



STRATEGIC PLAN 2017-2024

GROW THE GAME. SERVE MEMBERS. SUCCEED INTERNATIONALLY.

CONTENTS

- 03** AMBITION
- 04** MISSION
- 05** GROW THE GAME
- 07** SERVE MEMBERS
- 09** SUCCEED INTERNATIONALLY
- 11** EFFECTIVE SPORT LEADER
- 13** SUMMARY





USA FIELD HOCKEY **STRATEGIC PLAN**

AMBITION

We all love sports, and we all know that to be successful you must have a great game plan. As the National Governing Body (NGB) for the sport of field hockey, it is our responsibility to make sure we have a thoughtful and strategic approach. With that, we are proud to share the USA Field Hockey Strategic Plan 2017-2024 - *our game plan for the sport*.

Our ambition for the sport is your ambition for the sport. We have spent months listening, discussing, reviewing individual meetings, surveys and focus groups to best understand what the field hockey community wants their NGB, USA Field Hockey, to do. We have spent time working to understand the perspectives of other field hockey nations in our global family as well as other NGBs within Team USA.

We recognize that while everyone experiences field hockey through their own hockey *lens*, and there is great strength in *diversity* of perspectives, we are all *unified* in our desire to **grow the game** and share a belief that life is better with field hockey in it. We believe in the positive impact that an engagement in our sport has on an individual and on society. So let us, together, promote a lifelong passion and love for the sport.



USA FIELD HOCKEY **STRATEGIC PLAN**

MISSION - OUR PURPOSE

We have identified five key strategic initiatives which outline how we will turn our vision into practice. They are:

- USA Field Hockey will **Grow the Game** by promoting and continuing to develop the sport for future generations to enjoy.
- USA Field Hockey will **Serve Members** by helping them achieve their field hockey ambition and creating value for continued membership.
- USA Field Hockey will **Succeed Internationally** with competitive success and enhanced performance programming.
- USA Field Hockey will be an **Effective Sport Leader** by allocating its resources efficiently to *Grow the Game*, *Serve Members* and *Succeed Internationally*.

USA Field Hockey will **Create a Safe Environment** for all participants through best practices, education, and prevention.



GROW THE GAME. SERVE MEMBERS. SUCCEED INTERNATIONALLY.



USA Field Hockey will GROW THE GAME by promoting and continuing to develop the sport for future generations to enjoy.

EDUCATE: USA Field Hockey will provide **training for coaches, umpires and advocates** who are dedicated to making the game fun, accessible, consistent and uniform.

Coach Training & Education: We will provide hands-on training and access to professional development tools and resources that will **educate and inspire** new experienced coaches. Coach training will be age appropriate, grounded in best practices and available across the United States.

Umpire Training & Certification: We will continue to provide umpire **training and certification** and will develop programs, including hands-on training with professional development tools and resources, to encourage more participation in officiating the sport, emphasizing officials under the age of 25.

Advocates: We will **support** field hockey administrators and program advocates in their efforts to build their programs and grow the sport in their local areas.

YOUTH FOCUS: USA Field Hockey will place a core focus on attracting athletes that are 6-14 years old to field hockey, so that children can **benefit** through their engagement in the sport.

Sport Introduction: We will develop programs that provide **age appropriate opportunities** that introduce children ages 6-14 to field hockey and encourage youth participation in a way that is fun, accessible and engaging for kids and their parents.

School Programs: We advocate for and fuel development at the school level: elementary, middle, high school and college. The addition of field hockey at schools provides consistent, **sustainable playing opportunities** and embraces all the benefits and life skills development of student engagement within our sport.

Family Support: We will provide resources and programs for parents and children to inform, educate and introduce them to field hockey as a safe and enjoyable sport for athletes of all ages. We will provide an experience that is welcoming and easily navigable.

Boys Program: We will provide increased playing opportunities for boys by expanding our male development program.



GROW THE GAME

USA Field Hockey's Strategic Plan

CLUB NETWORK: USA Field Hockey will work to expand the club network that reaches across the United States to assist existing and developing clubs with programs and initiatives to help them succeed.

Support & Tools: We will **foster growth** through our educational programs, training and **support** for clubs across all regions and by providing **tools** for club development, guidance for starting a club and mentoring for growing a club.

Events: To meet club needs, we will provide a **structured portfolio** of competitive, showcase and recreational tournaments and sanctioned events at the national, regional and local levels.

REGIONAL DEVELOPMENT: USA Field Hockey will introduce specific initiatives to provide field hockey **opportunities** within all regions.

Advocates of the Sport: We will **identify and support** local advocates through specific programming and appropriate resources to foster participation.

