

HISTORICAL OVERVIEW

(as of December 31, 2013)

PART 1 – The Past

The United States Hunter Jumper Association (USHJA) is the largest single organization under the umbrella of the United States Equestrian Federation (USEF) and represents the interests of approximately 43,000 members participating in the hunter and/or jumper aspects of equestrian sport. The hunter and jumper disciplines have been an integral part of USEF since 1917, when the Federation was originally formed as the Association of American Horse Shows.

Recognizing the benefits of establishing an independent identity with a focus on hunter and jumper activities in the United States, the USHJA was established in 2004 as the official USEF Recognized Affiliate Association for the hunter discipline and the Fédération Equestre Internationale (FEI) Discipline Association for the jumper discipline. In its short history, the USHJA has quickly grown into the single largest USEF recognized affiliate. The Association has consistently operated with surplus revenue and has constructed an office building to serve as its home and base for administrating and developing the equestrian experience of its members.

It is important to look at the origin of the USHJA with respect to two other parent organizations to understand how the USHJA fits into a wider governance framework and to better understand the role the USHJA plays in the larger landscape of equestrian sport. By examining the roles of both the FEI and the USEF, one sees how their positions relate to the USHJA's role within its segment of equestrian sport.

The FEI is the international governing body for all Olympic equestrian and World Equestrian Games disciplines. Headquartered in Lausanne, Switzerland, it has the distinction of being recognized by the International Olympic Committee as the entity responsible for management of the sport of equestrian for the Olympic Games. The members of the FEI are countries (not individuals or organizations) and the FEI creates and regulates the rules for our international equestrian sport. Virtually 100 percent of the international equestrian events held worldwide in the disciplines of jumping, eventing, dressage, driving, endurance, reining, vaulting and para-equestrian are conducted under the auspices of the FEI.

Within each member country, there is one equestrian entity recognized by FEI as that country's national federation. That single FEI authorized federation is responsible for selecting and fielding horses and riders to represent that country in equestrian sport anywhere in the world. This includes major events like Nations Cup competitions, World Cup competitions, Continental championships and other events in which countries compete. The USEF serves that role as the official Equestrian Federation for the United States.

FEI authorization to be the exclusive federation representing the United States for international events is not the only status card the USEF holds. The United States Olympic Committee (USOC), headquartered in Colorado Springs, Colorado, chooses a single representative organization for each sport allowed to compete in the Olympic Games. These organizations are referred to as national governing bodies (NGBs) and the USOC has named the USEF as the NGB for the sport of equestrian, which includes the four Olympic disciplines of dressage, eventing, show jumping and para-equestrian.

Understanding the roles of the FEI and USEF in equestrian sport makes it possible to see how the USHJA fits into the national governance model. As mentioned, the USHJA is the official USEF Recognized Affiliate Organization representing the hunter and jumper disciplines in the United States. This official designation has a number of positive ramifications for the Association.

Among them are the following:

- The USEF requires mandatory membership in the USHJA for those individuals who are hunter/jumper members of the USEF. These membership fees provide the basic funding for the USHJA
- The USEF allows the USHJA to be its sole source for recommending the hunter and jumper rules that are incorporated into the USEF Rule Book. Thus, the rules of hunter and jumper competitions throughout the United States form one of the main cornerstones of our affiliate structure
- Regulation/Enforcement – The Federation provides the use of its regulatory and hearing processes to USHJA and its members
- Equine Drug Testing – The Federation administers and provides equine drug testing at recognized competitions to the USHJA and its members
- Competition Licensing – The Federation licenses hunter/jumper competitions and defends all legal actions related to competitions and licensing rules
- Officials Education and Licensing – The Federation licenses hunter and jumper officials and, with input from its officially recognized affiliates (for example, USHJA), administers the educational process
- Marketing – The Federation provides marketing of the sport of equestrian to individuals inside and outside of the sport

- Membership and Information Technology (IT) Services – The Federation administers the USHJA membership process and provides this and IT services at below-market cost to the USHJA

As noted in the USEF description above, the USHJA was born because the hunter/jumper disciplines within the USEF (formerly known as the American Horse Shows Association or AHSA) had no recognized affiliate organization tasked specifically with handling the disciplines' unique needs and requirements. If a hunter/jumper person was asked prior to 2003 what his or her national discipline organization was, he or she would have answered, the AHSA. In the late 1980s, the AHSA embarked upon a comprehensive five-year strategic plan that firmly identified its mission to serve as an umbrella organization for each of its affiliated breeds and disciplines, all of which with the exception of the hunter and jumper disciplines, had their own autonomous affiliate organizations that serviced the unique needs and requirements specific to that breed and/or discipline. Upon reviewing the landscape at the time, the AHSA realized that in order to fulfill its mission and properly serve its internal constituency, there existed a need to establish a structure for the disciplines of hunters and jumpers similar to that which existed for the other breeds and disciplines under the Federation's umbrella.

The initial step to fulfill this need was the AHSA Planning Committee recommendation to create the National Hunter Jumper Council in the mid-1990s. Although the NHJC was internal to the AHSA, it focused on the unique needs and interests specific to the hunter/jumper disciplines and, for nearly a decade, functioned as the compromise solution to serve the discipline-specific needs of the AHSA's hunter/jumper members. As the Council operated through the years, value associated with creating a completely autonomous entity became apparent. The appeal of creating an independent and separately funded organization gained momentum, eventually leading to the formation of the USHJA.

The Literal vs. Figurative USHJA Building

If one talks about the USHJA building or structure, it is easy and proper to immediately assume the subject refers to the brick, mortar, steel and glass building located on the grounds of the Kentucky Horse Park that serves as the Association's home base. Of course the existence of that building and the fact that it is mortgage-free is a huge accomplishment and a testament to the Association's staff, leadership and members. However, this Historic Overview document is involved with a figurative structure euphemistically called, "The house that USHJA built."

