

Western Rugby Union

Summer Meeting of the Board of Directors

Minutes

July 28-29, 2007

The Westin Hotel

Saint Louis, Missouri

Welcome:

President Sexton called the meeting to order at 9:00 A.M. and welcomed all attendees to the meeting. He gave a brief review of the Cardinal baseball game the previous evening, thanking Dan Ward for securing the tickets and the rain. He also thanked Mr. Ward for setting up the Friday golf outing at Forest Park. A brief story was read detailing the problems that some citizens of Arkansas have with daylight savings time. Mr. Sexton announced to the Board that Director Alan Sharpley, who had just had prostate cancer surgery (prognosis for recovery good), was suffering from a slight urinary tract infection and would be unable to travel to the meeting. Mr. Sexton also expressed the Board's wishes for a speedy and complete recovery.

Roll Call and Introduction of Guests:

Secretary Dan Ward conducted a roll call.

Attendees:

Bill Sexton (President and Director), Paul Hoskins (Vice-President), Dan Ward (Secretary and President, Missouri), Craig Coates (Representative, Texas), Matt Poteraj (President, Eastern Rockies), Holly Iker (? , Ozark), Jeff Coffman (President, Great Plains), Kurt Torkleson (President, Heart of America), John McBride (Director), Calum Pender (Chairman, Western Referees).

Guests:

Steve Glentzer (Chief Trainer, Western Referees), Darrin Barner (Vice-President, Great Plains)

Proxies held:

President Sexton-Dave McPhail (Treasurer), Alan Sharpley (Director)
Matt Poteraj-Greg Smith (President, Rio Grande)

Review and Approval of Agenda:

The agenda was presented, reviewed and accepted with these notations from President Sexton:

- 1) New Business-There will be a presentation by each of the LAU's present noting three things that each of them have accomplished in the last year.
- 2) New Business- Great Plains proposed a discussion of Div III Competitions.
- 3) New Business- Steve Glentzer to present a proposed HOA match calendar.
- 4) New Business- Steve Glentzer proposed to address referee recruitment.

Motion to accept: Kurt Torkleson (HOA)

Second: Paul Hoskins (Vice-President)

Result: Approved by voice vote.

Review and Approval of February 2007 San Diego Meeting Minutes:

The minutes of the meeting were presented and reviewed.

Motion to accept: Kurt Torkleson (HOA)

Second: Paul Hoskins (Vice-President)

Result: Approved by voice vote.

Administrative Reports:

-State of the West: President Sexton presented his mid year report on the Union and reconfirmed his thoughts and direction he presented at the winter meeting in San Diego. He stressed that, while the Board must effectively manage the business of the West, it must also accept the responsibility to take a stronger leadership position with its constituents. We tend to manage at a minimum level and must try to raise the standards and expectations of our membership. He went on to say that the Board must be the vanguard in the raising of these standards and adhere to them while being accountable to the members by our performance and the assessment of that performance to make sure that the Board was being effective in its prescribed role. We have too few people doing the work and need more persons willing to step up and take a leadership role with the LAU's and with the West programs also. These areas can't function to their full capabilities with the current staffing levels of 12-13 persons doing the bulk of the work. It is also important to realize that, as a volunteer organization, we must all effectively balance what jobs we take on with the rest of our normal lives so we can succeed at those tasks.

It was announced by President Sexton that long time West Administrative Manager, Bill Haffner, would be retiring in December 2007 to pursue interests that included things other than rugby. It was noted that Mr Haffner lifted and improved the West competitions and events from merely rugby matches to complete affairs worthwhile of attendance and participation. The West will have a great void to fill upon his retirement and it is not known if this can be effectively done by one person. The Executive Committee will look into filling the position with one or more persons. A request will be made to Mr Haffner to capture any of his responsibilities and activities associated within each of his activities to make the transition smoother. It was voted on unanimously to thank Mr Haffner for his many years of unselfish service to the West. It was also suggested that the Board accept recommendations for a proper thank you to be given to Mr Haffner at the winter meeting in February.

