

STRATEGIC PLAN: Companion Document

A Roadmap to Guide the USHJA 2015 Through 2019

INTRODUCTION AND OVERVIEW

As the USHJA marks a decade of service to its members as the United States Equestrian Federation (USEF) Recognized National Affiliate for the hunter/jumper sport, the need for a Strategic Plan became evident. Throughout its first 10 years of operation, the organization had moved with lightning speed to generate a variety of programs through an evolving administrative structure.

The development of a new Strategic Plan was assigned by the President to an ad hoc group that spent several months reviewing the organization and debating its current status and future needs. In this process all aspects of the organization were outlined, questions were asked, issues were raised and potential solutions were discussed.

This Companion Document to the Strategic Plan provides much of the discussion content that created the foundation for the final recommended plan. While it does not capture the entire breadth and depth of the various perspectives expressed and considered during long hours of planning, it is a synthesis of everything that was inspected during the process. This document is written with facts and figures as of December 31, 2013.

Strengths, Weaknesses, Opportunities and Threats

The origins of this Strategic Plan can be traced back to a Situational or SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis which was conducted by a committee member in December of 2012. A questionnaire was sent to 300+ USHJA committee members and a summary of the results were used to create the SWOT, which can be found in Appendix A.

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

Mission and Vision

The Mission Statement defines who we are and what we do.

The Mission Statement that has served us well over the past several years is:

The USHJA, as the official United States Equestrian Federation (USEF) National Affiliate for the hunter/jumper disciplines, promotes our sport and the well-being of its participants, offers broad based education for our members and provides the framework for the conduct of our sport.

Our new Mission Statement is:

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

These changes were made to reflect:

- What we do for our members
- What we do for our horses
- What we do for our sport

Our Mission Statement also takes certain boundaries into account for USHJA.

Our boundaries:

- Hunter/jumper competition
- Entering a competition
- Within the United States
- Wearing a saddle and bridle with the rider mounted

Vision Statement

A Vision Statement has been added to define the organization's goals for the next five years.

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

In creating it, the following questions were asked:

- What is our five-year goal?
- Which elements will we focus on?
- Have we reached our goals from the past five years?

Strategic Intent

We also chose to develop a Strategic Intent, which is a statement that will define and guide the organization for the next 20 to 30 years. This is our moonshot.

Strategic Intent Statement:

Anyone participating in hunter/jumper competitive sport within the United States or its nearby contiguous areas will be aware of the existence of the USHJA and will be partaking in or benefitting from at least one of its programs, services or offerings.

USHJA's Core Value

USHJA's core value is the creation of member satisfaction through the delivery of excellent programs, competitions and educational opportunities based on the four Cornerstones.

USHJA STRUCTURE

The USHJA is governed by a Board of Directors

The Board seats (22) are allocated as follows:

President

Secretary

Treasurer

Vice President (*National, as of December 2014*)

Vice President (*Hunter*)

Vice President (*Jumper*)

Each Working Group elects three members (*two of whom must be athletes*)

The Affiliates Committee elects two members

The Board President of the USHJA Foundation

At-large positions (*seven*)

The Board must be at least one-third jumper-designated members.

The Executive Committee (11) is composed of:

President

Secretary

Treasurer

Vice President (*National*)

Vice President (*Hunter*)

Vice President (*Jumper*)

Hunter athlete (*one*)

Jumper athlete (*one*)

The President appoints three additional Board members. Two of the three may not be serving as Working Group members

Standing Committees

ADMINISTRATIVE COMMITTEES

- Audit
- Board
- Budget
- Conduct
- Marketing
- Planning
- Rules
- Wheeler Museum

SPORT COMMITTEES

- Affiliates
- Competition Management
- Competition Standards
- Course Designers
- Horse and Rider Advocates
- Judges
- Officials
- Officials Education
- Stewards
- Trainer Certification
- Youth
- Young Professionals

ZONE COMMITTEES

- Zone Hunter Council
- Zone Jumper Council
- 12 Zone Hunter and 12 Zone Jumper Committees

Working Group Task Forces

HUNTER

- Children's/Adult
- Cornerstone
- Hunter Development
- International Hunter Derby
- Junior
- National Hunter Derby
- Pony
- Professionals
- World Championship Hunter Rider

JUMPER

- Children's/Adult
- Young Jumper
- Young Rider

JOINT WORKING GROUP

- Amateurs
- Breeders
- Emerging Athletes
- Equitation
- Owners
- Thoroughbred

COMMITTEES

The review of the committee and task force structure brought out the following observations and questions:

- » *Does each committee and task force serve a need/purpose?*
- » *Should some of these groups be ad hoc?*
- » *Are there too many committees? Are they the correct size?*
- » *How do we stop committees from working in a vacuum or creating fiefdoms?*
- » *Should new committees go through an approval process before they are formed?*
- » *How are the groups balanced for constituency and geographic representation?*
- » *What criteria are used for the seating of committees?*
- » *What criteria are used for choosing a chair?*
- » *Should the Board direct the groups in their individual missions and/or goals?*
- » *How are goals measured?*
- » *Should the Board direct the creation of a group's vision?*
- » *What process do committee members follow when a new idea or program is introduced?*
- » *Do all of the groups follow this process?*
- » *Do committees have budgets? If so, who oversees their activities?*
- » *Should there be a limit on the number of task forces created by the working groups?*
- » *Is there a mechanism in place for evaluating the performance of task force members?*
- » *How are both financial and non-financial conflicts of interests identified and dealt with?*
- » *What is the difference between confidentiality and secrecy?*
- » *What is the role between staff and committee members?*
- » *How will both staff and committee members be trained in their functions and limits of authority?*

Committee Strategy:

The 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.

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.
- Form an Ad Hoc Oversight Structure Committee with the mission of reviewing the effectiveness and relevance all committees, task forces and ad hoc committees/ procedures
- Form an Ad Hoc Orientation Committee to develop orientation and procedures. Some items to consider:
 - ◇ 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

Committee Action Steps:

- 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/ 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.
- Form an Ad Hoc Orientation Committee of the Board to develop orientation and procedures
 - ◇ 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.

GEOGRAPHY

Geographically the USHJA is currently structured in several ways:

Zones (12)

Affiliate regions (4)

- Northeast
- Southeast
- West
- Central

Children's/Adult Amateur Jumper regions (4)

- North – Zones 1, 2 and 5
- South – Zones 3 and 4
- Central – Zones 6 through 8
- West – Zones 9 through 12

World Championship Hunter Rider regions (8)

- Northeast
- Mid Atlantic
- Southeast
- South Central
- Midwest
- Central Mountain
- Northwest
- Southwest

Our boundary also extends beyond the U.S. border into Canada. Because of this, we need to define how far our competitions reach into Canada and which programs, if any, may be held within the contiguous, accessible areas of Canada. However, USHJA programs such as championships, finals, zone championships and Emerging Athletes Program Regional Training Sessions are not available to be held in Canada.

QUESTIONS:

When geography is used for a program the following questions should be posed:

- » *Who is the USHJA trying to reach with the program?*
- » *What is the radius of influence that will result in strong participation and competition?*
- » *What criteria are going to be used to select a competition?*
- » *Will a corresponding scoring matrix be developed for some or all of the criteria?*

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:

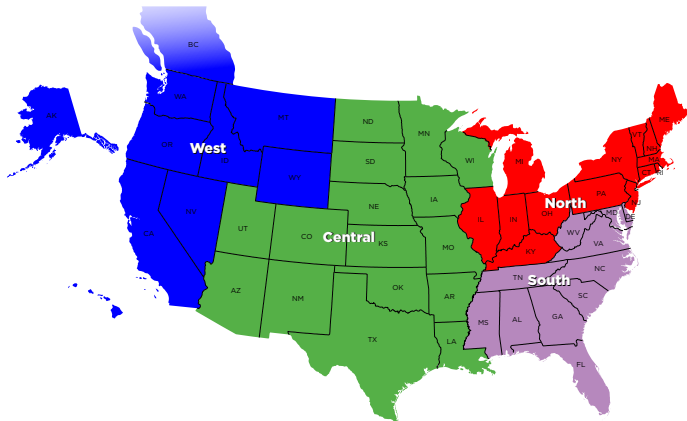
- National
- East and West
- Zones (12 – including contiguous areas of Canada)
- States

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

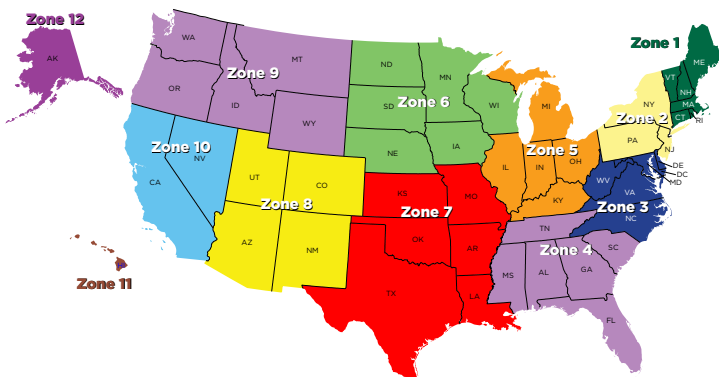
Geography Action Steps:

- 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

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 has been different from the four affiliate regions. A change in 2015 brings these regions in line.

