



# TACTICAL PLAN

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The Strategic Plan calls for the creation of several ad hoc committees of the Board of Directors to conduct a comprehensive analysis of specific components of the organization and to provide a report with recommendations regarding those areas to the Board of Directors for their consideration and action. The report to the Board of Directors from each Ad Hoc Committee must include a summary of the analysis and a financial overview. This document contains the strategies, recommendations and action steps found in the Strategic Plan and its Companion Document.

## GOVERNANCE

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### Geography Strategy:

The USHJA will have four geographic designations and all programs must fit within these designations.

#### Geography Recommendations:

The country should be divided as follows:

- **National**
- **East and West**
- **Zones** (12 – including contiguous areas of Canada)
- **States**

Geographic areas, such as zones and states can be combined as necessary for programs, regional championships and other geographically-based activities.

#### Geography Action Steps:

- Fit all programs into at least one of the four geographic designations. Adjustments can be made by combining geographic areas as necessary for program success
- Consider relevant portions of Canada as contiguous geographic locations, with certain limitations as defined in this document
- Delete the use of regions as a geographic component

### Zone and Affiliate Strategy:

Form an Ad Hoc Zone and Affiliate Committee of the Board to create a model which brings the Zones and the Affiliates into a cohesive structure for better alignment of representation and programs.

#### Zone and Affiliate Recommendations:

- Combine each zone's hunter and jumper representation into a single committee
- Zone committees will be composed of a minimum of 12 members and will be re-seated every four years beginning in 2016:
  - ◇ Zone committees will include a representative from each of the four largest qualified Horse Show Affiliate Member Organizations (organization must meet annual eligibility and membership requirements)
  - ◇ A call for recommendations will go out to all members in each zone so names can be put forward for consideration during appointments
  - ◇ Four representatives will be appointed by the President with Executive Committee approval
  - ◇ The resulting eight representatives will appoint an additional four, pending approval by the Executive Committee
  - ◇ Each zone will elect a Chair and Vice Chair which must be approved by the President. The Chair and Vice Chair will serve a four-year term
- Appointed members must fill any deficiencies related to geography, discipline representation, sport expertise and level of participation. Each zone committee must end up with at least 40 percent hunter representation and at least 40 percent jumper representation
- Zone committees will be given defined tasks and duties by the USHJA and funding will be provided by the USHJA via funding requests/ budgets. Zone committees may engage in fundraising activities for stated purposes upon authorization by the USHJA
- A Zone Council will be populated by two representatives (one hunter and one jumper) of each zone committee. Two members (one hunter and one jumper) of the Zone Council will serve on the USHJA Board, each

for a single two-year term. The same members cannot be reappointed to the Board by the Zone Council for consecutive terms; however, they will be eligible for another Board position such as an At-Large Director

- ◇ The Ad Hoc Zone and Affiliate Committee will determine a transition plan for the Board seats
- Create two defined categories of Affiliate Member Organizations: Horse Show Organization and Collegiate/Academic with the criteria as defined in the companion document

### **Zone and Affiliate Action Steps:**

- Implement USHJA Bylaw changes as noted in this document
- Develop and implement a new zone structure including zone duties, roles and funding mechanisms
- Define the two categories of Affiliate Member Organizations – Horse Show Organization and Collegiate/Academic Organization
- Implement the Affiliate Member Organization categories based on the defined structures in the companion document

## **Committee Strategy:**

All USHJA committees, task forces and ad hoc committees must meet the mission of the organization, be effective and relevant to the needs of the organization and the various structures must be well defined.

### **Committee Recommendations:**

- The Executive Committee, working with the Executive Director, should define the purpose of every USHJA committee to prevent committees from working at cross purposes or duplicating efforts
- A full evaluation of existing committees and task forces should be made along with recommendations to the Board regarding elimination or modification of the committee structure
- When appropriate, create ad hoc committees, sub-committees and task forces instead of forming new committees. These smaller groups will have a definite assignment and time-certain existence
- Task forces have expiration dates that should be enforced

### **Committee Action Step:**

Form an Ad Hoc Oversight Structure Committee of the Board with the mission of reviewing the effectiveness and relevance all committees, task forces and ad-hoc committees and procedures

## **Orientation Strategy:**

Identify the groups needing orientation and develop that appropriate materials and methods for dissemination of information.

