



**STATE  
CHAPTER  
GUIDE**

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# Table of Contents

Introduction .....	3
USA Field Hockey Mission Statement .....	3
State Chapter Guide Overview .....	4
Document Purpose Statement .....	4
State Chapter's Role .....	4
USA Field Hockey's Role .....	4
State Chapter Mission and Goals .....	5
Key Focus Areas .....	5
Goals, Objectives and Expectations .....	5
State Chapter Policies and Procedures .....	6
Membership .....	6
Officers Qualifications .....	7
Composition of Board of Directors .....	7
State Chapter Expectations, Authority and Duties .....	7
Board .....	7
Chapter President .....	7
Chapter Vice President .....	8
Chapter Treasurer .....	8
Chapter Secretary .....	9
Member-at-Large .....	9
Committees and Committee Chairs .....	9
Chapter Webmaster/Communications Director .....	10
Umpire Chair .....	10
Coach Chair .....	11
Boys Chair .....	12
Club Chair .....	12
School Chair .....	13
Youth Chair .....	13
Lifetime Engagement (Adult) Chair .....	14
Diversity, Equity and Inclusion (DEI) Chair .....	15
Facilities and Events Chair .....	16
Safesport Chair .....	17
Election Process.....	18
Collaboration Among State Chapters .....	21
State Chapter Funding, Budget and Finances .....	21
Communications .....	22
Appendices .....	29
A - Tools, Resources and Knowledge Sharing on Microsoft Teams .....	29
B - Examples of State Chapter Initiatives and Activities to Grow the Game .....	31
C - Meetings, Interactions with State Chapters and USA Field Hockey Departments .....	33
D - USA Field Hockey Core Values .....	35
E - USA Field Hockey American Development Model (ADM) .....	36
F - List of USA Field Hockey Regional, National and Sanctioned Events Portfolio .....	38
G - Paperwork for State Chapter Board of Directors to Sign Annually .....	42

# Introduction

USA Field Hockey recognizes that sustaining and growing a sport in the United States requires effective sports leaders. Exponential growth can only occur when national, regional and local sports leaders work together, adopting and applying shared goals, values and development philosophies. The USA Field Hockey Staff, Board of Directors, Foundations and volunteers from across the country gathered feedback from numerous field hockey enthusiasts and leaders from growing sports on what regional structure would best serve the sport of field hockey. It became clear that regional representation was needed. USA Field hockey is appreciative of the investment and volunteer effort from all leaders and seeks to unite, encourage and support more leaders to grow the game through State Chapters.

Field hockey is a sport for all and a sport for life, and yet how it is enjoyed throughout the United States is very different. As a result, each area of the country has unique opportunities and challenges. It is USA Field Hockey's vision that engaging and empowering volunteers to work toward national goals but apply local strategy at the state level will result in exponential growth. In 2020, USA Field Hockey started working with leaders in select states to introduce a system of regional representation in the form of State Chapters. The three states identified to pilot State Chapters are California, Kentucky and Michigan.

Resources have been allocated to support State Chapters and their overarching areas of focus. Importantly, these areas of focus align with and support USA Field Hockey's strategic plan, mission and core values. See **Appendix D - USA Field Hockey Core Values** and **Appendix E - USA Field Hockey American Development Model (ADM)**, which provides a framework for establishing a lifelong love of field hockey.

USA Field Hockey works closely with the United States Olympic and Paralympic Committee (USOPC) to effectively promote and grow the sport for future generations to enjoy. USA Field Hockey is a member of the International Hockey Federation (FIH), along with 137 other countries. USA Field Hockey is also a member of the Pan American Hockey Federation (PAHF). For full portfolio details see **Appendix F - List of USA Field Hockey Regional, National and Sanctioned Events Portfolio**.

# USA Field Hockey Mission Statement

The mission of USA Field Hockey is to:

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

# State Chapter Guide Overview

## Document Purpose Statement

This State Chapters Guide is designed to provide context and increased direction for the volunteer State Chapter leaders to empower, outline helpful tools and encourage efficiency. It has been crafted to closely align the mission, objectives and expectations of USA Field Hockey with the State Chapter operations. This Guide outlines Goals, Objectives and Expectations of State Chapters to effectively support local field hockey communities and outlines the partnership with USA Field Hockey’s National Office to utilize opportunities like resources and programming.

This Guide demonstrates how USA Field Hockey intends to structure and support State Chapters. This is a working document, providing policies, procedures and suggested guidelines for success that align with USA Field Hockey’s Strategic Plan and Mission while communicating goals and expectations. USA Field Hockey desires to optimize this document with the help of volunteers who lead State Chapters throughout the United States.

## State Chapter’s Roles

State Chapters are volunteer led extensions of USA Field Hockey, which is a 501(c)3 charitable status, sharing responsibility for serving their local field hockey communities which includes its various constituent clubs, schools and organizations and all stakeholder groups including players, parents, coaches, umpires, program leaders, teams, leagues, fans and sponsors.

State Chapters exist to support USA Field Hockey’s Mission to promote and develop the game for future generations to enjoy through effective sports leadership and a mission to Grow the Game, Serve Members and Success Internationally.

## USA Field Hockey’s Roles

USA Field Hockey’s role is to provide tools, resources, support, structure and encourage leadership knowledge sharing to help fuel the growth led by local leaders. USA Field Hockey will equip states to deliver national programs, standards and best practices to continually advance the safety and experience of all involved in the sport and to grow the game.

# State Chapter Mission & Goals

Each State Chapter, in collaboration with the USA Field Hockey National Office, should strive to enhance the growth and development of the sport and its athletes and to promote the sport at all levels and various formats. Each USA Field Hockey State Chapter is expected to support and build the field hockey community within its region by creating, sponsoring and overseeing program's services, attending events like conventions and building relationships to grow the game.

## State Chapter Key Focus Areas .....

State Chapters have four key goals or focus areas and responsibilities. Please note that these are not in any order as all are important, and the focus priorities will vary by State Chapter depending on needs and interests of the State Chapter and local community.

- Support **Local Field Hockey**
- Deliver **Education and Training**
- Fuel **Growth of the Game**
- Drive **Sport, State Chapter and USA Field Hockey Visibility and Membership**

## Goals, Objectives and Expectations for State Chapters

Each State Chapter is expected to grow, promote and develop the sport of field hockey using guidelines and goals set forth and in collaboration with USA Field Hockey under the direction of the Sport Development Department. State Chapter leadership will partner with many departments of USA Field Hockey's National Office, including Membership, Communications, Coach Education and Learning, Umpiring, Lifetime Engagement, Futures and more. State Chapter leadership will also collaborate with leaders from other State Chapters to share best practices and continually optimize this Guide. Examples of collaboration and initiatives to meet goals, objectives and expectations are in the below appendices:

- Appendix A- Tools, Resources and Knowledge Sharing on Microsoft Teams**
- Appendix B - Examples of State Chapter Initiatives and Activities to Grow the Game**
- Appendix C - Meetings, Interactions with State Chapters and USA Field Hockey Departments**

Means of accomplishing the objectives are:

- Increase awareness, promoting interest, engagement and activity of field hockey within the State Chapter by working with existing field hockey programs and fueling the growth of new ones.
- Communicate, engage and connect with residents of the State Chapter of field hockey opportunities, competitions and developments for all levels and stakeholder groups.
- Utilize the tools, resources, programming and support from the USA Field Hockey National Office to promote the sport of field hockey. Also, facilitate USA Field Hockey's educational trainings for athletes, coaches and umpires. For more details see **Appendix B - Examples of State Chapter Initiatives and Activities to Grow the Game.**

# State Chapter Mission & Goals

- Promote and assist in National Programming to Grow the Game
  - » Promote participation in Futures, USA Field Hockey's Olympic Development Pathway program
  - » Encourage participation in Regional, National and Sanctioned Events by hosting and promoting national championships, national championship qualification tournaments, regional leagues, events and camps
  - » More examples in **Appendix F - List of USA Field Hockey Regional, National and Sanctioned Events Portfolio**
- Assist in coach and umpire recruiting efforts, development and retention.
- Encourage USA Field Hockey and State Chapter membership and serve State Chapter members in the ways they need support focusing on the quality of play, instruction and competition within the State Chapter.
- Develop and maintaining an updated database for effective Customer Relationship Management for existing and potential field hockey stakeholders.
- Collaborate with other leaders through Microsoft Teams and digital communications like forums and meetings. These collaborations are designed to encourage knowledge sharing of tools, resources and best practices from the USA Field Hockey National office and with other State Chapter committee chairs throughout the United States quarterly detailed in **Appendix C- Meetings, Interactions with State Chapters and USA Field Hockey Departments.**
- Network with sports leaders and organizations to partner in investing in field hockey. Connect with influential leaders in sport and attend conferences.
- Provide oversight of local activities to ensure they are conducted in a manner consistent with USA Field Hockey Core Values and SafeSport standards, as well as the policies and procedures within this manual and USA Field Hockey's Codes of Conduct for athletes, coaches and umpires.

# State Chapter Policies & Procedures

## State Chapter Membership

Upon the formation of a State Chapter, all USA Field Hockey Members residing in a State Chapter area will also become Members of the State Chapter in the state in which they reside. Example: A member of USA Field Hockey who resides in Michigan will automatically become a member of the Michigan State Chapter of USA Field Hockey. Residents may appeal to USA Field Hockey to belong to a different State Chapter if desired. For example, a person with of home address of New Jersey attending the University of Michigan may appeal to be a member of the Michigan State Chapter rather than the New Jersey State Chapter. A member may belong to only one State Chapter at a time. USA Field Hockey and the pilot Michigan State Chapter will work together to draft communication explaining the roles, goals and benefits of membership and of this important benefit to support field hockey both locally and nationally.

# State Chapter Policies & Procedures

## State Chapter Officers Qualifications

Each State Chapter Officer shall: (a) be over the age of 18 years, (b) be a member of USA Field Hockey and in good standing, and (c) have his/her principal place of residence within the State Chapter.

## Composition of State Chapter Board of Directors

The State Chapter Board of Directors is comprised of the State Chapter Executive Board and State Chapter Committee Chairs. The State Chapter Board is elected by USA Field Hockey Members in the State Chapter by the USA Field Hockey National Office. The State Chapter Board should consist of four to five individuals in the below roles. An odd number is recommended for purposes of voting and decision making.

- Chapter President
- Chapter Vice President
- Chapter Treasurer
- Chapter Secretary
- Member At-Large (if five is desired)

# Expectations, Authority & Duties

The State Chapter Executive Board leaders will be given autonomy to refine the expectations and duties in their roles. They shall have the following authority and duties, in addition to those specified by the State Chapter Board of Directors:

### a. Chapter President

- USA Field Hockey's National Office point of contact for Chapter Presidents is National Development Director Sally Goggin ([sgoggin@usafieldhockey.com](mailto:sgoggin@usafieldhockey.com))
- Own strategic plan, communication plan and goals to accomplish mission of State Chapter and USA Field Hockey.
  - » Present annual strategic plan and budget to USA Field Hockey
- Primary liaison to USA Field Hockey, State Chapter Board and members to help coordinate USA Field Hockey activities within the State Chapter's geographic area with USA Field Hockey's Staff and leaders.
- Drive strategic planning, working with USA Field Hockey's Sport Development Department to align objectives.
- Ensure that all expectations of the Chapter President and State Chapter team are met with USA Field Hockey's National Office, which includes forms, reporting and meeting cadence.
  - » The Chapter President will provide the action plan quarterly within the state through the Dashboard

# Expectations, Authority & Duties

» The Chapter President will lead an annual review process with USA Field Hockey's National Office

- Attend meetings to encourage knowledge sharing of tools, resources and best practices from the USA Field Hockey National Office and with other state leaders quarterly detailed in **Appendix C- Meetings, Interactions with State Chapters and USA Field Hockey Departments.**
- Represent and promote the sport, State Chapter and USA Field Hockey in the State Chapter area.
- Key contact for region's field hockey activity and lead collaboration with other State Chapters.
- Consult with the Regional Futures Manager to support State Chapter development, optimize calendar and support use of appropriate facilities.
- Assist with USA Field Hockey Regional, National and Sanctioned Events taking place in the State Chapter's geographic area.
- Support the State Chapter Board Members and appoint Committee Chairpeople, as needed.
- Develop and oversee the State Chapter budget, and serve as signor on expenditures along with the treasurer and USA Field Hockey's Chief Financial Officer.
- Celebrate Team USA and State Chapter Member achievements.

**b. Chapter Vice President** - in the absence of the Chapter President, assume the duties of the Chapter President

- USA Field Hockey's National Office point of contact for Chapter Vice Presidents is the Lifetime Engagement Manager Kendra Lucking ([klucking@usafieldhockey.com](mailto:klucking@usafieldhockey.com))
- Assist the Chapter President as needed with responsibilities and priorities.
- Attend meetings to encourage knowledge sharing of tools, resources and best practices from the USA Field Hockey National Office and with other state leaders semi-annually detailed in **Appendix C- Meetings, Interactions with State Chapters and USA Field Hockey Departments.**
- Oversee the State Chapter Board of Directors and communications with USA Field Hockey Members.
  - » USA Field Hockey will provide State Chapters with emails
  - » Due to privacy standards, USA Field Hockey will facilitate eblast correspondence to State Chapter Membership.
- Oversee State Chapter website and ensure that it is being updated monthly.
- Ensure all participants on initiatives with USA Field Hockey's National Office are being executed.
- Manage the State Chapter inbox and makes sure emails are answered promptly.
- Monitor the USA Field Hockey State Chapter leadership forum and make sure state chapter is contributing.
- Ensure that members of the Executive Board and Committees are adding tools, resources and best practices on Microsoft Teams for other State Chapters detailed in **Appendix A - Tools, Resources, and Knowledge Sharing on Microsoft Teams.**

**c. Chapter Treasurer** - in consultation with the Chapter President, develop the State Chapter annual budget and maintain the State Chapter's financial records

# Expectations, Authority & Duties

- USA Field Hockey's National Office point of contact for Chapter Treasurer is Chief Financial Officer Janet Paden ([jpaden@usafieldhockey.com](mailto:jpaden@usafieldhockey.com))
- Responsible for filling out the Dashboard and Dashboard Incentives Form for release of payment, and provide analysis to the USA Field Hockey Sport Development Department, and partner with the Chapter President on an action plan.
- Annually, ensure that all leaders have signed paperwork in **Appendix G**.
- Responsible for receipt tracking of purchases more than \$25.00. Twice a month, send the receipt form to Janet Paden, USA Field Hockey's Chief Financial Officer, to reconcile the bank account.
- Determine baseline of State Chapter constituents and metrics to measure for key performance indicators, accomplishing meetings, and success and impact of State Chapter and pilot
- Provide financial reports as needed.
- Serve as signor on all State Chapter expenditures.
- Attend meetings to encourage knowledge sharing of tools, resources and best practices from the USA Field Hockey National Office and with other state leaders annually detailed in **Appendix C - Meetings, Interactions with State Chapters and USA Field Hockey Departments**.

**d. Chapter Secretary** - maintain minutes of all State Chapter Board Meetings and performs such other duties as may be specified by the Chapter President

- USA Field Hockey's National Office point of contact for Chapter Secretaries is the Lifetime Engagement Manager Kendra Lucking ([klucking@usafieldhockey.com](mailto:klucking@usafieldhockey.com))
- Provide minutes and official notifications and documents to USA Field Hockey and State Chapter Webmasters.
- Maintain database of key influencers, stakeholders and anyone who should receive State Chapter or USA Field Hockey communications within the State Chapter area.
- Ensure USA Field Hockey bylaws, rules and controls are followed.
- Attend meetings to encourage knowledge sharing of tools, resources and best practices from the USA Field Hockey National Office and with other state leaders annually detailed in **Appendix C - Meetings, Interactions with State Chapters and USA Field Hockey Departments**.

