



## USHJA Board of Directors

Comprehensive Meeting Minutes  
 May 7 & 8, 2018  
 Crowne Plaza O'Hare Hotel, Chicago, Illinois

### Session I – Monday, May 7

**Board Members Present:** Mary Babick, John Bahret, Debbie Bass, Katie Benson, Tom Brennan, Diane Carney, Richard Cram, Joe Dotoli, Dianne Johnson, Larry Langer, Britt McCormick, Tobey McWilliams, Betty Oare, Cheryl Rubenstein, Charlotte Skinner-Robson, Sissy Wickes

**Board Members Not Present:** Shelley Campf, David Distler, Margie Engle, Anne Kursinski, Jimmy Torano

**Staff Present:** Marianne Kutner, Kevin Price, Lisa Moss, Leslie Mangan

#### I. Welcome

Mary Babick welcomed the Board and the meeting commenced at 12:15 p.m. CDT.

#### II. Roll Call

Roll call was conducted and it was established that there was a quorum present.

#### III. Approval of Agenda

Ms. Babick requested an amendment to the agenda by adding a USHJA Foundation report as a new Item VII.

*John Bahret made a motion to adopt the amended agenda. Joe Dotoli seconded, and the motion was unanimously approved by those present.*

#### IV. Approval of the Meeting Minutes from March 12, 2018

*Mr. Langer made a motion to approve the minutes of the March 12, 2018 meeting as presented, and Diane Carney seconded. Sissy Wickes raised a question regarding whether there was Board consensus about around requesting soundness verification for the Green Hunter Incentive Championships prior to the start of the classes as the draft minutes indicate.*

*Mr. Langer amended the original motion and moved to table approval of the March 12, 2018 meeting minutes pending clarification of the language. Mr. Bahret seconded the amendment, and the motion was unanimously approved by those present.*

#### V. Treasurer's Report

USHJA CFO Lisa Moss presented the Treasurer's Report to the Board that was also provided within the meeting materials. Ms. Moss answered specific questions about the report fielded from the Board members.

*At the conclusion of discussion Mr. Bahret made a motion to approve the Treasurer's Report, as presented. Rick Cram seconded, and the motion was unanimously approved by those present.*

VI. Confirmation of Nominating Committee Appointments

*Mr. Langer made a motion to place confirmation of the Nominating Committee appointments on the floor for discussion. Tobey McWilliams seconded, and the motion as unanimously approved.*

Board members reviewed the document provided in the meeting materials that listed the Board-appointed representatives to the USHJA Nominating Committee for a term of four years:

- John Bahret – Jumper
- Betty Oare – Hunter
- Howard Pike

Both John Bahret and Betty Oare recused themselves and left the meeting prior to discussion and formal ratification.

*Hearing no discussion, the USHJA Board members present voted unanimously to confirm the aforementioned USHJA Board-appointed representatives to the Nominating Committee for a term of four years commencing May 1, 2018 and concluding April 30, 2022.*

John Bahret and Betty Oare rejoined the meeting.

VII. USHJA Foundation Report

Foundation Chair Debbie Bass provided a verbal report regarding the USHJA Foundation's recent activities and the results of its in-person meeting held Monday morning, May 7, 2018. USHJA Foundation Board members voted unanimously to institute an annual giving initiative that requires Foundation Board members to make a financial contribution each year to the USHJA Foundation. The amount of each donation remains confidential and is based in each individual's comfort level; there is no minimum amount required. This is customary practice among many non-profit boards and represents a vote of confidence in the organization and communicates a fully vested leadership, all of which resonates well with potential donors.

The Foundation Board requested the same consideration on behalf of the USHJA Board. A great deal of discussion ensued and several directors communicated discomfort with making an annual financial donation to the USHJA Foundation a requirement for service on the USHJA Board. The counter opinion was raised that the gesture demonstrates the USHJA's organizational solidarity and its commitment to its own Foundation. The point was made that supporting USHJA's mission, programs, and offerings includes support of the USHJA-controlled Foundation which represents the Association's fundraising arm.

