Committee Chair Training

December 2016

USHJA Committee Chair Education

Introduction

A committee appointment makes us part of the fabric of both our sport's governance and the USHJA. All committee members should strive to support the sport as a whole, while understanding the USHJA's mission, vision, and objectives of the specific committee at hand.

Serving as a committee chairperson is both challenging and rewarding and carries a great degree of responsibility. The USHJA provides resources, such as this orientation guide, to help chairs fulfill their role and meet the goals and objectives of the committee. For the purposes of this orientation, all USHJA committees, working groups, and task forces are referred to as committees. If you would like more information or assistance, please contact your liaison and they will be able to direct you to the appropriate person.

In governance, all of us are obligated to represent the viewpoint and interests of the organization and committee(s) we have agreed to serve. Committee members and chairs especially are expected to bring experience and knowledge to the table without trying to represent a personal point of view, or of a barn, state, or some other group.

There are times when a committee may not agree on a point or task, and the disagreement must be resolved in a professional manner focusing on the issue and not the personalities. Clearly understanding a committee's objectives and how the committee fits within the USHJA is a valuable tool for reaching consensus. Even if we disagree with a decision, we must agree to speak with one voice once a decision has been reached.

USHJA Mission Statement

The United States Hunter Jumper Association, as the official hunter/jumper affiliate of the United States Equestrian Federation, is a competition-based sport organization that serves our members through educational programs, awards and recognition, communication and rules. We provide a wide array of programs for all hunter/jumper levels, and we are mindful of the well-being of our equine partners. Additionally, we are committed to preserving the history of our sport, and through our Foundation, we support charitable and benevolent services.

USHJA Vision Statement

Our vision is to increase awareness of and participation in programs and services for all involved in hunter/jumper competitive sport. We strive to provide value to our members, as well as strengthen the positive image of the USHJA with equestrian sport entities inside and outside the hunter/jumper sphere.

USHJA Four Cornerstones

As the USHJA was taking form as a competition-oriented sport entity, its leaders recognized the USHJA house needed four solid cornerstones for its activities, programs and functions to fit within. These four cornerstones form the essential elements of the foundation of the USHJA house. These four cornerstones should be the basis for the structure of any hunter/jumper sport organization, including the affiliate organizations under the USHJA's umbrella. Although this concept of the USHJA house and its four cornerstones has not been explicitly articulated throughout the first 10 years of the USHJA, it has served as an unstated guiding principle in many aspects, and moving forward, this concept of four cornerstones comprising the USHJA house should be articulated and embraced. Starting with the premise that we are constructing a sport organization focused on competition, the building starts with the following four specific cornerstones:

- Awards and Recognition
- Communication
- Education
- Rules

All of the current USHJA activities, programs and functions either fit into one or more of these cornerstones, or support the cornerstones themselves.

Role and Responsibility

Purpose of the Committee

It is imperative as a chair to understand the purpose of your committee. Every committee has a description to guide the committee's efforts, goals, and future planning. Use this purpose to guide the direction of your committee members to achieve goals to help our members and sport as a whole. Your USHJA staff liaison can assist by providing a copy of your committee job description.

Confidentiality and Conflict of Interest

- The members of any USHJA Committee are required to maintain the confidentiality of USHJA business as instructed by the Chair or USHJA Staff Liaison. Confidentiality will be maintained until it is determined by the USHJA, and the entity is notified, that such confidentiality is no longer required, unless otherwise required by law.
- In the course of a committee's work, members may receive material that is marked Confidential. These materials, as well as all working documents of the committee, must be kept confidential. When a committee's work product is deemed suitable for public review, then all confidential materials shall be shredded and all earlier versions of the work product shall be deleted from committee member's personal computers.
- Strict observance of confidentiality is required and any breach may result in the removal of the individual from his/her committee seat by a majority vote of the Executive Committee.
- All committee members shall be bound by the USHJA Bylaws and policies regarding conflicts of interests and shall follow all disclosure and reporting procedures as adopted by the organization (Appendix A).

The Partnership Between Volunteers and Staff

The Role of the Committee

- Committees create open discussion on topics within the hunter/jumper industry related to their specific purpose.
- Depending on their mission and purpose and in alignment with the USHJA Strategic Plan and Working Group (WG) strategic focus, committees may make recommendations on programs for consideration by the Executive Director, Officers, Executive Committee or Board of Directors; review proposed rule changes; make recommendations for rule changes; and perform such other duties as may be specified within the USHJA Bylaws or assigned to the committee by the Executive Director, Officers, Executive Committee or Board of Directors.
- Committees hold meetings and/or forums as required by the USHJA Bylaws throughout the year.

The Responsibilities of the Committee Chair

- **Familiarize yourself with the Committee job description, USHJA Strategic Plan, any WG strategic directions, Committee Budget, and Program Planning Guide.**
- In collaboration with the USHJA staff liaison, the committee chair oversees the logistics of the committee's operations and serves as spokesperson for the committee to the Executive Director and President.
- Support the objectives, policies and procedures of the USHJA.
- Conduct and facilitate committee business in a manner to encourage open dialog which leads to effective decision making.
- Assign work to the committee members, set the agenda, conduct the meetings and work with the USHJA staff liaison to ensure timely distribution of meeting materials and minutes.
- A chair may vote, but is not required to vote, except to break ties.
- A chair does not make or second motions.
- A chair provides training, reviews recent discussions and past projects of the committee for new committee members.
- Review your committee's budget (if applicable) quarterly with your liaison.
- If your committee has a related Standard Operating Procedures document, then review this document with your liaison.

The Responsibilities of the Liaison

Your liaison is a valuable resource for you and the committee. The liaisons may not be able to answer every question immediately but they have an excellent understanding of the USHJA and can obtain information you need or put you in touch with the people who can.

- Serve as the link between the committee and the Executive Director, Officers, Executive Committee or Board of Directors.
- Collaborate with the committee chair and members to ensure compliance with all the USHJA policies and procedures.
- Collaborate with the committee chair to prepare presentations of new programs or projects for consideration by the Executive Director, Officers, Executive Committee or Board of Directors.
- If applicable to your committee, collaborate with the committee chair in the review of quarterly P&L's and the committee budget.
- Schedule and notice all committee meetings.
- Provide the committee members with meeting materials, minutes and any data necessary to conduct business.

The Responsibilities of the Committee Member

Each member, by accepting a seat on a USHJA committee, shall be bound by and discharge his duties in good faith and in accordance with the applicable fiduciary duties, the USHJA Bylaws, policies and procedures including the USHJA member Code of Conduct, Conflict of Interest Statement and Ethics Policy. Failure to comply with these standards may result in the removal from committee seat(s) that the individual holds pursuant to the policies approved by the Board of Directors.

- All individuals holding a seat must attend a minimum of fifty percent (50%) of the meetings of that committee each year. A committee member who fails to attend the required number of meetings, may be removed from the committee by the President of the USHJA and replaced with another individual, in accordance with Board of Directors approved policies and procedures.
- Consider matters from the broader perspective, putting the needs of the sport and organizations ahead of personal interests and/or interests of specific groups, individuals, constituencies of the membership or stakeholders.
- Understand and respect that the opinions of others are valuable to them and encourage dialog from alternative perspectives without recrimination.
- Refrain from lobbying other committee members which may create factions and prevent open discussion by intimidating other members.
- Once a committee decision has been approved by a majority vote, defend and support that decision even if your personal viewpoint is different. This includes not disclosing different opinions within the committee to others outside the committee.
- Speak for the committee or organization only when authorized by the USHJA.
- The President and Executive Director are ex-officio members of all committees, except where specified in the Bylaws.