**e. Member-at-Large Secretary** - support the Executive Board as needed based on State Chapter priorities

## Committees and Committee Chairs

Once elected, the State Chapter Executive Board is responsible for organizing committees and leaders. Volunteers can self-nominate for committees, and all committee chairpeople make up the State Chapter Board. After nominations are closed, an election for committee chairs will be held if necessary. If elections are needed, they will be conducted through Webpoint by the USA Field Hockey National Office. The Chapter President shall appoint roles if no one steps forward for a position.

All Committee Chairs will serve on State Chapter Board with the Executive Board as one State Chapter Board of Directors.

# State Chapter Policies & Procedures

Each State Chapter may establish such committees as the State Chapter Board may determine to carry out the business of the State Chapter including, without limitation, committees charged with carrying out the business of the State Chapter within a specified geographical area of the State Chapter. The below are highly recommended if relevant in the State Chapter and will be formally organized with the USA Field Hockey National Office through meetings, connections, etc. If new committees are added other than the ones listed below, please notify USA Field Hockey's Sport Development Department to get them connected and recognized.

## Chapter Webmaster/Communication Director

**Communications is key to everything. An invisible sport is a vulnerable sport, and USA Field Hockey strives to raise awareness and interest of field hockey and its participants at the local, regional and national level.**

- USA Field Hockey's National Office point of contact for Chapter Webmasters/Communications Directors is Senior Communications Manager Teryn Brill Galloway ([tbrill@usafielddhockey.com](mailto:tbrill@usafielddhockey.com))
- Develop and maintain State Chapter website to serve as the front line of communication and news for State Chapter Membership and activities which links to [usafielddhockey.com](http://usafielddhockey.com).
- Use State Chapter provided website template, funded and designed by USA Field Hockey .
- Use guidelines and suggestions for content and updating, including minimum requirements.
- Attend meetings to encourage knowledge sharing of tools, resources and best practices from the USA Field Hockey National Office and with other State Chapter committee chairs throughout the United States quarterly detailed in **Appendix C - Meetings, Interactions with State Chapters and USA Field Hockey Departments.**

## Umpire Chair

**Umpires are the third team on the field, necessary for safe and fair competition at all levels. Recruiting, retaining, developing and engaging umpires is essential for growth of the game.**

- USA Field Hockey's National Office point of contact for the Umpire Chair is Director of Umpiring Steve Horgan ([shorgan@usafielddhockey.com](mailto:shorgan@usafielddhockey.com))
- Assist in filling out the committee with volunteers that are diverse and lead the committee to deliver the greatest impact.
- Facilitate umpire recruitment, training and continuing education. Work with other sports in the state to recruit new umpires from them.
- Assist with assignment of umpires for all USA Field Hockey hosted National, Regional and Sanctioned Events taking place within the State Chapter area.
- Become familiar with current Umpire Rating/Certification Program and the process for establishing and maintaining levels of Rating/Certification.
- Abide by the policies and procedures of USA Field Hockey as set forth by the Umpiring Department including education and evaluation committees.
- Attend meetings to encourage knowledge sharing of tools, resources and best practices from the

# State Chapter Committees

USA Field Hockey National office and with other State Chapter committee chairs throughout the United States quarterly detailed in **Appendix C - Meetings, Interactions with State Chapters and USA Field Hockey Departments**.

- Become a conduit for communication among all umpires, State Chapter Board, USA Field Hockey and any other field hockey umpire groups that exist within the State Chapter region, such as the high school association.
- Maintain records tracking all registered umpires in the State Chapter, encouraging membership, updating contact information, umpire certification levels and other pertinent data.
- Provide periodic reports to the State Chapter Board regarding matters pertaining to coaches within the State Chapter.
- Develop awards and recognition programs to honor deserving umpires.

## Coach Chair

**Coaches play a critical role in the delivering the sport to athletes of all levels, from beginner to elite. Coaches need tools and resources to succeed personally and to support their athletes and young athletes' parents.**

- USA Field Hockey's National Office point of contact for the Coach Chair is Senior Manager of Coach Education and Learn Liz Tchou (**ltchou@usafielddhockey.com**)
- Assist in filling out the committee with volunteers that are diverse and lead the committee to deliver the greatest impact.
- Facilitate coach recruitment, training and continuing education, utilizing USA Field Hockey's Coach Educators and others as needed to support and fuel growth.
  - » Work with other sports in the state to recruit from their coaches.
- Become familiar with USA Field Hockey's Coach Education and Learning tools and resources, certifications and offerings and communicate them to develop coaches.
- Abide by the policies and procedures USA Field Hockey as set forth by the Coach Education and Learning Department.
- Attend meetings to encourage knowledge sharing of tools, resources and best practices from the USA Field Hockey National Office and with other State Chapter committee chairs throughout the United States quarterly detailed in **Appendix C - Meetings, Interactions with State Chapters and USA Field Hockey Departments**.
- Become a conduit for communication among all coaches, the State Chapter Board, USA Field Hockey, National Field Hockey Coaches Association (NFHCA) and any other field hockey coaching groups that exist within the State Chapter region, such as high school association.
- Maintain records tracking all field hockey coaches in the State Chapter, encouraging membership, updating their contact information, certification levels and other pertinent data.
- Provide periodic reports to the State Chapter Board regarding matters pertaining to coaches within the State Chapter.
- Develop awards and recognition programs to honor deserving coaches.

# State Chapter Committees

## Boys Chair

**Field hockey is one of the most gender equal sports in the world, but in the United States, there's enormous room for growth among boys and men.**

- USA Field Hockey's National Office point of contact for the Boys Chair is Senior Manager of Coaching and Performance Phil Edwards ([pedwards@usafieldhockey.com](mailto:pedwards@usafieldhockey.com))
- Assist in filling out the committee with volunteers that are diverse and lead the committee to deliver the greatest impact.
- Increase awareness and trial among boys and men.
- Promote, support and develop boys playing opportunities for boys and men of all ages.
- Encourage established and new clubs to include boys in offerings.
- Serve as liaison between national, regional and local boys' and men's programming.
- Attend Meetings to encourage knowledge sharing of tools, resources, and best practices from the National office and with other State Chapter committee chairs throughout the US quarterly detailed in **Appendix C - Meetings, Interactions with State Chapters and USA Field Hockey Departments.**
- Become a conduit for communication among all boys and male players, the State Chapter Board and USA Field Hockey.
- Maintain records tracking all male players in the State Chapter, encouraging membership, updating their contact information and other pertinent data.
- Provide periodic reports to the State Chapter Board regarding matters pertaining to male athletes and opportunities for growth among boys and men within the State Chapter.
- Develop awards and recognition programs to honor those driving boys' growth.

## Club Chair

**Clubs provide year-round playing and development opportunities for all ages of players, coaches, umpires and are the heart of the USA Field Hockey Membership.**

- USA Field Hockey's National Office point of contact for the Club Chair is National Development Director Sally Goggin ([sgoggin@usafieldhockey.com](mailto:sgoggin@usafieldhockey.com))
- Assist in filling out the committee with volunteers that are diverse and lead the committee to deliver the greatest impact.
- Promote, support and develop clubs in the State Chapter area.
- Encourage established and new clubs to cater to all stakeholder groups.
- Attend meetings to encourage knowledge sharing of tools, resources and best practices from the USA Field Hockey National Office and with other State Chapter committee chairs throughout the United States quarterly detailed in **Appendix C - Meetings, Interactions with State Chapters and USA Field Hockey Departments.**
- Become a conduit for communication among all clubs, State Chapter Board and USA Field Hockey.
- Maintain records tracking all clubs in the State Chapter, encouraging membership, updating contact

# State Chapter Committees

information and other pertinent data, and making sure the clubs have what they need to succeed.

- Provide periodic reports to the State Chapter Board regarding matters pertaining to clubs within the State Chapter.
- Develop awards and recognition programs to honor deserving clubs and club leaders.

## School Chair: can break into middle school, high school and college chair

**Schools can play a key role in positively introducing field hockey, allowing students to discover, play and learn, compete and develop, offer a seriously fun experience and enable student-athletes to strive for peak performance. Schools provide an important sustainable structure for affordable, inclusive play.**

- USA Field Hockey's National Office point of contact for the School Chair is National Development Director Sally Goggin ([sgoggin@usafieldhockey.com](mailto:sgoggin@usafieldhockey.com))
- Assist in filling out the committee with volunteers that are diverse and lead the committee to deliver the greatest impact.
- Promote, support and develop school programs in the State Chapter area, focusing on elementary school, middle school, high school and college.
- Represent the sport, State Chapter and USA Field Hockey at events and conferences to drive growth in schools.
- Encourage established school groups to develop feeder programs.
- Encourage established school groups to support and mentor new programs.
- Become a conduit for communication among all schools, State Chapter Board and USA Field Hockey.
- Attend meetings to encourage knowledge sharing of tools, resources and best practices from the USA Field Hockey National Office and with other State Chapter committee chairs throughout the United States quarterly detailed in **Appendix C - Meetings, Interactions with State Chapters & USA Field Hockey Departments**.
- Maintain records tracking all schools in the State Chapter, encouraging membership, updating contact information and other pertinent data, and making sure the schools have what they need to succeed.
- Provide periodic reports to the State Chapter Board regarding matters pertaining to schools within the State Chapter.
- Develop and support awards and recognition programs that honor deserving school athletes, coaches and administrators.

## Youth Chair

**Field hockey is fun for all ages, including young children. Increasing opportunities for young children and their parents to discover field hockey is critical to the growth and development of the sport and players.**

- USA Field Hockey's National Office point of contact for the Youth Chair is National Development Director Sally Goggin ([sgoggin@usafieldhockey.com](mailto:sgoggin@usafieldhockey.com))
- Assist in filling out the committee with volunteers that are diverse and lead the committee to deliver

# State Chapter Committees

the greatest impact.

- Promote, support and develop youth programs in the State Chapter area, focusing on parks and recreational programs and other multi-sport organizations such as the YMCA, Boys and Girls Clubs, Community Centers, Scout and more.
- Represent the sport, State Chapter and USA Field Hockey at events and conferences to drive growth among youth.
- Encourage established youth programs to welcome both boys and girls following the ADM detailed in **Appendix E - USA Field Hockey American Development Model (ADM)**, which provides a framework for establishing a lifelong love of field hockey.
- Encourage established youth programs to support and mentor new programs.
- Attend meetings to encourage knowledge sharing of tools, resources, and best practices from the USA Field Hockey National Office and with other State Chapter committee chairs throughout the United States quarterly detailed in **Appendix C - Meetings, Interactions with State Chapters & USA Field Hockey Departments**.
- Becomes a conduit for communication among all youth programs, State Chapter Board and USA Field Hockey.
- Encourage the development of youth leagues, camps and clinics.
- Maintain records tracking all youth programs in the State Chapter, encouraging membership, updating contact information and other pertinent data, and making sure the youth programs have what they need to succeed.
- Provide periodic reports to the State Chapter Board regarding matters pertaining to youth programs within the State Chapter.
- Develop and support awards and recognition programs that honor deserving youth program leaders and administrators.

## Lifetime Engagement (Adult) Chair

**Field hockey is a sport for life, with opportunities for adults of all ages to participate in the field hockey community as players, parents, coaches, umpires, fans, volunteers, donors and more.**

- USA Field Hockey's National Office point of contact for the Lifetime Engagement (Adult) Chair is Lifetime Engagement Manager Kendra Lucking ([klucking@usafieldhockey.com](mailto:klucking@usafieldhockey.com))
- Assist in filling out the committee with volunteers that are diverse and lead the committee to deliver the greatest impact.
- Drive adult participation and support leaders who provide local cost effective adult field hockey part of the national system of adult field hockey, United States Field Hockey League (USFHL), endorsed as the adult competition in the United States.
- Drive Masters participation, and encourage evaluation and selection opportunities:
  - » Market Masters programs and opportunities to athletes 33+.
  - » Adult structures should support the Masters pipeline and offer local members competition

# State Chapter Committees

opportunities.

- Prevent attrition from males and females post university by encouraging adult communities to run USFHL programs for college students to either infuse or have separate programming over the summer. This builds and supports a structure for adults to plug into that is organized, convenient and cost effective.
- Offer adults the opportunity to participate and enjoy lifelong engagement through recreational and competitive field hockey in all forms, including outdoor and indoor, Hockey 5s, Walking Hockey, ParaHockey and more.
- Provide leadership and resources to grow adult field hockey participation and engagement
  - » Work with current adult structures and support them in their growth.
  - » Identify new opportunities and support leaders in new areas to provide organized structure for adults to compete at multiple levels.
- Coordinate, market and empower local leaders to provide organized local cost and time effective competitive field hockey with a networking component
  - » Leagues/associations - promote leagues, high tier, recreation, co-ed.
  - » Organize and advertise open/social field hockey.
  - » Promote Walking Hockey/parent play days to get new athletes on the field.
  - » Encourage clubs, organizations and communities to add adult teams to compete at all levels.
  - » Tournaments - promote local adult tournaments as part of the strategic plan
    - \*Partner with youth events so that youth can see pipeline*
- Attend meetings to encourage knowledge sharing of tools, resources and best practices from the USA Field Hockey National Office and with other State Chapter committee chairs throughout the United States quarterly detailed in **Appendix C - Meetings, Interactions with State Chapters and USA Field Hockey Departments.**
- Update website search information for visitors to find adult opportunities in the region.
- Encourage the family sport dynamic and broad-based participation by educating adult leaders and community on youngest youth opportunities.
- Encourage and promote improved physical fitness and health in adults.
- Enhance fellowship and camaraderie among Adult and Masters field hockey players.

