



BASIC INFORMATION

NGB Name: USA Fencing

NGB Address: 210 USA Cycling Point, Suite 120 Colorado Springs, CO 80919

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DIVERSITY, EQUITY AND INCLUSION INFORMATION

Provide your NGB's Vision for Diversity, Equity & Inclusion:

USA Fencing envisions a community that celebrates and champions diversity, equity, inclusion and belonging. We are committed to ensuring all members of USA fencing – athlete, coach, official, staff member, parent, etc.- feel seen, heard, valued and respected. We empower all members to bring their full authentic selves, which we believe contribute to the overall growth and sustainability of our sport. We strive to foster an inclusive environment that is People- Centered, where opportunities to flourish in the sport are accessible to all. Together, we rise!

How does your NGB define Diversity, Equity and Inclusion:

Diversity – Ensuring everyone (and all of their differences) is invited to the sport (Who is in the room?)

Equity – Meeting people where they are; ensuring everyone has access and opportunity to strive and be successful (Who would like to be in the room, but can't ?)

Inclusion – Creating environments where everyone's thoughts, ideas, and perspectives are welcomed and heard (Has everyone in the room been heard?)

Belonging – Ensuring everyone can contribute in an impactful or meaningful way (Now that everyone has been heard, do they feel valued?)

Non-Discrimination Statement

USA Fencing is committed to fostering an environment that centers diversity, equity, inclusion and belonging. We will ensure all members feel seen, heard, valued and respected. We do not tolerate any form of harassment or discrimination on the basis of race, religion, color, sex, sexual orientation, gender identification, national, social or



ethnic origin, age, marital status, military or veteran status, disability, pregnancy or any other basis prohibited by state or federal law.

Does your NGB have a DE&I strategy in place? If yes, please upload it in the online submission form.

Yes No

DIVERSITY, EQUITY AND INCLUSION ACTION PLAN TEMPLATE

Below you will find an Action Plan Template, which can serve as an outline for your DE&I action plan. The outline should cover the steps and timeline to complete each objective. The purpose of this section is to identify and list the program and/or projects your NGB plans to implement to further DE&I. Additionally, the objectives and initiatives should be attainable, realistic and measurable. You are encouraged to review your organization’s strategic plan to identify areas of intersection. Feel free to add and fill in as many rows as needed.

Definitions for each section:

1. Objective: What you would like to achieve, attain, or accomplish.
2. Tactic(s): The projects and tasks that will help you achieve your objective.
3. Target Group(s): Those who are anticipated to positively benefit from or be affected by accomplishing the objective, including but not limited to, people of color, women, people with disabilities, and veterans.
4. Timeline: When the objective is intended to begin and end. (Such as 2025-2026)
5. Success Metrics: How you will quantitatively measure whether the objective has a positive impact. What is determined success?

2025-2028 DE&I Action Plan			
I. Brand Awareness & Revenue Growth			
A. Sport Awareness			
A1. Increase community impact by promoting awareness and participation in the sport of fencing among schools & community orgs			
Tactics	Target Groups	Timeline	Success Metrics
Partner w/ 2-4-1 to establish sustainable fencing programs in 30 schools or community orgs in areas less dense w/ fencing by 2028	<ul style="list-style-type: none"> • All youth 	2025 - 2028	<ul style="list-style-type: none"> • # of partners at interest sessions [goal: 60] • # of programs established [goal: 10/yr.] • # of youth registered for program [goal: 600]