Committee Planning Cycle

As the chairperson, you have the primary role of working closely with the USHJA staff liaison in the development of the committee plan (2-Year Plan) as it relates to any programs under the committee's responsibility. The Committee Planning Cycle should be such that when a committee is meeting in the current competition year, it is focusing on current program issues within the current year's budget, and conducting committee/program planning for the following competition year and one additional competition year beyond. This Planning Cycle is imperative to the budget development cycle which is outlined below.

Program Planning Process

As the chairperson, you should familiarize yourself with the Program Planning Guide (Appendix B). The USHJA staff liaison, using the Program Plan Planning Guide, will take the lead as project manager and assist you and the committee with the steps that must be covered when planning, developing and implementing a new or amended program.

Budget and Budget Cycle

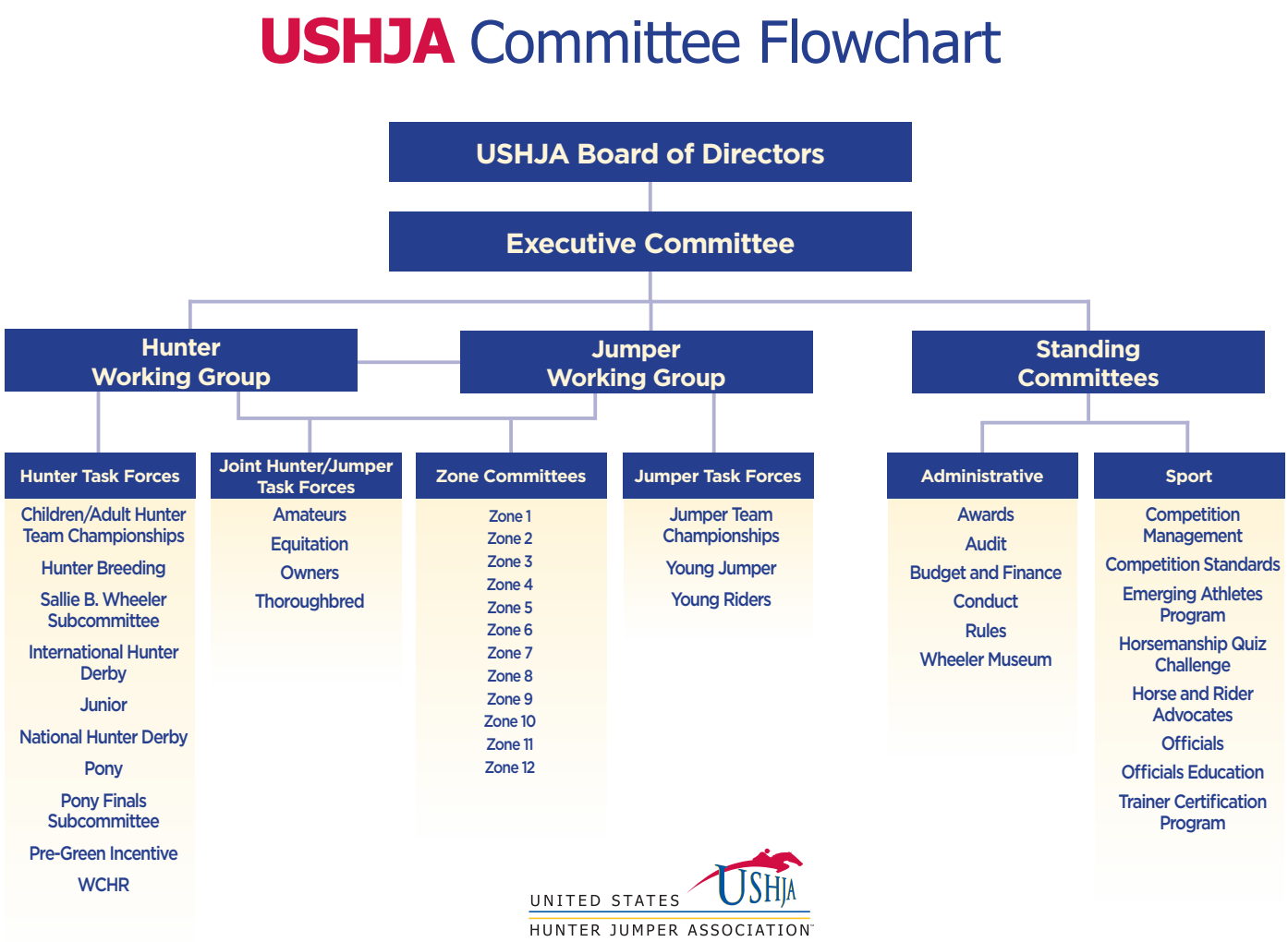
The USHJA fiscal year is December 1 to November 30. Budget planning and development for the following year begins July 1 and is finalized with the approval of the budget at the November meeting of the USHJA Board. It is therefore essential that committees in their 2-Year Planning Cycle, complete new program proposals and current program modifications requiring budgetary changes prior July 1.

Process and Approval Within the USHJA

A chairperson must understand when discussion topics need to be approved and how they are approved through the USHJA governance structure. The chair must work with the liaison to ensure all deadlines are acknowledged by the committee and necessary committee work is completed before the deadline. An approval chart has been developed to aid the USHJA staff, which clarifies the order in which items are originated, presented and pre-viewed, and considered for final approval (Appendix C).

Where do you and your Committee fit within USHJA?

The USHJA Committee Flowchart pictured below will assist you in understanding where you and your committee fit within the framework of USHJA. Further, it will assist you in understanding to which committee and committee chair your committee reports.



USHJA Staff Organizational Chart

In order to understand USHJA services and the respective staff members associated with them, please refer to the USHJA Organizational Chart (Appendix D). Your first point of reference, however, should always be your committee liaison.

Rule Change Process

Committees often assume a significant role in the rule change process, which is multi-tiered and involves several steps at each level. Although formalized review and action on rule change proposals is not undertaken by committees until late fall of each year, the timeline for their creation and submission occurs much earlier in the year.

Any committee, or individual member, may draft and submit a proposal for a change, or clarification to a rule within the USEF Rule Book. Due to the multiple steps involved and the need for the timeline necessary to facilitate the review process, an internal deadline of June 1 for working group task forces and July 1 for working groups and standing committees has been established for submission of all USHJA Standard Rule Change Proposals (RCPs). (A brief description of the process is outlined below, and charts outlining the process can be found in Appendix E.)