Those who are involved with creating the Historic Overview and the current Strategic Plan, as well as those who have been involved with the creation of the USHJA over the last 10 years, have been and are building this figurative structure and want it to be durable; one that can withstand the best the elements can throw, including economic downturns, conflict and political changes, just to name a few. The house is being built to remain strong and unscathed, so that it can be passed on to future generations of USHJA leadership.

To that end, the Strategic Plan is meant to serve as a roadmap, showing where we came from, where we are now and where we intend to go.

The following is a year-by-year recap of that creation for the USHJA's first 10 years:

2003

- Discussions started in July of 2003 regarding the creation of a hunter/jumper affiliate organization to represent the hunter and jumper disciplines
- Two committees were formed consisting of 20 members each. A planning committee to develop the concept and create strategic plans and an advisory committee to provide additional feedback and facilitate communication with a broader audience
- Draft governance models were created based upon the findings of the Planning Committee
- Following several months of Planning Committee meetings, a facilitated retreat was held in Newark, New Jersey
- As a result of this retreat, an interim Board of Directors was created to further advance the goals of the Planning Committee. The Board totaled 17 members including a president, secretary and treasurer who would serve until the first election
- Bylaws were drafted and approved by the interim Board
- The 17 directors all made a financial contribution to the treasury of the new organization – USHJA
- Board members and volunteers assisted with administrative duties
- Legal documents were filed to obtain a tax ID number and achieve 501(c)(3) status
- A logo was created and trademarked for USHJA

2004

- Membership reached 187
- A presentation of the organization was made to the public at the USEF Annual Meeting in Los Angeles, California
- Further discussions with USEF representatives and hunter/jumper members led to refining the USHJA structure
- In July, a presentation was made to the USEF Board at their mid-year meeting. Janine Malone (dressage) called the question and the USHJA was approved as the Recognized Hunter and Jumper Affiliate Organization with a vote of 22 to 2
- In August, the USEF Executive Committee approved mandatory membership for participation in USEF licensed hunter/jumper competitions beginning December 1, 2004
- Two full-time employees were hired in October of 2004 and these USHJA employees worked within the USEF building
- The first USHJA Annual Meeting was held in Phoenix, Arizona, in December 2004 with 159 members attending
- Arizona Hunter/Jumper Association, Zone 5 and Colorado Hunter/Jumper Association were Annual Meeting sponsors
- The Annual Meeting was held at the Hilton Tucson El Conquistador Golf & Tennis Resort
- Volunteer of the Year was Cortwright Wetherill
- The host venue required a personal guarantee for payment of the Annual Meeting. Bill Moroney provided this guarantee

2005

- Membership reached 31,051
- Committees were created and seated with volunteers
- Program development began including the Clinics Program, Mentor Program, Trainers Directory (sponsored by Equisure) and Hunterdon Cup Equitation Classic
- The first Hunterdon Cup was held and Lexy Reed was the winner
- USHJA sponsored the first Pony Finals Judge's Perspective Clinic
- The Quarterly Newsletter was created
- The Planning Committee was seated and held its first meeting in Tampa, Florida, to develop a strategic plan for the next four years
- Employees increased with the transfer of former USEF employees to USHJA. Approximate staff size reached four including an executive director. Staff gradually increased as work increased and USHJA employees moved to a separate work space within the USEF headquarters.
- USHJA Annual Meeting was held at the Fountainbleau Hotel in Miami, Florida, with 200 members attending
 - ◊ Presenting sponsors included Devon Hill BMW and Stadium Jumping
 - ◊ The first elections were held and the Board increased to 22 members

2006

- Membership reached 32,929
- Program development continued with the addition of the Affiliates Awards, Breeders & Stallion Owners Directory, Clinics in a Box, Online Classifieds, Owners Resource Guide, Trainers Q&A, Amateur Sportsmanship Award, Foundation Awards and Rider Recognition Awards
- USHJA established a Code of Conduct for Horse Welfare
- USHJA In Stride quarterly magazine was founded and its name chosen by the membership
- Charles Owen signed on as sponsor of the Mentor Program
- Practical Horseman signed on as sponsor of the Clinics Program
- World Equestrian Brands signed on as sponsor of the Hunterdon Cup
- New USHJA website was launched

- Affiliate organization online verification service was launched
- First Trainer's Symposium was offered in November in Wellington, Florida, with 185 members in attendance
- The Annual Meeting was held at the Hilton Dallas Lincoln Center in Dallas, Texas, with 220 members in attendance
- The first President's Distinguished Service Awards were presented

2007

- Membership reached 35,834
- Programs continued to grow seeing the addition of the Owners Recognition Awards, Sales Integrity Program, Junior Career Development, Shoeing and Medication Booklet, Judge's Mentor Program, Youth Sportsman's Charter Award, Equine Retirement Facility Listing, High Performance Hunters, Online College and Scholarship Listing, the first USHJA All-Member Demographic Survey, USHJA History Project and USHJA International Hunter Style Challenge (precursor to the Hunter Derby)
- The first International Hunter Derby class was held in Zionsville, IN on December 7, 2007
- WCHR World Cup Team Challenge was held with the World Cup Finals in Las Vegas, NV
- USHJA In Stride magazine went to bi-monthly publication
- USHJA E-News was launched
- The Annual Meeting was held at the Pointe Hilton Tapatio Cliffs Resort in Phoenix, Arizona, with 200 members attending