## Diversity, Equity and Inclusion (DEI) Chair

**Inclusion and Accessibility is one of the six core value of USA Field Hockey.**

**As a core value, USA Field Hockey believes that field hockey, and all sports, must be inclusive, accessible, affordable and welcoming to all regardless of race, gender, economic status, sexual orientation and physical ability. USA Field Hockey recognizes the current underrepresentation of diversity in our sport and strives toward a future in which field hockey is reflective of the demographics the United States. hockey is a sport for life, with opportunities for adults of all ages to participate in the field hockey**

# State Chapter Committees

**community as players, parents, coaches, umpires, fans, volunteers, donors and more.**

- USA Field Hockey's National Office point of contact for Diversity, Equity and Inclusion Chair is Senior Communications Manager Teryn Brill Galloway ([tbrill@usafieldhockey.com](mailto:tbrill@usafieldhockey.com))
- Assist in filling out the committee with volunteers that are diverse and lead the committee to deliver the greatest impact.
- Work to make field hockey more inclusive to diverse stakeholder groups and provide relevant communication to these stakeholders.
- Provide affordable and sustainable playing, coaching and umpiring opportunities for those from lower income areas.
- Provide and manage grant programs such as FUNdamental Field Hockey and Coach/Umpire/School Starter Grants to make field hockey inclusive to all.
- Attend meetings to encourage knowledge sharing of tools, resources and best practices from the USA Field Hockey National Office and with other State Chapter committee chairs throughout the United States quarterly detailed in **Appendix C - Meetings, Interactions with State Chapters & USA Field Hockey Departments.**

## Facilities and Events Chair

**In order to play field hockey, access to quality facilities is required. For tournaments and events to be successful, facilities must be safe and appropriate, with qualified staff and volunteers to ensure event delivery.**

- USA Field Hockey's National Office point of contact for the Facilities and Events Chair is Lifetime Engagement Manager Kendra Lucking ([klucking@usafieldhockey.com](mailto:klucking@usafieldhockey.com))
- Maintain a database of facilities in State Chapter area that are suitable and available for field hockey program use.
- Event Specialist - help with events run by the State Chapters and is the point of contact to support and partner for USA Field Hockey's National Events happening in the State to maximize impact. This person will plan, support and facilitate tournaments and events held in the state.
- Lead or support leaders of national programming run in the state.
- Promote field hockey to facility owners/managers to promote use for the sport at affordable prices.
- Support USA Field Hockey's Regional Futures Manager by making sure he/she has up to date information on available facilities that best serve members in the State Chapter area.
- Build relationship with facility owners and renters to encourage ease of field hockey leaders to get access to the fields.
- Work with other State Chapter's Facilities Chairs throughout the United States to create a master database for facilities.
- Help build a national database of all field hockey facilities and surfaces
- Attend meetings to encourage knowledge sharing of tools, resources and best practices from the USA Field Hockey National Office and with other State Chapter committee chairs throughout the

# State Chapter Committees

United States quarterly detailed in **Appendix C - Meetings, Interactions with State Chapters and USA Field Hockey Departments.**

## SafeSport Chair

The U.S. Center for SafeSport was established in 2017 under the auspices of the Protecting Young Victims from Sexual Abuse and Safe Sport Authorization of 2017. It aims to address the problem of child abuse in sport. The Center provides education, training and outreach concerning bullying, harassment, hazing, physical abuse, emotional abuse, sexual abuse and sexual misconduct within the U.S. Olympic and Paralympic organizations. Reporting, both online and by telephone, is key to its mission. The Centralized Disciplinary Database provides online access to published actions regarding individuals and their current status.

## SafeSport Coordinator

USA Field Hockey's State Chapters are considered Local Affiliated Organizations (LAO) by the U.S. Center for SafeSport. An LAO is a regional, state or local club or organization that is directly affiliated with a National Governing Body (NGB) or that is affiliated with an NGB by its direct affiliation with a regional or state affiliate of said NGB. LAO does not include a regional, state, or local club or organization that is only a member of a National Member Organization of an NGB.

The State Chapter SafeSport Coordinator will be responsible for assisting with communication of the USA Field Hockey SafeSport and Minor Athlete Abuse Prevention Policies (MAAPP) within their State Chapter. The SafeSport Coordinator will serve as the liaison for USA Field Hockey's SafeSport program and work within their state and local clubs to assist with the implementation of all aspects of the SafeSport program.

The SafeSport Chair will:

- Complete the required SafeSport training and will be compliant with all other refresher courses and other training mandated but the U.S. Center for SafeSport and USA Field Hockey. Be fully educated on all matters within the USA Field Hockey SafeSport Handbook and MAAPP Prevention.
- Serve as the primary contact for USA Field Hockey regarding the SafeSport program and will assist USA Field Hockey's National Office SafeSport Representative with education of club administrators, athletes, coaches, parents, umpires and additional parties as required by USA Field Hockey.
- Oversee the State Chapter's SafeSport Implementation and ensure that the State Chapter, members and member clubs have properly put into place the SafeSport policies, MAAPP Prevention and are meeting the education requirements.
- Verify that all State Chapter leaders, coaches, umpires and adults participating in state events or programs are compliant with SafeSport and Background Screenings under USA Field Hockey's policies.
- Understand the reporting structure and refer all reports of a violation of SafeSport policies directly to the appropriate parties at USA Field Hockey, the U.S. Center for SafeSport and local child protection and/or law enforcement.
- Participate in workshops/webinars as provided by USA Field Hockey and the U.S. Center for SafeSport, collect and share information about the SafeSport program and provide information to State Chapter

# State Chapter Committees

members, clubs and coaches about best practices.

- Perform other functions as necessary in the fulfillment of USA Field Hockey's continuing efforts to ensure that USA Field Hockey is the safest place to play.

## State Chapter Liaison

**Each State Chapter is encouraged to set up a liaison role if your state partners closely with other states. The expectations of the liaison should be agreed upon by both State Chapter Presidents. This role may sit on each state's Board or build in regular meetings to ensure the State Chapter Boards are working together.**

*Other Committees as deemed necessary based on the needs and priorities defined in the Chapter Strategic Plan.*

# Election Process

## Nomination and Election Process for State Chapter Board Officers

The officers of the State Chapter Board shall be nominated and elected by those eligible to vote as provided below.

### Nominations

- Not less than sixty (60) days prior to the last day of voting, USA Field Hockey shall send an email to all eligible voters:
  - a. notifying them that an election for their State Chapter Board will be held
  - b. stating the deadline for voting
  - c. soliciting nominations for qualified leaders and stating the deadline for submitting nominations for each open position to be filled by the election, which deadline shall be at least thirty (30) days prior to the voting deadline
- Not less than twenty (20) days prior to the last day for voting, USA Field Hockey shall send an email to all eligible voters:
  - a. listing the names of all persons nominated for positions on the State Chapter Board
  - b. if provided to USA Field Hockey prior to the deadline for submitting nominations by a nominated candidate, including a copy of a candidate statement for each nominated candidate
  - c. providing instructions on how to vote
  - d. stating the deadline for submitting votes

# Election Process

- The founding State Chapter Board will set the year length for each term. At a minimum of two (2) years and maximum of three (3) years per term which can be changed at any time by a majority vote of the State Chapter Board. The maximum amount of terms that someone can serve in the same role consecutively is three (3).

## Timeline

- Under normal conditions, in August each State Chapter Secretary will provide USA Field Hockey the positions that are up for election because an officer's term expires that year. Candidates may self-nominate for a maximum of three (3) positions on the State Chapter Board, which can be a mix of executive board and chair positions. If a candidate receives the most votes for multiple positions he/she may pick which position he/she wants. Then the position(s) not picked will go to the person who received the second most votes, and so on. A person may run for a different position even if his/her term has not expired. If the candidate gets the most votes for another position, he/she may serve in both roles or nominate someone to finish the term with the State Chapter Board majority approval.
- All elections for State Chapter Boards shall take place between November 1 and December 15 of the year prior to the January 1 on which the term of office for which the election is being held is to commence. Following the conclusion of balloting, USA Field Hockey shall promptly notify the nominated candidates and the existing State Chapter Board of the filled positions as to the results of the election.
- USA Field Hockey is committed to enhancing diversity at all levels. Accordingly, USA Field Hockey encourages each State Chapter to seek out and select diverse representatives for their State Chapter Board.
- To encourage diversity and cross geographic representation on the State Chapter Board, no more than 50% of Executive Board seats may be from the same field hockey club. On the whole board, including the chairs, no more than 40% may be from the same field hockey club. If a greater percentage results from an election, the person(s) who received the least amount of votes and causes the overage in representation will not serve. The next candidate to receive the most amount of votes will get the spot.
- The National Election will happen annually for all available State Chapter roles at the same time. The election process for new State Chapters does not need to occur during this time, but upholds the same requirements. USA Field Hockey will reach out to all State Chapter Members to provide information about the State Chapter and the roles open at least thirty (30) days before the election. The election for new State Chapter roles requires candidates to self nominate, and members of the State Chapter to vote for founding State Chapter Board roles.

## Eligibility to Vote

In order to be eligible to vote in an election for a State Chapter Board position, an individual must:

- a. be 18 years old, or older, on the date of the election
- b. be a current member of USA Field Hockey seven (7) days prior to the deadline of the election and on the date of the election.

# Election Process

- » *Most likely in the future when members are more familiar with the election process, the seven (7) days will be extended to ensure that the member is invested in the State Chapter.*

The individual must have his/her primary place of residence within the State Chapter in which the election is being held. Exceptions can be made if a State Chapter Member is affiliated with a club in another State Chapter, however, an individual may vote in only one State Chapter in any election year.

## Resignation, Removal and Vacancies

A position on the State Chapter Board shall be declared vacant upon the Board Member's resignation, removal, incapacity, disability or death. A Board Member may resign at any time by giving written notice to the State Chapter President, with a copy given to the USA Field Hockey's National Development Director. Such resignation shall take effect at the time specified in the notice of resignation and, if not specified, upon receipt of the notice by each of the State Chapter President and USA Field Hockey National Development Director. State Chapter Board Officers may be removed at any time, with or without cause, by:

- a. the affirmative vote of not less than 66% of the State Board Members other than the Board Member whose removal is being voted upon.
- b. USA Field Hockey's Executive Director. Any vacancy on a State Chapter Board may be filled by a majority vote of the remaining members of the State Chapter Board. The new State Chapter Board Officer selected to fill a vacancy shall serve the remaining unexpired term of the member's predecessor in office.

# Collaboration Among State Chapters

A priority of State Chapters is to have the chairs collaborate specifically with their counterparts in other State Chapters and with the USA Field Hockey Staff to share experiences and best practices. This will be done through regularly scheduled meetings and Microsoft Teams as a cloud solution to post tools, resources and best practices. Also, there will be forums for leaders to discuss issues.

The “Resources, Tools and Knowledge Sharing” folder on Microsoft Teams is for USA Field Hockey and all State Chapter leaders to upload and share resources, tools, templates, trainings, for support and sharing knowledge with each other. Details of the knowledge sharing on Microsoft Teams is in **Appendix A - Tools, Resources and Knowledge Sharing on Microsoft Teams** and **Appendix B - Examples of State Chapter Initiatives and Activities to Grow the Game**.

State Chapter Executive Board and Chairs will also meet with leaders in other State Chapters. *Example: The Coach Chair will meet with other State Chapters’ Coach Chairs and USA Field Hockey Coach Education and Learning Staff.* Details of the different meetings for State Chapter leaders and USA Field Hockey Staff is in **Appendix C - Meetings, Interactions with State Chapters and USA Field Hockey Departments**.

# Funding, Budget & Finances

State Chapters will be funded by USA Field Hockey, with a goal of becoming self-supporting as the State Chapter grows. Seed money will be agreed upon based on available funding, and the stated needs of a State Chapter based on the completion of a strategic plan. To start, each State Chapter will receive seed money of \$1.00 per existing USA Field Hockey Member or \$1,000.00, whichever is greater, in the month the bank account is opened. These expenses will be paid by USA Field Hockey. The bank account has USA Field Hockey as co-signor and accounting is done through USA Field Hockey.

All USA Field Hockey State Chapters will have an Annual Review which includes reviewing the State Chapter Budget Process. State Chapters have autonomy to raise funds within their State Chapter area through several means, including hosting clinics such as Discover Field Hockey and Play and Learn Field Hockey, tournaments, fundraisers and more. The goal is for State Chapters to become self-sufficient in time.

**Submit an Annual Strategic Plan** - State Chapters must develop a Strategic Plan that outlines strategies and tactics to succeed. USA Field Hockey will work with the State Chapter leadership in the creation of this plan, though the priorities of the State Chapter are determined by State Chapter leadership and membership.

**Submit an Annual Budget** - All State Chapters must plan and prepare a projected budget for each coming year. These budgets are used by USA Field Hockey to determine if additional funding can be allotted to a State Chapter in addition to the baseline membership allocation.

Pilot State Chapters will help identify and develop funding opportunities and activities to generate revenue for

# Funding, Budget & Finances

State Chapter success. Pilot State Chapters will receive additional funding as available in year one to achieve their strategic initiatives. At the end of year one of Pilot State Chapter programs, the plan is to allocate additional funds based on membership growth within the State Chapter, as well as success against other key performance indicators as identified in the State Chapter.

No officer of a State Chapter shall receive compensation for his/her services as such; provided that the expenses of any State Chapter officer incurred in connection with State Chapter's business may be reimbursed as determined by the State Chapter Board.

## Communications

### USA Field Hockey Brand Guidelines, Logos and Fonts

A USA Field Hockey State Chapter must adhere to the brand guidelines as outlined in the USA Field Hockey State Chapters Logo Standards Manual. This includes usage of the correct pantone colors, approved logo versions and fonts.

The USA Field Hockey State Chapters Logo Standards Manual outlines approved and not approved logo usage, including proper spacing, color variations, secondary versions and suggested signage mockups.

The usage of any rendition of a USA Field Hockey State Chapter logo that is going to be used on digital or print promotion, signage, branding, apparel and more must be approved by USA Field Hockey's Communications Department prior to production.

The approved font to be used in on the USA Field Hockey State Chapter website, releases, newsletter, digital and print marketing, etc. must be the official USA Field Hockey font as outlined in the USA Field Hockey State Chapters Logo Standards Manual. This includes:

- Use only United Sans Regular Bold/Heavy font for headlines, sub-headlines and signage
- Use only Calibri font for all body copy and communications

The usage of any rendition of a USA Field Hockey State Chapter logo that is going to be used on digital or print promotion, signage, branding, apparel and more must be approved by USA Field Hockey's Communications Department prior to production.

**Click here** to reference the USA Field Hockey State Chapters Logo Standards Manual.

## Communications Standards and Consistency Documents

USA Field Hockey's Communications Department strives to maintain a consistency in all its publications, both print and digitally, that represent the organization or are an extension of the brand. To help maintain this objective, USA Field Hockey has outlined key information for all employees, contracted positions, volunteers and representatives of the organization to review and follow.

The purpose of the USA Field Hockey Communications Standards Document is to provide a guideline that ensures that all mass communications distributed by USA Field Hockey Staff members meet the standards set by the Communications Department. The organization is working to protect and build the brand of USA Field Hockey and to guarantee that all employees are representing the brand consistently, these standards have been created and are expected to be followed by all employees.

The *USA Field Hockey Communications Standards Document* outlines the following:

- Staff Expectations in terms of submission standards for website articles, social media posts and eblasts
- Writing Standards including how all departments are responsible for creating the first draft of their website articles, social media posts and eblasts (including graphics, pictures and design layouts)

**Click here** to view the USA Field Hockey Communications Standards Document.

The purpose of the USA Field Hockey Communications Consistency Document is to provide a guideline to keep publications across all platforms and departments consistent with the same verbiage. To better ensure all are making a conscience effort as a whole to meet the goal, USA Field Hockey requests you review and follow the outlined information noted within this document.

The *USA Field Hockey Communications Consistency Document* outlines the following:

- Correct names and abbreviations when referring to entities within USA Field Hockey
  - » This includes how USA Field Hockey is always written as USA Field Hockey and never as USAFH, USA FH or USFHA
- Website articles and/or eblast communication guidelines and deadlines for State Chapters to follow when USA Field Hockey is to publish content
- Social media guidelines and deadlines for State Chapters to follow when USA Field Hockey is to publish content
- Expectations in terms of submission standards for website articles, social media posts and eblasts

**Click here** to view the USA Field Hockey Consistency Document.

# Communications

## Newsletters, Eblasts, Emails and/or Surveys to USA Field Hockey Members

Any large forms of communication for mass marketing and/or promotional purposes, including newsletter, eblasts, emails and/or surveys, to state specific USA Field Hockey Members should be sent through Webpoint. Please schedule a meeting with the Communications Department to get a tutorial on how to utilize the membership database and send communications through Webpoint.

