



**USA Field Hockey  
Board of Directors Meeting Minutes  
Hilton Houston North– Airport, March 14-16, 2014  
Meeting Room: Salon 5**

**Present, March 14, 2014**

Billie Ahluwalia  
Mary Berdo  
Kathryn Carson  
Anthony Gulotta  
Shawn Hindy – (via phone at 3:47pm)  
Jim Johnson  
Kate Kinnear- (via phone at 3:58pm)  
Carrie Lingo – (via phone)  
Susan Nottingham  
Tina Reinprecht  
Tej Singh- (via phone)  
Rene Zelkin

**Staff**

Steve Locke, Executive Director  
Janet Paden, CFO  
Samantha Iskra, HR Specialist and Secretary to the Board

**Guest**

Robert Evarts, Chair of Ethics Committee

**Friday, March 14, 2014**

3:45pm – 7:15pm CST

1. Call to order- Rene' Zelkin
2. Roll Call - Samantha Iskra
3. **Motion made by Kathryn Carson and seconded by Mary Berdo to approve the agenda.**
  - 10 in Favor
  - 0 Opposed
  - 0 Abstentions
  - The Motion is Unanimously Approved

4. Ethics Review and Presentation- Robert (Rob) Evarts (see attachment)

Robert says they have been very busy. He states the Ethics Committee doesn't have the authority to act on their own; they can only make recommendations when complaints are made. He also said that any ethical issues that arise with USA Field hockey should go through the Ethics Committee. Steve Locke stated the Ethics Committee is a volunteer committee and there is no cost to utilize their services.

**5. Motion made by Tina Reinprecht and seconded by Susan Nottingham to move into Executive Session at 4:06pm CST.**

12 in Favor

0 Opposed

0 Abstained

The Motion is Unanimously Approved.

**6. Motion made by Jim Johnson and seconded by Susan Nottingham to move out of Executive Session at 7:15pm CST.**

9 in Favor

0 Opposed

0 Abstained

The Motion is Unanimously Approved.

**7. Motion made by Billie Ahluwalia and seconded by Anthony Gulotta to adjourn the meeting at 7:15pm CST.**

9 in Favor

0 Opposed

0 Abstained

The Motion is Unanimously Approved.



**USA Field Hockey  
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Meeting Room: Salon 5**

**Present, March 15, 2014**

Billie Ahluwalia  
Mary Berdo  
Kathryn Carson  
Anthony Gulotta  
Shawn Hindy – (via phone)  
Jim Johnson  
Kate Kinnear – (via phone)  
Carrie Lingo – (via phone)  
Susan Nottingham  
Tina Reinprecht  
Tej Singh- (via phone)  
Rene Zelkin

Staff

Steve Locke, Executive Director  
Janet Paden, CFO  
Samantha Iskra, HR Specialist and Secretary to the Board

Guest

Leisa Nelson, Facilitator

**Saturday, March 15, 2014**

8:00am – 4:38pm CST

1. Call to Order – Rene Zelkin
2. Roll Call – Samantha Iskra
3. Strategic Planning Session- Leisa Nelson

Leisa Nelson was hired as a facilitator for this meeting. She began the meeting by giving us her background and her plan to keep the meeting on track. Each topic on the agenda was to be kept to 45 minutes and she explained that she was going to make sure we stayed on task. Leisa asked a series of questions. The following are her questions and the Board's responses to those questions:

Leisa Nelson's Question -*In 2020, what does success look like to the board?*

Board Response- (bulleted below)

- Women's team will be in the top 5 in the world.
- Men's team will be in the top 15.
- Increased membership
- Increased male participation
- Maintain reputation as putting on premier events
- Be in a successful business venture that is successful, financially stable and able to support the needs of the business.
- Increase privately held sanction events.
- To diversify revenue stream
- Increase geographically (to expand the sport in other geographical locations)
- To be the educational resource for umpiring
- To find out what really is our defining culture. Our present culture sometimes hinders our future culture.

Leisa Nelson's Question: *Will this list (above) get us to the right culture?*

Board Response- (bulleted below)

- The clubs of today in rugby and lacrosse are sponsored and fostered in high schools. We need to keep what we have in the school, but expand to the younger group and define our culture for the long term.
- We need to expand our horizons. We are making strides in that direction, but they are not quick enough.