			<ul style="list-style-type: none"> # of trial membership conversions [goal:300]
Distribute \$5k in funding to support clubs in fencing deserts such as rural and indigenous areas via Fencing the Gap	<ul style="list-style-type: none"> Youth in rural and indigenous areas 	2025 - 2028	<ul style="list-style-type: none"> # of grants awarded to rural clubs [goal: 3/yr.] # of trial memberships [goal: 45Y1 + 5% Y2&3] # of youth in those areas impacted [goal:200 + 5% Y2&3]
Initiate segmented Fencing Across America in 30 cities by 2028 providing an equitable approach where applicable	<ul style="list-style-type: none"> All youth 	2025 – 2028	<ul style="list-style-type: none"> # of clubs registered to host [goal: 2/city] # of trial memberships initiated [goal:1k Y1;2k Y2;3k Y3] # of Media placements
A2. Increase community partnerships to support awareness and participation in the sport of fencing			
Establish pipeline programs by partnerships w/ 6 nationally recognized community organizations that support URGs by 2028	<ul style="list-style-type: none"> Orgs that serve girls/women; BIPOC and Persons w/ disabilities 	2025 - 2028	<ul style="list-style-type: none"> # of organizations onboarded [goal:2/yr.] # of clubs that support the pipeline pathway [goal: 1 club/org Y1] # of youth who participate in pathway [goal: 300] # of trial memberships [goal: 300]
A3. Increase the number of media features highlighting diverse fencing athletes and stories			
Re-launch “For the Culture” series at 12x a year	<ul style="list-style-type: none"> USAF membership 	2025 - 2026	<ul style="list-style-type: none"> # of participants in series [goal: 36] Social Media Engagement KPIs
B. Creative Revenue Building			
B1. Develop a revenue stream through merchandise sales that promote awareness and supports DEIB programming			
Raise \$5000 in Year 1 of merchandise sales	<ul style="list-style-type: none"> Membership (cultural month demographics & allies) 	2025 - 2026	<ul style="list-style-type: none"> Vendor(s) onboarded # of items produced (clothing, patches, etc.) E-commerce site Revenue generated Conversion rate of visitors to customers
Increase revenue by 10% YoY	<ul style="list-style-type: none"> Membership (cultural month demographics & allies) 	2026 - 2028	<ul style="list-style-type: none"> Vendor(s) onboarded # of items produced (clothing, patches, etc.) E-commerce site Revenue generated



			<ul style="list-style-type: none"> Conversion rate of visitors to customers
B2. Develop and implement a supplier diversity program aimed at increasing the percentage of diverse suppliers			
Establish baseline of supplier inventory by End of Year 1	<ul style="list-style-type: none"> Minority-owned, women-owned, vet-owned, PWD-owned businesses 	2025 - 2026	<ul style="list-style-type: none"> Inventory of services rendered from staff
Introduce 2 or more accredited diverse suppliers across all departments by End of Year 1	<ul style="list-style-type: none"> Minority-owned, women-owned, vet-owned, PWD-owned businesses 	2025 – 2026	<ul style="list-style-type: none"> # of vendors onboarded from each demographic # of contracts rendered by diverse suppliers
Increase the number of diverse suppliers in supply chain by 10% annually	<ul style="list-style-type: none"> Minority-owned, women-owned, vet-owned, PWD-owned businesses 	2026 - 2028	<ul style="list-style-type: none"> # of vendors onboarded from each demographic # of contracts rendered by diverse suppliers
Track and report annually on the percentage of total procurement spent with diverse suppliers	<ul style="list-style-type: none"> Minority-owned, women-owned, vet-owned, PWD-owned businesses 	2025 - 2028	<ul style="list-style-type: none"> # of vendors onboarded from each demographic # of contracts rendered by diverse suppliers \$\$ spent w/ diverse suppliers
Partner w/ sports commissions across nationally sanctioned event locations to source diverse vendors	<ul style="list-style-type: none"> Minority-owned, women-owned, vet-owned, PWD-owned businesses 	2025 – 2028	<ul style="list-style-type: none"> # of vendors onboarded from each demographic # of contracts rendered by diverse suppliers \$\$ spent w/ diverse suppliers
C. Culture of Giving			
C1. Establish. DEIB-centered donor engagement strategy			
Partner w/ USAF Foundation to establish days of giving that directly support DEIB programming & initiatives	<ul style="list-style-type: none"> USAF membership 	2025 - 2026	<ul style="list-style-type: none"> Creation of donor campaign \$\$ raised [goal: \$15k] # of donors
Establish a Fencing the Gap reception/mixer/ donor event	<ul style="list-style-type: none"> USAF membership 	2025 - 2028	<ul style="list-style-type: none"> # of attendees [goal: 50 people] \$\$ raised [goal: \$10k] # of donors
D. Culture of Service & Belonging			
D1. Establish baseline culture survey for national office to be administered annually			
Develop and implement culturally relevant belonging survey	<ul style="list-style-type: none"> USAF staff 	2025 - 2028	<ul style="list-style-type: none"> Finished survey 80% participation rate
D2. Implement DEIB-centric questions in annual membership survey			
Partner with membership team to incorporate sense	<ul style="list-style-type: none"> USAF membership 	2025 - 2028	<ul style="list-style-type: none"> Finished survey