Prior to USHJA Annual Meeting

- Leading up to the USHJA internal rule change proposal submission deadline of **June 1/July 1** (whichever is applicable for your committee), liaisons will coordinate directly with task force, zone committee, standing committee and/or working group leadership to facilitate the process of writing and submitting their draft rule change proposals. Volunteer leadership and USHJA staff may obtain assistance from relevant USEF staff as needed.
- Please note that each proposed rule change must have been considered by the originating committee/task force with a documented motion, second, and approval by majority vote recorded in meeting minutes before it can be sent forward to the next step in the process.
- Standard rule change proposals originating in task forces, sub-committees, or zone committees must first be forwarded to the respective working groups for consideration and approval prior to being submitted by the July 1 deadline.
- Rule change proposals originating in either working group or a standing committee can be submitted directly by the July 1 deadline.
- **Once a zone committee or task force/sub-committee of a working group submits its proposal to the working group, the working group becomes the proponent and assumes authority over the proposal.**
- If a task force/sub-committee or zone committee disagrees with the working group, the USHJA Bylaws provide for the chair of a task force/sub-committee or zone committee to contact the President to facilitate a discussion if task force/sub-committee or zone committee feels there is sufficient reason to believe the working group has not given due consideration to a proposal.
- **Approximately mid-July,** these RCPs will be sent to the USHJA Rules Committee for review and comment and feedback may be provided to the respective official proponent (i.e., Hunter Working Group, Jumper Working Group or standing committee) requesting revision or rework.
- Following amendments (if any), updated RCPs will be electronically submitted to USEF by the USHJA staff member designated as the Rules Coordinator prior to or by **USEF's September 1** submission deadline. It is the responsibility of the liaisons to keep a list of the rules proposed by their task forces/sub-committees, zone committees, standing committees and/or working groups. The USHJA-designated Rules Coordinator will also keep a master RCP list.
- **Approximately mid-September** and following submission of the RCPs to the USEF, the USHJA Rules Committee will meet again for the purpose of determining to which USHJA committees and task forces the RCPs will be referred for comment and committee action. In addition to the RCPs originating from USHJA, these referred rule change proposals might also include additional RCPs originating from USEF Committees not previously seen or considered by USHJA.
- **Throughout the month of October and early November,** USHJA committees/task forces meet to consider proposals referred to them and provide official committee actions.
- **Approximately mid-November,** USHJA will post on the USHJA website the "yellow book" of currently active rule change proposals to be considered at USHJA's Annual Meeting.

During the USHJA Annual Meeting in December

- Following the rule change presentations at the Annual Meeting, standing committees and working groups will meet and revisit any proposals they feel need further attention. Working group task forces and sub-committees may provide suggestions and input during Annual Meeting, but final determination with respect to making amendments to any USHJA rule change proposals rests with the Working Groups or proponent standing committees.
- Approved, disapproved and voting calendars will be created from the standing committee and working group actions and on which the USHJA Board of Directors will vote during their final meeting at the Annual Meeting.

During the Final Session of the USHJA Board of Directors Meeting in December

- Board of Directors will vote to forward the approved and disapproved consent calendars to the USEF recommending their approval or disapproval accordingly.
- Board of Directors will discuss and take action on the voting calendar proposals and approve their addition to the appropriate consent calendars following actions.
- USHJA actions are reported to the USEF National Hunter Committee (NHC) and the National Jumper Committee (NJC) through submission of the consent calendars.

Following the USHJA Annual Meeting, the RCPs are considered by various USEF committees and councils who provide comment and take committee action before all RCPs are eventually forwarded to the USEF in similar format – approved, disapproved, and voting calendars – for final vote by the Federation Board of Directors.

Committee Meetings

General Guidelines

- Become familiar with Robert's Rules of Order, which are used as a guide for meeting conduct and process.
- **USHJA strongly recommends creating an established committee meeting calendar for the entire competition year. Collaborate with your liaison to develop a calendar and distribute it to the committee at the beginning of the year.**
- Strive to keep committee meetings under one hour. This may require setting agendas with fewer topics and scheduling a separate committee call with additional topics for a later date.
- Set the expectation that all committee members are to attend the entire meeting.
- Minimize cross talk.
- **Remind committee members to identify themselves before speaking.** Other committee members may not know each other's voices on a teleconference call. This is also extremely helpful to the liaison as they are the individual who will write the meeting minutes.
- Be cognizant of people who dominate conversations. A single individual does not necessarily need to weigh in on every point.
- Committees are required to conduct a minimum of three (3) meetings annually including the one (1) in-person meeting held during the USHJA Annual Meeting, unless otherwise specified within the USHJA Bylaws. The President may waive the requirement to hold a committee meeting at the Annual Meeting. Working Group Task Forces will meet at the direction of the Working Group chair.
- Meeting by teleconference is permitted for all meetings except the in-person meeting held during the USHJA Annual Meeting.
- **A USHJA staff liaison must be present at all committee meetings.**
- All committee meetings by teleconference are recorded and records are maintained in accordance with USHJA retention policies, however those telephonic recordings are used internally, and are not to be shared or disseminated even between or among fellow committee members.

Before the Meeting

As chairperson it is your responsibility to be familiar with the agenda items, materials, and past discussions. Be informed by preparing for the meeting with the help of your liaison.

- Review the meeting's agenda, materials, and minutes.
- Before the call discuss with your liaison the topics of the call, goals, and potential issues.
- Encourage committee members to attend the call so their knowledge and opinions can be shared.
- Understand the requirements for a meeting to achieve a quorum.
  - Three members or 1/3 of the total members, whichever is greater, constitutes a quorum.

During the Meeting

- If an agenda item requires an action, a committee member (other than the chair) must make a motion for the committee to take that specific action. Another committee member (other than the chair) must second the motion. Any discussion must take place after the second. Following discussion, the committee shall vote to approve or disapprove the motion. Motions are typically made in the positive, but this is not a requirement.
- Topics that require multiple votes may be put on the floor for discussion as one block with a motion and second. This removes the need for individual motions and allows a vote (approve/disapprove) on each underlying item.
- Monitor participation to ensure all committee members have an opportunity to contribute. You may want to consider calling on committee members who have not provided an opinion during a meeting.
- A Motion to Table is utilized when committee members wish to discuss a matter later in the meeting or to put it off until the next meeting. The motion would be to postpone consideration of the matter until a certain or definitive time has elapsed. If a sub-committee or task force is created to work on the matter in more detail and bring back a recommendation to the committee, the motion would be to refer the matter to the subcommittee or task force.
- When debate on a pending motion has been ongoing, a committee member may make a motion to "call the question" on the pending motion. This motion must be seconded and approved by two-thirds (2/3) vote of the committee members present. If approved, a vote on the pending motion must be taken immediately with no allowance for further debate.
- Committee actions resulting in a recommendation for program changes are subject to additional review in accordance with Board of Directors approved policy. (Refer to Appendix C – Process/Approval Chart).
- Committees must direct any resolutions regarding organization policy to the Board of Directors for consideration. However, no resolution may be presented to the Board of Directors without first being reviewed by the Executive Committee and other affected committees.
- Committees make recommendations and their actions are not binding on the organization.

Recognize when the conversation is going off track and firmly but politely remind the speaker of the topic being discussed. The longer a chairperson allows a conversation to wander, the more difficult it is to keep the committee functional and all members engaged.

Develop a strategy for contentious issues. For example, see below for an effective strategy to discuss difficult topics:

1. State the issue.
2. Explain the rules for addressing the issue.
3. State how the vote will be conducted. For a contentious issue, it is highly recommended the vote be conducted by secret ballot.
4. Once the procedure is explained, the chairperson will call on each person to comment. If there are some members of the committee who tend to dominate a conversation, implement a time limit. One strategy is to call on the dominant individual(s) last.
5. One-to-two minutes is usually adequate time to make a point and encourages people to organize their thoughts. Once everyone has spoken the chairperson calls on everyone once again. This is an opportunity to state what points they agree with and/or don't agree with, and to state something new. The majority of the time the chair can accurately determine what the status of the issue is and either call for a vote or determine the issue needs more work before being voted on.