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 Equitation Cup Classic

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.

ZONES

The current zone structure was created in the 1970s by the USEF. The USEF transferred the zones to USHJA in 2005. The zones have struggled a bit with finding both their purpose and their identity. Each is split into governance on the hunter and jumper track as follows:

Hunter Zone Council

- The Hunter Zone Council is composed of the 12 hunter zone chairs with a chair and vice-chair appointed by the President from the recommendations made by the Hunter Zone Council.
- Hunter Zone Council duties include the appointment of a qualified member to the Hunter Working Group; working with the Hunter Working Group on hunter programs, issues and rule change proposals; exchanging ideas across zones and interfacing on a national level with hunter/jumper constituents.

Hunter Zone Committee

Each zone is organized into a Hunter Zone Committee with general duties including but not limited to:

- Working with the USHJA staff and the USEF National Hunter Representative on programs, zone specifications for hunter programs, championships and finals; and providing feedback about programs, educational opportunities and proposed rule changes through the Hunter Working Group
- Raising funds for zone hunter programs and administering programs and expenses

Zone Jumper Council

- The Zone Jumper Council is composed of the 12 jumper zone chairs with a chair and vice chair appointed by the President from the recommendations made by the Zone Jumper Council.
- Zone Jumper Council duties include the appointment of a qualified member to the Jumper Working Group, working with the Jumper Working Group on jumper issues and rule change proposals, exchanging ideas across zones and interfacing on a national level with other hunter/jumper constituents.

Zone Jumper Committees

Each zone is organized into a Jumper Zone Committee with general duties including but not limited to:

- Working with the USHJA staff and the USEF Show Jumping National Programs Director on programs, zone specifications for jumper programs, championships and finals; providing feedback about programs, education opportunities and proposed rule changes through the Jumper Working Group.
- Raising funds for zone jumper programs, administering programs and expenses

In the analysis of the zones, areas of concern emerged:

The 2012/2013 independent audit currently underway discloses that the auditors note certain problems associated with the zone funding mechanism.

- During the audit of our financial statements, the auditors, Baldwin & Associates, questioned the continuous large carryover balances in the zone accounts. This identifies the zone budget carryover balances and funding structure as areas for further inquiry. Their direct questions included:
 - » *Why does the carry-over continue to increase from year-to-year?*
 - » *Is the carry-over related to the fee being charged or the costs related to administering the zones?*
 - » *Who is responsible for the zones' financial performance?*
 - » *How often is the rate evaluated?*
 - » *When was the last time the rate was evaluated?*
 - » *Is the annual zone budget prepared on a break-even basis or is there an expectation for building reserves from retaining profits?*
 - » *Who are the stakeholders involved...who is this important to?*
 - » *Who will decide how these carry-overs will be used in the future? How and when will this be decided?*
- The Board needs to reevaluate the current zone funding policies and procedures because the \$2 per horse zone fee is being charged to members with the ultimate purpose of creating program funding specifically for zone constituents. The auditors feel the carryovers indicate a need for greater oversight by the organization. The USHJA Officers, Board and Chief Financial Officer have a fiduciary obligation to ensure funds are used for the purposes for which they are collected.
- The current administrative functions of the zones are causing an overwhelming workload for the zone USHJA liaisons.

- Zone elections have not been effective in broadening representation.
- The current structure is cumbersome and inefficient for conducting zone business.
- The USHJA represents the disciplines of hunter/jumper under one umbrella.
- We must have a greater connection to our affiliate organizations.

The following is a list of proposed changes to the USHJA Bylaws concerning the zone structure. Each suggestion is paired with its effect on the current duties defined in the Bylaws:

- Carry out the existing zone programs defined by the USHJA for the benefit of the zone constituents, including clinics and other appropriate informational activities
- Utilize education programs provided by the USHJA
 - ◊ *Existing language: Recommending, creating and coordinating Jumper education opportunities and programs taking place in each zone*
- Make suggestions and provide member feedback to the applicable Working Groups regarding rules, conduct and programs with the disciplines
 - ◊ *Existing language: Providing zone input and feedback on proposed rule changes*
- Participate in the development of zone specifications for Pre-Green Hunter and Children's and Adult Amateur Hunter and Jumper classes
 - ◊ *Existing language: Working with the USHJA staff and the USEF Hunter Liaison to develop zone specifications for the Pre-Green, Children's and Adult Amateur Hunters in accordance with USHJA procedures*
 - ◊ *Existing language: Working with the USHJA staff and the USEF Jumper Liaison to consistently implement USHJA-developed zone specifications for Children's and Adult Amateur Jumpers in accordance with USHJA procedures*
- Be involved in the development of zone selection criteria for the FEI North American Junior Championship and FEI North American Junior Young Rider Championship (NAJYRC), USEF National Junior Jumper Championship (Prix des States) and USEF National Pony Jumper Championship; as well as coordinate and monitor zone section events leading to the team selection.
 - ◊ *Existing language: Working with the USHJA staff and the USEF Jumper Liaison to develop Zone selection criteria for the FEI Junior Championship, FEI Young Rider Championship, National Junior Jumper Championship and National Pony Jumper Championship in accordance with USHJA procedures*
 - ◊ *Existing language: Coordinating and monitoring zone selection events leading to the team selection for the above championships*
- Provide zone input for zone championships and finals
 - ◊ *Existing language: Providing Zone input for the Zone Championships and Finals*
- Provide input and feedback to the various USHJA hunter and jumper awards programs that involve the zones (Stirrup Cup and Zone Horse of the Year) and ensure that various zone-level awards are presented in an appropriate manner
 - ◊ *Existing language: Providing input and feedback regarding the various USHJA Jumper Awards programs*
- Form task forces and ad hoc committees as appropriate to focus on specific issues, programs and activities
 - ◊ *This is a new duty*
- Communicate with the zone's constituency
 - ◊ *No change*
- Develop funding requests to submit to the USHJA for various zone programs and activities
 - ◊ *Existing language: Submitting written proposals for administrative and program expenses to be reviewed by the JWG/HWG*
- Conduct specific approved fundraising activities as the zone may choose for designated programs and activities, with the funds held and administered by the USHJA on behalf of the zone
 - ◊ *Existing language: Raising funds for Zone Hunter/Jumper Programs*
- Recommending an individual who has designated hunter as their primary discipline for appointment to the Hunter Working Group
 - ◊ *No change*
- Participation in the USHJA Annual Meeting on behalf of the zone and its hunter constituents, providing input and feedback to the HWG about hunter issues and rule change proposals
 - ◊ *No change*

- Recommending an individual who has designated jumper as their primary discipline for appointment to the Jumper Working Group
 - ◊ *No change*
- Participation in the USHJA Annual Meeting on behalf of the zone and its jumper constituents, providing input and feedback to the Jumper Working Group about jumper issues and rule change proposals
 - ◊ *No change*

A new structure must be created which facilitates geographic representation in partnership with our recognized Affiliate Member Organizations. To reorganize the zone structure, we propose the following:

- Each zone will have a joint hunter/jumper committee of a minimum of 12 members
 - ◊ Bringing the hunters and jumpers together will improve the flow of information between the disciplines
 - ◊ It will also streamline the workload for the USHJA staff
- Zones committees will consist of a minimum of 40 percent hunter and 40 percent jumper members
- Zones will have chairs and vice chairs that will be selected by the zone committee and approved by the USHJA President
- The mandate for 20 percent active athlete participation will be removed
- Geography, sports expertise, constituency and levels of participation will all be considered in populating zone committees
- Reseat zones through a non-election process as follows:
 - ◊ One representative from each of the four largest Affiliate Member Organizations (AMOs). For consideration for a zone seat, the Affiliate Member Organization must:
 - Be a current Affiliate Member Organization in good standing with USHJA
 - Have bylaws
 - Be governed by a volunteer board of directors with a minimum of five members
 - Be either a non-profit or mutual-benefit organization recognized as such by both its home state and the IRS
 - Have a minimum of 15 sanctioned shows in at least three different venues
 - Hold at least one annual educational activity
 - Have a defined geography that falls within the boundaries of the zone. The qualifying criteria for Hawaii and Alaska may be reduced where the criteria pertains to minimum membership and competition requirements
 - Include the USHJA on all member-oriented communications and disseminate USHJA-provided materials
 - Allow the USHJA to send pertinent information to the organization's members twice a year
- Provide a mechanism for receiving recommendations, from members within each zone, about individuals in their zone who are interested in serving
- Four members will be recommended by the President and approved by the Executive Committee. In appointing these individuals, consideration will be given to recommendations received from the zone members, geographic and constituency representation, technical expertise and governance experience
- Four additional members will be recommended by the eight zone members and approved by the Executive Committee. In appointing these individuals, consideration will be given to recommendations received from the zone members, geographic and constituency representation, technical expertise and governance experience
- Seat a zone council composed of one hunter and one jumper representative designated by the chairman of each zone. The zone council's duties will be:
 - ◊ Discuss various zone issues, shared programs and activities between zones. Explore the differences among zones and what can be borrowed, modified or learned through discussion.
 - Previous language: Providing a forum to discuss and create nationwide Hunter programs that would tie the individual Zone Hunter programs together
 - Previous language: Exchanging ideas across Zones, communicating with other Hunter Zones and interfacing on a national level with other Hunter/Jumper constituents
- Elect two of its members (one hunter and one jumper) to serve two-year terms on the USHJA Board of Directors. Each zone council member may serve only one two-year term in any four-year period