### How to Send Communication through Webpoint:

1. Login to the backend of Webpoint by **clicking here**.
2. In the upper left corner, click CONTACTS then MEMBER SEARCH.
3. Under ADDRESS INFORMATION, make sure your state is selected.
4. Under MEMBERSHIP INFORMATION, fill in active dates if you would like the communication to be send to previous years.
5. Under MEMBERSHIP INFORMATION – MEMBERSHIP STATUS make sure ‘Pending’, ‘Current’ and ‘Grace Period’ are selected.
6. If you want to send to all USA Field Hockey Members within the State Chapter, under the MEMBERSHIP CATEGORY drop down select ‘Check all’.
  - » If you want to send to a certain demographic within the State Chapter, under MEMBERSHIP CATEGORY click the type of members.
7. Scroll to the bottom and click SEARCH CONTACTS to pull the full list.
8. In the upper right corner, click on the envelope symbol with the two people on it. The send window will open up.
9. In the FROM field, please put the State Chapter email address [i.e., michigan@usafieldhockey.com].
10. Click the drop down next to the TEMPLATE field and look for the one titled “State Chapter Newsletters”. The HTML code that the Communications Department embedded should already be placed in the text body.
11. In the SUBJECT field, customize the subject line of the email.
12. Scroll down and click PREVIEW.
13. Scroll down and click SEND MESSAGE.

To maintain a consistent look and feel across all State Chapters, large communications should be created through MailChimp. All State Chapter Presidents and Webmaster/Communications Directors will have access to MailChimp to create to the USA Field Hockey State Chapter MailChimp.

**Email: statechaptersusafieldhockey@gmail.com**

**Passcode: GrowtheGame#2020**

Once logged in, State Chapter Presidents and Webmaster/Communications Directors should click on Campaigns and then Email Templates. In the list of Templates, there is one titled General Newsletter Template which can be customized in terms of logos, blocks/layout, text and pictures. The Style, which sets fonts and color pantones, has already been established by USA Field Hockey’s Communications Department.

# Communications

After the creation of a newsletter, the State Chapter President and/or Webmaster/Communications Director should email USA Field Hockey's Communications Department to review. In general, submit a draft of a newsletter at least 2 days before the proposed sending date to allow ample time for review and edits, if need be. Once reviewed and approved by USA Field Hockey's Communications Department and once more approved to send by the State Chapter President and/or Webmaster/Communications Director, USA Field Hockey's Communications Department will export the HTML and embed it within Webpoint to send to the desired demographic. Each newsletter will come from the State Chapter designated email address.

Steps to follow in sending State Chapter Newsletters, along with all other large forms of communication for mass marketing and/or promotional purposes:

1. Login into Mail Chimp
2. Click Campaigns and then Email Templates from the top navigation
3. Use the down chevron next to the email template titled General Newsletter Template or a previously used template and click Replicate
  - » *Never edit a preexisting template that isn't property of your State Chapter*
4. At the top Rename the email template
  - » For example: Michigan State Chapter Newsletter – August 2020
5. Use the customizable features to update the logos, blocks/layout, text and pictures
6. If satisfied, send an email to USA Field Hockey's Communications Department with the template name and tell them it is ready to be reviewed
7. Once USA Field Hockey's Communications Department is reviewed, they will work with the State Chapter President and/or Webmaster/Communications Director on any additional edits and determine the desired demographic
8. USA Field Hockey's Communications Department will export the HTML and embed it within Webpoint and send a test to the State Chapter President and/or Webmaster/Communications Director for final review
9. Each State Chapter is responsible for sending the newsletter once approved by the Communications Department

General rules of thumb to follow when crafting communications includes the use of AP Style grammar and formatting and avoiding referring to the organization in first person (no personal pronouns such as "I", "we", "our", etc.).

# Communications

## USA Field Hockey Social Media Guidelines (regarding sharing/personal posts, etc.)

USA Field Hockey uses social media to engage and connect with members, fans, athletes and the media as well as promote and market new programs, upcoming events, athletes, sponsors, etc. To avoid misconceptions about authentic USA Field Hockey accounts, only the official accounts for USA Field Hockey are permitted to use USA Field Hockey names, logos and marks in titles, profiles and URLs.

USA Field Hockey supports and encourages all representing the organization, athletes, staff and volunteers, to use social media platforms in positive ways to connect and interact with fans, media, members and the community.

The USA Field Hockey Social Media Guidelines were created to encourage those involved with USA Field Hockey to share their voice online in a positive, effective and constructive manner. Content placed on any social media platform is public information and a direct reflection of USA Field Hockey and Team USA.

At all times those representing USA Field Hockey must act in the best interest of the game and shall not act in any manner which is improper or brings USA Field Hockey, the team, any individual player, coach or member of staff, or the wider game of field hockey into disrepute or use anyone, or a combination of threatening, abusive, indecent or insulting words. Such comments which are considered improper may lead to disciplinary action.

**Click here** to view the USA Field Hockey Social Media Guidelines.

It is the responsibility of the State Chapter Presidents and Webmaster/Communications Directors to follow these Social Media Guidelines.

Reference the USA Field Hockey Consistency Document by **clicking here**.

## State Chapter Specific Social Media Accounts

Each State Chapter is permitted to have a dedicated **Facebook page** and **Instagram**, that is set up by USA Field Hockey's Communications Department. State Chapter Presidents and Webmaster/Communications Directors will be invited to be an administrator on the dedicated Facebook page and will receive the username and password for the Instagram.

The State Chapter dedicated social media accounts need to be managed in a professional and proper way that positively highlights and shares all the good things the State Chapter is doing. Each social account is a representation of USA Field Hockey and it is the responsibility of the State Chapter Presidents and Webmaster/Communications Directors to follow the USA Field Hockey Social Media Guidelines, listed above.

It is the responsibility of the State Chapter Presidents and Webmaster/Communications Directors to ensure that the post(s) being made are positive in nature and portray a proper tone, verbiage, image quality, tags and link usage.

# Communications

## Tone & Verbiage

- Proper tone and verbiage usage is key. Follow the USA Field Hockey Communications Standards and Consistency Document below. Failure to follow the proper tone and verbiage usage falls under the consequences outlined.
- For example, always USA Field Hockey, never USAFH; use official event names and proper presenting sponsors - National Indoor Tournament, presented by YOLO Sportswear (@ tag sponsor)

## Image Quality

- Only high quality images or graphics should be used. Images/graphics should not be pixelated.
- State Chapter Presidents and Webmaster/Communications Directors should have previous knowledge of images best used for social platforms and the option to transition from square to full screen.
- Email [communications@usafieldhockey.com](mailto:communications@usafieldhockey.com) if an image is needed.

## Tags

- On Facebook, when applicable, please tag @USAFieldHockey so the organizational page populates.
- On Instagram, always tag @USAFieldHockey, sponsors and/or photographer on the image/graphic. There is no need to tag in the text.

## Links/URLs

- On Facebook, when a link/URL is pasted into a new post, necessary commentary (often including an image, title and description) auto-populates. When that is posted, the link/URL in the post can be removed and the supporting text can be made. Removing the link/URL cleans up the post and makes it more professional.
- On Instagram, all link(s)/URL(s) should be shared within the State Chapter biography or a linktree should be setup for multiple. Reach out to [communications@usafieldhockey.com](mailto:communications@usafieldhockey.com) for assistance.

## Consequences

It is the responsibility of the State Chapter Presidents and Webmaster/Communications Directors to understand the risks and consequences when managing an entity of USA Field Hockey. If any *rule* is broken, the account will be made frozen, permissions revoked and passwords changed:

- **First Offense** - State Chapter Social Media page(s) will be frozen for 1-month
- **Second Offense** - State Chapter Social Media page(s) will be frozen for 6 months
- **Third Offense** - State Chapter Social Media page(s) will be frozen for 1-year
- If any discriminatory marks, foul comments, or illegal or slanderous language toward USA Field Hockey or the State Chapter is made, the account will be immediately frozen and an internal decision regarding the status will be made by USA Field Hockey's Communications Department.

# Communications

Reference the USA Field Hockey Social Media Guidelines by **clicking here**.

Reference the State Chapter Logo/Brand Guidelines by **clicking here**.

Reference the USA Field Hockey Communications Standards Document by **clicking here**.

Reference the USA Field Hockey Consistency Document by **clicking here**.

If at any time the State Chapter Presidents and Webmaster/Communications Directors are unsure about a post in regards to proper tone, verbiage, image quality, tags and link usage, or any other questions he/she might have, please reach out to **communications@usafieldhockey.com**.

# Appendices

## Appendix A - Tools, Resources and Knowledge Sharing on Microsoft Teams

1. The “Resources, Tools and Knowledge Sharing” folder is for USA Field Hockey and all State Chapter leaders to upload and share resources, tools, templates, trainings, for support and sharing knowledge with each other. Samples from folder are listed below:
  - a. Full descriptions of examples of State Chapter Initiatives and Activities to Grow the Game listed in Appendix C - Examples of State Chapter Initiatives and Activities to Grow the Game
  - b. Master List of State Chapter Leader Contact Information
  - c. Meeting Cadence Calendar for State Chapter Leaders
  - d. Templates: Newsletter, Emails and Sample Questions for Survey or Listening Campaign to Gather Data on your State Chapter
  - e. USA Field Hockey Logos for Branding
  - f. Folder for State Chapters to share tools and resources for other state chapters to utilize
2. New State Chapters can find important resources in the Folder Named “New Chapter Paperwork, Tools, Resources” on Microsoft Teams
  - a. Start-Up Checklist: Task list to get State Chapter logistics set up
  - b. Documents for all new State Chapter Leaders to read and sign
    - » Sign
      1. State Chapter Confidentiality Agreement
      2. Acknowledgement
      3. Code of Ethics\_Conflict of Interest
      4. USAFH\_Social Media Guidelines
    - » Read over
      1. State Chapter Financial Policies and Procedures
      2. Finance and Office Policies
      3. Standards of Conduct - Contractor
      4. Confidentiality Agreement
3. Example Tools for State Chapters
  - a. Microsoft Teams
  - b. State Chapter email address and inbox
  - c. Bank account and financials
  - d. Chapter website domain and annual fee
  - e. Chapter Directors and Officers Insurance
  - f. Webpoint to conduct elections
  - g. Webpoint to pull information on State Chapter Members
  - h. Survey Monkey
  - i. Chapter branding “\_\_\_\_\_ Chapter of USA Field Hockey” logos for digital, retail, signage and branding

- j. Final State Chapter budget to be established when national budget is approved and announced
  - » Provides annual funding to cover basic costs, amount determined by membership base, strategic plan and associated costs such as exhibitor fees
  - » Annually delivers agreed upon dollar per member increase over starting membership number
  - » Chapter has autonomy to generate addition funding through Chapter activities

## Appendix B - Examples of State Chapter Initiatives and Activities to Grow the Game

1. Host and attend meetings
2. Attend local events/tournaments
3. Attend large regional events with a State Chapter presence
4. Recognize and celebrate field hockey's accomplished stakeholders by establishing new State Chapter Awards and promoting existing awards and honoring recipients
5. Attend conferences and conventions
6. Promote and collaborate on FUNdamental Field Hockey Grants
7. Introduction to Field Hockey: Foundations Courses
8. Starter Packages opportunities
9. Host and communicate Coach Education Training Dates
  - a. To learn more about coach education training and opportunities, **click here**
10. Host and support Coach Education Level 1 and Level 2 Instructional Coaching Clinics
  - a. To learn more about Level 1 Instructional Coaching Clinics, **click here**
  - b. To learn more about Level 2 Instructional Coaching Clinics, **click here**
11. Host and communicate Umpire Education Training Dates
  - a. To learn more about umpire education training and opportunities, **click here**
12. Communicate USA Field Hockey resources, programs and service
  - a. To view a full listing of USA Field Hockey programs, services, ADM and membership resources, visit [usafieldhockey.com](http://usafieldhockey.com)
13. Communicate USA Field Hockey Membership value proposition
  - a. To learn more about USA Field Hockey Member Benefits, **click here**
14. Connect with National Grant Recipient Applicants
15. Develop community partnerships
16. Host a local coaches convention
17. Host Awards ceremony
18. Host a high school all-star game
19. Host state championships
20. Host and support ADM Clinics
21. Host Red, White, Blue & YOU Clinics
22. Host goalkeeper clinics
23. Promote the USA Field Hockey American Development Model (ADM) best practices
24. Provide costs to support Umpire Evaluations
25. Provide convention scholarships (coaches and umpires)
26. Provide scholarships (new umpires)
27. Run State Chapter Grant Program
28. Scholarship Aid Program
29. Program Fund Application

30. Send regular communications like Newsletters
31. Support charity events, appropriate training of umpires, diversity, equity and inclusion programs, USA Field Hockey Grant Applications
32. Update and maintain State Chapter website
33. Work with community programs
34. Work with private enterprise organizations (when appropriate)

## Appendix C - Meetings, Interactions with State Chapters and USA Field Hockey Departments

Attend USA Field Hockey State Chapter Leadership Conference Calls and Meetings: Full Meeting Cadence Calendar is hosted on Microsoft Teams. Below are examples of meetings designed to connect State Chapters with the USA Field Hockey National Office and to each other. Also encourage two-way communication, tools, resources, best practices and knowledge sharing.

1. Annual Review Meeting with Executive Board and USA Field Hockey. Discussion topics: USA Field Hockey feedback, Annual Survey results, Board self-evaluation, Annual Performance, Strategic Plan, Goals, Budget review, key performance indicators, rewards, monitoring elections (process and turnover), bylaw changes, partnership agreement/brand architecture, strengths, weakness, opportunities and threats analysis, review USA Field Hockey news, survey results, endorsed leagues/state structure for club competition.
2. USA Field Hockey's Regional Development staff will annually host one national State Chapter Leadership Conference call or meeting per year. Each State Chapter is required to participate with (at least) one State Chapter representative to this mandatory meeting. It is very important to have participation from all State Chapters to ensure that all State Chapters are informed of USA Field Hockey updates and can also benefit from conversation with other State Chapter leaders.
3. Each Board role, both executive and committee chairs, will have quarterly, semi-annual, or annual optional meetings with the other State Chapter Leaders and Regional Development staff listed below. It is optional but highly encouraged that each leader attend or delegate to a peer.  
*\*If new to role previous leader should introduce you to USA Field Hockey National Office contact and you can schedule one-on-one meeting*
  - a. Coach and Umpire Education and Training
    - » Host coach education and learning programs and events
    - » Host umpire education and training
  - b. Recognition, Promotions and Games Administration
    - » Foster high school All-America selection process, if applicable
    - » Oversee development of leagues
  - c. Promotion and Events
    - » Assist with promoting field hockey and USA Field Hockey within State Chapter
    - » Attend and promote at major tournaments and events
  - d. Diversity and Inclusion (D&I)
    - » Communicate various grants with the community and provide local insight to internal staff regarding applicants
    - » Pursue and report on local D&I initiatives of the State Chapter
  - e. Programs
    - » Support and encourage physical education and Foundations Course
    - » Support development of leagues
    - » Communicate various resources and grants throughout the year:
      - FUNdamental Field Hockey Grant Program
      - Starter Program
      - Field Hockey Grant Program
      - Sportsmanship Grant

- Discover Field Hockey Clinics
  - Stick2Sports
  - Play & Learn Field Hockey Clinics
- f. SafeSport (Safety Initiatives)
- » Communicate best practices and raise awareness for safety in field hockey and sports in general
- h. USA Field Hockey Foundation and U.S. Men's Field Hockey Foundation (Capital Campaign)
- » Support national fundraising efforts for the USA Field Hockey Foundation and U.S. Men's Field Hockey Foundation, the two fundraising arms supporting USA Field Hockey

# Appendix D - USA Field Hockey Core Values



## CORE VALUES

### SAFETY, HEALTH & WELL-BEING



Sports must provide a safe environment to learn and grow. Participating in multiple activities and sports helps build a strong foundation for a healthy lifestyle.