*Tom Brennan made a motion to initiate a board policy that requires that as a condition of service on the USHJA Board, each Directors will make an annual financial contribution (confidential amount, no minimum) to the USHJA Foundation. Katie Benson seconded, and the motion was approved by majority vote with two members entering a vote of disapproval, and one member abstaining.*

VIII. USHJA National Championship Horse Show – 2019 & 2020 Host Sites

*Sissy Wickes made a motion to place consideration of the USHJA National Championship host sites on the floor for discussion. Ms. Johnson seconded, and the motion was unanimously approved by those present.*

Ms. Oare identified a conflict of interest with respect to this agenda item, recused herself and left the meeting prior to discussion.

The Board reviewed the chart provided with the meeting materials that listed the three locations that had submitted proposals:

- The Tryon International Equestrian Center, Tryon, North Carolina
- The Virginia Horse Center, Lexington, Virginia
- The Tulsa Expo Center – Built Ford Tough Livestock Complex, Tulsa, Oklahoma

Ms. Babick reported that the task force's first choice for the 2019 Championship was Tryon with no specific dates being proposed by applicant. Concern was expressed regarding the November time-frame selected by USHJA because of the conflicts caused with the Raleigh competitions, the Atlanta Fall Classic horse shows, Zone 4 finals, Fox Lea, and several other competitions that are servicing the same constituency the USHJA National Championship is wanting to attract. Discussion ensued regarding the fact that due to the fullness of the existing competition calendar, it is likely that regardless of what date and location USHJA selects, the national championship will conflict with and potentially negatively impact existing competitions in the neighboring areas. A question was raised regarding whether the bid process might be reopened to see if additional bids might be obtained for consideration. Ms. Babick reported that USEF requires a decision on the 2019 venue by June 30, 2018 for the USEF Jumper Championship component of the national championships, so there is realistically not adequate time to reopen the bid process. Ms. Babick offered the suggestion that the Board could consider hosting the 2019 event in the middle portion of the country, rather than the east. Currently, the dates that Tulsa proposed do not conflict with any other existing competitions, and affiliate organizations in the central part of the country have expressed interest in the national championship concept as it relates to affiliate championships.

Discussion turned to the possibility of hosting the National Championships in the west for at least one more year. There was additional discussion about the possibility of placing the National Championships for two years at a time before moving it to another part of the country. Additional ideas were raised including considering the idea of offering both a west and an east championship in a given year as opposed to a single championship, as well as considering alternative dates (different times of the year) for the championship(s).

Several committee members shared their opinion that the original vision for the National Championships centered around sport growth and making the event accessible to as many hunter and jumper competitors as possible. Their feeling is the existing National Championship model has deviated from that original vision. At the end of discussion, the group agreed that the focus of the event should be on fostering sport growth and integrating affiliate participation. Several members felt that hosting the championship in the central portion of the country in November, 2019 would aid in accommodating that objective far better than attempting to host it on either coast.

Ms. Babick indicated she wanted to form an ad hoc committee to discuss this issue further and investigate the options and opportunities available to USHJA for 2020 and beyond, but felt that a host site needed to be selected for 2019 at this meeting to facilitate obtaining the necessary permission and Special Competition licensing in a timely manner.

*Rick Cram made a motion to approve The Tulsa Expo Center – Built Ford Tough Livestock Complex as the host site for the 2019 USHJA National Championships. Tom Brennan seconded, and the motion was approved by majority vote with one vote of disapproval recorded.*

*Mr. Cram made a motion to amend the 2017 Board decision that mandated that only one USHJA National Championship be held in any given year and that consideration be given to hosting two National Championships – one west and one east – in 2020 and beyond. Ms. Skinner-Robson seconded, and the motion was unanimously approved by those present.*

Ms. Babick created an ad hoc committee to further investigate the national championship concept in greater depth going forward from 2020 and beyond. The ad hoc is tasked with providing a preliminary report in July and a more formulated report at the September Board meeting. The ad hoc committee members are as follows:

USHJA National Championship Ad Hoc

Britt McCormick – Chair

Diane Carney

Larry Langer

Tobey McWilliams

Charlotte Skinner-Robson

**IX. USHJA Position & Policy**

*Mr. Bahret made a motion to place the USHJA Position & Policy on the floor for discussion. Ms. Carney seconded, and the motion was unanimously approved by those present.*