-Mid-Year 2007 Financial Report: Mid-year financials were provided by Treasurer David McPhail via email prior to the meeting and were discussed by the attendees. With the absence of Mr McPhail, no questions about the report could be asked and it was presented FYI.

-Update on 2007 Grants: Secretary Dan Ward presented a list of to date grant requests. They were reviewed by the Board and approved. The total of the 12 grants approved to date, July 2007 amounted to \$2050.00. These grants were all player based assisting individuals to attend USA age grade camps (7), the All-Americans to Canada (3) and the USA Women's U-23 to New Zealand (2).

The West web site should make the grant information more visible to viewers.

It was noted to the LAU Presidents that they were to make sure that their members knew of the West Grant program and possibly put a link on their own Union web sites.

-Western Referee Association Report and Interim Financials: The Referees Association was represented by Chairman, Calum Pender. Better budget and financial information has been requested by the West Board and it has been received. Reports provided in advance of the meeting via email included: General ledger, Expense by category (spring 2007 expenses totaled \$22,596.87), Expense by event (Low-Women's Div I-\$120.00, High-Club & High School championships-\$11,549.85) and Sources of income (High-WRFU budget-\$18,300.000).

There will be a review and change in the Operating Agreement between the West and the Referees Association as we move forward with new competitions. Chairman Pender agreed to get with President Sexton to resolve this.

A position on the West Board was offered to the Referees Association in 2005 and again prior to the summer 2007 meeting. The Referees Association has declined to accept this seat at the Board preferring to remain independent and avoid perceptions of needing to do the west Boards bidding.

Chairman Pender indicated that there were approximately 100 referees in the West. 26 were "C1" grade referees of which one-half won't be promoted above this level. 13 were "B" grade referees and these represented a five year investment in resources to reach this level. The rest were below the "C1" grade. He went on to say that Clubs need to help encourage and provide referees to the pool to, at a minimum, maintain the current level of referees and possibly increase the quantity available. Of the 877 persons who took the entry level referee course in 2006, 500 took the exam, 350 passed and an unknown number are actually refereeing.

Mr. Pender noted that the goals of the Association were to enhance the quality of referees in the West and to increase the profile of the referee to make it more attractive to recruits. He stated benefits of travel, camaraderie and staying fit and healthy as selling points.

-----Status of Responsibilities and Organization Document: Drafts have been presented to the West Board. There was no decision on this matter. Rules and Procedures document presented by the West Board was approved by the Referees Association in April 2007 and needs to be sent to President Sexton for posting on the WRFU web site.

-----Policy regarding payment of league referee fees: There was no discussion and/or decision on this matter.

-Disciplinary Committee Report: Vice-President Hoskins is the Committee Chair and presented a written report via email prior to the meeting. President Sexton announced that Kurt Torkleson (HOA) was appointed by him to replace Mr Hoskins as the Chair of this committee which includes John Wolf (Missouri) and David Jenkins (President, Texas). It was noted that there has been an increase (50% over 2006) in yellow and red cards during the first part of 2007. The majority of these came from West organized competitions- Men's DI, College DI, Women's DI and the assorted championship events associated with these competitions. A question was raised if reporting from matches outside of these competitions was effective. Mr Hoskins will send an analysis of the nature of the offences to Mr Torkleson for a comparison. A discussion noted that the Committee needed to be consistent and just and thorough but, above all, it needed to be timely in its decisions. This was deemed critical. Mr Hoskins said that the timeline for any and all appeals be strictly adhered to so situations don't drag out. A suggestion from the floor for referee grading cards to be used in West league matches that could be sent to both the West and the Referees Association should be sent to Mr Haffner for evaluation and/or implementation.