### TEAMS & TEAMWORK

Teams provide social interaction and promote important skills that help people succeed in sports and in life.

### EDUCATED & ENGAGED PARENTS

Parents' attitudes and behaviors can directly impact a child's interests, experience and success in sports and life.



**A FRAMEWORK FOR  
INSPIRING A LIFELONG LOVE  
OF FIELD HOCKEY**

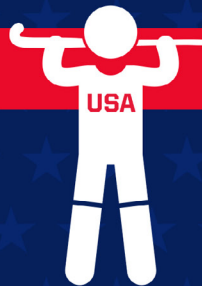
### INCLUSION & ACCESSIBILITY

Field hockey is a sport everyone can enjoy. It can be played on multiple surfaces, indoor and outdoor.



### TRAINED & CERTIFIED COACHES & UMPIRES

Great coaches and umpires provide better, safer and more enjoyable experiences.



### FUN & LEARNER CENTERED

Fun is the #1 reason people play sports! Age and stage appropriate teaching is critical to fun and success.

**GROW THE GAME. SERVE MEMBERS. SUCCEED INTERNATIONALLY.**

**USAFIELDHOCKEY.COM**

# Appendix E - USA Field Hockey American Development Model (ADM)

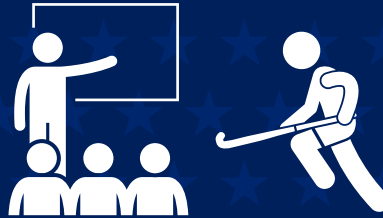


A FRAMEWORK FOR INSPIRING A LIFELONG LOVE OF FIELD HOCKEY

## WHAT IS THE USA FIELD HOCKEY AMERICAN DEVELOPMENT MODEL (ADM)?



USA FIELD HOCKEY'S  
DEVELOPMENT  
PHILOSOPHY



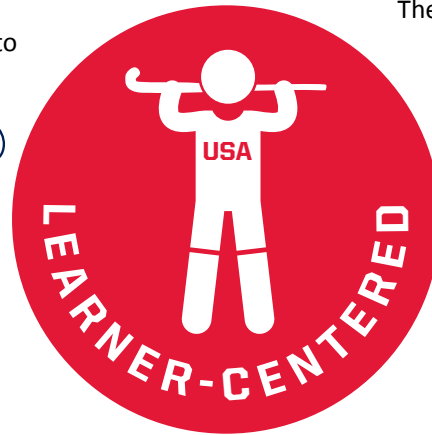
BASED ON BEST PRINCIPLES  
ON WHAT, WHEN AND HOW  
TO TEACH, TRAIN AND PLAY



DESIGNED TO  
INSPIRE LIFETIME  
ENGAGEMENT

## WHAT DOES IT INCLUDE?

USA Field Hockey's ADM provides the tools, resources and programs to educate and develop:



## WHY ADOPT THE ADM?

The ADM provides a pathway for people to get into the game earlier and stick with it longer. Field hockey is a sport for life, promoting many valuable skills and life lessons, such as:



Most importantly... it's fun!



## JOIN USA FIELD HOCKEY TODAY:

SPORT DEVELOPMENT SUPPORT INCLUDING EQUIPMENT, GRANTS AND RESOURCES • INFORMATION AND PROGRAMMING FOR ATHLETES, PARENTS AND VOLUNTEERS • COACH AND UMPIRE TRAINING AND CERTIFICATION FOR ALL LEVELS • MULTIPLE MEMBERSHIP OFFERINGS AND VALUABLE BENEFITS • MEMBER CLUB SUPPORT PROGRAMS • REGIONAL AND NATIONAL EVENTS FOR ALL, INCLUDING OUTDOOR AND INDOOR TOURNAMENTS • OLYMPIC DEVELOPMENT TRAINING PROGRAMS • MEN'S AND WOMEN'S NATIONAL AND OLYMPIC TEAMS

GROW THE GAME. SERVE MEMBERS. SUCCEED INTERNATIONALLY.

[USAFIELDHOCKEY.COM](http://USAFIELDHOCKEY.COM)



# 5 STAGES OF DEVELOPMENT

USA Field Hockey ADM is:

- A framework to support a fun and healthy sport experience
- Based on best principles on what, when and how to teach, train and play
- Prioritizing long-term development over short-term outcomes
- Supported by tools, resources, programs and equipment



**DISCOVER:** People discover field hockey in different ways and at various ages and stages of life. A positive and fun first exposure is critical to instilling a desire to get involved in the game.

**PLAY & LEARN:** Proper and appropriate introduction to the basic skills and concepts using a fun, active and learner-centered approach can fuel a desire for continued interest and growth, and a desire to compete and improve.

**COMPETE & IMPROVE:** Being part of a team, preparing for competition, and competing is fun and challenging and teaches valuable life lessons. It's also a great way to improve and grow.

**SERIOUSLY FUN/PEAK PERFORMANCE:** You're hooked, love the game and are committed to the sport. For all, the inspiration is fun and continual improvement, as well as the health and social benefits. To some, it's the pursuit of greatness, striving to achieve and perform at the highest possible level.

**LIFETIME ENGAGEMENT:** Field hockey is a sport for life and a great way to stay active, fit and involved. Adults are the foundation for grassroots growth and sustainability. Stay engaged as an athlete, coach, umpire, program leader, parent, fan, avid supporter, advocate, mentor or all of the above.

The USA Field Hockey ADM was developed in partnership with the United States Olympic Committee.

**GROW THE GAME. SERVE MEMBERS. SUCCEED INTERNATIONALLY.**

[USAFIELDHOCKEY.COM](http://USAFIELDHOCKEY.COM)

## **Appendix F - List of USA Field Hockey Regional, National & Sanctioned Events Portfolio**

In addition, USA Field Hockey boasts an entire portfolio of tournaments and events that are hosted or sanctioned to provide top quality playing, coaching and umpiring opportunities for members of all ages, from U-10 Co-Ed through older adult. The USA Field Hockey Regional, National and Sanctioned Events Portfolio includes:

### **Regional & National Events**

**National Hockey Festival** - The National Hockey Festival is USA Field Hockey's longest running tournament with the first one taking place in 1981 in Orlando, Fla. This event's main focus was to originally to bring the top college-aged and older athletes together and served as trials for the U.S. Women's National Team. The event has since involved to be more inclusive to serve members, celebrate the sport and provide a showcase opportunity for recruiting aged athletes to play in front of college coaches. Held outdoor traditionally over Thanksgiving holiday weekend, for players in the U-12 Co-Ed age division through adult age divisions.

**National Indoor Tournament** - Started in the late 1990s, the National Indoor Tournament (NIT) has rapidly grown to become the largest USA Field Hockey event offered and expanded to four events over three weekends, with a fifth event planned to start in 2021. Girls teams at the U-16 and U-19 level must participate and qualify in National Indoor Tournament Qualifiers to advance to the NIT. All other age divisions may attend the NIT by registering, if the age divisions are not full.

**Regional Club Championships** - Clubs play a vital role in the foundational structure of field hockey in the United States. USA Field Hockey's Regional Club Championships (RCC) provide an opportunity for clubs across the country to compete against other teams within their region for friendly competition and an opportunity to earn the right to represent their region at the National Club Championship. The RCC are held at the U-14, U-16 and U-19 Girls age division, with hopes to add boys and adult events as those groups continue to grow. The RCC are usually held in the spring at the end of March to the middle of June and ideally in each region, though regions may be combined as needed.

**National Club Championship** - The National Club Championship (NCC) was established in 2011 to enable USA Field Hockey Member Clubs from across the country the opportunity to compete against other regional winners and name a National Club Champion. The NCC usually is takes place in the middle to end of July for the U-14, U-16 and U-19 Girls age divisions. USA Field Hockey hopes to expand the NCC in the future.

**Summer Bash at the Beach/Summer Bash Series** - USA Field Hockey identified the interest and need for regionalized youth play for younger age divisions and in 2015 created the Summer Bash at the Beach in Virginia Beach, Va. which offers play for U-10 and U-12 Co-Ed, U-14 Boys and U-14 Girls.

In 2017, the structure of this event was reformatted to be called the Summer Bash Series and USA Field Hockey expanded the regional event to include the Summer Bash in New England, eventually renamed Summer Bash Northeast. The Summer Bash Northeast only lasted two years, 2017 and 2018.

USA Field Hockey will continue to expand the Summer Bash Series as needed to provide organized competition in developing areas where none is offered.

## Sanctioned Events

USA Field Hockey has a robust sanctioning program to enable regional and local tournament providers and attendees to benefit from USA Field Hockey's high standards, experience and best practices.

**Disney Field Hockey Showcase** - USA Field Hockey has worked with the Disney Corporation for several years to provide a fun and premier collegiate showcase and playing opportunity at the ESPN Wide World of Sports Complex in Kissimmee, Fla. This event was established in 2006 and ran through 2015. USA Field Hockey and Disney parted ways for a two-year hiatus in 2016 and 2017 but partnered again in 2018. The Disney Field Hockey Showcase has been a favorite among club teams in the U-12 Co-Ed, U-14 Girls, U-16 Girls and U-19 Girls divisions, as well as for coaches and umpires.

**California Cup** - The California Cup, well known as Cal Cup, is the longest running international tournament held in the United States and will celebrate its 50th anniversary in 2021. Founded by Tom Harris, Cal Cup is held at Moorpark College on the field that Tom built. Cal Cup features co-ed teams as young as U-8 and has recreational and internationally competitive divisions for men and women, complete with prize money. Cal Cup was run independently until leadership chose to sanction the event through USA Field Hockey, both to support USA Field Hockey's mission and to take advantage of USA Field Hockey policies and procedures, insurance and standards for premier tournaments.

**Junior Premier Hockey** - Junior Premier Hockey was created in 2012 by Nigel Traverso and Rachael Bloemker who recognized the need for a well-organized and competitive league. Sitting under the Junior Premier Hockey umbrella are two USA Field Hockey Sanctioned Events, the Junior Premier Indoor League and Junior Premier Outdoor League.

The Junior Premier Indoor League was created in 2012 with the opportunity for some of the top indoor club teams in the country to compete against each other on a regular basis. The Junior Premier Outdoor League, originally called the Regional Outdoor Club League, was started in 2013 in Region 6, New Jersey, only with ten clubs in each the U-16 and U-19 divisions.

**AAU Junior Olympic Games** - The AAU Junior Olympic Games are known as the largest national multi-sport event for youth in the United States. Since beginning in Washington, D.C., the AAU Junior Olympic Games have been conducted in 19 states and 30 cities and is ever growing in participants with more than 16,000 athletes in over 20 sports.

USA Field Hockey has worked with the Amateur Athletic Union (AAU) to include field hockey in AAU Sports Programs. Although the format continues to evolve over the years, the tournament continues to promote the spirit of Olympism for all participants.

**Masters** - U.S. Masters works in conjunction with the World Masters Hockey (WMH), the governing body for masters field hockey across the world, and World Grand Masters Association (WGMA), which serves those 60 years of age and older.

The WMH was founded in 2007 as the International Masters Hockey Association but the organization changed its name to align with the International Hockey Federation. The WGMA was founded in 2002.

Masters field hockey has grown significantly over the past years from just a few teams to well over 70 participating around the globe. Since then both U.S. Men's and Women's Masters Committees have been formed to get more athletes in the O-35 and over age divisions playing. In 2018, the first domestic masters tournament was played in Massachusetts and run by Shooting Star and sanctioned by USA Field Hockey.

USA Field Hockey won the bid to host the 2022 WMH Masters Indoor World Cup which will take place in the United States.

**USFHL Adult National Championship** - The top adult club teams throughout the United States compete to be the United States Field Hockey League (USFHL) Adult National Champions. Teams must qualify locally through USFHL Sanctioned Leagues and Associations. These Leagues and Associations submit their winner to play in the National Championship.

## **U.S. National Team Competitions**

In addition to hosting regular friendly international series and competitions for the Junior and Senior U.S. Men's and Women's National Teams, USA Field Hockey also hosts major international tournaments to promote, develop and expand visibility of the game in the United States.

### **FIH Hockey Pro League**

The International Hockey Federation (FIH) Hockey Pro League is the annual global league involving hockey's best men and women national teams in the world. It was formed to enable fans to see their favorite team play eight games at home against the elite of international hockey, something which happens rarely.

The U.S. Women's National Team earned a spot in the inaugural FIH Hockey Pro League in 2019, along with nine other women's countries selected on criteria that was developed by the FIH committee.

The first season's games were held at Kentner Stadium in Winston-Salem, N.C. and Spooky Nook Sports in Lancaster, Pa. The second season's games were held at Karen Shelton Stadium in Chapel Hill, N.C.

### **U.S. Men's National Team**

The U.S. Men's National Team competes in international series and competitions to raise their international ranking and qualify for World Cup and the Paris 2024 and Los Angeles 2028 Olympic Games.

## **USA Field Hockey Hosted International Competitions**

### **2021 Indoor Pan American Cups | Date TBD | Location TBD**

The Pan American Cups are international field hockey competitions for men and women organized by the Pan American Hockey Federation (PAHF). The tournament started in 2002 for both sides and was played in Rockville, Md.

The winner of each tournament is awarded an automatic berth to the men's Indoor Hockey World Cup and women's Indoor Hockey World Cup, respectively. In 2017, the U.S. Women's National Indoor Team qualified for the first-time to advance to the women's Indoor Hockey World Cup after winning the Indoor Pan American Cup in Georgetown, Guyana.

**2017 Pan American Cups | August 4-13, 2017 | Spooky Nook Sports, Lancaster, Pa.**

The Pan American Cups are international field hockey competitions for men and women organized by the Pan American Hockey Federation (PAHF). The tournament started in 2000 for the men's competition and one year later for the women's side.

The winner of each tournament is awarded an automatic berth to the men's Hockey World Cup and women's Hockey World Cup, respectively.

**Atlanta 1996 Olympic Games | July 20 – August 2, 2016 | Atlanta, Ga.**

The Atlanta 1996 Olympic Games field hockey competition took place from July 20 to August 2 and was played between both Herdon Stadium and Panther Stadium in Atlanta, Ga. These summer Olympic Games marked the 18th edition for men's competition and fifth for women's competition.

The U.S. Men's Olympic Field Hockey Team finished in twelfth while the U.S. Women's Olympic Field Hockey Team finished fifth.

**Los Angeles 1984 Olympic Games | July 31 – August 11, 1984 | Los Angeles, Calif.**

The Los Angeles 1984 Olympic Games field hockey competition took place from July 31 and August 11 and was played at Weingart Stadium in Los Angeles, Calif. These summer Olympic Games marked the 18th edition for men's competition and second for women's competition.

The U.S. Men's Olympic Field Hockey Team finished in twelfth while the U.S. Women's Olympic Field Hockey Team finished third.

## **Futures**

USA Field Hockey's Olympic Development Pathway program, Futures, brings more than 4,000 youth athletes together each year to train, develop and compete for selection to the Junior U.S. Women's National Teams. Futures was established in 1990 to provide a structure for talent development and identification, and to help support Team USA.

USA Field Hockey supports passionate field hockey leaders throughout the country and continues to promote and develop the sport of field hockey while supporting athletes, coaches, umpires and fans of all levels. Sport development, coach education and learning, and umpire education are integral to sustaining growth.

## **Appendix G - Paperwork for State Chapter Board of Directors to Sign Annually**

Checklist of all Paperwork to be signed annually by all leaders who are on the State Chapter Board of Directors.