2008

- Membership reached 36,365
- New programs included the International Hunter Derby, Affiliate Equitation Awards, GHM Horsemastership Clinic sponsorship and Emerging Athletes Program
- The USHJA Foundation was created and announced
- The Hunter Restructure Committee was created
- International Hunter Derby sponsorships included ASG Software Solutions, Dietrich Insurance, Walsh Saddlery, Dover Saddlery, Charles Owen and Essex Classics
- Essex Classics signs on as Hunterdon Cup title sponsor
- Forty-eight International Hunter Derby classes were held with the Winter Equestrian Festival in Wellington, Florida, the first to offer a \$50,000 prize.
- The USHJA obtained a site for its building, design was completed, the Capital Campaign was launched and construction started
- The Annual Meeting was held at the Hilton Downtown Nashville in Nashville, Tennessee, with 250 members attending
- The first USHJA Eugene R. Mische Lifetime Achievement Awards were presented to Beth Miner and Alvin Topping
- The Trainer Certification Program was launched
- Board elections were held and the Board grew to 23 members

2009

- Membership reached 36,027
- Program development included the opening of applications for the Emerging Athletes Program, Member's Choice Awards, Breeder's Incentive Fund was announced, Competition and Facility Directory and the Outreach Competitions and Medal program were announced
- Wilhelm Genn was the first rider to achieve membership in the Million Dollar Club of the Rider Recognition Program
- Trainer Certification Category I was announced
- SmartPak signed on as the Trainer Symposium sponsor
- The inaugural International Hunter Derby Finals was held in Lexington, Kentucky

- The Intercollegiate Horse Show Association and USHJA member partnership was created
- The Zone Support Fee was announced for implementation in 2010 at \$2.00 per entry
- USHJA moved into its new headquarters
- The USHJA Foundation Zone Grant Program was announced
- The Horsemanship Quiz Challenge was created and implemented
- The Annual Meeting was held at the Vinoy Renaissance in St. Petersburg, Florida, with 300 members attending
- The Clothes Horse signed on as the Annual Meeting presenting sponsor
- Larry Langer and Joe Fargis won Lifetime Achievement Award

2010

- Membership reached 36,126
- Program development included National Hunter Classic (becomes National Hunter Derby), Emerging Athletes Program National Finals, Foundation Awards are renamed Stirrup Cup Awards and Trainer Certification Program (TCP) Clinics
- The Breeder's Incentive Fund Program was started and quickly cancelled after receiving little support
- The first Emerging Athletes Program National Final was won by Carly Anthony and Ricky Neal
- USHJA Facebook page was created
- Equestrian Coach entered as educational provider to USHJA
- The Chronicle of the Horse sponsored the International Hunter Derby Program
- American Hunter Jumper Foundation dissolved and transferred all assets of the organization, including the World Championship Hunter Rider Program, to the USHJA
- USHJA hosted official ribbon cutting ceremony for the headquarters
- The Jane Marshall Dillon Award was created
- USHJA Derby horses participated at the World Equestrian Games for five days with more than 1,000 spectators watching daily
- The USHJA Foundation developed the Horseman's Assistance Fund
- The Wheeler Family became the naming donor of the USHJA Museum
- The Annual Meeting was held at the Westin La Cantera Resort in San Antonio, Texas, with 346 members attending
- Texas Hunter Jumper Association signed on as an Annual Meeting sponsor
- Danny Robertshaw and Colonel John Russell won the Lifetime Achievement Award

2011

- Membership reached 41,694
- Program development included the Hunter Challenge, offered as pilot program for Outreach Competitions; Equine Junior Apprentice Program launched; Small Hunter Section created; Peter Wetherill Cup established; Owners Legacy Award launched; and the new Increment System approved
- The second USHJA all-member survey was conducted
- Markel Insurance signed a five-year sponsorship of the Trainer Certification Program
- Charles Owen signed as first USHJA Official Sponsor
- Shop USHJA.com was launched
- Show Jumping Hall of Fame moved to USHJA
- USHJA Foundation assisted with private showing of BUCK as Emerging Athletes Program Fundraiser in Wellington
- First Foundation Making a Dream recipient was Lizzy Traband
- Collegiate Equestrian Lettering Program was created
- National Horse Show Retrospective was exhibited in the USHJA Wheeler Museum
- The Annual Meeting was held at the Roosevelt Hotel Waldorf Astoria in New Orleans, Louisiana, with 362 members attending
- Diana Dodge and Georgine Winslett Won the Lifetime Achievement Award

2012

- Membership reached 43,388
- Program development included the creation of USHJA/American National Riding Commission Horsemanship Competitions, Vital Staff Award, National Hunter Classics become National Hunter Derby, Pre-Green Incentive Program announced and Youth Leadership Award established
- Cargill and Crown Equine became first Contributing Sponsors of USHJA
- Kentucky Equine Research and American Association of Professional Farriers became Educational Providers
- First Mobile App was launched
- Ponies Through the Decades and Equitation – A Foundation for Life museum exhibits opened in the summer and fall respectively
- Online video library platform was launched through the Wheeler Museum
- Virtual Museum exhibit went online
- New governance model went into effect with jumper and hunter departments created and staffed as part of the organization's restructure; the hunter and jumper working groups were established
- Hunter and Jumper E-News were developed
- Professional E-News was developed
- Trainer Certification searchable platform was presented with Trainer Profiles
- Updated website was launched
- The Annual Meeting was held at the Hilton Miami Downtown in Miami, Florida, with 396 members attending
- Board elections were held under the new governance structure and Board was composed of 21 members
- Pam Baker and Arthur Hawkins won the Lifetime Achievement Award