### **Orientation Recommendations:**

- Form an Ad Hoc Orientation Committee of the Board to develop orientation and procedures such as:
  - ◇ Explanation and information regarding conflict of interest (Appendix B)
  - ◇ Define roles and responsibilities for volunteers and staff liaisons
  - ◇ Make sure the volunteer understands which hat to wear
  - ◇ Understanding of the mission, purpose and goals of the committee
  - ◇ Conduct/protocols for in-person and teleconference meetings
  - ◇ Lines of authority and decision making

### **Orientation Action Steps:**

- Form an Ad Hoc Orientation Committee of the Board to develop orientation and procedures
  - ◇ The committee will identify the various groups (committee chairs, committee members, staff and directors to the Board) that need orientation and then determine the level of orientation
  - ◇ The committee will oversee development and subsequent implementation of orientation materials, recognizing there are many ways of delivering the message and use of technology should be embraced

## Awards and Recognition Strategy:

- Form an Ad Hoc USHJA Awards Committee of the Board focused on analysis and evaluation of every USHJA award and the criteria for that award. The committee will make recommendations with respect to administrative and oversight authority regarding an award's continued existence, its criteria evaluation and suggestions, where and when the award should be presented, the nature of the actual award and the historical documentation of the award.

## Awards and Recognition Recommendations:

- Select awards that will hold great prestige within the USHJA membership as well as to the horse community at large
- Support the value of these select USHJA awards by managing, presenting and communicating the awards appropriately

## Awards and Recognition Action Steps:

- Form a USHJA Awards and Recognition Committee of the Board to conduct analysis and evaluation of all awards
- Forward the following recommendations from this document to the Awards Committee:
  - ◇ Keep existing Zone Horse of the Year awards, with oversight from the Awards Committee and improve awards presentation and recognition at the zone level
  - ◇ Change the Stirrup Cup, Affiliate Equitation, Outreach, Affiliate Sportsmanship awards programs as noted in this document
  - ◇ Improve, preserve and promote awards such as the Jumper Clubs (1.40 meter and 1.50 meter), Lifetime Achievement, President's Distinguished Service, Rider Lifetime Earnings, Youth Sportsman (USEF) and Youth Leadership awards
  - ◇ Build specific criteria or answer specific questions posed for Amateur Sportsmanship, Dash for Cash, Jane Marshall Dillon, Member's Choice, Owner's Legacy, Vital Staff, Volunteer of the Year and Young Professionals awards
- Consider changes that will strengthen:
  - ◇ **Stirrup Cup**
    - Giving zones flexibility within consistent choices
  - ◇ **Affiliate Equitation Awards**
    - Offer three categories:
      - Medal Classes
      - Year-End Champions
      - Horsemanship Program
  - ◇ **Outreach**
    - A complete restructure with zones choosing from a menu of options
  - ◇ **Dash for Cash**
    - A clearer specification structure
  - ◇ **Affiliate Sportsmanship**
    - Change to Affiliate Horsemanship with four categories:
      - Junior
      - Amateur
      - Professional
      - Scholastic/Collegiate coach
  - ◇ **Member's Choice**
    - Review criteria to avoid aspect of popularity contest

## Communication Strategy:

Form an Ad Hoc Communications Committee of the Board focused on analysis and evaluation of the communication channels of USHJA for effectiveness and relevance to audiences, including the balancing of outreach efforts to ensure efficiency and value to our members.

### Communication Recommendations:

- An overall communications plan is critical to connect communications support to all USHJA programs and initiatives
- All communications outreach including the In Stride magazine must reflect the USHJA's Mission, Vision and Strategic Plan. All communications channels must have clear goals
- Evaluate procedures and create calendars for e-news, e-blasts and press releases with target metrics created for all channels and outreach
- Increase our use of online communication including forms and applications
- Conduct a cost-benefit analysis of communication program and monitor all program metrics
- Ensure that the USHJA website is well-structured, navigable and provides multiple methods for locating information such as links from one page to another
- Review and generate appropriate structure for identifying, procuring and administering awards, gifts and promotional items

### Communication Action Steps:

- All materials and communications channels, including In Stride, USHJA.org, mobile app and program-specific support need to reflect the USHJA's Mission, Vision and Strategic Plan and all must be measured for their reach, acceptance and impact
- Structure USHJA.org to achieve a user-friendly experience
- New technologies should be researched and implemented that create greater communications with target audiences
- Determine the best department structure for all communications functions including the current process for identifying, procuring and administering awards, gifts and promotional items
- Create a greater connection between communications and program departments, treating each program as a communications client

## Education Strategy:

Form an Ad Hoc Education Committee of the Board balanced by education experts and sport experts focused on analysis and evaluation of our education programs.