1. Acknowledgement of State Chapter Guide (page 43)
2. Confidentiality Agreement for State Chapter Volunteers (page 44)
3. Code of Ethics Conflict of Interest (page 49)
4. USA Field Hockey Social Media Guidelines (page 50)
5. Financial and Office Policies (page 54)
6. Standards of Conduct - Contractor (page 66)

# Acknowledgement of State Chapter Guide

*Updated: September 2020*

I have received a copy of the USA Field Hockey policies and procedures. I understand that these policies and procedures (including any state-specific supplement for the state in which I work) provides a summary of the company's guidelines and its expectations regarding my conduct. I understand I am to become familiar with its contents.

The language used in these policies and procedures and any verbal statements of management are not intended to constitute a contract of employment, either express or implied, nor are they a guarantee of employment for any specific duration.

I understand that no representative of USA Field Hockey, other than the Executive Director or his or her authorized representative, has the authority to enter into an agreement or contract for any specified period and any such agreement must be in writing, signed by the Executive Director and me.

Further, I understand that the contents of these policies and procedures are summary guidelines for employees, contractors and volunteers, and therefore not all inclusive. USA Field Hockey reserves the right to revise, delete or add to any or all of the guidelines mentioned, along with any other procedures, practices, benefits or other programs of USA Field Hockey. These changes may occur at any time, with or without notice.

I have read and understand the above statements.

---

Contractor/Volunteer Signature

---

Date

---

Print Name

---

Title

# Confidentiality Agreement for State Chapter Volunteers

Updated: September 2020

State Chapters are volunteer-led extensions of USA Field Hockey and its 501c3 charitable status, sharing responsibility for serving their local field hockey communities and its various constituent clubs, schools and organizations and all stakeholder groups including players, parents and fans, coaches, umpires, program leaders, teams, leagues, donors and sponsors.

State Chapters are partners in USA Field Hockey's efforts to promote and develop the game for future generations to enjoy. USA Field Hockey's mission is to *Grow the Game, Serve Members* and *Succeed Internationally*. State Chapters focus on growing the game and inspiring and serving membership in their state, while developing their state's field hockey stakeholders to succeed both on and off the field. In short, State Chapter's mission is to *Grow the Game, Serve Members, and Succeed Locally and Internationally*.

As a volunteer representative, I understand that I am required to maintain a current USA Field Hockey Membership that includes up-to-date background checks and SafeSport training throughout the terms of my service.

USA Field Hockey respects and protects the privacy of all members, clients, donors, staff and volunteers. Volunteers of USA Field Hockey may be exposed to information which is confidential and/or privileged and proprietary in nature. It is the policy of USA Field Hockey that such information as outlined in the attached Appendix A must be kept confidential both during and after volunteer service. Personal and financial information is confidential and should not be disclosed or discussed with anyone without permission or authorization from USA Field Hockey. Volunteers are expected to return materials containing privileged or confidential information at the time of separation or expiration of service. Unauthorized disclosure of confidential or privileged information is a serious violation of this policy and will subject the person(s) who made the unauthorized disclosure to appropriate discipline, including removal/dismissal and in severe situations, legal action.

I have read this agreement, as :

---

Contractor/Volunteer Signature

---

Date

---

Print Name

---

Title

# Code of Ethics

Updated: September 2020

## 1. General

**1.1: Article 21.** Article 21 of the By-Laws of the United States Field Hockey Association, Inc (“USFHA”) requires USFHA as the National Governing Body (NGB) for the sport of field hockey in the United States to adopt a Code of Ethics and an Ethics and Conflicts-of-Interest Policy (collectively, the “Code”) applicable to all USFHA employees, Board Directors, officers, committee members and volunteers. Article 21 also requires the Code to be approved by the United States Olympic and Paralympic Committee (USOPC), and that each USFHA employee and volunteer annually certify compliance with the Code. This document fulfills the requirements of Article 21 as the Code of Ethics for USFHA.

**1.2: Purpose and Scope.** This Code of Ethics contains general guidelines for conducting the business of USFHA, consistent with the highest standards of ethical behavior. It aims to promote honest and ethical conduct and compliance with applicable laws, rules, regulations and standards within the organization. USFHA recognizes that no code of ethics or conduct can replace the thoughtful behavior of ethical individuals and organizations. However, such a code can focus attention on areas of ethical risk, provide guidance to help recognize and deal with ethical issues, and help to foster a culture of honesty and accountability within USFHA. To the extent this Code requires a higher standard than is required by commercial practice or applicable laws, rules or regulations, USFHA aims to adhere to these higher standards.

**1.3: Applicability.** The Code applies to all USFHA Board Directors; officers; employees; volunteers; members of USFHA committees and task forces; athletes, coaches, umpires, trainers, team managers, other officials and the like; agents and representatives acting on behalf of USFHA; and to independent contractors, companies and consultants working for USFHA. For the purposes of this Code, the above individuals and organizations are referred to in the Code as “USFHA Representative” or “USFHA Representatives”.

**1.3.1: Other Applicable USFHA By-Laws.** The following USFHA By-Laws are also applicable to ethical principles and standards, good ethical practices and the avoidance of conflicts-of-interest, and are incorporated into this Code:

- By-Law 5.4 - Qualifications. A Board Director shall “have the highest personal values, judgment and professional integrity”; and “have demonstrated exceptional ability and judgment.”
- By-Law 5.12 – Conflict of Interest. This By-Law prohibits a Board Director, an officer, a member of any committee, employee, paid consultant to, or agent / representative of, the USFHA from participating in the “negotiation, evaluation or approval of any contractual arrangement” with USFHA if he/she or their immediate family would financially benefit from the arrangement. If such an individual finds out that such an arrangement is proposed, then he/she is required to promptly notify in writing the Board Chair, who in turn discloses it to the Board and refers it to the Ethics Committee for determination whether there is a conflict-of-interest. The By-Law also states that in the event of there being a potential conflict-of-interest, such an individual is required to excuse himself / herself from discussions and voting. A violation of this requirement entitles the Board to recover any financial benefit obtained, void the contractual arrangement, and to initiate disciplinary procedures against the individual concerned.
- By-Law 23.3 – Standard of Conduct for Directors and Officers, particularly 23.3.1 -General. This By-Law requires Board Directors and Officers to perform their duties in good faith, in a manner they reasonably believe to be in the best interests of USFHA, and with a care “an ordinarily prudent person in a like

# Code of Ethics

position would exercise under similar circumstances.”

**1.4: Code of Ethics Review and Update.** The USFHA Ethics Committee shall review and update the Code of Ethics annually and following any amendment of the USFHA By-Laws by the USFHA Board. If amended, the revised Code shall be submitted for approval to the USFHA Board and the USOPC.

## 2. Definition of ‘Ethical Behavior’ and ‘Conflicts-of-Interest’

**2.1: Ethical Behavior.** Ethical behavior is a commitment to do what is right; to obey all laws, rules and regulations; to behave with integrity and honesty; to avoid conflicts-of-interest and perceived conflicts-of-interest; to treat people fairly and to avoid discrimination, to respect diversity; to avoid behaving in a way that does (or could be perceived to) constitute sexual or other harassment; to accept accountability; to communicate openly, to behave appropriately when interacting with minors and juniors in a supervisory role; and to always behave in a way that is above reproach.

**2.2: Conflicts -of-Interest.** A conflict-of-interest is a situation in which an individual (including a corporate entity) who, contrary to the obligation and absolute duty to act for the benefit of an organization, exploits a relationship for personal benefit. ‘Personal benefit’ is here defined as a personal, family or business financial gain; a future consideration; a ‘quid pro quo’; or a ‘hold’ or undue influence over an individual (or corporate entity).

## 3. Code of Ethics Requirements

**3.1: General Expectations of USFHA Representatives.** USFHA Representatives are expected at all times to meet the high ethical standard of behavior defined in 2.1 above; to avoid conflicts-of-interest and perceived conflicts-of-interest as defined in 2.2 above; and to observe all laws, rules and regulations applicable to USFHA’s business. No USFHA Representative has the authority to require or approve any action that would break the law or violate ethical standards. They shall avoid situations where they engage in activities that would accomplish indirectly for USFHA what USFHA could not directly do legally or ethically. No USFHA Representative shall feel that a compromising or unethical situation is justified by any possible business result.

**3.2: Disclosure of Conflicts of Interest - General.** Notwithstanding the requirements of 3.3 below regarding annual disclosure certification, USFHA requires that USFHA Representatives disclose any situations that reasonably would be expected to give rise to a conflict of interest, or to a perception of a conflict-of-interest. If a USFHA Representative suspects that he or she has a conflict of interest, or something that others could reasonably perceive as a conflict of interest, the USFHA Representative must report it to the USFHA Ethics Committee. The USFHA Ethics Committee will work with the USFHA Representative to determine whether they have a conflict of interest and, if so, how best to address it.

**3.3: Annual Disclosure Certification.** Notwithstanding the general requirements of 3.2 above, the following USFHA Representatives are required to annually certify that they have disclosed activities, situations and investments that involve, might appear to involve, or could result in a potential conflict-of-interest as defined in this Code. They must similarly disclose any circumstance or relationship that has the potential to influence, or be perceived to influence, the objectivity of their decision-making when representing or doing business for or on behalf of USFHA.

## Code of Ethics

- USFHA Board of Directors.
- USFHA Officers.
- USFHA Senior Managers, including the Executive Director; Director of Finance; Finance Manager; Managing Director Olympic & Athlete Development, Strategic Partnerships; Director of Events; Director of Marketing and Brand Management; Technical Director of High Performance; Women’s National Team Coach; and Men’s National Team Coach. The Executive Director may require other USFHA employees or staff to comply with this annual disclosure certification requirement at his / her discretion in consultation with the Ethics Committee.
- All members of the following USFHA Committees: Judicial, Ethics, Nominating, and the Athletes Advisory Committee.

Circumstances which could involve potential conflicts-of-interest include, but are not limited to, the following.

- Outside business activities, interests (financial or otherwise), associations or relationships (including those by or with family members) which involve acting as an owner, vendor, manager, employee, agent, representative, consultant or the like in a field hockey-related business (e.g. college recruiting consulting, sports camps, coaching, team management, equipment and clothing supply) (whether or not they may be in conflict with the interests of USFHA).
- Outside business activities, interests (financial or otherwise), associations or relationships (including those by or with family members) as above which involve the USOC, IOC, FIH, PAHF, or other NGB that may conflict with the interests of USFHA.
- Outside business activities, interests (financial or otherwise), associations or relationships (including those by or with family members) as above which involve sponsors of, and vendors / suppliers to, USFHA or USFHA-sanctioned events.
- Past, present or pending financial contributions, loans or donations made by the individual; or by an organization that the individual has a substantial personal, family or financial interest in, or where that individual is an officer, director or senior manager; to the USFHA, IOC, FIH, PAHF, or other NGB.
- Outside business activities, interests (financial or otherwise), associations or relationships (including those by family members), however minor, with a USFHA Board Director, USFHA Senior Manager or USFHA Committee member (including businesses controlled by them) as defined in this clause.
- Membership of private and public foundations, and other non-profit organizations, associated with USFHA and /or field hockey in the United States.
- Placement of USFHA business in a firm owned or controlled by a USFHA Representative, volunteer, family member, or personal friend.

Disclosure of the above and the like is mandatory as part of the annual certification process. Such disclosure is required to ensure that business decisions made on behalf of USFHA are protected from potential outside influence.

In the event of uncertainty about disclosing a particular circumstance, individuals should err on the side of caution. Conflicts-of-interest that do not exist may be perceived by others to exist.

Individuals who do not disclose, or provide false, deliberately-incomplete, or misleading information, may

## **Code of Ethics**

be subject to sanctions by USFHA that include employment termination or exclusion; termination of USFHA membership, and exclusion from volunteer service.

Certification of compliance shall be made on the Annual Disclosure Certification Form as appended to the Code, or as is subsequently amended by the USFHA Ethics Committee and approved by the USFHA Board.

Each year, the Executive Director shall ensure that all required Annual Disclosure Certification Forms are reviewed upon completion by the USFHA Ethics Committee.

### **3.4: USFHA Board of Directors Annual Ethics Training**

The Ethics Committee shall conduct annual ethics training for the USFHA Board, preferably at the Board Meeting immediately after any election of new Board Members each year.

### **3.5: Publication of the Code of Ethics**

Once approved by the USFHA Board, the Code of Ethics shall be posted continuously on the USFHA website in a prominent location.

### **3.6: USFHA Employee Orientation**

A copy of the Code of Ethics shall be included as part of the orientation of new USFHA employees.

# Disclosure Certification Form

Updated: September 2020

## INSTRUCTIONS

If you have received this Form, you are required to certify your compliance each year with the United States Field Hockey Association, Inc.'s ('USFHA') Code of Ethics ('Code'), particularly with respect to disclosure of activities that are, or may be perceived to be, conflicts-of-interest as defined in the Code of Ethics.

1. Please review the requirements of the USFHA Code of Ethics with regard to conflicts-of-interest and the disclosure of activities, interests and the like.
2. Complete the following by checking as appropriate and providing details:
  - A \_\_\_\_\_ I do not have, nor do I presently anticipate having, any potential conflicts-of-interest as described in the Code, nor do any of the circumstances described in Clause 3.3 of the Code, or the like, apply to me.
  - B \_\_\_\_\_ I believe that I have, or may be perceived to have, a potential conflict of interest that may arise from a circumstance as described in Clause 3.3 of the Code, or the like, and disclose details below for review:
  - C \_\_\_\_\_ I do not believe that I have, or may be perceived to have, a potential conflict-of-interest as described in the Code, but one or more of the circumstances described in Clause 3.3 of the Code, or the like, apply to me and I disclose details below for review: My disclosures are listed on the attached piece of paper (if necessary)
3. Complete the following, and then return to USAFH:

\_\_\_\_\_  
Contractor/Volunteer Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Title



# SOCIAL MEDIA GUIDELINES

## Introduction

USA Field Hockey supports and encourages all representing the organization, athletes, staff and volunteers, to use social media platforms in positive ways to connect and interact with fans, media, members and the community. These social media guidelines were created to encourage those involved with USA Field Hockey to share their voice online in a positive, effective and constructive manner. Content placed on any social media platform is public information and a direct reflection of the USA Field Hockey and Team USA.

At all times those representing USA Field Hockey must act in the best interest of the game and shall not act in any manner which is improper or brings USA Field Hockey, the team, any individual player, coach or member of staff, or the wider game of field hockey into disrepute or use anyone, or a combination of threatening, abusive, indecent or insulting words. Such comments which are considered improper may lead to disciplinary action.

## What is Social Media?

Social media is an online community and a form of communication that increases and enhances the sharing of information. This makes the transfer of text, photos, audio, video and information in general fluid among internet users and viewable to the world. Social media platforms include Facebook, Twitter, Instagram, SnapChat, Pinterest, LinkedIn, Google+, and more.

## How USA Field Hockey uses Social Media

USA Field Hockey uses social media to engage and connect with members, fans, athletes and the media as well as promote and market new programs, upcoming events, athletes, sponsors, etc. To avoid misconceptions about authentic USA Field Hockey accounts, only the official accounts for USA Field Hockey are permitted to use USA Field Hockey names, logos and marks in titles, profile and URLs.