2013

- Emerging Athletes Program celebrated its fifth year
- Rood & Riddle Equine Hospital and Pharmacy signed as Official Sponsor
- Thoroughbred Show Horse museum exhibit opened
- \$157,990 was offered at Inaugural Pre-Green Incentive Championship
- \$170,000 was offered in prize money for International Hunter Derby Championship
- Kelley Farmer became first hunter rider to reach \$1 million earned for the Rider Money Earned Award
- \$100,000 was announced as the purse for the 2014 World Championship Hunter Rider Spectacular
- The USHJA building mortgage loan was fully paid, fulfilling a 2007 resolution of the USHJA directors and the Planning Committee
- The Annual Meeting was held in Atlanta, Georgia, with 334 in attendance, in spite of the unusually harsh weather in the Eastern half of the country
- Betty Oare and Steve Stephens won the Lifetime Achievement Award
- Program development included:
 - ◊ The Children/Adult Amateur Jumper Regional Championships
 - ◊ International Hunter Derby Championship Tier System implemented
 - ◊ World Championship Hunter Rider Spectacular offered on West Coast for the first time
 - ◊ World Championship Hunter Rider Medallion Program was implemented
 - ◊ Horsemanship Stable Challenge initiated
 - ◊ Online Trainer Certification Course launched

PART 2 – The Present

This chapter is a snapshot of the current USHJA and its activities at the end of 2013. This chapter attempts to summarize all of the Association's activities, programs and functions with sufficient detail to give an overview and an appreciation of how far USHJA has come in just 10 short years. Although trying not to cover every working component of the USHJA, some details are important and germane to carrying out any program, function or activity of the USHJA.

At the end of 2013, here is an outline of what the USHJA is and does:

USHJA Statistics

Membership

- 43,623 total members
 - ◊ 24,418 Hunter members
 - ◊ 10,153 Jumper members
 - ◊ 2,537 combined members (grandfathered)
 - ◊ 6,312 collegiate members
 - ◊ 203 outreach members
- 7,141 hunter and jumper members list themselves as professionals
- 77 USHJA affiliate organizations

Competitions

- 1,300 USEF competitions licensed as hunter or jumper
- 66 USHJA Outreach Competitions
- 350 unique competition management entities (licensees)

Administration

- 17 full-time staff members; 3 contract or part-time staff members
- Human Resources and IT support provided by contract
- 42 volunteer committees
- 10 geographic hunter zones
- 10 geographic jumper zones
- 2 geographic hunter/jumper combined zones
- 4 geographic affiliate regions
- 13 programs
- 20 awards and recognition categories

THE FOUR CORNERSTONES

As the USHJA was taking form as a competition-oriented sport entity, its leaders recognized that 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. Below are listed the four cornerstones and the USHJA activities, programs and functions that fit under each.

Awards and Recognition

Currently the USHJA has awards within two main categories: Competition-based and Recognition-based. These two categories are defined and expanded below.

COMPETITION-BASED AWARDS

These awards are based on competition criteria with some aspect of head-to-head competition from local all the way to national within a given year. On the USHJA website, these are referred to as Points-Based Awards and include:

- Zone Horse of the Year awards – year-end awards at the zone level
- Zone Stirrup Cup awards – year-end awards recognizing horses and riders competing at USEF Regional I and Regional II shows at the zone level. There are some different year-end categories that differentiate these from the Zone Horse of the Year awards
- Outreach Horse Show Awards – there are a variety of year-end award categories tied to the Outreach shows. Some honors are awarded by state and others by region
- Dash for Cash (any grand prix \$25,000 – \$40,000 and some 1.40 meters classes are included in the standings) – highest ranked rider based in prize money won in a given year
- Jumper Clubs – 1.40 meters and 1.50 meters – jumper riders who place in a minimum number of qualifying classes in a given year are bestowed with a Jumper Club award at either the 1.40 meter or 1.50 meter level

RECOGNITION-BASED AWARDS:

This category of awards is designed to recognize individuals based on varying criteria. Some recognition awards are nomination-based, some eligibility-based and others are voted on by the membership whereby the entire membership (or a defined subset) can vote.

- Affiliate – annual awards distributed at the individual affiliate level and at regional levels.
The two categories are:
 - ◇ Affiliate Equitation awards - given by individual affiliate organizations annually based on criteria submitted to the USHJA Affiliate Committee
 - ◇ Affiliate Sportsmanship awards - given annually in four categories (junior, amateur, riding instructor and professional) by affiliate organizations using criteria they individually select. Those winners are forwarded to the Affiliate Committee, which, from that collective pool chooses regional winners in each of the four categories and for each of the four regions. The Council does not have any set criteria to follow
- American National Riding Commission – This is an Outreach award modeled after the American National Riding Commission structure
- Amateur Sportsmanship – nominations open to entire membership based upon a defined criteria; annual winner is selected by Amateur Committee
- Jane Marshall Dillon – given to one or more professionals for teaching excellence. Initial nominations are solicited from membership through e-blasts. The President then forwards nominations to the Executive Committee. To-date the President has not had to filter before sending nominations to the Executive Committee
- Lifetime Achievement – considered one of the Association’s highest honors and usually two honorees are recognized each year. Written nominations are accepted and the Executive Committee selects each year’s recipient(s)
- Member’s Choice – recognition is given to four levels of shows (Premier, National, Regional I and Regional II) in each zone. The winners are selected by popular vote based on the Member’s Choice survey found on the USHJA website
- Owner’s Legacy – this annual award is presented to a past or current horse owner with history of patronage, dedication to and support of the sport. The Owner’s Task Force manages this award, reviews the nominations received from membership based on specified criteria and selects the winner. Zone committees also contribute nominations
- Owner Recognition – this annual award given to the owner of the hunter winning the most prize money/points in the rated open hunter sections and to the owner of the jumper winning the most prize money in grand prix jumper classes