-----Open fines listing: Mr. Hoskins said that any open fines were posted on the West web site

-Membership Overview: A report was presented by Mr Haffner via email prior to the meeting and was reviewed. As per usual, the report was very detailed containing all enrollments for clubs and LAU's in the West at the different levels of play and totals for the TU and LAU's with percent changes from last year.

-USA Rugby Update:

-----**Competitions audit:** There will be a USA Competitions Committee meeting in August in Austin, Texas to review and make recommendations on all USA competitions. The West will be represented by Alan Sharpley (Chairman) and Mr Haffner.

7's rugby has been added to the Pan-Am games for both men and women. The competition will begin in the 2008 Games.

The USA 2008 Championship schedule has been released and is available on the USA web site.

USA Rugby has entered into partnerships with the RFU, the IRB and the NZRU which will hopefully provide growth and improvement in USA rugby at all levels.

USA rugby has entered into many new sponsorship deals since the beginning of the year and have more sponsors in waiting.

USA rugby will be trialing and then releasing new software for membership in 2007.

This new software will add a competition management element to the package which will allow generation of match rosters among other things to the users.

-----**Administrative audit:** USA under the new leadership is moving in a new way to become more professional with new offices and paid staff. They may even move toward regional offices to better serve the membership. There will be a clear division of the administrative and competitions sides of the business with the administrative side charged with developing and managing the game.

What is the mission and vision of the West?

-Breakout session: Purpose, role and responsibilities of the Western Rugby Union:

The attendees were divided into three groups to discuss the WRFU and its roles and responsibilities. After the breakout session the groups presented their thoughts and then the group as a whole prioritized the items two ways: Actual vs Ideal and a #1 or a #2 priority. Please see appendix A for the list.

Competitions Reports:

-West Championships-Spring 2007: Championships were held for Men's Club Div I, II and III, Men's Collegiate Div I and II, Boys High Schools, Women's Collegiate, Women's Senior All-Stars and Men's Collegiate All-Star trials.

-----**Dan Hartwig Award:** After a couple of years of discussion, the West presented the Dan Hartwig Award at the Men's Club Championships in Ft. Worth in April. The award was presented to the senior men's club player who best exemplified the character traits and competitive nature that Dan Hartwig (former Bombers RFC player) displayed during his tragically cut short life. This will be an annual award. Coaches nominated players from their squads and a committee of several West Board members, referees and others who knew Dan selected the winner. The award was presented to (insert name here) of the Denver Highlanders. The award was worded as follows:

(Enter text here)

-----**Fall 2007 Championships:** This October the West will hold the championships for the Women's Club Div I. If there is sufficient interest, an informal Div II competition will take place at the same location. Mr Haffner will forward the selected location at a later date.

-----**Men's Collegiate All-Stars:** This event will be held the weekend of November 3-4. The probable location will be the new rugby stadium in Glendale, Colorado.

-**Performance of West teams at USA events:** West teams improved their seedings in four of the eight competitions contested in the spring of 2007. They were even in one and lost ground in two. The best results came in the Men's Club Div II where teams went from 13 to 4 and 16 to 10. Also of note was the Men's Club Div I where the Austin club finished #2.

-**Status of Western Leagues Competitions for 2007-2008:** In the upcoming cycle the Men's Club Div I North league will add two new teams in the K.C. Blues and Glendale. Mr Haffner will try to organize a central Div I Collegiate women's league. Championships will be held on November 3-4 at Glendale or Dicks in Colorado for the Men's Collegiate Div I and Div II All-Stars, April 5-6, 2008 in Ft. Worth for the Men's and Women's Collegiate Div I and Div II Championships, April 26-27, 2008 in Ft. Worth for the Men's Club Div I, II and III Championships and April 26-27, 2008 in a to be named location for the Boy's High School Championships.

-**LAU Compliance with Competition Requirements:** Attendees were referred to the LAU requirements document that has been previously issued and it was noted that all eligibility requirements have been taken care of by all the LAU's.

-----**Status of LAU-based competitions-reports from LAU's:** No reports were given.

