



USA FIELD HOCKEY
STRATEGIC PLAN
2023 - 2028





RODRIGO JAMARILLO/WORLD SPORT PICS

TABLE OF CONTENTS

03.	OUR PURPOSE, MISSION & HISTORY
04.	OUR VISION
05.	EFFECTIVE SPORT LEADER
08.	GROW THE GAME
10.	SERVE & INSPIRE MEMBERSHIP
12.	SUCCEED INTERNATIONALLY
14.	SUMMARY



Measurable outcomes are identified annually and are tracked in an annual operational plan.

OUR PURPOSE & MISSION

USA FIELD HOCKEY IS THE NATIONAL GOVERNING BODY FOR THE SPORT OF FIELD HOCKEY IN THE UNITED STATES.

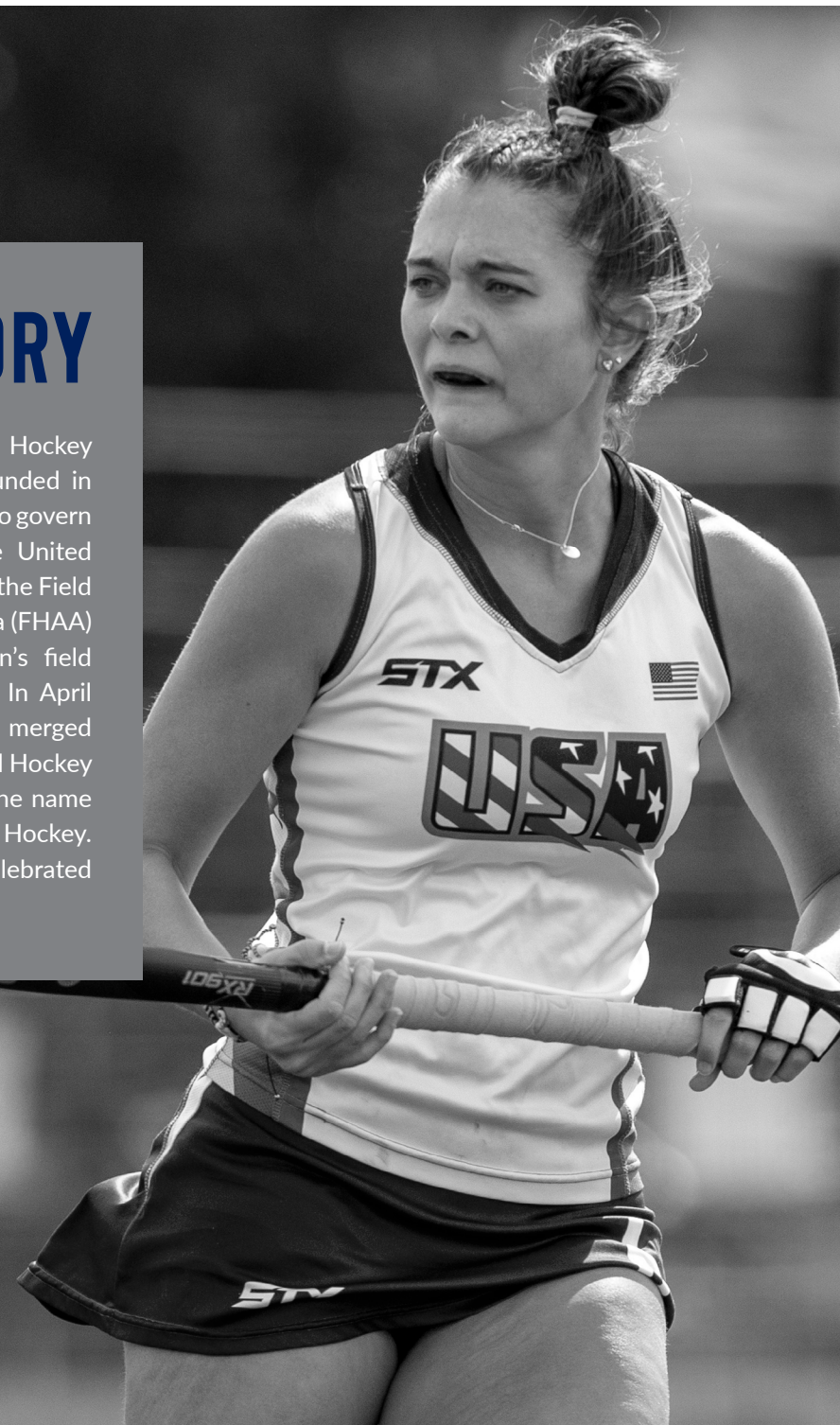
USA Field Hockey's purpose is to be an Effective Sport Leader, by generating and allocating resources to achieve its mission to:

- **Grow the Game** by promoting and developing field hockey as a sport for all, sport for life.
- **Serve & Inspire Membership** by helping people achieve their field hockey ambition and creating value for membership.
- **Succeed Internationally** by performing well in elite competitions and enhanced high-performance programming.

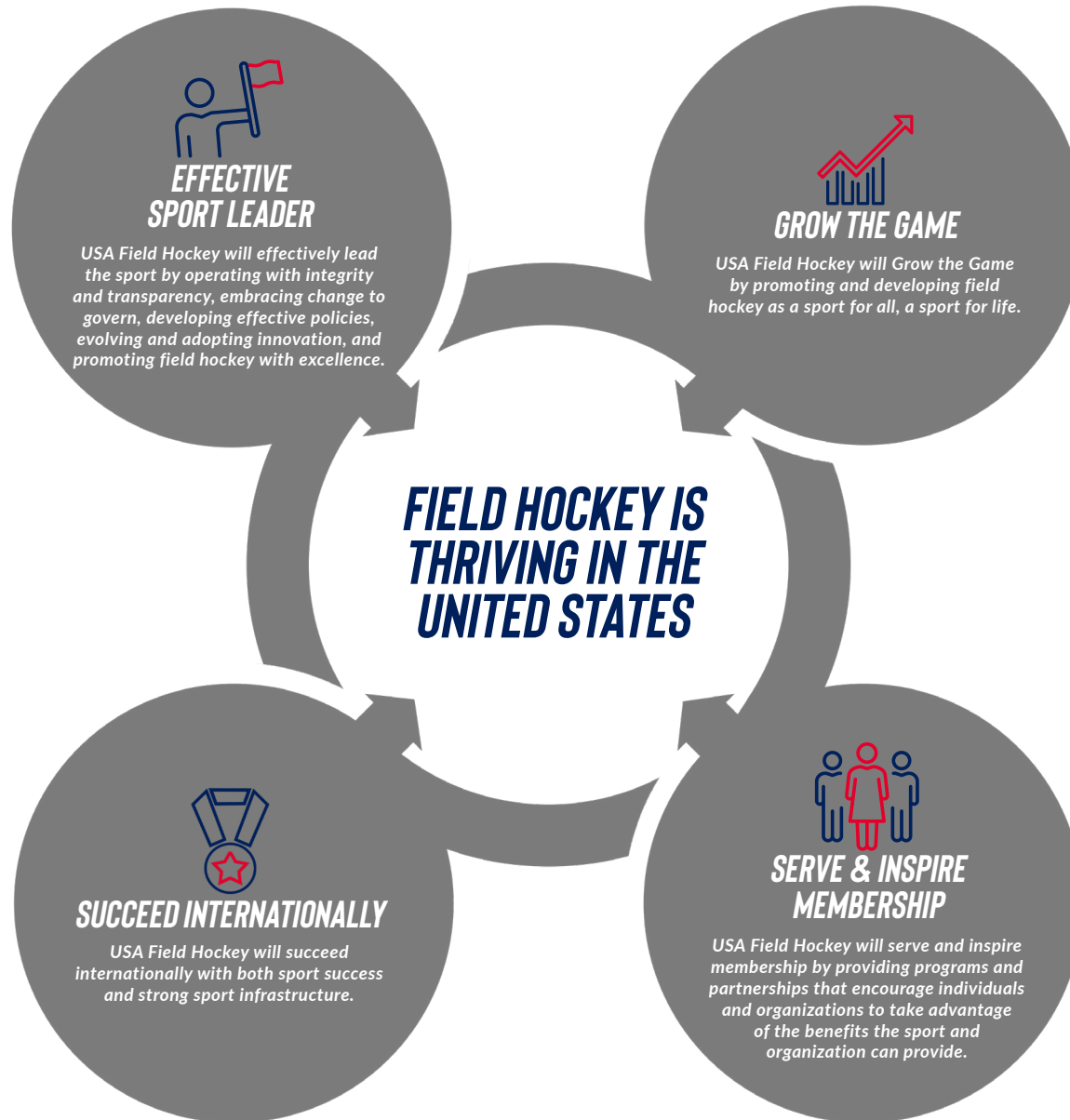
OUR HISTORY

The United States Field Hockey Association (USFHA) was founded in 1922 by Constance Applebee to govern women's field hockey in the United States. Six years later in 1928, the Field Hockey Association of America (FHAA) was founded to govern men's field hockey in the United States. In April 1993, the USFHA and FHAA merged to form the United States Field Hockey Association. Later that year, the name was changed to just USA Field Hockey. In 2022, the organization celebrated its 100th anniversary.

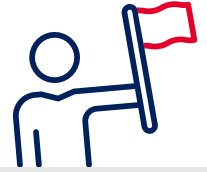
RODRIGO JAMARILLO/WORLD SPORT PICS



OUR VISION | USA FIELD HOCKEY STRATEGIC PLAN 2023 - 2028



EFFECTIVE SPORT LEADER



USA Field Hockey will effectively lead the sport by operating with integrity and transparency, embracing change to govern, developing effective policies, evolving and adopting innovation, and promoting field hockey with excellence.

STRATEGIC PARTNERSHIPS: USA Field Hockey will cultivate and develop purposeful sports industry strategic **partnerships**.

UNITED STATES OLYMPIC & PARALYMPIC COMMITTEE

Work closely with the United States Olympic and Paralympic Committee (USOPC) as the **certified national governing body** to help the organization achieve international success and use provided resources to better provide programming offerings and initiatives.

INTERNATIONAL HOCKEY PARTNERS

Support the International Hockey Federation (FIH) and Pan American Hockey Federation (PAHF) through **delivery of collective programs** and United States representation within their governance structures.

SPORT INDUSTRY PARTNERS

Achieve mutually beneficial partnerships with organizations **who embrace the mission**. The organization will work with partners to develop **consistency in the field hockey** experience across all levels of play so that constituents understand and value the sport in all competitive playing opportunities.