- President's Distinguished Service – multiple honorees are recognized during each year's Annual Meeting. The President selects the candidates and solicits input from staff, committee chairs and board members
- Rider Lifetime Money Earned – the USHJA tracks prize money won by professional hunter riders and all jumper riders in designated open hunter and jumper sections. There are several tiers and riders are honored at Annual Meeting for any tier reach within the preceding competition year
- Vital Staff (East and West) Awards – horse show staff who work behind the scenes or are not in prominent positions and who have spent much of their career in this field may be nominated by any USHJA member. Nominations are solicited from the general membership, the President reviews the candidates and USHJA staff selects a recipient from the east and west, using the Mississippi River as the line of demarcation
- Volunteer of the Year – the President, with input from staff, selects a USHJA member for this honor
- USEF Youth Sportsman's – This annual youth award program, offered by USEF, recognizes outstanding youth members of its Recognized National Affiliate Associations and/or International Discipline Associations. Any USHJA youth member who meets the established criteria can complete an application and submit it to the USHJA. The USHJA Youth Committee selects a winner who is honored by the USHJA and goes on to represent USHJA as its official nominee to be considered alongside the other National Affiliate or International Discipline Association nominees for the USEF Youth Sportsman's Award
- Young Professional – a money-won tracking for professionals 35 and under
- Youth Leadership – USHJA youth members 12 to 15 years of age who meet the USHJA criteria can complete an application and submit it to the USHJA. The USHJA Youth Committee selects a winner annually who is honored by the USHJA

Communication

Currently our communication is disseminated using three different methods: active, passive and promotional. Definitions and discussion of each form is listed below.

ACTIVE: sometimes referred to as push, where the information is sent to the recipient

- *USHJA In Stride* Magazine – produced bi-monthly and mailed to all USHJA members. In the summer of 2013, USHJA experimented with an online edition that augmented the printed editions. Digital formats are now sent January and September with an Intercollegiate Horse Show Association
- USHJA E-News – this is sent bi-weekly to all members. Additional e-news outreach to segmented groups: a) Jumper, b) Hunter, c) Professional and d) All Zones except 11
- E-blasts for program promotion and sponsorship fulfillment
- Press Releases – distributed to qualified media members and other targeted groups and/or individuals
- Direct Mail – letters, announcements, invitations, membership information that is sent directly to all members or certain segments of the membership. Also used for specific programs and delivery of resources such as the Trainer Certification Program manual and Licensed Officials roster

PASSIVE: readily available, but one has to go to it

- USHJA Website – a comprehensive website that contains information, materials and links to almost anything relating to the USHJA
- Facebook – official USHJA page, plus special interest pages: International Hunter Derby, Pre-Green Incentive, USHJA In-Stride, World Championship Hunter Rider, Foundation (Museum and Foundation), Breeder's Directory, Horsemanship Quiz Challenge
- Twitter
- Mobile App

PROMOTIONAL COMMUNICATION:

- Magazine advertisements (USHJA related topics appearing within *In Stride* or other third-party publications)
- Materials promoting specific programs
- Articles and stories about the USHJA published by third-party entities
- Horse show related – USHJA presence at certain horse shows (North American Junior and Young Rider Championships, Saugerties for the Hunterdon Cup, etc.)
- Banners and signage
- Logo wear
- Gift items to augment awards at special events – coolers, saddle pads, backpacks, ball caps, etc.

Education

This is a very broad and far-reaching category. Below are examples of educational components within the USHJA. Some of the items listed below are comprehensive programs that will be discussed later under Programs. However, this gives an overview of what educational aspects currently exist within the USHJA, but this list is by no means comprehensive

- Directory – a directory on the website of different categories that provide information and some level of education. These directories are: a) Clinics (Clinic producers must meet minimum requirements in order to be listed. Some guidelines and suggestions for producing a clinic are offered and some options for advertising a clinic), b) Breeders and c) Certified Trainer list and profiles
- Educational Resources – information and resources available for the following: a) college scholarship listing, b) high school riding programs, c) zone scholarships and grants, d) USHJA Committee Handbook, e) Owner's Resource Guide, f) Secretary's Guide, g) Clinic in a Box and h) Competition Standards Resource Guide
- Emerging Athletes Program – eight to nine regional training sessions that feed to a National Training Session. In addition to riding spots at the national level, there are now additional slots awarded to non-riders based on certain criteria
- Horsemanship Quiz Challenge – study guide and quiz for 21-and-under members. There are two tiers of individual and team competitions that are web-based and there is a final held in conjunction with the Emerging Athletes Program National. Additionally, the Horsemanship Quiz Challenge serves as a component for the written test portion of the Emerging Athletes Program at its initial level of application
- Trainer Certification Program
- USHJA Wheeler Museum - (Show Jumping Hall of Fame has a presence in the Wheeler Museum by contractual relationship)
- Zone Clinics – some zones offer clinics of various types

Rules

- The USEF maintains the official rule book that governs the hunter/jumper disciplines within the sport
- The USHJA has a clearly defined rule change process that integrates into the USEF system. USHJA input on hunter/jumper related rules is significant and carries great weight with the USEF hierarchy when there is not a clear consensus
- The USHJA has created rules and specifications for some its programs. These rules are listed on the USHJA website. However, there are some uncertainties or vagaries with the rule change process that should be addressed moving forward
- Enforcement – There is an existing system of enforcement of the rules for the hunter/jumper sport through the USEF and the USEF hearing process
- Compliance and oversight: How is it ensured that hunter/jumper competitions are in compliance with USHJA rules and that the standards are being met?