-**2008 Championships:** Mr Pender expressed the thanks of the Referees association for all of Mr Haffner's efforts at the various Western Championship events.

-----**Host Responsibilities:** A document outlining the Host responsibilities is posted on the West web site and should be reviewed by all prospective event hosts. In the future this document may be updated and changed to reflect the need for the hosts to do more of the things that Mr Haffner has done at these events through the years.

-----**Organization and execution:** Discussion included the placing/selection of at least one person in each of the West's competitive regions who would be the responsible party for competitions, compliance, information and equipment in that particular region. No decisions were made and this will be a part of the transition of life without Mr Haffner.

Purpose, role and responsibilities of an LAU:

Discussion indicated that TU's and LAU's sometimes have complimentary duties though they operate at different levels. Examples included development and growth of administrators, referees, coaches and players. They are also charged with organizing and running some competitions and all the compliance issues that this entails.

To do's from this item:

1) Select a person to give the Board's perception of the Roles and Responsibilities document and

2) Appoint a sub-committee chaired by Dave Poteraj and including Jeff Coffman, Jeff Adamson and Steve Glentzer to investigate data management and/or a data repository.

Breakout session: The attendees were divided into three groups to discuss the roles and responsibilities of LAU's. After the breakout session the groups presented their thoughts and then the group as a whole prioritized the items. Priority #1 and #2. Please see appendix B for the list.

All-Star Team reports:

-**Collegiate Men:** Coached by the always able Rich Cortez, the team worked its magic once again and finished second at the NASC in Rochester, NY defeating #2 seed Southern California 41-38 and lost to #1 seed Pacific Coast 14-17. Three players

(Maximo de Achaval, John Falkenberg and Tony Lewis) were named honorable mention All-Americans. A full report was sent to the meeting via email.

-U-23 Women: Coached by Angie Cranmore the team lost both matches at the NASC in Blaine, MN to Southern California 0-15 and to the Midwest 0-5. Three players (Brea Hughes, Jillion Potter and Sidney Forestal) were selected to travel to NZ with the USA U-23 team. Five were invited to the U-23 Developmental Camp and one player was selected to play for the USA U-23 7's team. A full report was sent to the meeting via email.

-Senior Women: Coached by Mark Bullock the team split their matches at the NASC in Blaine, MN losing to the South 20-39 and defeating Minnesota 55-5. No players were selected for the next level. A full report and financials were sent to the meeting via email.

-Men's Seven's Update: The clubs finishing highest on the points table and moving on to the USA Championships are-Denver barbarians, Woodlands Elite and Aspen. The West All-Stars have been selected and will go to the USA All-Stars as the #3 seed. A full report was sent to the meeting via email.

-Women's Sevens Update: No report

-Senior Men's Update: There was no official report provided. It was noted that there will be a camp in St. Louis November 10-11.

Old Business:

-Focus Items from the San Diego Meeting:

-----Review and assessment of operations: It was noted again that the loss of Mr Haffner will be a huge loss to the West and the operation on its competitions. The possible use of "Match Commissioners" could help this transition. It may be necessary to separate the duties of eligibility and the running/management of events.

-----Sponsorship and development: No report/action.

-----All-Star team performances: The performance of the collegiate men gained them a seed in the event. The Senior Women, the U-23 Women and the Senior Men's programs all lost seeds in their respective events.

-----Tracking results of LAU-based competitions: No report/action.

-----Growing the game-membership and services: No report/action.

-----State based rugby organizations: No report/action.

-----Technical Director-Coaching development: No report/action.

-----Ozark and Great Plains rugby Unions: Not needed/addressed later.

-Prioritizing and accepting responsibility:

-----Breakout session: No session was done here.

West Technical Director:

The job description was written out by Director John McBride and distributed throughout the West via posting on the West web site, LAU web sites and word of mouth. Pay scale/compensation for the position is still being decided. A closing date for applications was set at 8/15 with a decision on the selection by 8/30. Interviews and selection will be done by Director McBride and David Jenkins along with one other person to be named.