**Update on Conflict of Interest**

Marianne Kutner reported to the Board that she had recently a review of all USHJA policies concerning conflict of interest and confirmed they are compliant with the New York State Non-Profit Revitalization Act of 2014. Part of that compliance involves annual conflict declaration/acknowledgement submission on the part of every director and officer. She reminded Board members that they have an affirmative fiduciary responsibility to act, at all times, in the best interest of the USHJA. The New York law requires that if a committee member has conflict of interest, or even a situation that is perceived to be a conflict, the committee member must disclose such and must recuse himself or herself. The Board does not decide whether or not there is a conflict. Once a conflict is disclosed, individuals must recuse themselves. It is the affirmative duty of individuals with conflicts to disclose.

**USHJA Policies**

Ms. Babick reported the need for USHJA to adopt more structured and comprehensive policies with respect to harassment, rules of conduct, and required training and screenings to ensure that it is protecting its membership, its volunteers and other stakeholders. Brief discussion ensued regarding the need for having USHJA hold itself to as high a standard as reasonably possible in the retention of contractors, clinicians and other service providers contractors going forward. Kevin Price mentioned that all of the policies being presented in this agenda work together in layered fashion to ensure this goal is being accomplished.

There was discussion about making all USHJA committee members subject to background checks. In order to take a stand or take action with respect to disallowing volunteer service on a committee due to the results of a background check, all committee members would need to be subject to a background check. Currently, only USEF Licensed Officials undergo background checks. A suggestion was made that USHJA could consider utilizing an affirmative disclosure statement on the part of committee members as opposed to mandating background checks.

**Harassment Policy**

Kevin Price reviewed the draft Harassment Policy document that was presented within the Board materials. This document serves as an extension to the process and policy required by USEF regarding

Safe Sport and will cover instances that are outside the competition environment and therefore outside the Federation's purview. This policy is required on the part of USHJA due to the recent adoption of the Protecting Young Victims from Sexual Abuse and Safe Sport Authorization Act of 2017 that requires all amateur sports organizations nationwide to comply with the reporting requirements of outlined within the Act. Application of this internal policy extends to all Board and committee members, USHJA recognized or appointed volunteers, USHJA Certified Trainers, any individual contracted service providers, and members who have repeatedly and publically demonstrated behaviors that violate the USHJA Ethical Standards and/or prohibited conduct, as defined by the Harassment policy.

Discussion ensued and Board members agreed that application of this policy would be limited to refusing to contract, removing a member from committee or volunteer service, revoking TCP certification, and/or expulsion from USHJA programs/events based on a member's harassing behavior or actions. USHJA would not seek any other forms of punitive action. During discussion, three amendments /points were raised:

- Under the Policy Application section, strike as follows:
  - “Members who ~~are publically known and~~ have repeatedly and publically demonstrated behaviors which violate the USHJA Ethical Standards and/or Prohibited Conduct Policy.”
- Under the Prohibited Conduct section: ensure that the discriminatory/harassing behavior language is up-to-date with respect to current Federal laws and EEOC regulations.
- Remove the entire section under Violation of Policy.

*At the conclusion of discussion, the USHJA Board members present voted unanimously to approve the Harassment Policy, as amended.*

### **Background Check and Screening Policy**

The group reviewed the draft policy document that was presented within the Board materials. Discussion commenced regarding making sure that the USHJA's automatic disqualification criteria was consistent with that of the Federation so that USEF Licensed Officials were not being held to a different standard than other individuals requiring screening. As a result the following amendment to Section 2.v. under Automatic Disqualifiers was proposed to make the criteria consistent with USEF:

“Any misdemeanor involving:

**Two or more** ~~Any~~ drug related crimes including use, possession, distribution, intent to distribute, trafficking, manufacturing, sale, or maintaining a disorderly house.”

An additional grammar edit was made to the last sentence: “The USHJA Executive Director shall have oversight of this policy, and will *be* responsible for the implementation....”

*Hearing no further discussion, the Board members present voted unanimously to approve the Background Check and Screening Policy, as amended.*

### **Required Trainings, Screenings & Documentation Policy**

The group reviewed the draft policy document that was presented within the Board materials that outlines the specific trainings, screening, and documents that will be required for each designated group/position within USHJA.