Beyond the Four Cornerstones

The four cornerstones are described above along with the identified activities and programs that fit within each. As mentioned before, the cornerstones form the foundation on which the USHJA house is constructed. However, the house is not complete with just these four cornerstones. There are many other parts and pieces of the USHJA building that are vital to allow our discipline to work properly and support its many hunter/jumper constituents.

This chapter provides an overview of what the USHJA offers at the end of 2013. Definitions are needed to help categorize the parts and pieces of all that exists so that a full examination, evaluation and recommendations for change can be made within the Strategic Plan and its Companion Document.

PROGRAMS

A program is defined herein as any finite hunter/jumper-oriented activity that targets a specific group of members under the USHJA auspices. A program uses resources of the USHJA, such as funding and staff support and also involves more than one of the cornerstones. A program usually has an award component, often features multiple competition opportunities and usually has some sort of final or championship associated with it. A program should also have a clearly defined goal or purpose that fits within the USHJA's Mission and a program needs to work within the framework of the USHJA's short- and long-term strategic plans.

A program, in addition to funding and staff support, almost always has some specific volunteer oversight and

guidance. Oversight is a huge issue and one that has not been well-identified and managed by the USHJA. This is a key concept that must be addressed by the Strategic Plan and the USHJA's leadership.

Some programs are based on competition and some programs are not directly tied to competition and therefore do not require participation at a horse show. Specific examples are provided below.

Before moving forward, the vagaries and inconsistencies in our hunter/jumper lexicon need to be addressed. There are many terms and names of things that are specific or common to our sport that lack concise, explicit definition. Recognizing this, definitions for words that are commonly used, but widely interpreted, need to be considered.

Four terms to define are:

- **High Performance**
- **Intermediate**
- **Grassroots**
- **Elite**

High Performance

- **Jumper:** any program that requires competition at 1.40 meters and higher
- **Hunter:** any program that requires competition above 3'6"

Existing High Performance programs:

International Hunter Derby

Intermediate

- **Jumper:** any program requiring competing at .95 meters through 1.35 meters
- **Hunter:** any program requiring competing at 3'0" through 3'6," and for ponies any program requiring competing at 2'0" through 3'0"

Existing Intermediate programs:

National Hunter Derby

Pre-Green Incentive

Children's/Adult Amateur Jumper Championship

Hunterdon Equitation Class

World Championship Hunter Rider

Emerging Athlete Program

Pre-Green Challenge (approved and begins December 1, 2014)

USHJA Jumping Seat Medal (approved and begins December 1, 2014)

Children's/Adult Amateur Hunter Championship

(approved and begins December 1, 2015)

Grassroots

Grassroots refers to programs and non-USEF and/or USHJA Outreach competitions and/or programs and competition focused on non-rated sections of USEF Recognized shows where fence heights are under 3'0" or .95 meters. For example, Adult Amateur Hunter specifications state jumps will be 3'0", but this is a defined USHJA category and held at USEF shows and therefore is not Grassroots. Similarly, a Small Pony Hunter is not Grassroots because Small Pony Hunter is a USEF and USHJA recognized section despite the fence height (2'3"). However, Short Stirrup (usually 2'0" – 2'3") is Grassroots because of the fence height regardless of whether it is held at an Outreach show or the largest USEF recognized show. The same is true for the .80 meters jumper section.

Existing Grassroots programs:

Outreach Competitions

Various programs surrounding Outreach Competitions and affiliate activities

Elite

Elite is a subset of programs or categories. It refers to the highest level of excellence within a given program or category. For example, of the many horse/rider combinations competing in High Performance Show Jumping, those who complete regularly in Concours de Saut International World Cup events would be called elite show jumping competitors. Likewise, there are many horse/rider combinations competing in High Performance Hunter competitions, but only the elite qualify for and compete in the International Hunter Derby Championship.

Additional Programs

The USHJA has several programs that don't readily fit into the categories of High Performance, Intermediate or Grassroots. Generally, these additional programs are educational in nature, but not limited strictly to education. Regardless, these programs still meet the definition of programs by 1) requiring USHJA resources and 2) involve at least two of the four cornerstones. Existing programs under this category:

Trainer Certification Program

Horsemanship Quiz Challenge

Flagship Programs

A select number of USHJA programs will be defined as flagships. In following the literal meaning of flagship, the ship within an armada carrying the commander is the flagship and USHJA flagship programs will carry and wave the banner of the organization. These flagship programs will define the essence of what programs are considered vital and essential to the character, structure and identity of the USHJA. The International Hunter Derby is an example of a flagship program.

Capstones

Not every activity or aspect of the USHJA meets our definition of a program and some parts and activities are outside the program definition, yet crucial to the embodiment of the USHJA. A capstone in architecture is the final stone placed at the top of a structure or integral part of the structure to make the structure more prominent. A capstone is often used to indicate a high point or crowning achievement. In the case of the USHJA, capstone examples include the Wheeler Museum and the USHJA Foundation.

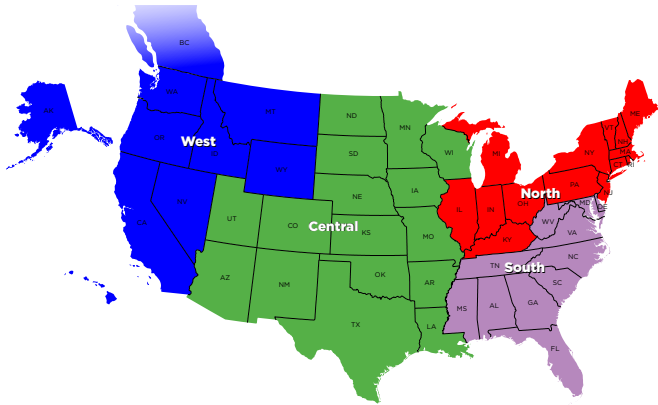
GEOGRAPHY

In the above discussion of the four cornerstones, sport programs, flagship programs and capstones, a concept that overlays much of what the USHJA does is geography. As a method of organization, the USHJA has identified various geographic areas and used these geographies as a component of its various programs and awards categories, as well as aspects of its leadership and volunteer structure. Starting at the top, it is obvious that the geographic reach (or territory) of the USHJA is the United States, although USHJA programs and awards extend outside the boundaries of the United States by virtue of USEF licensed competitions held in Canada. Some zones also include Canada as a contiguous state for the purpose of counting zone points toward the Horse of the Year and Stirrup Cup awards accrued at USEF licensed competitions providing the sections are run in accordance with zone specifications. This geography factor needs to be considered comprehensively, with possible future ramifications, no matter which path is chosen.