### Education Recommendations:

- Establish an education department, a Dean of Education and an Education Committee, in partnership with related task forces and ad-hoc committees. The education function can be accomplished either internally through a USHJA department or externally through a contractual relationship. This plan strictly presents the concept, not the exact structure, which is to be determined by the Education Committee
- Make a serious and substantial commitment to implementing meaningful educational programs and activities
- Develop continuing education for trainer certification
- Consider annual education symposium for members

### Education Action Steps:

- Contract a Dean of Education of the USHJA Education Department who has experience within the academic community, understands how the education process must flow and understands the online education options that are available today. This individual will serve in concert with input/consultation from sport experts
- Define education activities appropriate for the Education Department and those activities, such as riding clinics, which fall outside the Education Department
- Allow appropriate USHJA programs, such as the Trainers Certification Program, Emerging Athletes Program and Horsemanship Quiz Challenge to access the Education Department to develop their education components

## Rules Strategy:

Form an Ad Hoc Competition Committee of the Board focused on analysis and evaluation of the role of the USHJA with regards to rules and compliance.

### Rules Recommendations:

- Consider giving the Rules Committee more oversight and authority over the rule change process and the existing rules, with the aim of clarity and simplification wherever possible
- Vigilance is necessary to stay out of becoming regulatory as much as possible. The USHJA must stay involved in the process and even the creation of rules; however, enforcement remains the responsibility of the USEF
- The process for Rule Changes, Extraordinary Rule Changes and Rule Clarifications, including Presidential Modifications, needs to be clear and easy for the interested member to understand and simplified as much as possible while maintaining accountability
- Determine which rules and specifications go into the USEF Rule Book versus which stay within the USHJA; determine how they are disseminated and adhered to
- Oversight must be a significant aspect of the rule process as the rules strategies in this section are critical
- Identify how technology can be used to enhance and support the rule process from creation to implementation to monitoring
- Improve the method and system of assigning proposed rule changes to committees to review, and make sure committees have the knowledge, resources and understanding of their duties in reviewing proposed rule changes
- Competitions Department
  - ◇ Consider creating a USHJA Competitions Department and determine types of competitions for USHJA sanctioning such as Outreach Competitions
  - ◇ This would be, in part, to conduct compliance evaluations of competitions
  - ◇ Generate and administer a USHJA reporting system for competition compliance and deliver the results to USEF
  - ◇ Hire a USHJA Competition Standards Director, who does not necessarily need to be Lexington-based
    - This will be an independent competition compliance reporting program
    - The Director may contract with others to carry out the evaluation

### Rules and Compliance Action Steps:

- Align program specifications with rules whenever possible
- Create and enforce clear procedures for all aspects of rule changes including Standard Rules, Extraordinary Rules, Clarifications and Presidential Modifications.
- Generate efficiencies throughout the rule change process through appropriate use of technologies
- Investigate the creation of a Competitions Department
- Hire a USHJA Competition Standards Director

## SPORT PROGRAMS

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### Sport Programs Strategy:

Form an Ad Hoc Sport Program Review Committee of the Board focused on analysis and evaluation of all USHJA sport programs considering the following recommendations

### Sport Program Recommendations:

- Make recommendations for the continuation, elimination or modification of any USHJA sport program
- Add a new High Performance category:
  - ◇ USHJA Junior Jumper Championships (team and individual)
- Clearly identify the USHJA's role with the FEI North American Junior and Young Rider Championship and make any changes needed in:
  - ◇ Qualifying
  - ◇ USHJA's role with these FEI Championships