Leisa Nelson's Question: *What are our strengths?*

Board Response- (bulleted below)

- We are a one stop shop for this sport (no competitors)
- Niche sport so it's an easy route to scholarship
- We are an Olympic sport
- We do a great job in staging events
- We have a lot of visibility with the National team
- We have the Home of Hockey.
- Hockey is a lifelong sport
- The market place is calling for more field hockey events (oversubscribed)
- Lower injury rate in comparison to other sports
- We are a year round sport
- Cost of entry into the sport is cheap

Leisa Nelson's Question: *What are our Weaknesses?*

Board Response- (bulleted below)

- Niche sport which sometimes limits the quality of players
- We start developing players too late -12 years old
- Not a well-defined coach and umpire program
- We have limited outdoor venues
- We tend to only attract girls
- The business angle for entire sport is lacking
- It is hard to find equipment in order to play field hockey
- There is confusion around the rules of the game
- Need stronger development program

4. Leisa Nelson then led the Board through our strategic planning session. The following Board Members presented information on various topics. After each presentation, Leisa led the Committee through strategic planning. The following information is a culmination of ideas given by the Board in response to each of the various topics. Leisa asked Tej Singh to start with his presentation on Vision, Sport Development, since he was in need of leaving the meeting early.
- a. **Vision, Sport Development – Tej Singh** (see attachments 1 - 5)  
Leisa Nelson -Strategic Planning regarding Sport Development  
Board Response- (bulleted below)
- Gather information from Virginia Beach Club (elementary grades)
  - Give incentives for membership fees – young people
  - Develop boy’s group separate from girl’s group
  - Extend the age of co-ed
  - Develop a post collegiate program
  - Find places to compete at a grass roots level
  - Incentivize Boy’s Club
  - Partner with elementary schools
  - Become more involved with collegiate intramurals- (especially National Field Hockey League)
  - Focus attention on membership for collegiate group

Tej Singh and Shawn Hindy left the meeting at 8:31am CST

Continued discussion took place between board members around sport development.

Break from 9:38am- 9:46am

Leisa Nelson decided to move the Mission, Vision and Value Statements portion of the agenda until after we have discussed goals. She asked Kate Kinnear and Carrie Lingo to go next.

- b. **Vision, High Performance – Kate Kinnear, Carrie Lingo** (see attachments)  
Leisa Nelson -Strategic Planning regarding High Performance  
Board Response- (bulleted below)
- Want to see continuous improvement
  - Build a pipeline (drawn out and communicated )– women vs men
  - Futures- Revisit, continuous improvement
  - Board needs to connect to National Teams Pictures
  - Affiliate with existing sport/athletic clubs (i.e. NY Athletic Club)
  - Underwrite a Professional/Post Collegiate league

Shawn Joined meeting at 10:09am CST

**Action Item:** The board decided it was important that a pipeline be drawn out from grassroots to National team for both men’s and women’s teams right away.

**Action Item:** To improve/build communication to all USAFH members and staff alike.

Leisa Nelson led a re-grouping session and reviewed all the items we talked about and decided this was a good time to break.

Break from 11:08am-11:15am CST

Leisa Nelson asked Rene Zelkin to do her presentation on our next item on the agenda.

c. **Vision, Presence in International Community – Rene Zelkin** (see attachment)

Leisa Nelson -Strategic Planning regarding Presence

Board Response- (bulleted below)

- US an opportunity for growth
- Bids- How close were we?
- Report back from committee appointees
- Nominating Committee- develop list of candidates on committees to start them up the ladder to help us win bids/ be present
- Leverage the Nook for a more international presence

Lunch Break- 10:56am - 11:29am CST

Kate Kinnear and Tej Singh did not rejoin the meeting after break

Leisa Nelson asked Anthony Gulotta to do his presentation.

d. **Vision, Increase membership – Anthony Gulotta**

Anthony compared USAFH with Non USAFH using the graphs below to show our opportunities to increase membership.

Girls	USAFH	NON- USAFH
Elementary	Clubs 10,000 girls	Go Girl, Fundamental Rec. Programs
Middle	Futures, Club 25,000 girls	School Programs, Rec. Programs, Church, U16, Y's
High	Futures, Club 60,000 girls	AAU, High School
College	Clubs 6,000 girls	Div. 1,2,3
Post College	Harrow, Festival, Cal Cup, Big Apple	Leagues, Philadelphia, Colorado, Columbia, Virginia
Adults		Golden Oldies

(Anthony pointed out the loss of girls from high school to college)

Boys	USAFH	NON- USAFH
	National Teams	FUN
	Events	College Clubs
	Insurance	
	Masters	

Shawn joined the meeting at 11:35am CST; Kate Kinnear joined at 12:01pm CST.