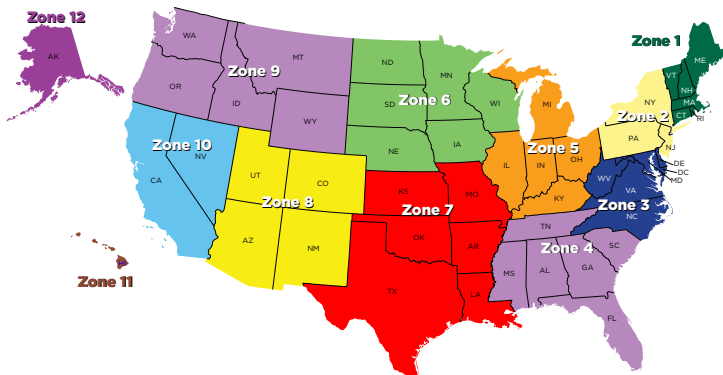
In addition to defining what the broadest-reaching geographic limits are going to be, USHJA must determine how to divide its vast constituency all across the country into meaningful, logical, smaller groups. When it comes to the myriad of sport programs, the zones and the affiliate programs, there are different geographic territories and little consistency. For example, there are 12 zones composed of multiple states within each zone. This structure was inherited from the USEF. The zone geography makes little sense for it is neither predicated on balancing membership quantities, nor area (i.e., square miles). Several zones, for example Zones 7 and 8, cover enormous geographic area but have a very small membership base. Conversely, Zone 2 is relatively small in geographic area, but has a very large membership base. The existing zone structure creates many problems for the USHJA and should be re-conceptualized, based on the desired objectives.

Besides the zone geography, the USHJA itself has employed the notion of regions, but there is no single geographic definition or implementation of a USHJA region. There is no one map of the USHJA regions; instead there are multiple regional structures with little relationship to the other regions.

Affiliate and 2015 Children's/Adult Amateur Jumper Regions:



Zones:



World Championship Hunter Rider Regions:



Programs within the USHJA utilizing the concept of regions include:

Affiliate

The Affiliate Program divides the country into four regions. However, it does not stop there. There are a variety of Affiliate awards and the point-based awards are regional in nature. However these are assessed based on a system of five regions not related to the four regions defining the Affiliate Program. One of the affiliate awards programs is divided down to the state level, which means there are 50 geographic components for four levels of awards.

Children's/Adult Amateur Jumper Championships

The Children's/Adult Amateur Jumper Championships also divide the country into four regions, but this division differs from the four affiliate regions. (until 2015 season when it is aligned)

World Championship Hunter Rider

The World Championship Hunter Rider divides the country into eight regions.

Emerging Athletes Program

The Emerging Athletes Program has training sessions placed throughout the country based on concentrations of interest. The Emerging Athletes Program started with a set geography but is now based on the prior year's number of applicants.

Hunterdon Cup

Although not explicitly stated, even the Hunterdon Cup is geographic in nature. The various national level medal classes serve as the qualifying classes. However, the final is held in conjunction with the East Coast Junior Hunter Finals.

The purpose in this section is to simply note that in the current footprint of the existing USHJA, geography plays an important part.

ADMINISTRATION

Administration is a very large and often amorphous category. Furthermore, administration lays over the top of almost every function and aspect of an organization. The USHJA has many programs, both sport and non-sport, but all must be administered and all must relate to sport. Existing categories of administration include:

- Staffing and human resources – administration of benefits, training, issue resolution
- Building maintenance and operation
- Program administration
- Membership services
- Information Technology (IT) functions: databases, networks, hardware, software, IT architecture
- Purchasing and supplies
- General correspondence
- Committee, task force and zone administration
- Affiliate administration
- Board of directors administration
- External governance administration

Legal

The legal aspect of an organization is vital to its protection and focuses on the organization's own structure, as defined by its bylaws, procedure manual and often resulting rules or specifications. Another important legal function is ensuring compliance and contract review. Large organizations and companies often include legal counsel in their staff, while smaller organizations and companies will contract with a third party for legal services. The USHJA currently contracts for legal services. This allows the USHJA to consult with attorneys who have different areas of expertise. In some instances the USHJA may seek advice about employment contracts and in other instances seek input on issues pertaining to how a nonprofit organization functions in certain areas.

Financial

The USHJA has a full-time chief financial officer who oversees the financial activities and operations of the USHJA. The chief financial officer interacts directly with the president, treasurer and executive committee. The chief financial officer is charged with implementing the financial policies and procedures set forth by the Board, as well as recommending financial policies and procedures.