Voting on Motions

There are three types of voting:

- Approve or Disapprove - Usually a simple "all in favor," and "all opposed" handles 98% of committee's actions.
- Individual approval or disapproval – This type is used for an important issue when you need to know exactly what the vote is or if there is a close vote. Each individual is called and the individual votes in favor (approves) or is opposed (disapproves). This is also referred to as a roll call vote.
- In all cases, a committee member may choose to abstain from voting, usually due to the fact that they weren't present (in the case of meeting minute approval), or have a conflict of interest with the motion.
- It is important that for every motion made and seconded, the chair calls for all three opportunities for response: "all those in favor," "all those opposed," and "are there any abstentions?"
- An abstention is a refusal or declination to vote.

Per the bylaws, if a committee decides to conduct an email vote, then only those present in the initial meeting where the topic was discussed can participate in the online vote. An email vote cannot take place for a topic that has not already appeared on a prior meeting's agenda, or has not been discussed by the committee in a prior meeting.

After the Meeting

- If you assigned tasks to certain committee members, check in with those members on the status of their projects.
- Review your notes after the meeting to develop a plan for the next call.
- If committee members were absent during the meeting, you may want to call them individually to gain their opinions on the topics discussed.

Between Meetings

Your role as a chairperson does not end when your committee's call ends. As an ambassador of the USHJA, you should encourage fellow members to reach out and voice their opinions.

- Reach out to fellow members for advice.
- Discuss topics with committee members between meetings.
- Connect with your liaison if any comments or issues have been brought to the USHJA

Public Relations

- As a committee chair, you act as a full-time ambassador for the USHJA both within and outside the actual confines of committee work. We encourage you to promote the work of the USHJA, but please remember, your actions and words impact the organization whether intentional and directly related to your committee work, or not.
- USHJA is here to help facilitate media opportunities, and if you are approached by a member of the media about a USHJA-related topic, we recommend the following steps:
  - Ask the reporter about the topic they want to discuss.
  - Ask for their deadline and when they expect the story to run.
  - Ask if there is anyone else with whom they are speaking for the story.
  - Let the reporter know that either you or someone else will call them back as soon as possible.
  - Note the answers to these questions and contact USHJA Communications Department at (859) 225-6700. USHJA can help provide guidance and assistance in the best ways to address the topic and even provide recommendations for possible other interviewees that may be helpful.
- If you are contacted by a media outlet to provide content, such as an article, for the outlet on a topic related to the work of the USHJA, we ask that you notify the USHJA Communications Department. We request the opportunity to review any editorial materials developed by volunteers about the Association.
- If you have any questions concerning information released to a media source, please contact the USHJA for immediate clarification.

- All promotional materials for committee programs, such as banners, signs, etc., must be created through the USHJA. This ensures the quality and consistency of the materials being distributed. Please contact your liaison for assistance.

USHJA Trademarks

As the chairperson you should be aware that the USHJA logo (flying horse) the acronym "USHJA", the name "United States Hunter Jumper Association, and the "United States Hunter Jumper Association Foundation" are all trademarks of the USHJA. As chairperson, you have a duty to protect these marks. **Use and reproduction of these marks for any purposes must first approved by the USHJA Communications Department.** Further, any production of materials, such as banners, signs, etc., must be created through the USHJA. This ensures the quality and consistency of the materials being distributed. Please contact your liaison for assistance.

Appendix A

Conflict Of Interest Statement and Ethics Policy

As the USEF Recognized Affiliate representing and governing the hunter and jumper disciplines, the United States Hunter Jumper Association, Inc. (USHJA) must conduct all its activities and business in accordance with the highest level of responsibility and trust owed to its members and the sport. USHJA expects and requires its volunteers and staff to conduct all Association business with integrity and to maintain a standard of ethical conduct consistent with the values, spirit, and ideals upon which the Association was founded.

Ethics Policy

Accordingly, the Association requires its volunteers and staff to observe the following Ethics Policy:

- Conduct all dealings with honesty, openness and fairness.
- Respect the rights of all volunteers and staff to fair treatment and equal opportunity, free from discrimination or harassment of any type.
- Know, understand, and comply with the laws, regulations, and codes of conduct governing the business and activities of the USHJA.
- Ensure that all transactions are handled honestly and recorded accurately.
- Protect information that belongs to USHJA, our donors, sponsors, suppliers, volunteers and staff.
- Avoid conflicts of interest, both real and perceived.
- Use USHJA assets and information only for the betterment of the organization and its members.
- Recognize that the appearance of misconduct or impropriety can damage the reputation of the USHJA and act accordingly.
- Maintain the confidentiality of committee business as instructed by the Committee Liaison or Chairman.

Conflict Of Interest Policy

The USHJA Ethics Policy provides a framework of integrity for interactions with or on behalf of USHJA. All Officers, Directors, Staff and volunteers of USHJA are expected to be familiar with and govern their conduct in accordance with USHJA By-Laws, policies and procedures.

Our Conflict of Interest Policy provides for the following:

1) Circumstances. A conflict of interest is any personal, family, business or financial relationship, whether direct or indirect, which could influence or be perceived to influence objectivity when representing or conducting business for or on behalf of USHJA. For the purposes of this policy, a family member is defined as an individual's spouse, domestic partner, parent, child, grandchild, great-grandchild, sibling, half-sibling or spouse of sibling or halfsibling, ancestor or the spouse of the individual's child, grandchild, great-grandchild or sibling or any other individuals with a significant familial or familial-like relationship including in-laws.

2) Disclosure. Conflicts or potential conflicts must be disclosed in accordance with the following procedures: Directors, Officers, Working Group members and Key Employees must complete, sign and submit annual conflict of interest disclosure statements to USHJA and, in the case of new Directors/Officers, prior to commencing term of office. Other Staff and volunteers shall acknowledge and disclose in their formal acceptances of either employment or committee seating. Conflicts and potential conflicts must also be disclosed accordingly as they arise.

3) Participation. Conflicted persons may not be present at or participate in Board of Directors or Committee deliberations, discussions or voting on any matters giving rise to the conflict and they are prohibited from attempting to influence such deliberations or vote.

4) Documentation. The existence and resolution of any conflicts must be documented in USHJA records, including the minutes of any meeting at which the conflict was discussed or voted upon.

5) Related Party Transactions. Related party transactions as defined in USHJA By-Law Article 1310 must be disclosed in writing to the Board of Directors upon occurrence. The Board of Directors must (a) consider alternative transactions to the extent available prior to entering into the transaction, (b) approve the transaction by not less than a majority vote of the directors present, excluding the related party, if applicable and (c) contemporaneously document in writing the basis for the Board approval, including its consideration of alternative transactions.

Appendix B

USHJA Committee Program Planning Guide

This planning guide is a tool for all USHJA committees to use as they consider creation of new programs. It will assist the committee in determining if a program will help the organization fulfill its mission and serve its constituents as well as the cost of both human and economic resources and the feasibility of implementation.