of belonging questions into member survey			<ul style="list-style-type: none"> % Response rate of survey [goal: min. 40%]
D3. Increase participation and impact of DEIB poster competition			
Identify key stakeholders and potential partners (schools, community orgs, companies, parent groups) to amplify impact & awareness	<ul style="list-style-type: none"> Community stakeholders USAF membership 	2025 – 2028	<ul style="list-style-type: none"> # of partners [goal: 2-4/yr.] # of submissions [goal: 20 Y1]
Increase # of submissions by 10% YoY	<ul style="list-style-type: none"> USAF membership 	2026 - 2028	<ul style="list-style-type: none"> # of submissions
D4. Increase participation & impact of Project Empower Coach Development Program			
Increase # of participants by 5 people YoY	<ul style="list-style-type: none"> USAF membership 	2026 - 2028	<ul style="list-style-type: none"> # of applications # of participants
Develop certification opportunity for participants (also badges for completion *Culturally Conscious Coach)	<ul style="list-style-type: none"> USAF membership 	2026 - 2028	<ul style="list-style-type: none"> Curriculum developed # of badges disseminated # of participants who complete program
II. Sport Excellence			
A. Competition Structures			
A1. Develop rating structure for para-athletes			
Tactics	Target Groups	Timeline	Success Metrics
Partner w/ para department to develop rating system and pipeline that replicates the existing OLY structure	<ul style="list-style-type: none"> Parafencing community 	2025 - 2027	<ul style="list-style-type: none"> Established rating system/rubric
A2. Pilot open event category at nationally sanctioned event			
Consult with events team to adopt open for all genders event category protocol for regional event	<ul style="list-style-type: none"> Transgender and non-binary individuals 	2025 - 2027	<ul style="list-style-type: none"> Open event rules & guidelines added to handbook Piloted event # of individuals registered for open category Survey results on feedback
B. Referee Development			
B1. Implement GEDI framework to increase women and non-binary representation			
Develop pipeline program for women & non-binary referee development to increase representation by 10% YoY	<ul style="list-style-type: none"> Women & non-binary individuals 	2025 – 2028	<ul style="list-style-type: none"> # of individuals registered for development program # of individuals who successfully complete program # of individuals registered who pass referee exam(s)