Adult Play: With field hockey as a lifelong sport, we will encourage adult playing opportunities across the country.





USA Field Hockey will SERVE MEMBERS by helping them achieve their field hockey ambition and creating value for their continued membership.

CUSTOMER FOCUS: USA Field Hockey will ensure that, as an organization, we are focused on service, listening and meeting member needs.

Member Service: Recognizing that we are a membership driven organization, the national office will ensure the appropriate staff and processes are in place to deliver a high level of **service** to members and provide for a rewarding membership experience.

Sport Accessibility: We will focus on fun and emphasize introducing the sport with ease of entry and affordability. We recognize that field hockey must be made available to everyone, and we will work to provide diversity and variety of programming members need. We will consider how we can advance our mission outside what is currently the mainstream field hockey experience in the United States. This will include exploring how we can promote and encourage indoor, adult, masters, youth, Paralympic and small sided (3s and 5s) field hockey.

COMMUNICATION: USA Field Hockey will develop a contemporary and targeted portfolio of communication platforms that will enhance members' **enjoyment** of the sport and **engagement** with the organization.

Platforms: We will regularly assess and adapt to the most effective means of distributing information while prioritizing our members' choices for receiving communications.

Digital Resources: We will develop and update a digital library that provides value to members and aids their advancement in sport.

SAFESPORT: USA Field Hockey will create a safe environment for all participants through best practices, education and prevention.

Support: We will continue to support the U.S. Center for SafeSport's mission, increase awareness of educational opportunities, create a Club Toolkit to assist our clubs in prevention of all forms of misconduct.



SERVE MEMBERS

USA Field Hockey's Strategic Plan

VALUED PROGRAMS: USA Field Hockey will encourage members to stay current on the sport through resources that include:

National Convention: We will explore opportunities to host a National Convention where **educational programming, recognition and networking** events can help **connect** advocates, coaches, umpires and others integral to the future success of the game.

Regional Events: We will facilitate and partner with clubs and organizations to sanction and support high quality events in regions across the country. We will also expand our Event Sanctioning program to include quality tournaments that adhere to our **highest standards** and provide an experience consistent with our mission.

National Events: We will continue to host aspirational **premier** national indoor and outdoor tournaments providing competitive play and collegiate showcasing, as well as recreational play for athletes of all age groups.

Futures Program: We will continue to build our Futures Program, focusing on the **ambition** of each athlete to engage more young players, develop their field hockey skills and fuel their passion for the game.



SUCCEED INTERNATIONALLY



USA Field Hockey will SUCCEED INTERNATIONALLY with competitive success and enhanced performance programming.

NATIONAL TEAM SUCCESS: USA Field Hockey will further develop the success of our National Teams and athletes.

National Teams: We will develop a High Performance Plan to ensure that our National Teams have the necessary resources to best **prepare** them to succeed in international competitions.

Professionalism: We will present the best opportunity to compete on the global stage by providing a quality **platform** for our programs to succeed, led by the world's best coaches and support staff.



SUCCEED INTERNATIONALLY

USA Field Hockey's Strategic Plan

POPULARITY: USA Field Hockey will promote the National Teams to broaden the **support base**, **inspire** participation and generate resources.

Awareness: Athletes and coaches will participate in structured community service and sports development activities that build an engaged spectator base while promoting themselves, their team, USA Field Hockey and the sport.

Broadcast: We will **televise and stream** our National Teams, where feasible, and use the most contemporary technology to **reach** a broad audience.

Regional Access: To develop a strong following for field hockey, we will explore opportunities to showcase our National Teams in games and activities across the country.

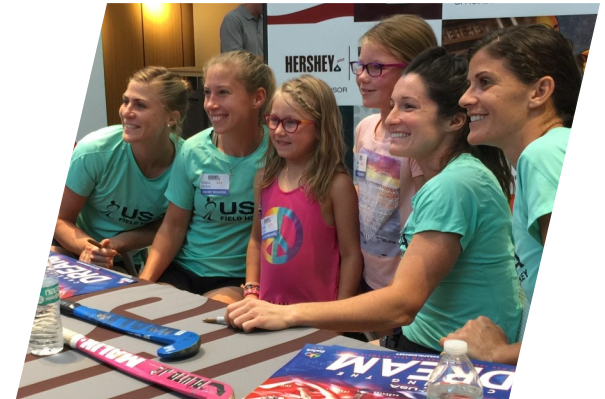
ELITE ATHLETE PATHWAY: USA Field Hockey will further develop the infrastructure of programs in place for elite athletes to ensure a **broader pool** of talented athletes are available to compete for selection to the National Teams.