CLUBS

Collaborate to **serve and promote all clubs** to achieve their goals and aspirations. The organization will improve the club experience through enhanced communication and networking, increased engagement, competition and development opportunities.

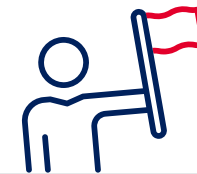
STATE CHAPTERS

Work with State Chapters to better **serve regional and local field hockey opportunities**, promote and develop new initiatives and grow statewide membership, partners and stakeholders.

VENUE PARTNERS

Have **quality and world class facilities** for the National Teams, events and programs.





EFFECTIVE SPORT LEADER

GROWTH: USA Field Hockey will prudently generate and allocate the organization's assets across a variety of competing priorities.

ASSET ALLOCATION

Allocate assets **based upon the strategic initiative** priorities.

MEMBERSHIP

Develop, regularly update and grow the membership program to create **value** for members with a fee-based structure that promotes membership recruitment and retention.

RESOURCES

Actively seek and generate **financial support** through a variety of sources including commercial sponsorships, licensing, philanthropic giving and grants.

PROGRAMS & EVENTS

Support programs and events, and will develop and regularly update a sustainable fee-based structure, based on a **fair exchange** of value for the programs and services offered, to generate sport growth.

TECHNOLOGY

Strive to use technology and available product advancements to deliver membership services, programs, events and communicate effectively. Develop and update **digital resources** that provides value and **engagement** to members, constituents, and the greater field hockey community.

GOVERNANCE

Ensure the highest level of governance, policies and processes to meet and, where possible, exceed regulatory requirements and best practice.



RODRIGO JAMARILLO/WORLD SPORT PICS



MAX FULHAM

EFFECTIVE SPORT LEADER



COMMUNITY: USA Field Hockey will be **community focused**. The organization will support the community by investing in people, positive experiences and personal growth through field hockey.



LONG ISLAND FIELD HOCKEY ALL STARZ

STAFF

Attract and retain a **qualified and inspired** staff, and provide a motivating work environment.