Report on Ozark/Great Plains Committee:

A list of questions pertaining to the operation of the above named LAU's were formulated and sent to the supervising parties. It was not determined if these questions were actually received or they were not responded to. It was discussed, without a motion

to suspend the voting rights of any LAU that became non-compliant. Black and white criteria would need to be established to determine compliance/non-compliance.

-Status of the Ozark RFU: Though new officers have been elected (Holy Iker, Dax Junker and Ken McKay-President) the Union doesn't seem to exist at any salient level anymore and the clubs in the Ozark still don't seem to care about being compliant with CIPP and registration. Most of the clubs (except high schools) currently participate in West run leagues or have moved to the HOA or other LAU's. The remaining clubs in Oklahoma and Arkansas still have issues and don't seem to care about any form of administration. The high school program is centered on Tulsa and is very healthy. It is administered by Dax Junker, an Ozark officer. It was stated in their defense that if the clubs in any particular LAU were happy with the service that they were getting, wasn't the LAU doing its job?

Motion by John McBride (Director): Propose that the West decommission the Ozark RFU.

Friendly amendment by Dan Ward (Secretary): Strike decommission and replace with suspend voting privileges. Amendment accepted by Mr McBride.

Full motion: Effective immediately, the Western RFU suspend the voting privileges of the Ozark RFU on the Western Board of Directors.

Seconded: Paul Hoskins (Vice-President)

Result: Passed 8 votes for, 1 vote against, three abstentions.

Motion by Matt Poteraj (ERRFU): By August 25 the Ozark RFU has discussions with HOA or others and makes a decision on:

- 1) Merging their remaining clubs with the HOA or others, or:
- 2) become compliant to regain voting privileges

Friendly amendment by Bill Sexton (President): For the Ozark RFU to regain their voting privileges they must become fully compliant with the minimum standards and expectations for an LAU as set forward by the Western RFU. Amendment accepted by Mr Poteraj.

Full motion: By August 25 the Ozark RFU has discussions with HOA or others and makes a decision on:

- 1) Merging their remaining clubs with the HOA or others, or:
- 2) become fully compliant to regain voting privileges

For the Ozark RFU become fully compliant they must meet the minimum standards and expectations for an LAU as set forward by the Western RFU.

Second: Jeff Coffman (Great Plains)

Result: Passed 9 votes for, 2 votes against

-Status of the Great Plains RFU: GP is stepping up with new leadership as evidenced by the attendance of the new President-Jeff Coffman and Vice-President-Darrin Barner.

They are aware that things need to be fixed and are going to work diligently towards that end. There were no motions about the Great Plains Union.

Growing and Improving Women's Club and Collegiate Rugby:

Discussion centered on the need to foster and grow women's college and club rugby and why it is does not seem to be expanding or the quality of play isn't getting better in the West. Suggestions were made for the West to sponsor a women's forum with guests from Berkley, Boston, Penn State, etc to discuss high performance for the women's game. A planning committee for this is to be formed by volunteers. Those interested should contact Bill Sexton.

Breakout session: The attendees were divided into three groups to discuss the WRFU and its roles and responsibilities on this issue. After the breakout session the groups presented their thoughts and then the group as a whole prioritized the items two ways: Threats vs Opportunities and prioritized them either #1 or #2. Please see appendix C for the list.

The meeting was adjourned at 6:00 P.M. for the evening and will reconvene on Sunday at 8:00 A.M. Dinner and rugby videos were enjoyed by the attendees at the Dubliner in downtown St. Louis later in the evening.