Although concerns were raised regarding the enforceability of some of the screening and training mandates, especially with respect to Safe Sport and concussion training, the prevailing opinion was that USHJA should have a standard in place to which all applicable USHJA members/participants are expected to adhere.

One amendment to a header within the document was suggested:  
Competition Managers under contract ~~with~~ *for* USHJA *Properties*

*Hearing no further discussion, the Board members present voted unanimously to approve the Required Trainings, Screenings, & Documentation Policy, as amended.*

### **Ethical Standards and Rules of Conduct**

The group reviewed the draft policy document presented within the Board materials. Discussion took place with respect to the fact that USHJA needs to establish an ethical and moral position and uphold it to the extent possible related to its own products. A point was made that the language in the Rules and Conduct section of the document needs to be tightened and clarified with respect to communication with members of the Conduct Review Committee. One additional amendment was proposed to strike the words “and affection” from section 2 of the Ethical Considerations regarding treatment of the horse.

*Mr. Cram made a motion to table action on the Ethical Standards and Rules of Conduct Policy until Sections 3 and 4 under the Rules of Conduct concerning communication with members of the Conduct Review Committee can be tightened and clarified. Joe Dotoli seconded, and the motion was unanimously approved by those present.*

### **Complaints/Grievance Process**

The group reviewed the informational document presented within the Board materials. Ms. Babick explained that this process is already in place and requested the Board review the document and raise questions or provide comment.

## USHJA and the Future

### X. Introduction: Establish Purpose, Goals, and Timelines for the Meeting

Ms. Babick reviewed the goals of this meeting, the focus of which was on resource allocation and safety. This will be accomplished by establishing several ad hoc groups to continue the discussion and present initial proposals by the July Board meeting, with finalized proposals by the September meeting. The final step will be to present the fully formulated plan to the membership at the 2018 Annual Meeting in December.

- The Board will review USHJA from the following perspectives:
- How is USHJA doing with memberships, both individual and affiliate?
- How and why are we allocating our resources - financial, staff and volunteer?
- Are we fulfilling the full extent of our mission in the area of educations, membership program and services?
- How are we strengthening our structure to protect the Association and its volunteers?
- What do we need to focus on going forward?

Ms. Babick provided comment based in her personal observation:

- Much of USHJA’s past and current action tends to be reactionary, as opposed to being proactive.
- USHJA has an ill-defined relationship with our NGB.

A point was raised for the need to document the essential and conceptual differences between the USEF and the USHJA. The point was raised that most of the Federation’s authority is provided via their contractual relationship with the FEI and the USOC. Brief discussion took place with respect to the

status of the Affiliate Agreement which is still in the formulation stage. Board members made the suggestion that USHJA should draft its own Affiliate Agreement.

#### XI. USHJA Now – How Have We Changed Since 2015

##### **Membership**

The group reviewed membership information provided within the meeting packet. It was noted that membership is experiencing a downward trend overall which was especially notable in the junior and affiliate organization segments of the membership. Ms. Babick commented that amateurs represent USHJA's largest constituency and yet they feel the most underserved. She also pointed out that to-date, 91% of the USEF membership is opting out of the auto-renewal membership feature.

Ms. Babick mentioned that USHJA has managed to build its reserves at a quicker rate than originally forecasted. As a result, some Board members have suggested that USHJA investigate ways to give back to the membership – whether through reduced fees, increases in benefits and existing services, or in some other capacity.

##### **Staffing Challenges**

There was discussion about staffing, recruiting mechanisms, and levels of sport knowledge and expertise. The group also touched on the subject of telecommuting/ remote employees and well as balancing the appropriate level of staff authority and autonomy within the volunteer-led environment.

##### **Building**

Mary addressed the maximum capacity of the building and the fact that we have been very limited in the ability to add the staff that we're projected to hire. Due to the addition of staff in the last three years, storage is non-existent. It is likely that the building will need to be modified. Mary suggested that the current office space needs to be evaluated by a space planner.

A concern was expressed regarding USHJA not having enough resources currently – in time and staff – to accomplish what needs to be accomplished in the manner in which USHJA wants.