## Official USA Field Hockey Accounts

- **Facebook:** facebook.com/USAFIELDHOCKEY
- **Twitter:** @USAFIELDHOCKEY
- **Instagram:** @USAFIELDHOCKEY
- **YouTube:** youtube.com/USAFIELDHOCKEY
- **Pinterest:** pinterest.com/USAFIELDHOCKEY
- **Google+:** plus.google.com/+USAFIELDHOCKEY
- **Website:** usafieldhockey.com

## Guidelines

Social media is a great way for those representing USA Field Hockey to memorialize important moments, engage with fans and provide a “behind-the-scenes” look into what it is like to represent the organization. However, be aware of the impact and what you post is public information.



## Best Practices

### Be a Good Ambassador

Always be aware that your opinion and behavior reflect on USA Field Hockey and Team USA.

### Be Aware Social Media is Public Information

Even though you may use privacy tools, assume that everything you post on social media is public information.

### Consider Your Audience

Remember the social media audience is unrestricted in terms of age, gender, nationality, faith, sexual orientation and disability. Tweets can be read by children of all ages and journalists can create/embellish stories based on your postings.

### Respect Copyrights and Fair Use

Always give proper credit for their work and make sure you have the right to use something with attribution before publishing.

### Think Twice Before Posting or Retweeting

A general rule of thumb is if you would not be happy seeing the image or quote in a national newspaper, do not post or tweet it.

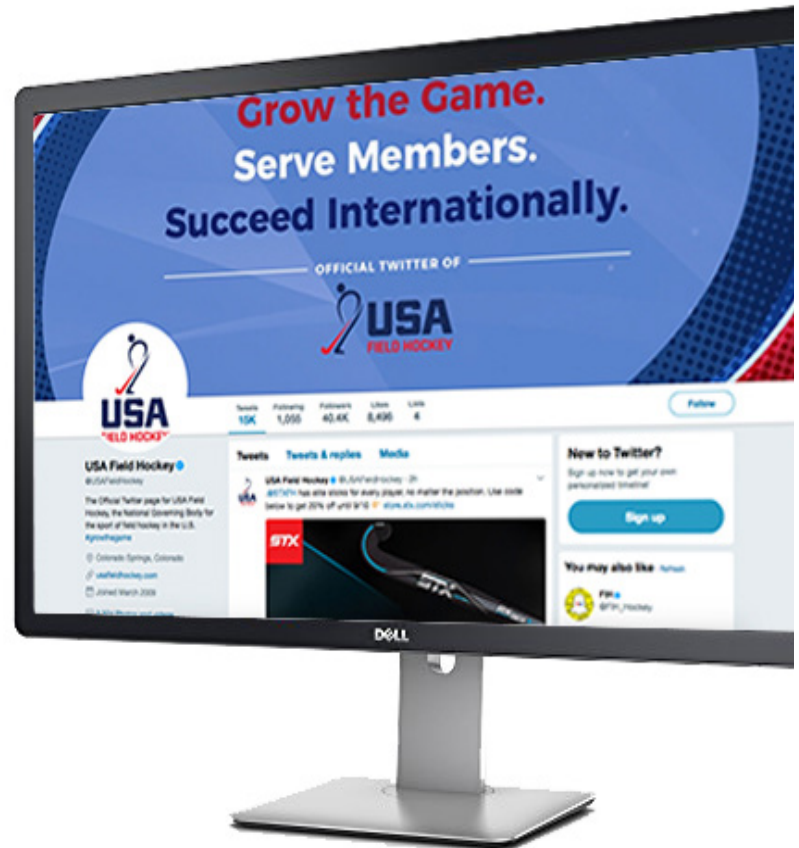
Be aware that re-tweeting, liking or commenting on another person's post may lead to disciplinary action if the original comment was improper.

### Keep Security in Mind

Avoid sharing log-in details and using web-mail email accounts as social media log-ins. Change your password frequently and avoid use the same password for multiple accounts.

### Do Not Use USA Field Hockey Logos

Using the USA Field Hockey name, logo or marks in any social media account or domain name not created by the Communications Department is forbidden.



### Ask Before It's Too Late

If you are in doubt about appropriateness of a post or tweet, contact USA Field Hockey's Communications Manager before posting.

Deleting or publicly apologizing for an improper posting does not prevent disciplinary action from being taken.

### Do Not Leak Information

Those representing USA Field Hockey should not reveal information about the team or the head coach, that may be detrimental to performance. This may include, but is not limited to, team selections, starting teams, team plays, injury status, fitness, medical treatment, information about teammates (especially without their consent), contact details of teammates or staff, criticism of USA Field Hockey, the team, individual athletes, staff or coaches, etc.

## Using Good Judgement

Refrain from comments that can be interpreted as slurs, demeaning, inflammatory, etc. Comments which include reference to a person’s ethnic origin, race, nationality, faith, gender, sexual orientation or disability may be considered aggravated and attract a higher disciplinary action.

## Game Day

Athletes are to discuss timing with the coaching staff. It may be recommended to avoid posting or tweeting two hours prior to the start of competition and up to one hour following competition. There may also be recommended “black-out” periods during training, team activities, etc.

## Alcohol, Illegal Substances, Underage Drinking

Those representing USA Field Hockey should not, at any time, promote alcohol intake or the usage of illegal substances. There is also a zero-tolerance policy for posting the usage of illegal substances as well as underage drinking that follow the age limits in the United States, not matter the country consumed. Such postings of actions may lead to disciplinary action.

It is encouraged that all representing USA Field Hockey to be active on various social media platforms and therefore welcome the opportunity to assist those with using, promoting and protecting themselves on social sites. For any questions regarding social media and these guidelines, please contact USA Field Hockey’s Communications Department.

**communications@usafielddhockey.com**  
**(719) 866-4374**

By signing below, you acknowledge that you have reviewed USA Field Hockey’s Social Media Guidelines and understand disciplinary action may be taken if posts are in violation of these guidelines.

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Signature

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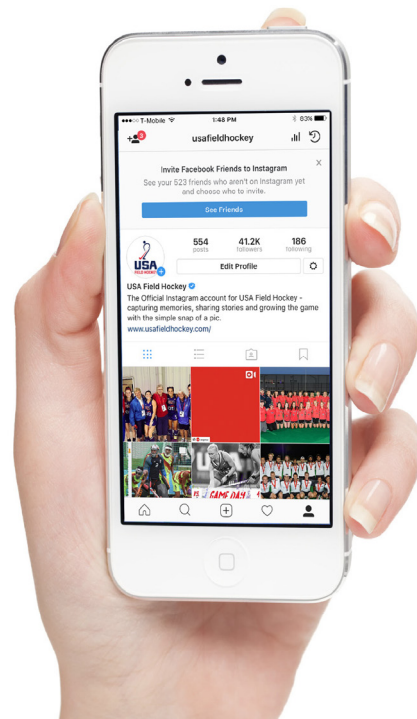
Date

## Respect Sponsors

Negative comments about USA Field Hockey premier partners, sponsors or suppliers and United States Olympic Committee worldwide and domestic partners are considered inappropriate and may also attract disciplinary action.

## Rule 40

Prior to, throughout and following the Olympic Games, Rule 40 states that *no competitor, coach trainer or official who participates in the Olympic games may allow his person, name, picture or sport performances to be used for advertising purposes during the Olympic Games, unless permitted by the IOC Executive Board.* Black-out dates will be provided to athletes in advance during the Olympic year.




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Signature - parent/guardian if athlete is under 18

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Date

# Financial and Office Policies

*Updated: September 2020*

## FINANCIAL POLICIES

USA Field Hockey is dedicated to ensuring that all financial operations of the association are conducted with integrity, ethics and according to generally accepted accounting practices. To achieve this goal, internal controls have been established to safeguard the association's assets and provide employee and volunteers with policies to ensure compliance with those standards.

### General Information

USA Field Hockey operates on a calendar year.

USA Field Hockey accounts are maintained on an accrual basis.

Checking accounts will be maintained for the purpose of receiving and disbursing checks.

Investment accounts shall be maintained for the purpose of earning interest on surplus cash funds and to create a reserve for cash flow purposes.

Credit card accounts will be maintained for employees who must travel in the course of their duties. USA Field Hockey credit cards are issued exclusively for business purposes.

No petty cash account over \$500 will be maintained in the offices of USA Field Hockey.

Independent, external or separate accounts are not permitted.

A qualified, independent certified public accountant shall be nominated by the Treasurer and selected by the Board of Directors to perform an annual audit of the organization's financial records, and to submit an opinion with the audited financial statement to the Board of Directors by May 15th of each year.

Records of the organization's financial activities shall be kept current and accurate. Employees are individually responsible for monitoring, and correcting if necessary, the accuracy of all transactions recorded against their program accounts.

All transactions involving the exchange of any kind of organizational asset must be recorded and reported to Accounting using the appropriate forms. These items will then be recorded in the computerized accounting records of the organization.

- a. Cash and checks
- b. Value-in-kind
- c. Donated products
- d. Gifts
- e. Grants

All transactions must include the source of the item, the program to debit/credit, a detailed description of the item(s), the value of the items and the name and signature of the person recording the transaction.

Value-in-kind will be accounted for by generally accepted accounting practices. Only budget-relieving VIK will be

## **Financial and Office Policies**

accepted by USA Field Hockey.

Directors' and Officers' insurance will be purchased through a commercial insurance policy to insure directors and employees for dishonesty, forgery and alteration.

Physical inventory will be conducted every two years at the end of the fiscal year.

Disposal of assets of greater than \$1,000 current market value must be approved for disposal/write-off by the Executive Director. This applies to furniture, equipment, apparel, etc.

### **Bank Statement**

Bank statements shall be received and opened by the Chief Finance Officer who will prepare a monthly reconciliation. Any material errors or omissions shall be reported to the Executive Director. Periodically the Executive Director may ask an independent accountant to perform the bank reconciliation.

### **Bidding**

Items to be purchased costing more than \$1,000 per unit requires three competitive bids be provided with the completed Purchase Order.

Exempt from this bidding requirement are:

- a. Sponsor VIK product
- b. Regulated products (e.g., special hockey balls mandated by FIH)
- c. Service contracts tied to specific products (e.g., Xerox)
- d. Sole source items such as task specific software.

Capital expenditure (life of one year or more) require three competitive bids, except where a sole source justification is appropriate and approved.

### **Budget**

USA Field Hockey prepares an annual budget for the operation of the organization and its programs. The budget is presented to the Finance & Audit Committee for review. The final budget is recommended to the Board of Directors for approval by the Finance and Audit Committee.

Staff are responsible for preparing proposed budgets for their programs and presenting them to the Executive Director for integration in the master budget. Staff are not permitted to exceed the approved budget limits of their programs without express written approval of the Executive Director.

Staff are required to submit a 12-month cash flow of revenues and expenses for each program.

Staff are required to audit their monthly program expenses.

### **Capitalized Assets**

Assets valued at greater than \$500 with a useful life of more than one year will be capitalized and depreciated

## **Financial and Office Policies**

over its useful life.

### **Checks**

All disbursements shall be made from the USA Field Hockey National Office by computer generated checks through the computerized accounting system. Checks will normally be cut within 10 business days of receipt of a Request for Payment. Unused checks shall be kept in a secure, locked location. Voided pre-numbered checks will be preserved in numerical sequence with the signature corner torn off to preclude their being subsequently used.

Checks will only be issued after approval by the Executive Director of the requests with original supporting documentation. Checks will be signed by the Executive Director or by the Chief Finance Officer in the absence of the Executive Director. Signed checks will be same-day mailed and the supporting documentation appropriately filed in Accounting for easy access.

Hand written checks may only be written with the approval of the Executive Director, and must bear two approved signatures.

All checks, written and unwritten must be accounted for.

Checks for greater than \$25,000 require signatures of both the Executive Director and the Chief Finance Officer.

Supporting documentation for checks must be maintained in the files/archives for not less than seven years.

No checks drawn on USA Field Hockey accounts may be made out to "cash," "bearer", or "currency".

### **Contracts**

Only the Executive Director may sign contracts or other agreements binding the organization to perform, for products, sponsorships, services, rentals, etc., unless otherwise identified. Programs seeking to enter into an agreement that binds the organization to perform must present, prior to signature, a summary of the terms and the dates and manner in which both parties must provide fulfillment of the agreement to each other.

### **Contract Labor**

Contract labor services require a written agreement defining the scope of services, compensation, and covered and non-covered expenses. Individuals providing contract labor services must provide a completed W-9 form (with Social Security Number) before payment will be initiated.

Contract labor compensation of \$600 or more per individual per calendar year will be reported to the IRS on a Form 1099.

### **Credit Cards**

Credit cards are issued to employees on a strict "as needed" basis and should be used only as a necessity - rather than a convenience.

## Financial and Office Policies

USA Field Hockey credit cards are to be used exclusively for business purposes. Any infraction regarding inappropriate credit card usage will be taken seriously and may result in cancellation of the credit card as well as disciplinary action, up to and including termination of employment. Employees who travel frequently will have a permanent card issued with an appropriate established credit limit. Employees who travel infrequently may receive a travel advance when they do travel (take groups on tour) with approval by the Chief Finance Officer.

Credit cards must be reconciled, using the appropriate Credit Card Reconciliation form, within 3 business days of receiving the monthly statement.

Receipts are required for every charge in the credit card reconciliation. Meals that are charged must include the original, itemized receipt. Additionally, alcoholic beverages may not be charged on company credit cards and will not be reimbursed, unless prior approval by Executive Director has been received. Purchases under \$25 do not require a receipt.

Lost or stolen credit cards or fraudulent transactions must be reported immediately to the Chief Finance Officer.

### Direct Billing

Direct billing, rather than credit cards, will be used for substantial one time payments wherever feasible for purchases made by USA Field Hockey.

Purchases to be direct billed include:

- a. Hotel room blocks
- b. Group meals at events
- c. Facility rentals
- d. Group transportation rentals (coaches, fleet of vans, etc.).

### Gifts

Gifts of goods or services received in the course of doing business on behalf of USA Field Hockey must be turned in to the Accounting Office.

Items exempt from these procedures are:

- a. Perishable food or beverage items
- b. Logoed apparel items valued at less than \$25 (shirts, hats, etc.)
- c. Trinkets valued at less than \$10 (pins, pens, magnets)
- d. Trade show promotional items that are available to all attendees.

### Grants

USA Field Hockey does not make cash grants to other non-profit organizations. USA Field Hockey makes equipment grants to qualified applicants through a grant application process. All grant applications made on behalf of USA Field Hockey must be approved and signed by the Executive Director. Grant applications to the US Field Hockey Foundation must be signed by the Executive Director and approved by the Board of Directors. Third parties seeking grants from the US Field Hockey Foundation must first submit the grant application to USA Field

## Financial and Office Policies

Hockey for review and approval by the Board of Directors.

### Inventory

Each department is responsible for maintaining a running inventory of equipment and other items of value (uniforms, gifts, computers, printers, phones) and providing this information to the central inventory.

### Loans

Loans taken out in the names of USA Field Hockey exceeding \$10,000 must be approved by the Board of Directors. Loans to employees, volunteers or other related parties are strictly forbidden.

## PAYMENT

### Invoices

All incoming invoices shall be received, opened, and distributed by the Office Manager or designee. All invoices will be immediately routed to the employee responsible for the identified cost center. Employee members receiving incoming invoices must check them for accuracy.

A **Payment Request form** must be completed and accompany all invoices and forwarded to Accounting within 10 days of receipt for payment and entry into the computerized financial records.

### Reimbursements

All funds expended on behalf of USA Field Hockey, through cash, credit card, traveler's checks, advances, etc. must be reported using either a **Payment Request form** or **Cash Advance Reconciliation form** within 10 days of incurring the expense, or a **Credit Card Reconciliation form** within 3 days of receiving the credit card statement.