			<ul style="list-style-type: none"> # of conversions from program to referees Feedback from survey
B2. Increase the number of certified World Abilitysport referees			
Collaborating w/ events department & IR to host referee seminars & exams	<ul style="list-style-type: none"> Youth athletes/former athletes Athletes w/ disabilities (para athletes) 	2025 - 2027	<ul style="list-style-type: none"> # of individuals registered for program [Y1: 10;Y2:15; Y3: 15] # of seminars hosted [4/yr.] # of exams offered [2/yr.] # of conversations to certified World Abilitysport referees Feedback from survey
B3. Provide training & education on DEIB topics for referees			
Partner with Referee Commission to embed DEIB fundamentals into onboarding & developmental training program	<ul style="list-style-type: none"> Referees 	2025 - 2028	<ul style="list-style-type: none"> DEIB curriculum Onboarding completion rates # of referees onboarded [goal:10 Y1]
Offer Neurodiversity training for referees; (e.g. Autism certification program)	<ul style="list-style-type: none"> Referees Person's w/ disabilities 	2025 - 2028	<ul style="list-style-type: none"> Neurodiversity curriculum # of referees registered for program # of referees w/ Autism certification
C. Member Pathways			
C1. Expand Fencing the Gap initiative to offer waiver program for referee examinations			
Partner w/ Referee Commission to develop GRACE program for examinations	<ul style="list-style-type: none"> Referees <ul style="list-style-type: none"> BIPOC Women & non-binary PWD 	2025 - 2027	<ul style="list-style-type: none"> # of instructors offering FREE instruction # of facilitators to moderate FREE exams # of waivers given # of events individuals referee
C2. Develop pipeline program for Vet fencers			
Develop a Vet fencers task force to hear community concerns & insight	<ul style="list-style-type: none"> Veteran fencers 	2025 - 2026	<ul style="list-style-type: none"> # of vet fencers engaged in program # of meeting Project plan development
Partner w/ membership & community organizations to establish a pipeline program to increase visibility of vert fencers	<ul style="list-style-type: none"> Veteran fencers 	2026 - 2027	<ul style="list-style-type: none"> # of vet fencers engaged in program # of trial memberships # of conversions into vet fencers
D. Competitive Excellence			



D1. Increase retention of athletes post collegiate participation			
Partner w/ membership team to develop pipeline program to retain fencers beyond collegiate competition	<ul style="list-style-type: none"> Collegiate athletes Post collegiate athletes 	2025 – 2028	<ul style="list-style-type: none"> # of previous collegiate athletes who participate in senior events Number of conversions of collegiate athletes to engaged member
D2. Implement DEIB champion program within divisions			
Establish DEIB champion program across divisions	<ul style="list-style-type: none"> Membership + parents 	2026 - 2028	<ul style="list-style-type: none"> # of registered champions across divisions [goal: 2 – 5/division] Training development session # of individuals registered for training
E. Athlete Holistic Development			
E1. Develop succession plan for USA Fencing Athlete Council & Team USA Athlete Commission			
Partner with Sport Performance team to develop pipeline program for USAF Athlete Council	<ul style="list-style-type: none"> USAF national team athletes 	2026 - 2028	<ul style="list-style-type: none"> # of athletes registered in cohort # of athletes who join the council # of athlete mentors registered for cohort
Partner w/ Sport Performance team to develop succession plan for Team USA Athlete's Commission	<ul style="list-style-type: none"> USAF national team athletes 	2026 – 2028	<ul style="list-style-type: none"> # of athletes who join commission [goal: 2 – 4 athletes]
E2. Develop campaign to raise awareness around physical activity for Persons w/ disabilities			
Partner w/ schools and community orgs to host fencing camps for Persons w/ physical disabilities	<ul style="list-style-type: none"> Persons w/ disabilities 	2026 – 2028	<ul style="list-style-type: none"> # of camps hosted # of participants # of trail memberships
III. Parafencing Advancement			
A. Participation			
A1. Increase the number of diverse populations who are para referees			
Tactics	Target Groups	Timeline	Success Metrics
Partner w/ Sport performance (para) to develop parafencing referee development program	<ul style="list-style-type: none"> BIPOC Women and non-binary PWD 	2026 - 2028	<ul style="list-style-type: none"> # of participants in program # of participants who become parafencing referees