Zone Funding

- Zones will be funded through grant requests made to the USHJA
- Zones may conduct approved fundraising activities
 - ◊ Funds raised by zones will be held by the USHJA and may be used only for their stated purpose as designated by the zone

AFFILIATES

The USHJA currently has 77 Affiliated Member Organizations which consist of local horse show associations, schools, colleges, horse-oriented nonprofits and private enterprises, including competition management companies. Currently, there are no criteria for what kind of entity qualifies as an affiliate of USHJA. In conducting this analysis, we noted that the majority of local horse show organizations do not affiliate with the USHJA for the following reasons:

- 1. The benefits have not been communicated or clearly implemented**
- 2. There is a feeling of disenfranchisement based on confusing structure and lines of authority**

The USHJA currently offers the following benefits to our Affiliate Member Organizations:

- Governance structure participation with direct representation on the Board of Directors through representation on the Affiliates Council. This participation includes opportunities to make recommendations about numerous sport issues
- 70 percent discount on Trainer Certification Program manuals ordered by the affiliate organization
- 50 percent discount on Outreach Competition application Fees
- Four nominees for Affiliate Sportsmanship Awards
- Complimentary listing in annual Affiliate Yearbook
- Complimentary Affiliate Equitation Awards

The USHJA affiliate program, which could be the support for the base of our governance pyramid, needs to be strengthened. The first step is to clearly define the affiliate structure. The following steps are recommended:

- Change the name to Affiliate Member Organizations and define the categories:
 - ◊ Horse show organizations (*Note: not competition management but rather local horse show organizations*)
 - ◊ Academic organizations

These categories must meet the following criteria:

Horse Show Organization

- United States-based
- Must have individual members
- Must sanction shows in at least three different locations/venues
- Must have printed rules and specifications available in a rule book or on a website
- Must have a defined geographic boundary
- Must have communication with its constituents. This can be accomplished by having a website
- Must have at least one awards program, such as year-end awards with a banquet/ presentation structure, a championship show or medal finals, etc.
- May be a multi-breed or discipline organization as long as a hunter/jumper component exists

Academic Organization

- United States-based
- Accredited scholastic (K-12) or collegiate educational entity
- Must have a hunter/jumper program that involves not only riding instruction but competition activities

QUESTION:

» *Where does IHSA fit in?*

Zone and Affiliate Strategy:

- Form an Ad-Hoc Zone and Affiliate Committee of the Board to develop a new model which brings the Zones and Affiliates into one structure.

Zone and Affiliates Recommendations:

- Combine each zone's hunter and jumper representation into a single committee
- Zone committees will be comprised of a minimum of 12 members and will be re-seated every four years beginning in 2016:
 - ◇ 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 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, but 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 this document

FOUR CORNERSTONES

USHJA Cornerstones are a critical component of our sport structure. They work collectively to achieve our mission as a competition-based sport organization and support the needs of our membership. **The Cornerstones are: Awards and Recognition, Communication, Education and Rules.**

Awards and Recognition

Current awards fall into two categories: competition-based and recognition-based. As we worked through an analysis of these awards, many questions were asked to help guide us to potential solutions.

COMPETITION-BASED AWARDS

Awards based on competition criteria with some aspect of head-to-head competition

Current award categories:

Zone Horse of the Year (Zone HOTY)

- Awarded to the horse that accumulates the most points in its section in the zone
- Are the zones or USHJA in charge of these awards?