Reimbursable and non-reimbursable expenses must be supported using detailed and itemized original receipts.

Receipts must be "pasted up" with a separate sheet for each type of expense. A separate form must be completed for each invoice.

## RECEIVING

### Cash/Checks

All incoming mail shall be received, opened, dated and distributed by the Office Manager (or designee). Only mail marked "Personal and Confidential" should remain unopened for distribution.

All checks will be immediately entered on daily check log:

- a. noting the cost center/program to be credited
- b. the records maintained in the appropriate department files
- c. submitted directly to the Chief Finance Officer on the day of receipt
- d. cash is to be submitted directly to the Chief Finance Officer.

Checks may not be left in mailboxes. Undeliverable checks must be locked in a secure location in the Accounting

## **Financial and Office Policies**

office overnight and distributed the next day.

All checks shall be deposited within 24 hours of receipt. They will be stored overnight in a secure location.

Cashing or endorsing over checks payable to USA Field Hockey is strictly prohibited.

### **VIK and Donated Products**

All incoming VIK shipments (contracted or donated) shall be received and delivered to the responsible employee.

The responsible employee will check the shipment for accuracy (quantity, names, numbers, sizes, etc.) Errors or omissions must be reported to the vendor within 5 business days of receipt. Corrections or replacements must be monitored and recorded against the vendor VIK contract.

The VIK receipt shall be forwarded first to Accounting to be recorded as received in the organization's financials.

## **TRAVEL**

### **Guidelines**

Employees should have their own overnight accommodations when traveling. At no time should a Supervisor share overnight accommodations with a subordinate employee.

### **Approvals**

All air travel must be booked at least 14 days in advance and be approved by employee's direct supervisor before travel arrangements are made. Emergency travel (less than 14 days advance) requires the approval of the Executive Director.

Extra legs to a trip for non-USA Field Hockey purposes are the responsibility of the traveler. Reimbursement must be made to USA Field Hockey in advance of the travel.

Volunteers seeking to add legs to USA Field Hockey funded travel must reimburse 10 days in advance of the start of the itinerary.

### **Car Rental & Insurance**

Vehicles rented or leased by USA Field Hockey may only be operated by named employees or volunteers with a valid driver's license.

USA Field Hockey carries insurance on vehicles rented for business purposes and does not require the employee or volunteer to purchase additional insurance – unless required by the laws of the state in which the vehicle is being rented.

Volunteer drivers must submit a copy of their driver's license to the National Office 2 weeks in advance of the program. No other persons are permitted to drive USA Field Hockey leased or rented vehicles.

# Financial and Office Policies

## Expenses

Board and Committee members may:

- a. Have air travel provided at the lowest available coach fare (provided the routing does not require more than 3 hours in layovers.)
- b. Have ground travel to the meeting (not the airport) reimbursed at \$0.40 per mile or lowest available airfare – whichever is lower.
- c. Donate their expenses to USA Field Hockey by marking the appropriate box on the Expense Reimbursement form.

Employees (including program/event volunteers) must submit a signed Payment Request Form for reimbursement of business travel costs as follows:

- a. Air travel provided at the lowest available coach fare.
- b. Lodging at mid-range hotels unless required by the event to be lodged at another class of hotel
- c. Meals up to a maximum of \$40 per day with supporting receipts as follows. This \$40 daily rate cannot be accumulated into future days (for example, a trip lasting 5 days does not equate to a \$20 meal on days 1 through 4 and a \$120 meal on day 5). It is a per day maximum and is not cumulative.
  - i. Breakfast \$10
  - ii. Lunch \$10
  - iii. Dinner \$20
- d. Ground transportation up to a mid-sized vehicle unless another class of vehicle is specifically required (vans, full size) plus fuel. Also included are shuttles and, if required, taxis.
- e. Airport shuttles, when available, are the preferred method of transportation to the hotel. Taxis are permitted where no shuttle service is provided.
- f. Mileage to the airport at \$.40 per mile.
- g. Phone, fax, and internet expense for business communications only.

For trips of greater than 7 days employees may elect to take a daily \$25 per diem for which no receipts are required. Employee signatures are required for per diem.

Entertainment (golf, event tickets, receptions, etc.,) require advance approval of the Executive Director.

Meals for program employees and volunteers are not considered entertainment however, the names of all people for whom a meal was purchased must be recorded on the Expense Reimbursement attachment.

USA Field Hockey does not reimburse the following:

- a. Air travel upgrades
- b. Airport lounge fees
- c. In-room movies, mini-bar, spa, etc.
- d. Upgraded or concierge level accommodations
- e. Meals that were paid for by others or by the USA Field Hockey program budget

## Financial and Office Policies

- f. Limousines and town cars
- g. Parking or speeding tickets
- h. Tips and gratuities for personal services – luggage, valet, doorman, etc.
- i. Travel for meetings in Colorado Springs or the home location of the employee

Reimbursable expenses include:

- a. Shoes for athletes on National teams
- b. Event supplies
- c. Event mileage at \$0.40 per mile
- d. Special events as required by assignment

### Guests

USA Field Hockey recognizes the support of employee families. However, when traveling for the association to work at events, accompanying guests are discouraged unless acting in the capacity of a necessary and identified staff role as approved by the Executive Director. In any such case the “guest” will be subject to all rules and responsibilities of regular staff (meetings, office duty, packing, errands, etc.).

### Security-Financial

The financial files of USA Field Hockey are maintained on the NGB Domain server and are proprietary and confidential to the organization except as otherwise identified in these financial policies.

Designated individual employee members may be granted password access to their own account data on a read-only basis. Sharing passwords is strictly prohibited. Violations of this policy will lead to immediate withdrawal of access privileges and may include other penalties up to, and including, termination.

Permission to access USA Field Hockey financial information is restricted to National Office computer terminals ONLY to protect it from viruses, worms, phishing, etc. Personal computers and computers belonging to other people are strictly prohibited for access to the organization’s financial records (including read-only files) without approval by the Executive Director. Violations of this policy will lead to immediate withdrawal of access privileges and may include other penalties up to, and including, termination.

# Financial and Office Policies

## OFFICE POLICIES

USA Field Hockey operates its business under a set of policies that are designed to ensure employees are aware of normal business practices and that the business of the organization is conducted with accountability, professionalism, and integrity. USA Field Hockey is committed to having “the right people on the bus” and ensuring they “occupy the right seats.” The following policies are designed to provide every employee with the opportunity to fully meet the expectations of USA Field Hockey.

### Chain-of-Command

The Chair of USFHA is the chief elected officer of the association and serves as the Chair of the Board of Directors. The Chair also serves as an ex officio member of all standing committees with the exception of the Nominating and Governance Committee.

The Executive Director is hired by, and reports to, the Board of Directors.

All other employees are hired by and report to the Executive Director or a designated supervisor.

Senior staff may serve as expert advisors to Standing Committees of the Board, task forces, and ad hoc committees, however, they do not report to committees or committee chairs.

All matters from the Board to the staff are to be routed through the Executive Director.

All communications from the staff to members of the Board of Directors must be copied to the Executive Director.  
Desktop Manual

Each employee is encouraged to maintain an up-to-date Desktop Manual that details the following:

- a. Job description
- b. Routine tasks specific to the job
- c. Contact list for the job
- d. Codes and passwords to USA Field Hockey files
- e. Frequently used forms
- f. Equipment issued
- g. Location of key documents (hard copy and electronic)
- h. Other special information

Desktop Manuals are to be kept out of sight in a designated location.

## DOCUMENTS

### Archiving

Documents that must be retained by the organization for long periods (legal, financial, personnel, etc.) must be properly filed, cataloged, and stored in secure dry storage.

# Financial and Office Policies

## Electronic

Electronic files are the property of USA Field Hockey and must be kept on the USA Field Hockey site of the NGB Domain server. Any employee, or former employee, seeking to deliberately destroy or damage electronic corporate documents will be prosecuted to the fullest extent of the law.

## Hard Copy

Hard copy files must be maintained for all key programs in an organized fashion in an accessible location.

## Retention

All documents involving minors (under 18) are retained and stored by year, until after the individual reaches 22 years of age, or 4 years, whichever is greater.

Records of adults are retained for 4 years.

Financial documents are retained for at least 7 years.

Audit information is retained indefinitely.

Personnel records are retained indefinitely.

Grievance documents are to be retained indefinitely.

Medical documents and logs are retained indefinitely.

Legal documents are retained indefinitely.

## Shredding

Discarded documents relating to financial, legal, or other confidential information such as Social Security numbers, passport numbers, bank accounts, must be shredded using the locked shred bin.

## Emergency Information

Each employee will provide Human Resources and Accounting with contact information in the case of an emergency.

## International

USA Field Hockey is part of the International Hockey Federation (FIH).

The Chair of USA Field Hockey is the organization's chief international spokesperson. Official communications from USA Field Hockey to the elected leadership of the FIH, PAHF and other National Associations shall be over the signature of the Chair.

The Executive Director manages the international business affairs of the organization. All business communications from USA Field Hockey shall be over the signature of the Executive Director.

## OFFICE EQUIPMENT

## **Financial and Office Policies**

### **Cameras, Projectors, TVs, VCRs**

Cameras, still and video, are the property of the association and must be stored in the offices when not in use.

### **Cell Phones**

Employees who travel routinely will be issued a business cell phone with e-mail capabilities. The monthly allotment of minutes should be used for business calls only.

### **Copiers**

Copiers are provided for business use.

### **Office Hours**

Employees may elect to start work at 7:30 a.m. and leave at 4:30 p.m. or start at 8:00 a.m. and leave at 5:00 p.m. One hour is allocated for lunch. Business lunches may exceed one hour with notice given to the supervisor.

## **TECHNOLOGY**

The Company's computer network, access to internet, wifi, e-mail and voice mail systems are business tools intended for employees to use in performing their job duties. Therefore, all documents and files are the property of the Company. All information regarding access to the Company's computer resources, such as user identifications, modem phone numbers, access codes, and passwords are confidential Company information and may not be disclosed to non-Company personnel.

All computer files, documents, and software created or stored on the Company's computer systems are subject to review and inspection at any time. This includes web-based email employees may access through Company systems, whether password protected or not. Employees should not assume that any such information is confidential, including e-mail either sent or received.

Computer equipment should not be removed from the Company premises without written approval from a department head. Upon separation of employment, all communication tools should be returned to the Company.

### *Personal Use of the Internet*

Some employees need to access information through the Internet in order to do their job. Use of the Internet is for business purposes during the time employees are working. Personal use of the Internet should not be on business time, but rather before or after work or during breaks or lunch period. Regardless, the Company prohibits the display, transmittal, or downloading of material that in violation of Company guidelines or otherwise is offensive, pornographic, obscene, profane, discriminatory, harassing, insulting, derogatory, or otherwise unlawful at any time.

### *Software and Copyright*

The Company fully supports copyright laws. Employees may not copy or use any software, images, music, or other intellectual property (such as books or videos) unless the employee has the legal right to do so. Employees must comply with all licenses regulating the use of any software and may not disseminate or copy any such software without authorization. Employees may not use unauthorized copies of software on personal computers housed in Company facilities.

## Financial and Office Policies

### *Unauthorized Use*

Employees may not attempt to gain access to another employee's personal file of e-mail messages or send a message under someone else's name without the latter's express permission. Employees are strictly prohibited from using the Company communication systems in ways that management deems to be inappropriate. If you have any question whether your behavior would constitute unauthorized use, contact your immediate supervisor before engaging in such conduct.

### *E-mail*

E-mail is to be used for business purposes only, during working times. While personal e-mail is permitted, it is to be kept to a minimum. Personal e-mail should be brief and sent or received as seldom as possible. The Company prohibits the display, transmittal, or downloading of material that is offensive, pornographic, obscene, profane, discriminatory, harassing, insulting, derogatory, or otherwise unlawful at any time. No one may solicit, promote, or advertise any outside organization, product, or service through the use of e-mail or anywhere else on Company premises during working time. Working time does not include breaks or meal periods. Management may monitor e-mail from time to time.

Employees are prohibited from unauthorized use of encryption keys or the passwords of other employees to gain access to another employee's e-mail messages.

### *Voice Mail*

The Company voice mail system is intended for transmitting business-related information. Although the Company does not monitor voice messages as a routine matter, the Company reserves the right to access and disclose all messages sent over the voice mail systems for any purpose. Employees must use judgment and discretion in their personal use of voice mail and must keep such use to a minimum.

### *Telephones/Cell Phones/Mobile Devices*

Employee work hours are valuable and should be used for business. Excessive personal phone calls can significantly disrupt business operations. Employees should use their break or lunch period for personal phone calls.

Confidential information should not be discussed on a cell phone or via any mobile device. Phones and mobile devices with cameras should not be used in a way that violates other Company guidelines such as, but not limited to, EEO/Sexual Harassment and Confidential Information. Employees' use of a cell phone or mobile device to access company systems is restricted/prohibited without prior authorization. Such access, once authorized, may subject the employee's personal device to discovery requests or Company action. Employees authorized to access Company systems and information using a personal device must immediately inform the Company if the device is lost or stolen.]

For safety reasons, employees are prohibited from using cell phones and mobile devices to make calls while driving. Employees must park whenever they need to use a cell phone. Generally, stopping on the shoulder of the road is not acceptable. Employees are prohibited from using a cell phone or other device to text while operating a motor vehicle. Texting is permitted only where the vehicle is at rest lawfully parked.

The Company telephone lines should not be used for personal calls.

# Standard of Conduct - Contractor

*Updated: September 2020*

It is within the sole discretion of USA Field Hockey to determine whether an employee, contractor or volunteer has violated any policy revolving around codes, ethics and conduct. To help employees, contractors or volunteers have a better understanding of what is or is not acceptable, a list of prohibited conduct is listed below. It is important to note that it is impossible to provide an exhaustive list of types of prohibited conduct, therefore only some examples will be given.

Employees/contractors/volunteers who engage in conduct including, but not limited to the following, may be subject to disciplinary action up to and including termination.

- Theft, destruction or misuse of property or assets
- Disorderly conduct of any kind including fighting or any willful act resulting in injury to others
- Disclosure of confidential information when not directly job related or appropriate
- Possession of a weapon, weapon materials, or the use of any object as a weapon on company property or job site
- Being under the influence of or using intoxicants, narcotics, drugs or the illegal use of drugs on company property.
- Violating USA Field Hockey's policy against harassment and discrimination
- Performing activities other than company work during working hours
- Refusing a direct order from your supervisor (insubordination)
- Inappropriate phone handling of customer/member calls including but not limited to rudeness, tone of voice or not acknowledging calls.
- Excessive tardiness or absenteeism
- Conflict of interest such as working for another company/organization engaged in competing or similar business without prior approval from the Executive Director
- Concealing mistakes
- Gambling on company property or on property
- Falsifying time records or money related reconciliations
- Indulging in horseplay
- Inability to get along with other employees, team-members or management, causing disruption in the department or other areas within USA Field Hockey including the use of inappropriate language.
- Loafing or sleeping on the job
- Using profane, abusive, or threatening language towards fellow employees, supervisors, team-members, members or customers
- Engaging in immoral conduct or indecency
- Failing to report an injury to a supervisor, no matter how slight
- Any behavior, action or activity that presents itself as a potential safety emergency or threat issue to another person or company property.
- Falsification of any USA Field Hockey company record or any documentation provided by the employee to the company
- Actions or behavior on the job which negatively affect USA Field Hockey's reputation or the reputation of its sponsors.
- Other serious misconduct.
- Violation of any policy or procedure of USA Field Hockey.