#### XII. Strategic Plan Update

The Board reviewed the summary report presented within the meeting packet that listed the objectives outlined by the 2015 Strategic Plan and the progress to-date of meeting those objectives. Brief discussion ensued, and one question was raised regarding the status of the proposed new website which is scheduled to launch in June. An additional question was raised regarding the status of the proposed competition department. Ms. Babick confirmed we are currently on hold pending the outcome of some potential proposed modifications the sport structure that, if approved, will impact USEF competition environment. No other questions were asked. Ms. Babick reported that in the near future, a group will be formed to begin looking at formulating a strategic plan for 2019 and beyond.

#### XIII. Membership & USHJA Duties

Ms. Babick opened conversation about the USHJA's duty to its membership with respect to transparency, communication, retention and growth.

Ms. Babick reported that members continue to demand that USHJA provide ongoing transparency in its functions and we struggle with the ability to adequately communicate this transparency to the membership. We need to better communicate to members how money is spent and why.

An observation was made that many members don't really understand USHJA's mission and what the organization is actually responsible for, and as a result, members don't have an accurate gauge with which to assess transparency.

The committee reviewed membership participation as it relates to USHJA programs.

Brief discussion took place regarding the seemingly growing trend of classes being created in the competition environment that utilize a form of the hunter derby structure, but do not utilize the actual USHJA Hunter Derby specifications.

Mr. Langer mentioned that the reason the concept of a Competitions Department was suggested within the Strategic Plan was to ensure control of the USHJA properties; it was not intended to be responsible for sanctioning or licensing competitions.

#### Affiliate Organization Membership

It was noted that Affiliate Organization membership has declined significantly over the past four years. The reasons cited by many of the organizations who have chosen not to renew involved experiencing an increase in the membership fee at the same time there was a reduction in the benefits offered/provided. The point was raised that during the Zone restructure, the affiliates were aligned with the zones, but in doing so disengaged with USHJA. Ms. McWilliams mentioned that Association outreach through the awards committee had been preliminarily discussed. Ms. Babick commented that perhaps the Affiliate Committee should be reinstated as well as focus on individual, personal outreach to affiliate organizations across the nation.

Ms. Babick created an ad hoc committee to further investigate ways to engage affiliate organizations as well as provide enhanced benefits to existing affiliate members. The ad hoc is tasked with providing a preliminary report in July and a more formulated report at the September Board meeting. The ad hoc committee members are as follows:

#### Affiliate Engagement Ad Hoc

Tobey McWilliams – Chair  
Rick Cram  
Cheryl Rubenstein

#### XIV. Programs, Properties and Finances

Lisa Moss presented the Statement of Activities compared to budget. A question was raised about where the line item for NAYC support had been moved. Ms. Moss replied that this amount of support is now being reported under Championship Participation. A question was raised about how sponsorship revenue is reported and the distinction between official sponsorship and program sponsorship.

Ms. Moss also presented the staff allocation costs as compared to competitive programs. Additionally, the group reviewed a comparison of program participation versus program revenue and expense.

#### Sport Structure

Ms. Babick presented two separate concepts for reconfiguring the current competition rating structure. One working concept is being formulated by the USHJA Competition Standards Committee and the second is a proposal submitted to USEF by Ms. Babick as a potential sport growth initiative.

Due to the prevailing opinion that too many horse shows are currently rated Premier, but are not delivering a Premier experience, the Competition Standard Committee's concept would significantly decrease the number of competitions allowed to hold a Premier rating. Additionally, the idea of combining Regional I and Regional II ratings into one single Regional rating and making changes to the increment system are being considered.

The structure proposed by Ms. Babick would require only a USEF Fan membership for participation in any competitions with a Regional or lower rating, with the exception of participation in a US Medal or ASPCA Maclay qualifying class, which requires a Competing Membership. Additionally, no horse recording fees would be required for participation at the Regional or lower rating. USEF Competing Membership would still be required for participation in competitions rated at National and Premier. USHJA membership requirements would remain unchanged from what is currently utilized.

Ms. Babick reported that she has received a great deal of feedback from members who do not like the name “Outreach” for the USHJA program. She created an Outreach Rebranding Ad Hoc committee to further investigate the Outreach Competition program, its branding, and its structure. She requested Katie Benson chair the ad hoc and invited other interested board members to volunteer to serve as well.