Leisa Nelson -Strategic Planning regarding increasing membership

Board Response- (bulleted below)

- Sanctioning more events
- Toolboxes
- National Ranking System
- Database, Network
- Focus on bringing more people to the sport first

- Geographic Expansion (young in the northeast)

Break 1:25pm-1:32pm CST

Leisa Nelson asked Jim Johnson to do his presentation.

- e. **Vision, National Governing Body** – Jim Johnson (see page 11 of Strategic Plan attachment)  
Jim stated that our goal is to operate as a self-sustaining unit.

Shawn Hindy rejoined meeting at 1:35pm CST

Leisa Nelson asked Tina Reinprecht and Mary Berdo to do their presentation.

- f. **Vision, Coaches & Umpires** – Tina Reinprecht, Mary Berdo (see page 13 of Strategic Plan attachment)

Leisa Nelson -*Strategic Planning regarding Coaches & Umpires*

Board Response- (bulleted below)

- Quality control of Coaches and Umpires
- Youth development for umpires
- What is our identity and culture for coaching
- College grads – source of new coaches (symposium)
- Succession planning
- Pipeline for coaches & umpires
- Web based video management techniques- highlight umpire section on web.
- Future Curriculum
- Focus on online coach education (include with membership, coach symposium and magazine)

Break 2:48pm – 2:54pm CST

Leisa Nelson asked Kathryn Carson to do her presentation.

- g. **Mission, Vision and Value Statements** – Kathryn Carson  
Kathryn discussed the need for our model to match our mission.

Leisa Nelson -*Strategic Planning regarding Mission, Vision and Values Statement*

Board Response- (bulleted below)

- Need to develop a value statement
- Develop a lifelong vision and lifestyle
- Include honesty, integrity and accountability in the values

Leisa Nelson asked the board to look at the strategic goals for a minute. She asked if all of our discussions of the strategic goals are covered. The board decided to add a few more items to the strategic goals. Leisa Nelson added the following items:

Leisa Nelson –*To have a self-sustaining funding source*

Board Response- (bulleted below)

- Pull out of the NGB
- Focus on Corporate Sponsorship
- More events
- Grants

The board discussed the need for the Advancement Committee to handle these items.

Leisa Nelson asked Billie Ahluwalia, Susan Nottingham and Shawn Hindy to do their presentation.

- h. **Business Plan Review** – Billie Ahluwalia, Susan Nottingham, Shawn Hindy Billie to research/recommend Business Plan software for a non-profit. Key issues are building a reserve account and hiring a Performance Director.

Carrie Lingo and Kate Kinnear left the meeting at 4:10pm CST

5. Rene Zelkin thanked Leisa Nelson for her services. Leisa Nelson left the meeting at 4:10pm CST
6. **Motion made by Tina Reinprecht and seconded by Mary Berdo to approve the 11/30/13 Executive Session meeting minutes.**  
8 in favor  
0 opposed  
0 abstentions  
The Motion is Unanimously Approved
7. **Motion made by Tina Reinprecht and seconded by Kathryn Carson to approve the 12/1/13 Executive Session meeting minutes.**  
8 in favor  
0 opposed  
0 abstentions  
The Motion is Unanimously Approved
8. **Motion made by Tina Reinprecht and seconded by Susan Nottingham to approve the 1/11/14 Executive Session meeting minutes.**  
8 in favor  
0 opposed  
0 abstentions  
The Motion is Unanimously Approved
9. **Motion made by Tina Reinprecht and seconded by Mary Berdo to approve the 1/20/14 Executive Session meeting minutes.**  
8 in favor  
0 opposed  
0 abstentions  
The Motion is Unanimously Approved
10. **Motion made by Tina Reinprecht and seconded by Susan Nottingham to approve the 1/26/14 Executive Session meeting minutes.**  
8 in favor  
0 opposed  
0 abstentions  
The Motion is Unanimously Approved
11. **Motion made by Susan Nottingham and seconded by Billie Ahluwalia to adjourn the meeting at 4:38pm CST, for dinner at Goode Co. Texas Bar-B-Q hosted by Jim Johnson.**



8 in favor

0 opposed

0 abstentions

The Motion is Unanimously Approved



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Meeting Room: Salon 5**

**Present, March 16, 2014**

Billie Ahluwalia  
Mary Berdo  
Kathryn Carson  
Anthony Gulotta  
Shawn Hindy (via phone; joined at 8:05)  
Jim Johnson  
Carrie Lingo – (via phone)  
Susan Nottingham  
Tina Reinprecht  
Tej Singh- (via phone)  
Rene Zelkin