Zone Stirrup Cup Awards

- Year-end awards recognizing horse and riders competing at USEF Regional I and Regional II shows at zone level
- Must have earned points in at least three shows
- Not all zones host Regional I and Regional II competitions

- These awards offer both USEF and non-USEF recognized sections

QUESTIONS:

- » *Should zones have flexibility in choosing their category of awards?*
- » *Are the zones or affiliates in charge of these awards?*
- » *Should the non-USEF sections have flexibility in their specifications so that Affiliate Member Organizations can have individual or regional differences?*

Affiliate Equitation Awards

Each affiliate organization sends an application to USHJA for awards to be given in their Adult, Children's and Pony Equitation Finals/Championships

Outreach Competition Awards

- Awarded in five geographic regions that have been confusingly referred to as Affiliate Regions. These should be labeled Outreach Award Regions
- Points are earned only at USHJA Outreach Competitions
- Awarded in the following categories:
 - ◇ Hunter Challenge
 - ◇ Junior Hunter Challenge
 - ◇ Thoroughbred Hunter Challenge
 - ◇ Thoroughbred Jumper Challenge
 - ◇ USHJA/American National Riding Commission Horsemanship

QUESTIONS:

- » *Do we have the right number of people participating and can we resolve potential issues?*
- » *How many Outreach Competitions have been held since 2008 and at what participation level?*
- » *How many Outreach members are we serving?*
- » *How many awards have been utilized?*

SUGGESTED CHANGES FOR AFFILIATES:

- Flexibility is important and Affiliate Member Organizations should have a range of specifications
- Shows should be allowed to choose which categories they offer
- Review existing categories:
 - ◇ Hunter Challenge
 - ◇ Junior Hunter Challenge
 - ◇ Thoroughbred Hunter Challenge
 - ◇ Thoroughbred Jumper Challenge
 - ◇ USHJA/ American National Riding Commission Horsemanship
- Consider the following recommended new categories:
 - ◇ Children's Equitation 2'0"
 - ◇ Children's Equitation 2'3"
 - ◇ Children's Equitation 2'6"
 - ◇ Adult Equitation 2'0"
 - ◇ Adult Equitation 2'3"
 - ◇ Adult Equitation 2'6"
 - ◇ Children's Hunter 2'0"
 - ◇ Children's Hunter 2'3"
 - ◇ Children's Hunter 2'6"
 - ◇ Adult Hunter 2'0"
 - ◇ Adult Hunter 2'3"
 - ◇ Adult Hunter 2'6"
 - ◇ Outreach Medals as noted below
 - ◇ Additional jumper sections

Outreach Medals

- Held only at Outreach Competitions
- Riders joining USHJA at or above the Outreach level who compete in the Outreach Medals can accrue points for awards based on the state in which they reside.

SUGGESTED CHANGE TO AN OPTION MENU TO ALLOW FOR FLEXIBILITY:

» **Option 1 Medal Classes (three award categories):**

- ◇ Winner of a 2'0 – 2'6" medal final
- ◇ Winner of a 2'9" – 3'3" junior medal final
- ◇ Winner of a 2'9" – 3'3" amateur medal final

» **Option 2 Year-End Champions (three award categories)**

- ◇ Pony or beginner - fence height not to exceed 2'6"
- ◇ Junior
- ◇ Amateur

» **Option 3 Horsemanship Program**

- ◇ If an affiliate has a horsemanship program composed of multiple phases that include stable management or a written test, then the top-three-ranked competitors are the winners.

Dash for Cash

- Award to the highest-ranked rider (by prize money) in a given year (any grand prix \$25,000 - \$40,000)

QUESTION:

- » *Should we define grand prix as it applies to this award?*

Jumper Clubs 1.40 meters and 1.50 meters

- Awarded to riders who place in a minimum number of qualifying classes

RECOGNITION-BASED AWARDS

Awards designed to recognize individuals or competitions

Current award categories:

Affiliate

AFFILIATE EQUITATION

- Given by individual affiliate organizations based on criteria submitted to USHJA
- Data indicates that this program has declined since its inception

QUESTION:

- » *How many affiliates have used this award category for multiple years?*

AFFILIATE SPORTSMANSHIP

- Given by affiliate organizations based on their own criteria
- The Affiliate Committee Council chooses regional winners in four categories:
 - ▶ Junior
 - ▶ Amateur
 - ▶ Riding Instructor
 - ▶ Professional

QUESTIONS:

- » *Should the association choose the criteria?*
- » *Should the voting method be determined?*
- » *Should the categories be defined?*

SUGGESTED CHANGES:

- » *Change name to Affiliate Horsemanship*
- » *Define criteria for each category*
- » *Define and present as zone awards and offer four categories:*
 - ▶ Junior
 - ▶ Amateur
 - ▶ Professional
 - ▶ Scholastic/Collegiate coach