#### USHJA Program Structure – Education and Sport

The Board reviewed the chart provided within the meeting materials listing all the current USHJA programs in both the sport and education categories. A specific question was raised regarding how many professionals currently hold TCP certification, which was confirmed at 508. Ms. Babick mentioned that Shelley Campf is planning to present a proposal to the Executive Committee in June to update the group with respect to status of the program and the plans for implementation of the next phase. The Board members indicated they would prefer the proposal be presented to the full Board in July instead.

#### XV. Recess

*There being no further business, Mr. Cram made a motion to recess, and the meeting recessed at 8:15 p.m. CDT.*

### **Session II – Tuesday, May 8**

The meeting was called to order at 7:15 a.m. CDT.

#### USEF Update

Ms. Babick opened the meeting by providing an update with respect to USEF and its Licensed Officials Committee which was recently restructured and its committee charter changed. The Federation is working to make the licensing process as objective as possible. Part of this process involves tasking the Recognized Affiliates with documenting their education and licensing requirements. A USHJA Licensed Officials Ad Hoc was recently formed to outline USHJA’s licensing procedures. The Federation’s current licensing process will remain the same until 2020, after which USEF will propose a new system that will likely task the Affiliates with more responsibility in the areas of screening/vetting candidates in addition to the already assumed education duties.

#### **Information Technology Update**

Ms. Babick reminded the Board that she and Kevin Price were tasked during last year’s May Board meeting with resourcing and investigating alternative IT solutions to either supplement or replace the current arrangement with USEF. Early in that process, one Board member urged USHJA to inform USEF of its plans. Ms. Babick and Kevin Price met with the Federation CEO, who requested USHJA not pursue any avenue until USEF had completed its external IT audit. To USHJA’s knowledge, such an audit has not yet been completed. As a result, the decision was made to proceed with the investigation process. An IT Ad Hoc was formed that reviewed USHJA’s internal IT audit conducted earlier in the year. The Ad Hoc recommended that USHJA obtain additional assessments from other managed service providers (MSPs). Kevin Price has contacted two such firms, one recommended by

the IT Ad Hoc and a second organization recommended by USDF. Additionally for reference, Mr. Price has spoken with three other Recognized Affiliates to determine their IT structure and staffing. The analysis and research will continue and updates provided to the Board at future meetings.

#### USHJA Future & Governance

Ms. Babick briefly summarized the election process and reviewed the Board seats that will be expiring at the end of 2018, as well as the reseating process for both working groups, which will occur in the fall.

Ms. Babick communicated she wants to initiate an onboarding process for Board members and spoke about the importance of balancing service on USEF and USHJA Councils and Boards. The point was raised that USHJA has never formalized the process for selecting the USHJA representative to the USEF Board. As a result, the current process has the USEF National Breeds and Disciplines Council voting to name the Affiliate seat to the USEF Board. The prevailing opinion was that the USHJA President (or his/her designee) should automatically be named to the USHJA-designated USEF Board seat. It was noted that there should be a change made to the bylaws that addressed how to name USHJA representative to the USEF Councils and the USEF Board.

*Mr. Langer made a motion to amend the USHJA Bylaws to ensure that the USHJA representative to the USEF Board is selected by USHJA, not by the Federation's National Breeds and Disciplines Council. Ms. Skinner-Robson seconded, and the motion was unanimously approved by those present.*

Mr. McCormick expressed concern over the potential loss of USHJA institutional knowledge with the number of seats expiring in 2018. Ms. Babick reminded Board members that part of their duty involves identifying and fostering their successors.

Board members engaged in conversation about the remunerating the President for services rendered. It was pointed out that the President is already provided with a stipend and reimbursed for all USHJA-related travel expenses.

*Ms. Johnson made a motion to increase the presidential daily travel stipend. Ms. Oare seconded.*

Several Board members expressed reluctance to having the Board make any modifications to the stipend or reimbursement amount at this point in time, and recommended careful analysis be conducted by a third party that can present a plan to the Board.

*Ms. Johnson rescinded her original motion.*

Ms. Babick created an ad hoc committee to analyze the current presidential stipend/reimbursement policy to determine whether or not any modifications should be considered. John Bahret was named as chair of the ad hoc.

