

# 2020

**The Vision for** Promise, Possibility, and our Future.

USA Field Hockey Long Term Strategic Plan

2011 - 2020



## Introduction

Over the course of 2010, USA Field Hockey and its Board of Directors have thoroughly reviewed the strengths of our sport and discussed the areas in need of improvement.

Through member surveys and a series of Town Hall meetings—attended by members, athletes, parents, coaches and officials—the apparent needs and wants of the Association were consistently communicated. It was clear the membership of USA Field Hockey sees unlimited potential in its organization and aspires for excellence domestically and internationally across all disciplines. In short, both membership and the Board of Directors aspire for USA Field Hockey to assume a position as a world leader in hockey.

Domestically, while membership numbers increase, there exists a glaring need to mobilize all playing constituents of all disciplines into competitive and/or recreational playing structures. Internationally, our senior and junior national teams of each gender continue their ascent in world rankings. Yet, the climb will not be complete until USA Field Hockey teams take their places on the podiums with Olympic, World Cup and Pan American medals draped around their necks.

Reviewing membership feedback and staff dialogue, the ensuing Board discussions focused on the development of a long-term strategic plan to set the course of the Association and formally adopt a specific set of goals and strategies.

The mission of the United States Field Hockey Association (USFHA) is to:

- Promote and grow the sport in the United States.
- Enable United States athletes to achieve sustained competitive excellence in Olympic, Pan American Games, World Cup and other International competitions.
- Provide programs and services for our members, supporters, affiliates and the interested public.
- Be committed to excellence and the improvement of opportunities for both men and women in our sport, emphasizing participation and development opportunities for players, coaches, umpires and administrators.
- Be committed to selecting and preparing teams to participate successfully in the Olympic Games, Pan American Games and identified international competitions.
- Strive to represent the United States and the sport of field hockey in an exemplary manner throughout the world, both in terms of competitive performance and in the overall quality of our programs and services to our members.



Considering the mission of USA Field Hockey and capitalizing on this engagement and expression of its membership, the ambitious direction of the long-term strategic plan prioritizes three fundamental objectives:

1. Supporting the **Promise** for High Performance excellence.
2. Cultivating infinite **Possibility** within our sport, culturally and financially.
3. Sustaining our **Future** with an investment in developing umpires and coaches.

With **2020** in mind, the United States Field Hockey Association will concentrate on the following strategic goals:

1. Improve and maintain **competitive excellence** on the international stage.
2. Foster a **presence** in the international community.
3. Enhance **sport development** with increased playing opportunities for all participants in all disciplines.
4. Increase **membership** within all age groups and both genders.
5. Generate **awareness** of our sport.
6. Operate as a **self-sustaining** and **responsible** National Governing Body.
7. **Preparation and education** of umpires and coaches at all levels.

For benchmarking purposes, USA Field Hockey staff will develop an Implementation of Strategy and Timeline (IST) plan for each objective. The IST will be presented annually for Board approval and must contain the following:

- Impact on budget
- Staff commitment
- Measurable metrics
- Date of completion

The intention of the plan **2020** is to place USA Field Hockey in a position of prominence, innovation, and influence. With that in mind, the plan is a fluid document not just for the present but for a sustainable future. IST plans will create a series of annual itineraries for meeting short-term objectives culminating in a succession of annual accomplishments that will meet the broad based vision of **2020**.



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## Promise.

Supporting the **Promise** for High Performance Excellence.

**Goal:** Improve and maintain **competitive excellence** on the international stage.

### Strategies

- Provide world class technical support.
- Attract, develop, and retain the finest coaching staff available.
- Commit to the world's foremost "Home of Hockey" facility.
  - Two international competitive pitches with essential FIH-approved venue.
  - Ensure superior Sports Science commitment.
    - State-of-the-Art Sports Medicine facility.
    - Cutting-edge Strength & Conditioning resources.
    - Leading Sport Psychology professionals.
    - Nutritional awareness and education services.
    - Effective utilization of technology.
  - Athlete support services in locker rooms, meeting spaces, and video review rooms.
  - Availability of administrative office space.
- Offer financial support to athletes to retain top players.
  - Cultivate financial commitments for Athlete Support Endowments.
  - Boost athlete stipends.
  - Assemble professional development and work opportunities via corporate partnerships.
  - Assist national squad athletes in obtaining jobs that provide professional development opportunities.
  - Grant education stipends.
- Realize a High Performance system equally committed to competitive excellence and personally fulfilled and balanced world class athletes.
- Commit to necessary training and competitive opportunities for elite athlete development.
  - Enhance domestic competitions.
  - Support extensive international competitive schedule.
  - Connect athletes to foreign club playing opportunities.



## Promise.

Supporting the **Promise** for High Performance Excellence.

**Goal:** Foster a **presence** in the international community.

### Strategies

- Host international event(s) annually, on the condition of economic sensibility.
- Secure more appointments on International Hockey Federation (FIH) and Pan American Hockey Federation (PAHF) committees.
- Have a presence in the governing structure of FIH and PAHF.
- Executive leadership is present and engaging at major international tournaments.
- Create a USA Field Hockey property of significance to the international hockey world and a prominent feature inside the FIH calendar.



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## Possibility.

Cultivating infinite **Possibility** within our sport, culturally and financially.