Program proposals submitted to the Board of Directors for consideration must address the following topics:

- How would you describe your program? Provide your big picture vision and the purpose of your completed endeavor.
- What are your Goals? (The What) What are your objectives? (The How)
  - A goal might be that visitors to the USHJA website will easily be able to find the information they are seeking.
  - Objectives to support this goal might include: all major programs will be immediately accessible from the home page, every program will have a colorful and informative brochure as a downloadable PDF on the program's front page and it will take no more than three clicks to find any piece of program information.
- Who will benefit from your program? Define your target audience. Be sure to include all constituents who will be impacted and consider what percentage of our overall membership this program will benefit.
- Will you be creating any products and/or will you be providing any services?
- What is the program timeline for development and implementation?
- Will you have an incremental implementation process or a pilot program?
- Are there any critical milestones within your implementation phases?
- Will you need specific information, advice, special systems, equipment or tools?
- How will responsibilities be divided between volunteers and staff? It is extremely important that you consider what responsibilities will be handled by volunteers and those that will be passed on to staff.
- What are the costs (capital, human, ongoing) for successful implementation and how will these be paid?
- Will the program generate revenue and become budget neutral or show a profit?
- Will the program require sponsors to be sustainable?
- How will you evaluate success?
- How might your program evolve over time?
- What potential risks should you plan to manage?

Attached are two resources to assist committees with creating and amending programs.

- USHJA Program Planning Guide Checklist
- USHJA Program Amendment Checklist

USHJA Program Development, Planning, Management Guide Checklist

TASK	COMPLETED	NOT COMPLETED
Have you thoroughly described the vision, purpose and scope of your program?		
Have you outlined your goals (The What) for the 3 year pilot?		
Have you defined your target audience including all of the constituents that will benefit from your proposed program?		
Have you researched the need to justify the development and establishment of this program?		
Have you outlined in detail any products or services that are a component of your proposed program?		
Have you created a realistic implementation timeline and plan to pilot and evaluate the program?		

Have you created a realistic implementation timeline and plan to pilot and evaluate the program?		
Have you clearly outlined the volunteer responsibilities for implementation?		
Have you clearly outlined the staff responsibilities for implementation?		
Have you created a program budget?		
Have you identified a revenue source to support the program during the 3 pilot years?		
Have you identified IT services and associated costs that are required for program implementation?		
Have you established benchmarks and a timeline in which the program will be evaluated for success?		
Have you established a timeline for reporting benchmarks and evaluation findings to your oversight committee?		
Have any potential risks associated with the program been identified and addressed?		
Has the program budget been reviewed by staff?		
Have the Communications, Sponsorship/Advertisement, Awards, Arts and Graphic Departments been engaged to discuss related risks and opportunities?		
Has the program proposal been reviewed by legal?		
Has the program proposal been approved by the Executive Committee or Board of Directors?		

USHJA Program Modification(s): Development, Planning, Management Checklist

TASK	COMPLETED	NOT COMPLETED
Have you evaluated the Program against the initial benchmarks to evaluate the program's success?		
Have you surveyed your target audience and all program constituents to determine if the areas in which the program has been successful or may need improvement?		
Have you determined if your initial goals and objectives are still appropriate for the program?		
Have you evaluated the program's financials to determine if budget objectives have been met? Exceeded? Need re-evaluation?		
Have you determined if your program's administrative needs have diminished? Remained constant? Increased?		
Have you created a realistic implementation timeline for planned changes?		
Have you identified how the suggested changes will impact: budget, participants, sponsors, volunteers, staff?		
Have you identified any new IT services and associated costs that are required to implement the proposed program changes?		
Have any potential risks associated with the proposed program changes been identified and addressed?		
Have you developed a three year strategic plan for the next step in the program's evolution?		
Has the modified/new program budget incorporating proposed changes been established? Changes been reviewed by staff?		
Have the Communications, Sponsorship/Advertisement, Awards, Arts and Graphic Departments been engaged to discuss related risks and opportunities?		
Has the proposed changes for the program been reviewed by legal?		
Has the program proposal been approved by the Executive Committee or Board of Directors?		

Appendix C

USHJA Chain of Approval Chart

"O" = Originates; "C" = Collection Point; "F" = Facilitates; Then 1 to ?

Recommendation/Decision Approval Steps Moving From Left to Right

Topics	Legal Counsel	Taskforce/Committee	Rules Committee	Standing Committee	Zones	HWG	JWG	HWG Chair	JWG Chair	Member Comment	Staff/Liaisons	Executive Director	Sport Director	Officers	Finance Department - Sr. Staff	Finance Committee	Executive Committee	Directors (Volunteer)	BOD	Final Destination (if outside USHJA)
ASSOCIATION/ORGANIZATIONAL																				
Bylaw Amendments											F	C					2	O, 1	3	
Bylaw Policies											F	C		O, 1			2	O, 1	3	
Operational Policies											O, F, 1	C, 2		3			4	3		
Annual Budget											F	F, C		1	O	2			3	
Sports Budget						O	O				F	C			F				1	
Fee Structure - Membership/Horse Registration, etc.											F	C		O	F	O	1		2	
Program Related Fee Structures				O							F	C		1	F	1	2	1		
Strategic Plan *(Originates with Strategic Committee)*				O							F	C		1			2	O	3	
Legal Report	O											C							1	
Treasurer's Report											F	C			O				1	
Annual Meeting Planning		O									F	C							1	
Licensed Officials Education (curriculum, materials, clinic sites, etc.)				O							F	1								
New Program Development *(Programs can originate with any approp. Comm or Wrk Group)*		O		1		2	2				F	C					3			
Program Amendments		O				1	1				F	C					2			
All New Grants (associated policy)											C	F, 1			2		3		4	
EXISTING PROGRAMS - HUNTER																				

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International Hunter Derby Specs/Criteria		O				1					F						2			
IHD Date Change Requests		1										2								
National Hunter Derby Specs/Criteria		O				1					F						2			
Pre-Green Incentive Specs/Criteria		O				1					F						2			
Pre-Green Challenge Specs/Criteria		O				1					F						2			
WCHR Program and Hunter Spectacular Specifications/Criteria		O				1					F						2			
WCHR Member Event Host Selection		O				2				1							3			
WCHR Member Event Date Changes		1										2								
Child/Adult Reg Hunter Selection and Host Site Criteria/Specs		O			1	2					F, C						3			
Child/Adult Reg Hunter Host Venue Selection		O, 2			1	3					F, C						4			
EXISTING PROGRAMS - JUMPER																				
Child/Adult Jumper Championship Program Criteria/Specs							1				F,C						2			
Child/Adult Jumper Champ. Host Site Application Materials		O					1				F, C						2			
Child/Adult Jumper Champ. Affidavit & Request Form									1		F									
Child/Adult Jumper Championship Host Venue Selection		1			O		2				F, C	3								
Child/Adult Jumper Championship Exemption					O						F, C						1			
Child/Adult Jumper Championship Eligibility Waivers					1						F, C	2								
EAP Host and Clinician Selection Specs/Criteria				O							F	1					2			
EAP Host Venue Selection				O							F	1								

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EAP Clinician Selection & Athlete Approval				O							F	1								
Horsemanship Quiz Challenge Specifications/Criteria		O*		1							F	2					3			
**Items originating in HQC Ad Hoc must first go to EAP Committee for approval*																				
USHJA 3'3" Jumping Seat Medal (JSM) Specs/Criteria		O				1	1				F						2			
USHJA 3'3" JSM Championship Host Site Application Materials											O		1							
USHJA 3'3" JSM Championship Host Venue Selection					1	2	2				C	3								
Hunterdon Cup Specifications		O				1					C						3			
USHJA/USEF Championship Officials				O		1	1				F	2					3			
AWARDS																				
Modifications to Existing or Creation of New Awards		O		1							F						2			
RULES																				
USEF Mileage Exemption												C					1			USEF
USEF Special Competition/GR905 Requests												C					1			USEF
USEF Collection of Fees Request												C					1			USEF
USEF Heritage Competition App.												C					1			USEF
USEF Competiton License Sale/Transfer Request												C, 2		1				1		USEF
GR 915 Sport Requests						C	C					F					2			USEF
USHJA requires at least one week lead time to respond to request																				