The Board reassembled in the meeting room for breakfast at 8:00 A.M. on Sunday for breakfast and a review of Saturday's meeting. Items highlighted were:

- President Sexton stated that the discussions on LAU's and TU have yielded some good results. Ideas and plans need to start at the LAU level and move upward to the TU. There is a need to work together as neither entity can get the jobs done on their own.
- The loss of Mr. Haffner to retirement and the need for finding replacements.
- Review of the Ozark RFU situation and the motions passed. The need to forward to the Ozark and other LAU's a document on LAU expectations.
- Mr. Torkleson expressed his disappointment that the Ozark representative, Holly Iker, chose not to attend to Sunday session after the Union's voting privileges were suspended.

The Sunday portion of the meeting was called to order at 8:30 A.M. by President Sexton.

Attendees:

All were present from the Saturday session with the exception of Holly Iker (Ozark) and John McBride (Director).

Proxies held:

Dan Ward-John McBride (Director).

Others from Saturday remain the same.

West Committee on High School and Youth Development:

The State Based Rugby Organization Committee (SBRO) consists of the following members:

Paul Hoskins-Chairman

Dax Junker

Tim Kluempers

??? Marshall

Pat Fogarty

There is a need to transition current LAU programs to SBRO's. A meeting is to be held in Denver to audit the U-19 programs in the West. Key elements of this meeting to include:

- 1) A review and refinement of the SBRO transition
- 2) A need to assess current West activities vs. the national model
- 3) A plan with SBRO's to move forward
- 4) Identification of resources within the West and USA to make this happen

-Status of high school programs in the West: No report/action.

-LAU's report on high school and youth programs: No report/action.

Breakout session: The attendees were divided into three groups to discuss the LAU and WRFU roles and responsibilities on this issue. After the breakout session the groups presented their thoughts to the group as a whole. Please see appendix D for the list of ideas on this subject.

Recruiting and Developing referees:

A discussion was held concerning the ongoing problem of a lack of referees in the LAU's and the West.

Breakout session: The attendees were divided into three groups to discuss the LAU and WRFU roles and responsibilities on this issue. How do we make it more attractive to referee? After the breakout session the groups presented their thoughts to the group as a whole. Please see appendix E for the list of ideas on this subject.

New Business:

-Definable purpose and goals from prioritization discussion: No report/action.

-----Acceptance of responsibilities: No report/action.

-Texas proposal: A discussion was held centered on the reduction of the West's responsibilities to what it does best i.e. organize leagues and championship events, All-Star teams and managing day to day affairs. The West should stop doing things defined by USA as LAU responsibilities. Monies paid by members should stay local as that is where it can be used the most effectively.

Motion by Craig Coates (Texas): (Please insert your copy of the official motion as sent by Dave Jenkins here).

Second: Paul Hoskins (Vice-President)

Result: Motion failed 3 votes for, 6 votes against, 2 abstentions.

-Competition structures within the West: Information about LAU competition structures will be collected for presentation at the USA Competition meeting in Austin.

The request for a proposal to move the Men's Div II from an eight team format to a four team one was not well received. Mr. Torkleson was charged with this task and felt that his work on the proposal was dismissed out right. The recommendation will now be addressed by the full Competitions Committee.

-Division III competitions: There may be a national Men's Div III College Championship, but nothing is official. Wayne State (Great Plains) reported on it's new grounds and the 40-50 team tournament that it hosts there yearly. They were interested in hosting events at this facility in the future.

-HOA match calendar: The HOA presented a proposed perpetual match calendar which would designate specific HOA and West league weekends to help in the assignment of referees to these matches.

-Referee recruitment: Steve Glentzer noted the need for more aggressive referee recruitment by the LAU's and the West.

-Salutations: Mr. Hoskins indicated that he thought that the meeting had been productive and that he missed the attendance of Alan Sharpley who always kept things lively.

Next Meeting:

The winter meeting was scheduled for San Diego in conjunction with the USA 7's event in February 2008. A firm date will be announced when the USA announces the tournament date.

Motion by Kurt Torkleson (HOA): Adjournment

Second: Matt Poteraj (ERRFU)

Result: Passed by voice vote

Meeting adjourned at 11:30 A.M.