Amateur Sportsmanship

- Nominations open to membership
- Winner selected by Amateur Committee

QUESTIONS:

» *The Amateur Committee has historically had trouble determining nominees. Should this award exist?*

SUGGESTED CHANGE:

» *Add zone participation to the nomination process*

American National Riding Commission (ANRC)

- Outreach award modeled after the American National Riding Commission structure

Jane Marshall Dillon

- Recognition for excellence in teaching
- May be awarded to more than one person per year
- Nominations solicited through e-blasts
- Members nominate
- President filters nominees (if necessary)
- Executive Committee selects the award winner(s)

QUESTIONS:

» *Should the criteria be better defined?*

» *Is this an award for riding instructors or trainers?*

SUGGESTED CHANGE:

» *Create zone winners which filter to a national winner*

Lifetime Achievement

- One of the USHJA's highest honors
- Two honorees are selected per year
- Written nominations are sent to the Executive Committee

Member's Choice

- Recognition is given to shows rated:
 - ◇ Premier
 - ◇ National
 - ◇ Regional I
 - ◇ Regional II
- Awards are based on popular vote from the Member's Choice survey

SUGGESTED CHANGE:

» *Consider involving the zones as they have more intimate knowledge of the shows involved*

Owner's Legacy

- Presented to an owner with a lifetime history of ownership and support for the sport
- Administered by the Owner's Task Force
- Nominations are based on specific criteria
- Zone committees contribute nominations
- Online ballots determine the recipient

SUGGESTED CHANGES:

» *Must have owned a minimum of 10 horses that have been primarily shown by a professional*

» *Must have owned horses that were actively shown by a professional over at least a 10-year period*

» *Horse(s) must have competed at major competitions*

» *Horse(s) must have won significant awards*

» *Must have owned young horses that were developed and shown by professionals*

Owner Recognition

- Presented to the owners winning the most prize money annually in:
 - ◇ Rated hunter sections
 - ◇ Open jumper ranking

QUESTIONS:

- » *Should this award be continued?*
- » *On what level of competition should this award be based?*

SUGGESTED CHANGES:

- » *An owner/rider of a national champion horse should not be eligible for this award*
- » *This should be a miniature version of the Owner's Legacy*
- » *Should this be based on Regional I and Regional II results?*

President's Distinguished Service

- Multiple honorees
- Recipients are selected by the President with input from:
 - ◇ Staff
 - ◇ Committee chairs
 - ◇ Board members

Rider Lifetime Money Earned

- Based on prize money won by professional hunter and jumper riders in designated open hunter and jumper sections
- Riders are honored for each tier they attain

QUESTIONS:

- » *Can USHJA resolve the technical glitches that keep some riders from being ranked correctly?*

Vital Staff (East and West)

- Honors long-standing, tireless competition staff
- Mississippi River is the line of demarcation
- Nominated by membership
- Reviewed by President
- Selected by the USHJA staff

QUESTION:

- » *Should minimum standards be put in place?*

SUGGESTED CHANGE:

- » *Define criteria*

Volunteer of the Year

- Selected by President with input from staff

USEF Youth Sportsman's

- USEF establishes criteria
- Winners are selected by the USHJA Youth Committee
- Winners are honored by the USHJA
- Winners are also submitted to USEF for consideration against the nominees submitted by the other recognized breeds and disciplines

Young Professional

- Based on money earned by professionals, ages 35 and under

SUGGESTED CHANGE:

- » *Define criteria for a young professional*

Youth Leadership

- Criteria established by USHJA Youth Committee
- Candidates are nominated by zones
- USHJA selects the honoree

College Lettering

- This program has not been fully engaged and is being reorganized

Award issues:

- Understanding the purpose of the awards and their relationship to the USHJA Mission/Vision, as well as their value to its members
- The potential glut of awards creating less meaning
- Inadvertent competition/duplication of effort with affiliates
- Ability to augment existing affiliate awards
- Cost/benefit analysis
- Determining appropriate presentation of award based on its scope as national or state/local (i.e., Annual Meeting vs. zone presentation)

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.

Award 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

Award Action Steps:

- Form a USHJA Awards 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 and 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

Communications

Currently our communication is disseminated using three different methods: Active, Passive and Promotional.