- Form a Jumper Athlete Pipeline Task Force of the USHJA Jumper Working Group
  - ◊ Group to work with the USEF High Performance Committee and fulfill the future vision
- Monitor and evaluate the two Pre-Green programs
- Identify the goals of the Children's/Adult Amateur Jumper Championships:
  - ◊ Improve the host site selection process. Determine its role in the jumper athlete pipeline
  - ◊ Ensure oversight
- Change the Hunterdon Equitation Cup Classic to serve as the USHJA's junior hunter seat equitation medal with appropriate finals at the zone, East/West and national levels
- Add an amateur version of the Hunterdon held at 3'3"
- Monitor and evaluate the new USHJA Jumping Seat Medal
  - ◊ Consider incorporating riders through FEI Young Rider age (21) and/or amateurs
- Evaluate and re-conceptualize World Championship Hunter Rider
  - ◊ Membership fee should become a program fee
- Evaluate current programs for adults and determine what programs should be created or added
- Evaluate existing USEF hunter/jumper properties to determine what position the USHJA wants to take with:
  - Pony Finals
  - Junior Hunter Finals
  - Various medals
  - Hunter and Pony Hunter Breeding Championships
- Investigate the creation of a USHJA Championship competition. Several existing program championship or final events could be incorporated into one USHJA event
- Discuss and take action regarding the various medal classes, sponsored by third parties, that are in the USEF Rule Book
- Implement proposed specifications for Outreach Competitions
- Assign a task force to evaluate the Horsemanship Quiz Challenge:
  - ◊ How does it fit into the USHJA?
  - ◊ How does it relate to other programs?
  - ◊ What is its ultimate scope and size?
- Rename the Outreach Hunter Challenge
  - ◊ Make it the outreach component of the World Championship Hunter Rider program
- Trainer Certification Program
  - ◊ Re-conceptualize and evaluate
- Elite elements
  - ◊ Identify and clearly state which programs have elite elements
- Develop sponsorship strategies and products that create valuable relationships with vendors and the USHJA

## **Sport Program Action Steps:**

- Form an Ad Hoc Sport Program Review Committee composed of the USHJA Officers, Immediate Past President (if available) and two additional Board members to be selected annually by the President. The Executive Director and Chief Financial Officer will/should serve as staff liaisons and advisors with participation from the program staff liaison. The committee will establish and adhere to set criteria for the inception or expansion of a program and coordinate a review, analysis and evaluation of existing programs on a regular basis, making recommendations for changes directly to the Executive Committee
- Form a Jumper Athlete Pipeline Task Force of the USHJA Jumper Working Group to work with the USEF High Performance Committee to fulfill the future vision
- Evaluate existing USEF hunter/jumper properties (Pony Finals, Junior Hunter Finals, various medals) and determine what future role makes the most sense for USHJA
- Add new sport programs cautiously through research and evaluation and monitor and measure the success of new programs recently implemented

# Non-Sport Elements

Generate and utilize most efficient, professional business systems and best practices.

## Administrative Recommendations:

- Build a healthy financial reserve for major building maintenance, renovations and replacement
- Maintain responsible financial practices at all levels of the USHJA's operations
- Continue with existing legal and financial models and methods
- Retool awards fulfillment
- Embrace and utilize technology
- Communications and marketing objectives should mirror the USHJA's Mission, Vision and Strategic Plan. Oversight is necessary
- Define USHJA Partner and assign to the Education Department
- Develop sponsorship oversight and a Sponsorship Committee

## Administration and Non-Sport Element Action Steps:

- Clearly define the roles and relationships between volunteers and staff
- Maintain a clear definition of the role of the Executive Director, as well as relationship with Board and committees
- Utilize the Executive Committee to steer future annual meeting activities, and aspects such as venue selection, optimal attendance, meeting schedule, awards integration, networking needs and budget administration
- Engage USEF in discussions about membership service opportunities
- Restructure membership categories as described in this document:
  - ◇ Active – and Life Membership as a subset
  - ◇ Affiliate Member Organization – two subsets: Horse Show Organization and Academic/ Collegiate
  - ◇ Collegiate Member
  - ◇ Outreach Member
  - ◇ World Championship Hunter Rider Membership should be changed to a program fee
  - ◇ Clearly define the benefits and purpose of each membership category (member perks, year-end awards, participation in competition and educational programs, etc.).
  - ◇ Integrate Intercollegiate Horse Show Association membership into the USHJA database
- Consider appropriate benefits for each membership level from the perspective of member value
- Form an Information Technology Committee
- Review and reinforce policies and procedures regarding purchasing, building maintenance, staffing, financial reporting and member services
- Create and assign a task force (containing some Board members) to work with the Foundation to analyze relationship, viability and purpose
- Consider funding mechanisms that create synergies between USHJA and its Foundation
- Create a Planning Committee to oversee the Strategic Plan implementation, monitor programs against its various action steps and begin the planning process as necessary for the next strategic planning phase
  - ◇ The Planning Committee will be seated by the President for a four-year term
- Develop sponsorship strategies and products that create valuable relationships with vendors and the USHJA