Purpose, Role and Responsibilities of the WRFU

<u>A or I</u>	<u>1 or 2</u>	<u>Item</u>
A	1	Managing competitions (USA requirement)
I	?	Providing benchmarks for success (CIPP enrollment, etc.)
A	1	Player development (Club---All Star---National)
A	2	Player identification (Club---All Star---National)
I	1	Game resource development (referee and coach training)
A	1	General leadership, guidance and administrative assistance
A	1	Data ownership (collection, summation, distribution)
I	2	Grassroots development (assistance with local programs)
I	1	Support, enable and empower stakeholders
I	2	Marketing, manage and create sponsorships, funding
I	1	Be responsive and supportive of LAU needs
A	1	Grant programs for players (shared with LAU's)

Key:

A = Actual role/responsibility

I = Ideal role/responsibility

1 = First priority

2 = Second priority

Purpose, Role and Responsibilities of an LAU

1 or 2 Item

- 1 **Provide representation to the Territorial Union**
- 2 **Facilities acquisition or organization and management**
- 1 **Local public relations**
- 1 **Referee recruitment, development and retention**
Support of local referees society
- 2 **Grant programs for players, coaches and clubs**
- 1 **Fostering the growth of rugby (referees, administrators, players)**
- 1 **Manage local competitions (structure, schedules and eligibility)**
- 1 **Collection and dissemination of information (data management)**
- 2 **Primary educator about the game**
- 1 **Development of referees, coaches, players and administrators**
- 1 **Financial responsibility**
- 2 **Sponsorship and marketing**
- 2 **Primary point of contact for players**
- 2 **Marketing and support of centralized information portal (wed site)**

Key:

1 = First priority

2 = Second priority

Growing and Improving Women's Club and Collegiate Rugby

<u>T or O</u>	<u>1 or 2</u>	<u>Item</u>
O	1	Meaningful competitions
O		Tough rugby for young women and girls
O	2	Clear pathways for player development (All-star programs for youth, high school, college, club)
T		Clear purpose (social vs competitive)
T		Social perceptions of contact sports/sexual preferences
O	1	Club leadership and coaching
O		Club education and awareness
O	1	Coaching and refereeing (recruit more women to do these)
O	2	Positive role models and public relations
O	1	Access to financial support
O	1	Development of LAU all-star teams and camps
O		Partnering and partnerships with men's clubs
O	1	More precise competitive structures

Key:

T = Threat

O = Opportunity

1 = First priority

2 = Second priority

Recruiting and Developing Referees

Item

- A “complete” club includes referees**
- Development of a respect for the role**
- Code of conduct**
- Raise the profile of the referee/make it fun and attractive/sell the positives**
- Provide an “open” network/avoid the perception of a closed group**
- Be accessible and aware of the way new recruits are included/excluded**
- Post match interactions with all-players, coaches and fans/be approachable**
- Become “Part of the Game”**
- Encourage players, captains and coaches to attend level1 referee courses**
- Encourage pre-season club visits/provide laws updates**
- Sponsorships and marketing for referees e.g. free kit**
- Pay (per diems) and remuneration for expenses/time commitment**

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- Become “Part of the Game”
- Encourage players, captains and coaches to attend level1 referee courses
- Encourage pre-season club visits/provide laws updates
- Sponsorships and marketing for referees e.g. free kit
- Pay (per diems) and remuneration for expenses/time commitment
- Lower level 1 course fee and a better test to focus on the objectives of refereeing
- Continuing education and coaching for all referees regardless of grade
- Referee mentorship programs/shadowing/coaching
- Retention of knowledge base (old referees) for leadership and evaluators/coaches
- Consolidate venues for events to leverage the “critical mass” of referees
- Better quality of matches for younger referees
- Pre event/match meetings with coaches and referees for establishment of standards
- Create a lifestyle/progression path for refereeing as a choice