VOLUNTEERS

Continue to develop a culture of **respect and recognition** in valuing volunteers and those who give to the sport, to help deliver events and programs.

MEMBERS

Continue to focus on member-based events and programs reasonably customized to meet their needs, and with the field hockey experience of the participant at the **heart**.

SUPPORTERS

Continue to **value the support** of athletes, coaches, umpires, families, vendors, sponsors, spectators and fans at events and the viewers of televised and streamed competitions.

EQUITY, DIVERSITY & INCLUSION (EDI)

The organization believes that field hockey, and all sports, must be inclusive, accessible, affordable and safe to **support a culture of belonging** among all people regardless of race, gender, economic status, sexual orientation, physical ability and age.

GROW THE GAME



USA Field Hockey will Grow the Game by promoting and developing field hockey as a sport for all, a sport for life.

SPORT FOR ALL

USA Field Hockey believes that field hockey, and all sports, must be inclusive, accessible, affordable, and safe to support a culture of belonging among all people regardless of race, gender, economic status, sexual orientation, ability and age. USA Field Hockey strives toward a future in which field hockey is more reflective of the demographics of the United States. Field hockey is a sport for all, a sport for life.

The value of sport, and especially team sports, is undeniable. Field hockey provides mental, physical and social benefits and has the power to unite, strengthen and inspire participants at all levels, from grassroots to the Olympic Games.

RACE

Allocate resources and work strategically with partner organizations to support programs focused on **increasing racial diversity** in field hockey.

GENDER

Work with clubs and other partner organizations to promote and develop field hockey for **all genders**. Utilize best practices in sport to provide for fun, fair and inclusive competition at the recreational and elite levels.

ECONOMIC STATUS

Work with local leaders to **expand affordable** local and regional field hockey opportunities.

SEXUAL ORIENTATION

Work with clubs and other partner organization to create a welcoming, **safe, all-inclusive philosophy** and environment for all, regardless of sexual orientation.

ABILITY

Promote **opportunities** for recreational and elite play for all individuals, including those with disabilities.

AGE

Promote and develop opportunities for age and stage-appropriate participation and competition spanning from youth through older adults. **Engaging and retaining adults and adult leaders, on and off the field, is critical to the organization's success.**



GROW THE GAME



SPORT FOR LIFE

USA Field Hockey will work with partner and member organizations, and individual leaders, supporting them to champion and grow field hockey throughout the United States for youth through older adults. Programs and resources for all stakeholders - athletes, families, coaches, umpires, leaders and fans - will be aligned with USA Field Hockey's Core Values and American Development Model (ADM).

CLUBS & CLUB LEADERS

Support Club Leaders in **building strong, effective, thriving organizations**, encouraging them to utilize resources, collaborate and align with the organization's values, best practices and mission, expanding local and regional play that is affordable and accessible.

REGIONAL REPRESENTATION & STATE CHAPTERS

Develop and **expand the system of regional representation** in the form of State Chapters, supporting them to become established across the country as the front-line of USA Field Hockey, with powerful communication and networking tools and resources at their fingertips. Their mission will be to *Grow the Game, Serve and Inspire Membership* and *Succeed Locally and Internationally*.

ATHLETES & FAMILIES

Support athletes and families by providing a robust American Development Model (ADM) with accompanying age and stage-appropriate equipment and **training and competition recommendations that support** athlete, coach, umpire and leader recruitment and development.

COACHES & UMPIRES

Establish strong collaboration between coaches and umpires locally, nationally and internationally, recognizing the important roles they play in the structure of field hockey and the **need for growth** in these professions for the sport to thrive. USA Field Hockey will develop uniformity in its coach and umpire education platforms and certification pathways.

COACHES

Provide content and services, networking opportunities, professional development resources and a certification pathway to **attract, educate, inspire, recognize and retain** new and experienced coaches across the United States. All training will be age and stage-appropriate, accessible, grounded in contemporary best practices and aligned with the USOPC, FIH and international coaching standards.

UMPIRES

Provide Umpire Training, Certification and a Ratings System, to **welcome, recruit, educate, inspire, retain** and **recognize** umpires everywhere, helping them network, develop and progress from first experience to elite officiating, including umpire management and technical officiating opportunities.

