other non-domestic referees was under the \$600 cap.
 - No full time or part time referees cancelled prior to the tournament. One part time referee failed to report, but three additional part time (walk-on) referees were used.
 - Including both full time and part time referees (but not the assigners and Referee Coordinators), the ratio of referees per strip averaged 1.73 per day, with a minimum of 1.67 and a high of 1.78. This is higher than the ration of 1.55 full time referees per strip established as the hiring ratio, but is required to deal with the long days and the length of the tournament.
 - The number of referee hired for Summer Nationals this year was smaller than the referees hired for last year's tournament, 136 full time referees versus 141 full time referees last year; total referee staff of 183 this year versus 199 last year. This despite the larger referees per strip ratio this season as well as four additional strips to staff. Some reasons for the reduction in staff include:
 - This year, 83 referees were hired for all ten days of the tournament, with another 13 hired for eight or nine days. Last year, only 66 referees were hired for all ten days, with another 16 hired for eight or nine days. The larger number of ten day referees reduced the need for additional referees serving for fewer days.
 - Experience gained from last year's hiring process resulted in efficiencies in hiring.
-

Results

We are continuing to expand opportunities for experienced and qualified referees to serve as Assigners and Referee Coordinators. This season, two new Referee Coordinator have been utilized. All other tournaments used more experienced RCs, with many of them having their first experience last season.

Referees' Commission NAC Referee Hiring Statistics 2017-2018

Using higher-level referee as Assigners continues to be a success. This season, 46 different referees have served as Assigners. Not all have performed as well as we would like, but by and large this has worked out well.

There is a continuing issue finding saber Assigners due to the lack of higher level referees overall in saber. Referees we could use as Assigners are needed on the floor because removing them would leave the saber cadre too weak to properly serve the fencers. Due to this, we have to rely on only one or two saber Assigners. This can be problematic, as it opens up the cadre to the potential for favoritism, or suspicions of such. To their credit, a number of the higher level saber referees have volunteered to serve as assigners in the second half of the season. Hopefully we will continue to develop the overall strength of the saber cadre, so we can continue to utilize a greater variety of saber assigners.

There is only one new Domestic Assignments associate member this season, David Sierra. He did a good job hiring referees for Junior Olympics.

Recommendations

For Summer Nationals, we should try to hire enough full time and part time referees to have at least a 2.0 referees per strip ratio per day. Some days we'll have too many referees, but for the really long days in the middle and towards the end of the tournament, the extra referees will allow us to give more referees late report times and early dismissals, shortening the number of hours of service. Shorter hours of service will keep the referee cadre fresher and better able to serve the competitors.

Submitted by Mary Frye for the Domestic Assignments Committee:

Mary Frye – Vice Chair

Marcus Balog

Lisa Campi-Sapery

Dan Crocket

Mary Mahon

Kevin Mar

Sean Shumate

David Sierra

Appendix:

Referee Coordinators

October – Bruce Gillman

November – Patrick Webster

December – Mark Stasinos

January – Dan Crocket

February – Fernando Delgado

March – Patrick Webster

April – Mary Frye

June/July – Mary Frye/Mark Stasinos

Referees' Commission
NAC Referee Hiring Statistics
2017-2018

Assigners

Abbas Fadel	Daniel Crocket	Jon Moss	Patrick Webster
Abdelwahab Abdelaziz	David Sach	Justin Meehan	R. Greg Dilworth
Adam Brewer	David Sierra	Kelly Koehler	Robert Del Gaizo
Andrew Foster	Devin Donnelly	Kevin Mar	Sam Cheris
Andrew Lambdin-Abraham	Donald Alperstein	Laura Decker	Sean Shumate
Ariana Klinkov	Douglas Findlay	Lisa Campi-Sapery	Sergei Gritsaev
Bill Oliver	Fernando Delgado	Marcus Balog	Sue Borgos
Bobby Gibbs	Greg Domashovetz	Mark Stasinos	Tasha Poissant
Bradley Baker	George Porter	Mary Frye	Tim Bookwalter
Bruce Gillman	Ivan Lee	Mary Mahon	Tom Thliveris
Charles Astudillo	Jelana Zeljkovic	Milos Vasic	Tyler Jacobson
Charles Greene II	Jerry Benson		

Appendix B



Diversity and Inclusion Plan September 2018 Update

I. Background

As the landscape of the United States continues to become more diverse, it is important for the participants and audience of USA Fencing to reflect those changes. USA Fencing is committed to increasing opportunities for participation through the creation of a Diversity & Inclusion (D&I) Plan that includes policies, best practices, and programming that will position USA Fencing to increase athlete participation and our fan base.

II. Vision for Diversity and Inclusion

USA Fencing strives to increase the participation of all individuals regardless of gender, race, ethnicity, culture, religion, sexual orientation, gender expression, age or disability. We feel strongly that a diversity of thought, perspective and experience will be instrumental in growing the sport of fencing.

III. Definition of Diversity and Inclusion

USA Fencing defines Diversity & Inclusion as:

Diversity is embracing any collective mixture of differences, similarities, and related tensions as we strive to develop more inclusive and high performing environments.

Inclusion is creating and maintaining an environment in which contributions and strengths are recognized, optimized and valued in a way that generates opportunities for adaptability, problem solving, growth and ultimately increased success.

USA Fencing hopes to increase participation in the sport of fencing from communities that have historically had low participation as athletes, staff or fans by proactively working towards a greater focus on D&I throughout all aspects of the organization.

Objective: Achieve an increase in athlete performance and operational excellence through the incorporation of D&I best practices and program innovation.

Initiatives:

- A. Recruitment: Assess the current state of recruitment efforts for diversifying the talent pipeline for athletes, staff, membership, and the Board of Directors.
- B. Retention: Increase the retention of diverse talent by creating an inclusive environment as well as providing opportunities for growth and education.
- C. Revenue: Create sources of revenue for both the creation and implementation of D&I initiatives as well as operation costs.

- D. Awareness: Increase awareness of D&I issues and successes.

IV. Diversity and Inclusion Action Plan

A. Recruitment

1. Assess the current demographics and recruitment practices. (ongoing)
 - a) Collect voluntary racial, ethnic, gender, veteran, disability and income data for NGB staff, membership, coaching staff, and board members.
2. Review current plan for recruiting Paralympic eligible athletes.
 - a) Add resources in 2018-19 to assist with recruitment
3. Create of list of clubs and other resources that have diversity and inclusion programs that could assist with D&I efforts. (2018-19)

B. Retention

1. Provide a diversity training session to employees and board members.
2. Review and propose to change the current anti-discrimination policy to include gender identity.

C. Revenue

1. Identify possible grant opportunities or sponsorships to increase athlete participation in D& I identified areas. (2018-19)

D. Awareness

1. Ensure publications have diverse representation of both staff and athletes, including ability, race and gender.
2. Utilize website and communications to highlight successes in the area of diversity and best practices.
3. Actively engage in the USOC's NGB Diversity Champions program (ongoing)
 - a) Ensure the Diversity Champion is actively engaging
 - b) Share best practices with other Diversity Champions
 - c) Attendance at Diversity and Inclusion conferences and events when possible.

Plan will be reviewed and updated by the National Office prior to each membership year and approved by the Board of Directors at the Annual Meeting.