**Staff**

Steve Locke, Executive Director  
Janet Paden, CFO  
Samantha Iskra, HR Specialist and Secretary to the Board

**Sunday, March 16, 2014**

8:00am – 11:30am CST

1. Roll Call –Samantha Iskra
2. Call to Order – Rene Zelkin  
Rene decided to skip Shawn Hindy’s portion about the ACC meeting since he was not present yet.
3. Job descriptions/Org Chart- Samantha Iskra (see attachment)

Samantha announced the completion of job descriptions being put into a common format as requested by the Board. She also stated that she has met with every employee and has informally began the process of working on educational paths with them as well. Currently, she has just completed a draft of a new evaluation process which will include a self-evaluation, regular evaluation and the possibility of a 360 evaluation. She said she is in the process of refining competencies on those evaluations and should have them done soon.

Rene Zelkin asked Samantha to take her name and Jim Johnson’s name off the bottom of the job descriptions and to add her name (Samantha Iskra’s name) for approval along with Steve Locke. Samantha Iskra agreed to make this change.

Shawn Hindy joined the meeting at 8:05am CST

4. November Board Elections- Susan Nottingham (see attachment)

Tej Singh announced that he will not be renewing his term. He thanked the Board for his experience, but may be leaving as early as August 1, 2014.

Anthony Gulotta announced he wants to run again.

Susan Nottingham and Steve Locke offered to write up solicitation and publications/reports for these positions.

Rene Zelkin read the bi-laws 10.9.2 (which is currently being amended by an independent agent) and 5.7.6. She announced that Susan Nottingham, Anthony Gulotta and Jim Johnson are at large. Rene reiterated the importance of following our by-laws in regards to this process.

5. ACC meeting update- Shawn Hindy

Shawn Hindy announced that he went to the meeting in place of Carrie Lingo. He announced that the ACC is trying to focus on 3 things to make themselves better. They are working on communication (revamping web site), getting more information to athletes and they are gathering insights on the work they do to pull off the Olympic Games.

Shawn and Carrie suggested the Board allow both of them to go to this meeting in November.

Currently, only Carrie is attending these meetings. Rene agreed and asked that this expense get put into the budget.

Break 9:05am- 9:15am CST

Shawn Hindy rejoined the meeting at 9:18am CST

6. Succession Planning- Rene' Zelkin

Rene Zelkin began to talk about meetings. She announced that at least one board member needs to be present with Steve Locke at all Town Hall Meetings. She stressed the importance of being more visible at events/meetings. She asked Steve Locke to provide the Board with a list of all the sanctioned events as well as to get name tags for all board members. Rene also stated she will be attending NGB meetings going forward, and Janet indicated that the USOC has a Steering Meeting for finance and human resources planned for August.

7. 2014 remaining board meeting dates- Rene' Zelkin

The next board meeting was changed from May in Colorado Springs to June at Spooky Nook in Lancaster County, Pennsylvania. Rene asked Janet to look into holding the November meeting onsite (at Festival) if possible. Janet said she would get back to the board with details. Rene Zelkin also tasked Samantha with sending out the due dates and to-do lists for these meetings. Information regarding the next two board meetings are below.

Lancaster County, Pennsylvania

Fly in Thursday, June 26, 2014

Meeting Friday, June 27, 2014 from 10:00am-6:00pm EST

Meeting Saturday, June 28, 2014 from 8:00am- 12:00pm EST

Palm Springs, California

Meeting Sunday, November 30, 2014 from 9:00am-5:00pm PST

Meeting Monday, December 1, 2014 from 8:00am- 12:00pm PST

8. **Motion made by Jim Johnson and seconded by Billie Ahluwalia to move into Executive Session at 9:34am. Steve Locke, Janet Paden and Samantha Iskra were asked to leave the room.**

11 in Favor

0 Opposed

0 Abstentions

The Motion is Unanimously Approved

9. **Motion made by Kathryn Carson and seconded by Tina Reinprecht to move out of Executive Session at 11:27am.**

11 in Favor

0 Opposed

0 Abstentions

The Motion is Unanimously Approved

10. **Motion made by Jim Johnson and seconded by Shawn Hindy to adjourn the meeting at 11:30am.**

11 in Favor

0 Opposed

0 Abstentions

The Motion is Unanimously Approved