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Presidential Modifiations		O		1				1	1		F	C					2			USEF
Extraordinary RCP's		O		1		1	1				F	C					2			USEF
Rule Clarifications		O		1		1	1				F	C					2			USEF
Standard RCP's		O	3	1,2,6		2,6	2,6			5	F	C							7	4, USEF
ZONES																				
USHJA Zone Specifications					O	2	2			1	F, C						3			USEF
Zone HOTY Champ. Program & Championship Specifications						1	1				F, C						2			
Zone HOTY & Championships Host Venue Selection					O	1	1				F, C	2								
Zone Stirrup Cup Champ. Program & Championship Specifications						1	1				F, C						2			
Zone Stirrup Cup & Championships Host Venue Selection					O	1	1				F, C	2								
Zone Handy Hunter/Special Class Host Comp Selection					O	1	1				F, C	2								
Zone-Specific Class/Program (e.g., Handy Hunter) Specs					O	1	1				F, C						2			
Regional/Zone Special Championship					O	1	1				F						2			USEF
NAJYRC Selection Criteria					O		1				F, C						2			USEF
PDS Selection Criteria					O		1				F, C						2			USEF
Pony Jumper Selection Criteria					O		1				F, C						2			USEF

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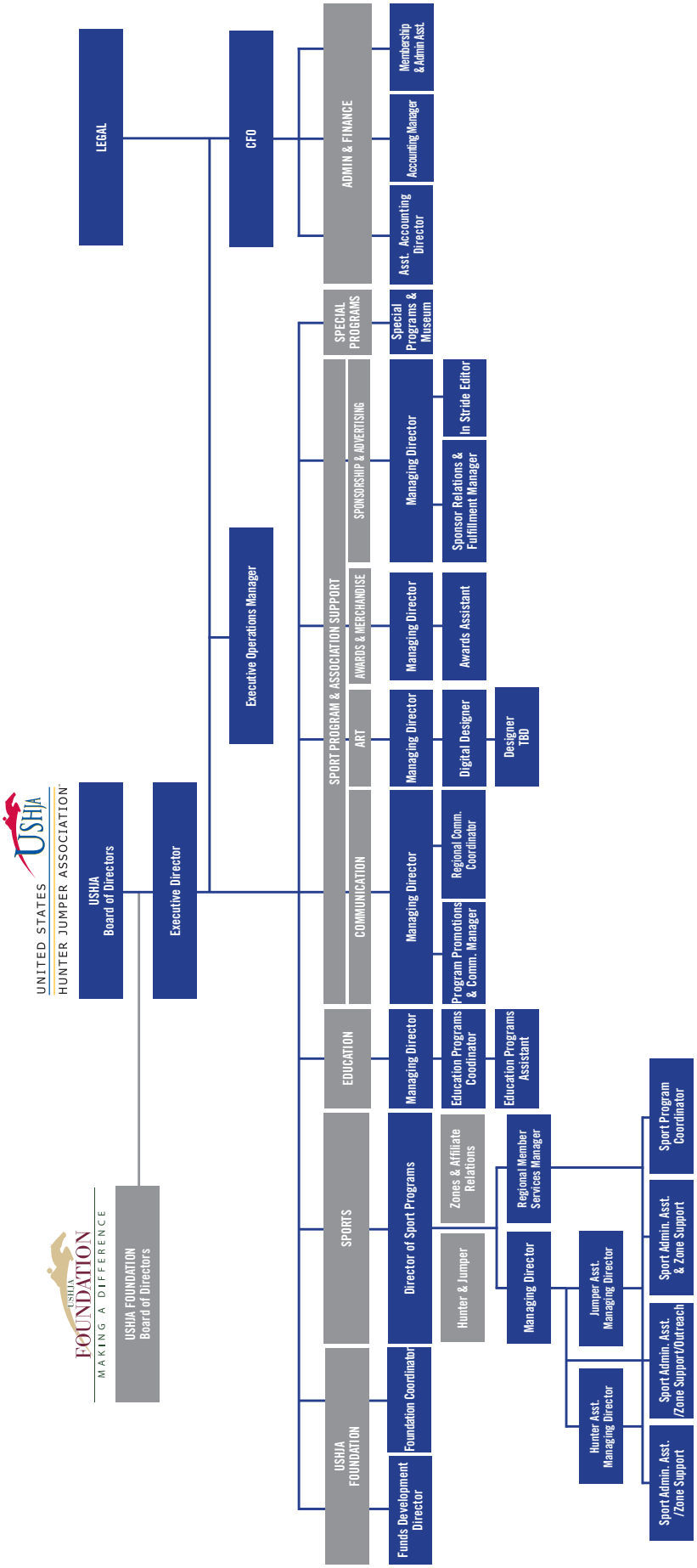
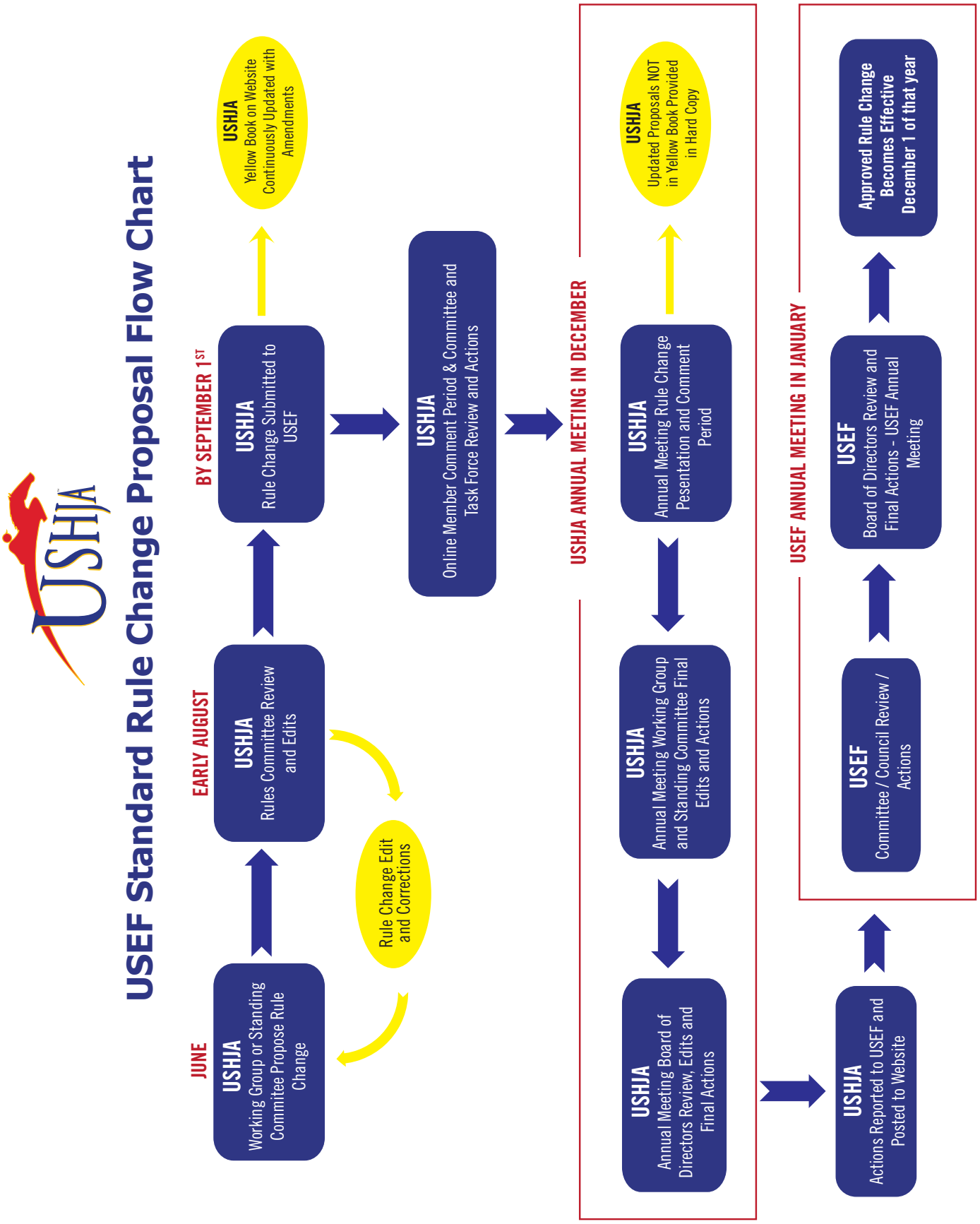
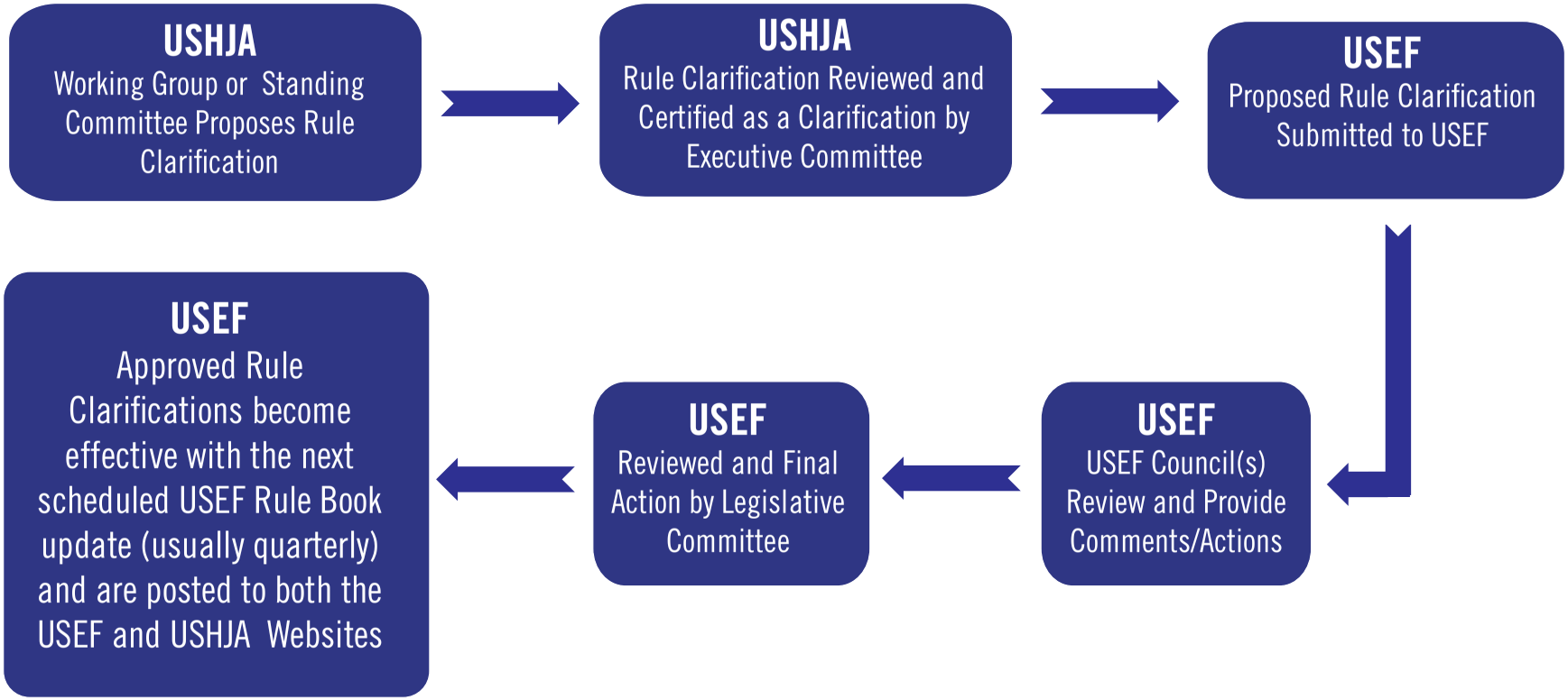
Zone Grants/Scholarships - Specs & Criteria					O			1	1		F, C	2								
Zone Grants - Fulfillment					O						F	1								
Zone Budgets					1			2	2		F	C, 3			O					
Finance Sr. Staff communicates Zone funding level to Zone/Affiliate Staff																				
Other Grants***																				
***Currently, there are no other existing grants outside of the zones, except for those managed by the Foundation																				