			<ul style="list-style-type: none"> # of international and national World Abilitysport referees
A2. Partner w/ disability serving organizations to recruit diverse populations as athletes			
Partner w/ organizations serving Persons w/ disabilities to identify talent for fencing	<ul style="list-style-type: none"> BIPOC Women and non-binary Veteran status PWD 	2026 – 2028 (currently in progress)	<ul style="list-style-type: none"> # of athletes recruited to try fencing # of trail memberships # of conversions to athletes
B. Systems			
B1. Develop partnership database of organizations that support the disabled community			
Establish baseline inventory of partners to recruit from and partner provide services for para-athletes	<ul style="list-style-type: none"> PWD 	2026 - 2028	<ul style="list-style-type: none"> # of partners in database # of identified potential partners
B2. Increase representation of USAF members on World Abilitysport committees			
Develop recruitment program for World Abilitysport committees	<ul style="list-style-type: none"> USAF membership 	2026 - 2028	<ul style="list-style-type: none"> # of members applying for World Abilitysport committees # of members accepted onto World Abilitysport committees # of recruits
B3. Increase the number of officials and classifiers			
Implement a pipeline development program	<ul style="list-style-type: none"> USAF membership 	2026 - 2028	<ul style="list-style-type: none"> # of registered members in program [goal: 5 Y1, 10Y2, 15Y3] # of members who become World Abilitysport officials # of members who become World Abilitysport classifier
C. Athlete Development			
C1. Develop grassroots to Paralympian pathway program			
Partner w/ Sport Performance (Para) to develop PLY preparatory program	<ul style="list-style-type: none"> PWD 	2026 - 2028	<ul style="list-style-type: none"> # of athletes recruited/identified [goal: 5/yr.] # of athletes competing at national para events # of athletes finishing at World championships top-8 & higher # of athletes who make LA28 team



D. Representation and Awareness

D1. Amplify stories of Para athletes

Ensure 25% of “For the Culture” stories include para-athletes	<ul style="list-style-type: none"> PWD 	2025 - 2026	<ul style="list-style-type: none"> # of para-athletes included in series Media performance KPIs on para posts
Highlight stories of PWD during Disability Awareness Month and beyond	<ul style="list-style-type: none"> PWD 	2025 - 2028	<ul style="list-style-type: none"> # of PWD included in media content

D2. Host informational sessions for USAF member medical professionals to become classifiers

Host quarterly informational sessions about requirements to become classifier	<ul style="list-style-type: none"> USAF members + parents Non usaf members 	2026 - 2028	<ul style="list-style-type: none"> # of attendees at informational sessions # of informational sessions hosted at NACs
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IV. Sport Growth

A. Fighting for Fencing

A1. Strengthen relationships w/ HBCUs and other Minority Serving Institutions

Tactics	Target Groups	Timeline	Success Metrics
Identify institutions to host SJCCs	<ul style="list-style-type: none"> BIPOC 	2026 - 2028	<ul style="list-style-type: none"> # of institutions identified as potential hosts for USAF sanctioned events # of members who attend local USAF sanctioned events
Invite members of the community to board positions/committees	<ul style="list-style-type: none"> BIPOC 	2026 - 2028	# of members who join USAF board/committees
Invite members from institutions as special guests to USAF sanction events	<ul style="list-style-type: none"> BIPOC 	2026 - 2028	# of members who attend local USAF sanctioned events

B. Focused Growth

B1. Partner with identity-focused organization to promote diverse representation in sport

Identify database of potential partners to introduce fencing to	<ul style="list-style-type: none"> BIPOC-focused orgs Women-focused orgs LGBTQ+ - focused orgs Disability/veteran – focused orgs 	2026 - 2028	<ul style="list-style-type: none"> # of organizational partners onboarded # of partners w/ MOUs [goal: 5] # of individuals introduced to fencing [goal: 500] # of converted participants to members
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Expand Fencing the Gap by 10% YoY	<ul style="list-style-type: none"> • BIPOC • Women, youth girls, non-binary individuals • PWD 	2025 - 2028	<ul style="list-style-type: none"> • # of scholarships/grants issued • \$\$ amount disseminated to community
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C. Partnerships & Community Network