Discussion continued regarding the presidency, the skill set the job requires, and the realistic expectations of the position.

The request was made to have Executive Committee actions taken each month communicated to the full Board so the members are more fully informed. Leslie Mangan agreed to begin providing a report of Executive Committee actions to the Board on a monthly basis.

#### USHJA/USEF Relationship

Ms. Babick reported that USHJA and USEF are no closer to formalizing an Affiliate Agreement than previously reported. The suggestion was made that USHJA should draft its own Affiliate Agreement to

isolate those components over which USEF should have sole authority and delineate those items that USHJA should assume or retain.

Additional comments were made that without the clear delineation of what the USHJA and USEF are each responsible for, confusion remains among the membership, as well as those in volunteer service.

Ms. Babick challenged the Board to come up with answers to the question of how USHJA can strengthen its own identity, engage affiliate and local organizations, and make USHJA an entity members want to join, as opposed to one that they have to join.

Ms. Carney recommended creation of consistent messaging that defines exactly what USHJA does versus USEF. Ms. Babick created a USHJA Identity Messaging Ad Hoc and asked Sissy Wickes to chair.

Mr. Dotoli feels that the only track to excellence in equestrian sport is provided by USEF and USHJA as its affiliate. The non-recognized environment does not provide that path.

Conversation continued that direct affiliate organization outreach, involving individual and personal contact, is critical. Board members feel that USHJA needs to provide recognition for affiliate winners and it should provide product, awards, and other gifts at no cost to these organizations. USHJA should employ a “join them” (as opposed to a “join us”) approach. Ms. Rubenstein commented that affiliate involvement and engagement will require collective and cooperative component that includes zone involvement.

Mr. Langer commented that while USHJA is now 14 years old, the conversation keeps circling around to the same two places:

- Awards and Recognition
- Education – extremely important to the future of USHJA and is a point of value, but the organization has not fully developed its education component.

USHJA has the ability to offer opportunities that affiliate and local organizations cannot offer.

Discussion shifted to the USEF Partnership Agreement with respect to USEF Junior Hunter Finals, the Sallie B. Wheeler Hunter Breeding Championships, and USEF Pony Finals. Ms. Babick reported that USEF recently presented its expectation of the partnership agreement, which was not deemed satisfactory by USHJA. The two organizations do not agree on the management mechanisms for these three events. Mr. McCormick reported that negotiations will continue and hopefully a mutually agreeable agreement can be reached.

#### XVI. Meeting Re-Cap

Ms. Babick reviewed the action items covered during the meeting including the listing of the eight Board Ad Hocs created that are tasked with coming up with proposals including budget considerations and staff resource allocation for final presentation to the Board of Directors at the September meeting. Board approved proposals will be presented to the USHJA membership at the Annual Meeting in December.

One of the conclusions reached during the meeting is that USHJA needs to better invest in:

- Affiliate Organizations
- Education
- IT
- The Jumper side of the sport

Ms. Babick mentioned one additional ad hoc formed that she is chairing which will continue to evaluate the governance structure and skill sets needed for Board service.

Ms. Babick revisited USHJA's committee structure and acknowledged that a volunteer committee does not currently support two initiatives – the Recognized Riding Program and Education. She went on to report that there are currently over 50 committees within the organization and cautioned the group to be mindful about adding additional committees unless absolutely warranted. She created an ad hoc with the mission of reviewing and analyzing the current committee structure, and asked Dianne Johnson to chair.

The concept of the Association's value system was readdressed, and discussion continued. Marianne Kutner agreed to make inquiries with both the background check provider as well as with the Federation's legal counsel regarding the specifics of how the Center for Safe Sport will be handling complaints and whether or not violations that may have occurred outside of the seven-year reporting window will be reviewed and/or considered. Ms. Kutner agreed to conduct the inquiries and prepare a report for the Board's review.

XVII. Old Business

None

XVIII. New Business

None

XIX. Adjourn

There being no further business, Ms. Carney made a motion to adjourn, and the May, 2018 meeting of the USHJA Board of Directors was adjourned May 8, 2018 at 12:20 CDT.

Respectfully submitted,

Larry Langer, Secretary