Marketing and Communication

Currently all marketing and communication is performed internally by the USHJA staff with the exception of actual production of USHJA In Stride Magazine. However the publication and its content are managed by USHJA staff. The functions of marketing and communication are far-reaching and spread across the entire organization. Below is a summary of key components for the marketing and communication activities:

- The USHJA Marketing Department is composed of four to six staff members (designers, merchandising, social media, sponsorship and marketing)
- All of the communication activities identified in the communication cornerstone section of this chapter are performed by the USHJA's Marketing Department
- *USHJA In Stride* magazine is published by Active Interest Media and the USHJA designates a managing editor
- All external communication, which is all communication focused on the general public, as opposed to the USHJA membership. An example is press releases
- Membership information, which is communication aimed at the USHJA membership as a whole, or specific segments of the USHJA membership, such as jumper riders or licensed officials
- The Marketing Department is responsible for awards fulfillment for any program or activity that requires USHJA ribbons, awards or gift items
- Sponsors and partners are solicited and managed by the Marketing Department
- Sponsors are those who provide agreed-upon fee or budget-relieving goods or services in return for some benefit and consideration from the USHJA. Often sponsors support a specific program, such as the International Hunter Derby

- Partners are those entities who either provide a service to the USHJA or augment an existing function. Most partners are educational in nature, such as Equestrian Coach and Equestrian Professional. Unlike sponsors, partners do not necessarily pay a fee to the USHJA and, in some cases, the USHJA may pay a fee to the partner for the benefit the USHJA derives from the service
- Donors are those who contribute cash, or sometimes an in-kind benefit to the USHJA or its Foundation. Donors do not expect, or receive in return, benefits or considerations from the USHJA or Foundation beyond general acknowledgement and tax benefits
- The Marketing Department is responsible for promotional products and merchandise. Promotional products are those which are used to promote the Association as well as individual programs. For example, all riders who participate in the Emerging Athletes Program Regional Training Sessions are provided with a USHJA/Emerging Athletes Program-branded polo shirt, gift tote and additional gift items. The Marketing Department is also responsible for the selection and sales of merchandise. Merchandise is sold onsite at USHJA national championships and select events as well as online at shopushja.com

Competitions

While the USEF maintains an extensive competition date department, the USHJA has actually entered the ring of maintaining a competition calendar and allocating USHJA approvals through the fledgling Outreach Competition program. For many years a number of USEF shows held a “show within a show,” one ring dedicated to non-USEF classes that did not require USEF membership, adherence to USEF rules, or payment of USEF fees. Although this practice was in direct violation of USEF rules, some organizers running a non-USEF ring in conjunction with a USEF-sanctioned show used various creative machinations to circumvent the rules. The situation was finally addressed in 2012, when the USEF passed a rule allowing non-USEF recognized hunter/jumper competitions that are designated as Outreach Competitions by the USHJA to be held on the same grounds of and simultaneously with a USEF recognized competition, providing they met certain criteria.

This new approval resulted in two major outcomes:

1. USEF hunter/jumper competitions that were running a non-USEF ring could now operate in compliance by making application to the USHJA, meeting certain requirements of types of classes offered, number of rings, number of days and paying a fee to USHJA
2. Organizers wishing to hold a non-USEF competition could receive approval from the USHJA and be viewed as more than a schooling show, whether or not a USEF recognized competition was being held simultaneously on the same show grounds and utilizing the same management

Supporters of this model felt that Outreach Competitions could serve as a conduit to the USHJA by reaching people who did not regularly compete at USEF shows. This was a beginning step by the USHJA to reach outside of the USEF but stay within the primary concept of hunter/jumper competition.

In addition to discussion about Outreach Competitions, it is important to note and understand what local and regional organizations are doing with respect to competitions. While some organizations put on shows themselves and others do not involve themselves with organizing horse shows, every organization that tracks horse show points in any fashion has some element of calendar control. Local organizations usually have some kind of territory, either state or county lines or a mileage radius. These organizations also restrict frequency of shows in a given time period, as well as determining whether two shows can be held on the same date. Calendar control is not a purview entirely of the USEF, but also closely and ferociously controlled by local and regional organizations.

USHJA INTERFACING WITH OTHER ASSOCIATIONS

The following are organizations with which the USHJA is aware of and may interface in some capacity.

- USEF (National Governing Body) and FEI (International Governing Body)
- USEF Recognized Affiliates, especially United States Dressage Federation and United States Eventing Association
- Other national level hunter/jumper organizations: United States Pony Clubs, Intercollegiate Horse Shows Association, other collegiate associations
- Local, state and regional hunter/jumper organizations, whether or not they are USHJA Affiliate Member Associations
- Other national horse-related organizations like the American Horse Council
- Other national breed and discipline organizations like American Quarter Horse Association, Arabian Horse Association, etc.

USHJA GOVERNANCE STRUCTURE

Very briefly, the USHJA is governed by a board of directors, its volunteer committees focus on specific topics and its paid staff executes its directives. Here is how the USHJA governance structure is laid out:

- Twenty-one members on the Board of Directors, with 10 of the directors on the Executive Committee and five officers (President, Secretary, Treasurer, VP Hunter Working Group and VP Jumper Working Group)
- There is a Hunter Working Group led by a chair who serves as a vice president (Hunters) and a Jumper Working Group led by a chair who serves as a vice president (Jumpers)
- There are nine Hunter Working Group Task Forces, three Jumper Working Group Task Forces and six Joint Hunter and Jumper Working Group Task Forces
- There are 12 zones that define the country geographically. Ten of the zones have a separate hunter and jumper zone committees. The two smallest zones have one combined committee each. Hunter and jumper zone councils are made up of the chairs from each zone committee respectively
- There are six administrative committees and 10 sport committees
- There are 17 full-time and three part-time or independently contracted staff members
- Staff supports the volunteers, while staying within the framework and adhering to the existing USHJA policies and procedures

And, thus concludes the history of USHJA through December 2013. To better understand the details of the programs and activities discussed herein, visit the USHJA website, www.ushja.org.