FIELD HOCKEY LEADERS & ADMINISTRATORS

Build and **nurture relationships and partnerships** with key field hockey stakeholder groups and individuals to efficiently promote and develop the sport and its leaders, and to capitalize on opportunities for synergies.

MULTI-SPORT ORGANIZATIONS & LEADERS (NON-SPECIFIC TO FIELD HOCKEY)

Nurture strategic partnerships with multi-sport organizations including schools, colleges and universities, parks and recreation, YMCA's and others who are uniquely positioned to **deliver sport to large groups** of children and adults, and who offer accessible programs to underserved areas and demographics throughout the country.

SERVE & INSPIRE MEMBERSHIP



USA Field Hockey will serve and inspire membership by providing programs and partnerships that encourage individuals and organizations to take advantage of the benefits the sport and organization can provide.

HOW TO SERVE & INSPIRE MEMBERSHIP

CUSTOMER FOCUS

Ensure that the organization is focused on service; anticipating, listening and **meeting customer needs**.

MEMBERSHIP SERVICE

Ensure the appropriate staff and processes are in place to deliver **service and support** to customers and provide for a rewarding membership experience as the organization is membership driven.

TECHNOLOGY & PRODUCT ADVANCEMENTS

Use **technology** available product advancements to deliver membership services, programs, events and to communicate effectively.

SAFESPORT

Create a **safe environment for all participants** through best practices, education and prevention. The organization will continue to support the U.S. Center for SafeSport's mission and increase awareness of educational opportunities.

HEALTH & SAFETY

Provide recommendations on the health and safety of athletes, officials, coaches, event staff and spectators, including physical, psychological and emotional well-being, based on professional advisory and in compliance with local, national, and international regulations.





SERVE & INSPIRE MEMBERSHIP

WHERE TO SERVE & INSPIRE MEMBERSHIP

AMERICAN DEVELOPMENT MODEL (ADM)

Develop a culture in which the **values and principles** set forth in the USA Field Hockey American Development Model are encouraged.

LOCAL & REGIONAL EVENTS

Partner with clubs, State Chapters, schools, organizations and venues to facilitate, sanction and support **high-quality field hockey events** in communities throughout the country. Events to include competition through the expansion of sanctioned local and regional events, leagues and tournaments.

NATIONAL EVENTS

Host aspirational **premier national indoor and outdoor events** that serve members clubs and individuals, providing both recreational and elite-level competition, for all ages, genders and abilities. Provide premier showcasing opportunities for girls to facilitate the college recruiting process in appropriate age divisions. Deliver the National Club Championship for athletes U-14 and above, in line with the American Development Model, to inspire growth and provide appropriate levels of competition, development and recognition for outstanding team and club performance.

NEXUS (OLYMPIC DEVELOPMENT PATHWAY)

Align Nexus with “The USA Way”, focusing on a **player centered approach** that engages participants in their own development and connects athletes and coaches to a set of common goals and language.





SUCCEED INTERNATIONALLY

USA Field Hockey will succeed internationally with both sport success and strong sport infrastructure.

NATIONAL TEAM SUCCESS

To succeed internationally, USA Field Hockey will **further develop** its athletes and National Teams.

NATIONAL TEAMS: to be best **prepared** to primarily succeed within the PAHF, FIH and Olympic competition and achieve a continued rise in World Ranking.

PROFESSIONAL ATHLETES: will provide the best **platform** for integrated training program led by world's best coaches at suitable high-performance facilities, with appropriate support services, including life skills, to best retain elite athletes.

TALENT ID

Talent Identification is a multi-dimensional process, that will be nurtured in conjunction with “The USA Way” philosophy in mind and is key to long-term **international success**.

SELECTORS: identified selectors will be **educated and supported** to understand and observe the traits, skills and characteristics which highlight the athletes' capability to develop through the pathway ultimately for inclusion in National Teams.

POPULARITY

To succeed internationally, USA Field Hockey will promote the National Teams as ambassadors of the sport to achieve a broader **support base**, to **inspire** participation and generate resources.

AWARENESS: the National Team athletes will engage in structured **community** activities in order to contribute to building an active spectator support base.

BROADCAST: televising and streaming of the National Teams, where commercially feasible and using the most contemporary technology will **reach** a broad audience.