Appendix D

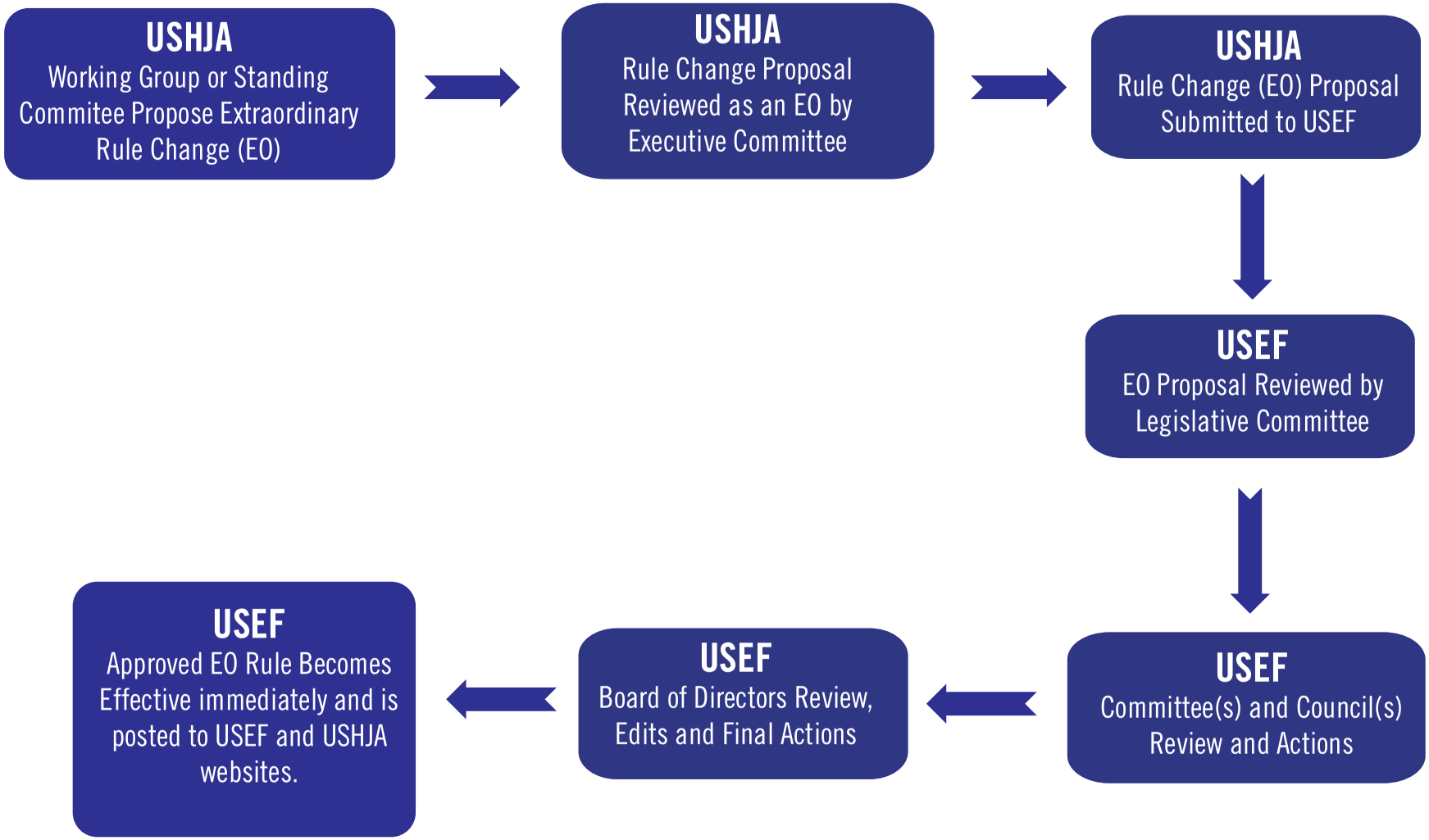

UNITED STATES
USHJA
HUNTER JUMPER ASSOCIATION
USHJA FOUNDATION
MAKING A DIFFERENCE
USHJA FOUNDATION Board of Directors
USHJA Board of Directors
Executive Director
Executive Operations Manager
LEGAL
CFO
SPORTS
EDUCATION
SPORT PROGRAM & ASSOCIATION SUPPORT
COMMUNICATION
ART
AWARDS & MERCHANDISE
SPONSORSHIP & ADVERTISING
SPECIAL PROGRAMS
ADMIN & FINANCE
USHJA FOUNDATION
Funds Development Director
Foundation Coordinator
Director of Sport Programs
Managing Director
Hunter & Jumper
Zones & Affiliate Relations
Regional Member Services Manager
Managing Director
Hunter Asst. Managing Director
Jumper Asst. Managing Director
Sport Admin. Asst. /Zone Support
Sport Admin. Asst. /Zone Support/Outreach
Sport Admin. Asst. & Zone Support
Sport Program Coordinator
Education Programs Coordinator
Education Programs Assistant
Managing Director
Program Promotions & Comm. Manager
Regional Comm. Coordinator
Managing Director
Digital Designer
Designer TBD
Managing Director
Awards Assistant
Managing Director
Sponsor Relations & Fulfillment Manager
In Stride Editor
Special Programs & Museum
Asst. Accounting Director
Accounting Manager
Membership & Admin Asst.


USEF Standard Rule Change Proposal Flow Chart
USHJA
JUNE
USHJA
Working Group or Standing Commitee Propose Rule Change
EARLY AUGUST
USHJA
Rules Committee Review and Edits
Rule Change Edit and Corrections
BY SEPTEMBER 1ST
USHJA
Rule Change Submitted to USEF
USHJA
Yellow Book on Website Continuously Updated with Amendments
USHJA
Online Member Comment Period & Committee and Task Force Review and Actions
USHJA ANNUAL MEETING IN DECEMBER
USHJA
Annual Meeting Rule Change Pesentation and Comment Period
USHJA
Updated Proposals NOT in Yellow Book Provided in Hard Copy
USHJA
Annual Meeting Working Group and Standing Committee Final Edits and Actions
USHJA
Annual Meeting Board of Directors Review, Edits and Final Actions
USHJA
Actions Reported to USEF and Posted to Website
USEF ANNUAL MEETING IN JANUARY
USEF
Committee / Council Review / Actions
USEF
Board of Directors Review and Final Actions - USEF Annual Meeting
Approved Rule Change Becomes Effective December 1 of that year

Proposed USEF Rule Clarification Flow Chart



USEF Extraordinary Rule Change Proposal Flow Chart



Questions from Committee Chair Training

*Answers in **Bold***

1. Are Committee Chairs permitted to vote?
    a. Committee Chairs are never permitted to vote
    b. Chairs may vote but are not required to, except to break ties
    c. They only vote when breaking a tie
    d. Committee Chairs only vote on rule changes

2. Rule change proposals originating from the Task Forces must be voted and forwarded by:
    a. September 1
    b. July 1
    c. August 30
    d. June 1

3. **True** or False
    In order for an email vote to be conducted, the committee must not have discussed the item on a previous call.

4. Who can vote on an email vote?
    a. All the committee members
    b. All the voting committee members
    c. The voting committee members who were on the call when it was discussed.
    d. The voting committee members who respond within a week.

5. In the approval process, Task Forces report directly to the
    a. Standing Committees
    b. Executive Committee
    c. Board of Directors
    d. Working Groups

6. Which of the following roles are NOT designated to the Chair (choose all that apply)?
    a. Facilitate discussion
    b. Break tie votes
    c. Make motions
    d. Assign work to committee members
    e. Determine the agenda for meetings
    f. Lobby other members to create opposition
    g. Support the objective and policies of the USHJA

7. Who can make a motion?
    a. All committee members may make a motion
    b. Non-voting advisors only
    c. Any voting member aside from the Chair

8. Which of the following is not one of the Cornerstones that all programs should fit into or address?
    a. Rules
    b. Investigation
    c. Education
    d. Awards/Recognition
    e. Communication

9. **True** or False
    Items acted on by the Working Groups can be forwarded to either the Executive Committee or the Board of Directors.

10. The minimum number of meetings a committee must conduct per year is:
    a. 2
    b. 3
    c. 4
    d. 6

11. All of the following are reasons why a committee member may abstain from voting except:
    a. A conflict of interest
    b. Not present at the initial conversation for an item
    c. A dislike for the person who made the motion
    d. A refusal to vote

12. In general, for committee work the minimum requirement for a quorum is:
    a. 3 members or 1/3 of the total members, whichever is greater
    b. 3 members or 1/2 of the total members, whichever is greater
    c. 51% of the members
    d. 4 members or 2/3 of the total members, whichever is greater

13. **True** or False
    Committees addressing a number of rule changes may vote to put all the items on the floor for discussion. This simplifies things because it removes the need for an individual motion and a second for each item, instead allowing the group to simply vote on each one.

14. True or **False**
    If a committee decides to postpone acting on an item until the next meeting, someone would need to:
    a. Move to Table
    b. Move to Recess
    c. Move to Rescind

15. **True** or False
    When taking roll call for a meeting, the presence of a non-voting advisor does not count towards a quorum?

16. Teleconferencing at Annual Meeting:
    a. Is not permitted according to the Bylaws
    b. Is permitted at all meetings
    c. Are recorded and records are maintained in accordance with USHJA retention policies
    d. Are permitted with prior approval from the Executive Committee

NOTES

NOTES

UNITED STATES USHJA
HUNTER JUMPER ASSOCIATION™

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