**Goal:** Enhance **sport development** with increased playing opportunities for all participants.

### Strategies for Increased Opportunities

- Partner with National Field Hockey Coaches Association (NFHCA) and National Collegiate Athletic Association (NCAA) to encourage sport sponsorship at Division I, II and III levels.
- Collaborate with State Associations and National Federation of High Schools (NFHS) to encourage commitment for increased opportunities for both boys and girls programs at the high school level.
  - Market a template for starting a high school program.
  - Develop relationships with all high school state governing bodies.
- Annually review existing programs (i.e., Turf Tykes, Stick Starz, Futures) and curriculums to ensure a continuum of valuable playing opportunities.
- Develop a recreational component.
  - Encourage and support “family” playing opportunities.
  - Take the lead with initiating grassroots programs focusing on under-12 athletes.
  - Identify possible venues available for grassroots programming.
  - Make use of existing collegiate turf fields to enhance youth development opportunities.
- Launch diversity initiative to introduce field hockey to urban communities.

### Strategies for Youth Development

- Create appealing youth programs targeted for athletes 8 and under aimed at capturing their interest for a lifetime.
- Pioneer programs to establish field hockey for each gender in elementary and middle schools.
  - Promote field hockey as a co-curricular activity for middle school aged students.
  - Advocate for field hockey as a mainstay in elementary school curriculums.



## Possibility.

Cultivating infinite **Possibility** within our sport, culturally and financially.

**Goal:** Enhance **sport development** with increased playing opportunities for all participants.

### Strategies for Club Development

- Provide template and instructive materials for starting a local club.
- Serve membership with clearinghouse of available club opportunities.
- Commit to developmental and participatory programs starting at age 5.

### Strategies for Championship Opportunities

- Introduce event sanctioning via collaborative partnerships with club owners and venue operators.
  - Launch local qualifiers leading to regional and national championship events.
  - Catalog playing venues for membership education and access.
  - Support grass roots efforts to develop more pitches of higher quality.
- Introduce a systematic qualification system leading to age group National Championship events for each gender (U15 through Masters).
- Develop region-based championships for age groups under-15.
- Establish Masters playing division.



## Possibility.

Cultivating infinite **Possibility** within our sport, culturally and financially.

**Goal:** Increase **membership** within all age groups and both genders.

### Strategies

- Commit to a future revolving around an extensive club structure.
- Provide a “game plan” for development available to aspiring clubs.
- Recapture the “former” player population.
  - Prioritize post-collegiate playing population.
- Generate new membership levels, resulting in significant increase in membership.
- Encourage diversity in club membership to include foreign-born players, coaches, and umpires.
- Understand “barriers” to participation and implement corrective measures.
  - Rising costs.
  - Limited diversity.
  - Set geographical boundaries of sport.
  - Lack of sport visibility.
  - Deficient quality playing venues.



**Goal:** Generate **awareness** of our sport.

### Strategies

- Introduce a consistent message for the Association.
- Utilize all forms of social media platforms to educate membership and heighten consciousness.
- Implement an aggressive national marketing, advertising and branding strategy.
- Broaden media relations efforts to include outlets beyond mainstream media.
- Build relationships with international marketing and media communities.

## Possibility.

Cultivating infinite **Possibility** within our sport, culturally and financially.

**Goal:** Operate as a **self-sustaining** and **responsible** National Governing Body.

### Strategies

- Increase annual revenue via program expansion, new members, and sound business practices.
- Optimize the Association's fundraising potential.
  - Maximize the personnel resources of each Foundation to strengthen annual fundraising efforts.
  - Cultivate former athletes and capitalize on corporate connections to increase charitable giving.
  - Take a collaborative approach between the Association and Foundations to establish a comprehensive annual giving strategy.
  - Maintain transparency in all fundraising efforts.
  - Strategically consider necessary Capital Campaign for Home of Hockey.
- Demonstrate fiscal accountability and restraint.
- Staff National Office at a level capable of self-sustaining operations.
- Expand portfolio of prominent sponsors.
- Generate outside resources used solely for elite athlete development.
- Create safe environments for all participants.
  - Comprehensive insurance coverage and offerings.
  - Certified and properly screened coaches and umpires of the highest ethical standards.



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## Future.

Sustaining our **Future** with an investment in developing umpires and coaches.

**Goal: Preparation and education** of umpires and coaches at all levels.

### Strategies

- Make certain USA coaches are in the key National Coaching roles no later than 2016.
- Ensure uniform playing and umpire standards across age groups, gender, and geographic regions.
  - Partner with NCAA and NFHS to develop unified rules interpretation to align with the world of hockey.
  - Offer annual rules interpretation webinar to highlight this unified vision of umpiring.
- Introduce leading technological resources in preparation and education of umpires and coaches.
- Make educational resources readily and easily available for umpires and coaches.
  - Utilize all available social media platforms to inform membership of available umpire and coach education resources.
  - Capitalize on existing technology to offer a resource library to membership.
- Employ a position dedicated to recruiting and training umpires.
- Implement an aggressive recruitment, development, and retention plan for umpires and coaches.



- Provide necessary education, development and on-field training opportunities for umpires and coaches.
- Clearly communicate certification processes for umpires and coaches.
- Ensure and promote domestic and international exposure for umpires and coaches.

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