SUCCEED INTERNATIONALLY

ELITE ATHLETE PATHWAY

To succeed internationally, USA Field Hockey will further develop pathway program infrastructure to ensure a **broader pool** of talented athletes are ready to compete for selection to National Teams.

COACHING: for athletes to develop, they need **strong, positive** and **consistent** coaching. The organization will invest in the people to ensure that the coaching offered is consistent, high quality and available to athletes throughout the Elite Athlete Pathway.

UMPIRING: **develop officials** to serve the sport with reliability and integrity at an elite level through top-quality training, analysis and support that places them in demand both regionally and globally.

PROGRAMMING: continue, expand and develop programs to identify and develop athletes with the **potential** to perform at elite levels.



SUMMARY | USA FIELD HOCKEY STRATEGIC PLAN 2023 - 2028

MISSION USA Field Hockey's purpose is to be an Effective Sport Leader, by generating and allocating resources to achieve its mission to:

- **Grow the Game** by promoting and developing field hockey as a sport for all, sport for life.
- **Serve & Inspire Membership** by helping people achieve their field hockey ambition and creating value for membership.
- **Succeed Internationally** by performing well in elite competitions and enhanced high-performance programming.

CORE VALUES

- Safety, Health & Well-Being
- Teams & Teamwork
- Inclusion & Accessibility
- Educated & Engaged Parents
- Trained & Certified Coaches & Umpires
- Fun & Learner Centered



EFFECTIVE SPORT LEADER

USA Field Hockey will effectively lead the sport by operating with integrity and transparency, embracing change to govern, developing effective policies, evolving and adopting innovation, and promoting field hockey with excellence.

STRATEGIC PARTNERSHIPS

Cultivate and develop purposeful sports industry strategic partnerships. Including USOPC, PAHF, FIH, sport industries, State Chapters and venue partners.

GROWTH

Prudently use and allocate the organization's assets across a variety of competing priorities. Including asset allocation, membership, resources, programs and events, technology and governance.

COMMUNITY

Support the community by investing in people, positive experiences and personal growth through field hockey. Including staff, volunteers, members and supporters, emphasizing equity, diversity and inclusion.



GROW THE GAME

USA Field Hockey will Grow the Game by promoting and developing field hockey as a sport for all, a sport for life.

SPORT FOR ALL, SPORT FOR LIFE

Field hockey, and all sports, must be inclusive, accessible, affordable, and safe to support a culture of belonging among all people regardless of race, gender, economic status, sexual orientation, ability and age. USA Field Hockey strives toward a future in which field hockey is more reflective of the demographics of the United States.

PARTNERSHIPS

Work with partner and member organizations, and individual leaders, supporting them to champion and grow field hockey throughout the United States for youth through older adults. Including clubs, club leaders, regional representation and State Chapters, athletes, families, coaches, umpires, field hockey leaders and administrators, and multi-sport organizations and leaders.



SERVE & INSPIRE MEMBERSHIP

USA Field Hockey will serve and inspire membership by providing programs and partnerships that encourage individuals and organizations to take advantage of the benefits the sport and organization can provide.

HOW

Ensure that the organization has a customer focus, delivers service and support to customers and provide for a rewarding membership experience, use technology to deliver services, create a safe environment and provide recommendations on health and safety for all.

WHERE

Facilitate and partner with clubs to support high-quality regional events, continue to host aspirational premier national events, focus on the player centered approach of Nexus and continue to develop a culture of the ADM values and principles.



SUCCEED INTERNATIONALLY

USA Field Hockey will succeed internationally with both sport success and strong sport infrastructure.

NATIONAL TEAM SUCCESS

Further develop its athletes and National Teams by best preparing to primarily succeed within the PAHF, FIH and Olympic Competition.

TALENT ID

A multi-dimensional process, that will be nurtured in conjunction with "The USA Way" philosophy in mind and is key to long-term international success. Identified selectors will be educated and supported.

POPULARITY

Promote the National Teams as ambassadors of the sport to achieve a broader support base, to inspire participation and generate resources through awareness and broadcast.

ELITE ATHLETE PATHWAY

Further develop pathway program infrastructure to ensure a broader pool of talented athletes are ready to compete for selection to National Teams.