Coaching: We will provide strong, positive and consistent coaching and support to ensure athletes are prepared to **perform** and compete at the highest level.

Athletes: We will implement protocols to ensure that programming offered to elite athletes is consistent, high **quality** and available throughout the elite athlete pathway.

Futures & High Performance Pipeline: We will continue to expand and develop programs, coaching, skills training and other activities that identify and develop athletes with the **potential** to performance at elite levels.

Quality: We will invest in **people** and processes throughout the pipeline to ensure the highest quality of athlete development. Athletes of all abilities must benefit from their experience and exposure in the Futures Program and High Performance Programs.



EFFECTIVE SPORT LEADER

USA Field Hockey will be an EFFECTIVE SPORT LEADER by allocating its resources efficiently to Grow the Game, Serve Members and Succeed Internationally.

PHILOSOPHY: To effectively lead the sport, USA Field Hockey will operate with integrity and transparency, embracing change to govern and promote field hockey with excellence.

National Governing Body: We embrace the role as the leader of field hockey, developing the most fair and effective policies of governance while boldly promoting the sport.

Innovation: We recognize that the sport, and our organization, must continue to evolve and adopt a culture of innovation.



STRATEGIC PARTNERSHIPS: As the leader of field hockey in the United States, USA Field Hockey will cultivate and develop purposeful sports industry strategic partnerships.

United States Olympic Committee (USOC): As a key partner, we will work closely to be an important part of all USOC programs and help achieve our collective mission of Olympic Games success.

International Hockey Partners: We will actively support the International Hockey Federation (FIH) and the Pan American Hockey Federation (PAHF) through delivery of collective programs and United States representation within their governance structures. We will work in collaboration with other field hockey nations.

Support Industry Partners: We will work to achieve mutually beneficial partnerships with organizations who embrace our mission. We will work with our partners to develop consistency in the field hockey experience across high school, collegiate and international play so that our people understand and value the sport in all competitive playing opportunities.

Venue Partners: To have quality facilities for our National Teams and programs, we will regularly assess and pursue the best options for world class facilities.

EFFECTIVE SPORT LEADER

USA Field Hockey's Strategic Plan

GROWTH: USA Field Hockey will prudently use and allocate our assets across a variety of competing priorities.

Asset Allocation: We will allocate assets based upon our strategic initiative priorities.

Membership: We will develop, regularly update and grow our membership program to create value for our members with a fee-based structure that promotes membership recruitment and retention.

Resources: We will seek financial support through a variety of sources including commercial sponsorships, licensing, philanthropic giving and grants.

Programs and Events: To support programs and sport growth, we will develop and regularly update a sustainable fee-based structure, based on a fair exchange of value for the programs and services we offer.

OUR COMMUNITY: To effectively lead the sport, USA Field Hockey will be community focused. There is a great opportunity to positively impact people's lives and better society. We will support our community by investing in people, positive experiences and personal growth through field hockey.

Staff: We will achieve our initiatives by attracting and retaining a qualified and inspired staff, and by providing a motivating workplace.

Volunteers: We acknowledge the vital contributions that volunteers provide allowing us to deliver programs on a national scale. We will continue to develop a culture of respect and recognition in valuing those who give to the sport.

Members: We will continue to focus on members with programs reasonably customized to meet their needs, and with the field hockey experience of the participant at the heart of all programming.

Supporters: We can accomplish our goals when we have people who support our sport. The players and their families, vendors, sponsors, spectators at our events and the viewers of our televised and streamed competitions, all make field hockey success possible.





USA FIELD HOCKEY **STRATEGIC PLAN**

SUMMARY

As the National Governing Body for the sport of field hockey, we boldly accept the responsibility of being field hockey's leader. We will take the necessary, and sometimes difficult, steps to ensure the best platform for our sport to thrive. It is, however, a reality that *sports are not grown directly by National Governing Bodies, they are grown by advocates* volunteering their passion and sharing their joy of sport with one more participant at a time. *Our job* is to provide the most supportive environment to enable field hockey to be advocated in communities across our country so you can inspire more people to enjoy the thrill of connecting a stick with a ball for the first time.

Our philosophy is of partnership with you - *Let's Grow the Game Together*. Our commitment is to do everything we reasonably can to work with you. We will work tirelessly to put on great field hockey experiences including valued National Events, the Futures Program where athletes can strive to achieve their ambition, provide entertaining and winning National Teams and more. And the *resources* we develop, we commit to turning those into support that helps you Grow The Game.

There is a virtuous cycle with growing the game, an inspired membership and well supported National Teams; each strand of our mission feed off of the other. This is our collective ambition.