C1. Increase the number of community partners for youth engagement

Identify schools and youth development organizations to introduce 1500 youth to fencing by 2028	<ul style="list-style-type: none"> • All youth 	2025 - 2028	<ul style="list-style-type: none"> • # of partnering institutions identified • # of youth introduced to the sport of fencing
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D. Parent Engagement

D1. Incorporate Parent voices and stories in USAF media

Incorporate diverse parents in "For the Culture" series	<ul style="list-style-type: none"> • Athlete parents 	2025 - 2028	<ul style="list-style-type: none"> • # of parents involved in the campaign [goal: 5]
Establish quarterly parent focus groups at NACs	<ul style="list-style-type: none"> • Athlete parents 	2026 - 2028	<ul style="list-style-type: none"> • # of parents registered to attend • Feedback given

E. Embracing Volunteerism

E1. Develop clear pathways to volunteer for the national office

Partner w/ membership and events team to identify volunteer opportunities at NACs	<ul style="list-style-type: none"> • USAF membership 	<ul style="list-style-type: none"> • 2025 - 2028 	<ul style="list-style-type: none"> • # of volunteer sign ups • # of volunteer positions available
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E2. Establish a reward system and volunteer tracking mechanism

Partner w/ membership and events team to identify develop a volunteer hour tracking system	<ul style="list-style-type: none"> • USAF membership 	<ul style="list-style-type: none"> • 2025 - 2028 	<ul style="list-style-type: none"> • # of volunteer sign ups • # of volunteer positions available in system • Recognition system
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V. Organizational Effectiveness

A. Data & Technology Capabilities

A1. Establish demographic data heatmap to support community outreach

Tactics	Target Groups	Timeline	Success Metrics
Partner w/ membership team to implement geo-mapping of demographics	<ul style="list-style-type: none"> • UAF membership 	2026 - 2028	<ul style="list-style-type: none"> • # live geo mapping tool • Retrievable data

A2. Develop a cross-cultural crisis management protocol

Develop a protocol to serve as guidance for cultural sensitivity when engaging with the diverse demographics that makeup USAF	<ul style="list-style-type: none"> • USAF staff & board 	2025 - 2026	<ul style="list-style-type: none"> • Development of plan • Training/educational session on plan
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B. Leadership & Alignment



B1. Continuous Education for national office and board			
Establish DEIB-centered training schedule for staff/board	<ul style="list-style-type: none"> Staff + board 	2025 – 2028	<ul style="list-style-type: none"> # of board members and staff who attend trainings [goal: 80%]
B2. Launch HBCU and minority serving institution externship program			
Identify partner institutions to source interns	<ul style="list-style-type: none"> BIPOC PWD Veterans 	2026 – 2028	<ul style="list-style-type: none"> # of institutions identified as partners [goal: 8 -10 schools to recruit from] # of interns onboarded for externship [goal: 9]
C. Member Safety			
C1. Perform policy audit of USAF Handbook			
Perform biennial audit of Athlete Handbook and associated policies	<ul style="list-style-type: none"> USAF membership 	2026 - 2027	<ul style="list-style-type: none"> # of policies audited
D. Continued Excellence			
D1. Apply for grants and recognition program for DEIB Excellence			
Continue to apply for grants, awards and USOPC recognition programs for DEIB initiatives	<ul style="list-style-type: none"> USAF staff USAF membership 	2025 – 2028	<ul style="list-style-type: none"> # of awards applied for [goal: 2/yr.] # of awards received Grant money received

NGB Partnership Opportunities

- NGB Career Fair
 - Increase awareness of workforce opportunities within the USOPC
- Women’s Leadership Summit
 - Provide professional development opportunities for women in the USOPC

URG = underrepresented groups

PWD = Persons with Disability (ies)

BIPOC = Black Indigenous & People of Color