ACTIVE COMMUNICATION

The information is sent to the recipient

- **In Stride magazine**

- ◇ Produced bimonthly and sent to all USHJA members
- ◇ Digital formats are sent January, July and August

QUESTION:

- » *Are the online issues effective and should they continue?*

- **USHJA E-News**

- ◇ This is sent biweekly to all members
- ◇ Additional e-news outreach to segmented groups:

- Jumper
- Hunter
- Professional
- Some zones

QUESTION:

- » *How do we monitor this to avoid over-saturation?*

- **E-blasts for program promotion and sponsorship fulfillment**

- **Press releases** – able to send to all recipients and targeted groups

- **Direct Mail**

- ◇ Letters, announcements, invitations, and membership information sent directly to all members or certain segments of the membership
- ◇ Utilized for specific programs and delivery of resources such as the Trainer Certification Program Manual and Licensed Officials Roster

PASSIVE COMMUNICATION

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
- ◇ In Stride
- ◇ World Championship Hunter Rider
- ◇ Foundation (Museum and Foundation)
- ◇ Breeder's Directory
- ◇ Horsemanship Quiz Challenge

QUESTION:

- » *Are multiple Facebook pages more effective than having just one?*

- **Twitter**

QUESTIONS:

- » *What is the effectiveness?*
- » *What are the time requirements?*
- » *What is gained by having active Twitter and Facebook functions?*

PROMOTIONAL COMMUNICATION:

- Magazine advertisements (USHJA-related topics whether in *In Stride* or third party)
- Materials promoting specific programs
- Articles and stories about the USHJA published by third party entities
- Competition related – USHJA presence at certain competitions (FEI North American Junior and Young Rider Championships, Hunterdon Cup, etc.)
- Banners and signage

QUESTION:

» *Should competition organizers with multiple competitions be given a banner to display?*

- Logo wear

QUESTION:

» *Where in the USHJA staffing structure does this belong?*

- Gift items to augment awards at special events – coolers, saddle pads, backpacks, ball caps, etc.

QUESTION:

» *Where in the USHJA staffing structure does this belong?*

Issues to consider:

- Clear definition of audiences and communications objectives
- Careful consideration of social media channels that support programs with the most efficient and effective delivery that grows audience acceptance
- The creation and maintenance of an editorial calendar for social media and electronic distribution with clear measurable targets
- Careful examination of emerging and available technologies and their application to communications opportunities including a need for balance in delivery format and quantities. Consider the maintenance of technology applications such as the mobile app
- All communication channels need to reflect the USHJA's Mission and programs
- Review and revamp website for user-friendliness, ease of access to information and ability to update and refresh as necessary
- Management of logo wear, gift items, banners/signage and their appropriate use for programs; events with clear policies and procedures for member usage
- Clear policies and procedures for sponsor programs and benefits
- Communications support for programs by staff

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. USHJA.org should be structured 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

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 and some are materials designed to educate a specific audience.

- **Directory** – a directory on the website of different categories that provide information and some level of education. These directories are:
 - ◇ Clinics
 - Clinic producers must meet minimum requirements in order to be listed
 - Some guidelines for producing and advertising a clinic are offered
 - ◇ Breeders
 - ◇ Trainer Certification Program list and profiles
 - ◇ Licensed Officials Roster
- **Educational Resources** – information and resources available for the following:
 - ◇ College scholarship listing
 - ◇ High school riding programs
 - ◇ Zone scholarships and grants
 - ◇ USHJA Committee Handbook
 - ◇ Owner's Resource Guide
 - ◇ Secretary's Guide
 - ◇ Clinic in a Box
 - ◇ Competition Resource Guide

QUESTIONS:

- » *How are the materials kept current?*
- » *Who provides oversight when these materials are created?*
- » *What is the process under which these materials are created?*
- **Emerging Athletes Program** – Ten regional clinics that feed to a national final. 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
- **Trainer Certification Program** – A rigorous training program designed to preserve the American Hunter/Jumper Forward Riding System and increase the level of knowledge and professionalism among our trainer base
- **College Lettering Program** – In partnership with the Intercollegiate Horse Show Association this is available to all full-time undergraduate students attending a two- or four-year university and is designed to keep this crucial age group of members engaged in the sport

EDUCATION QUESTIONS:

- » *Do the following need education, evaluation and/or certification?*
 - ◇ Trainers
 - ◇ Show managers
 - ◇ Individual members
- » *Does USHJA wish to provide education concerning:*
 - ◇ Horse care
 - ◇ Best practices for nutrition
 - ◇ Best practices for manure disposal

- Should we partner with our existing or other education providers?
- Should we host an annual education symposium?
- Should we offer web-based courses with certificates for completion?

There are so many facets of education. Identifying areas of the organization which will benefit from education, useful information currently available and the best method for disseminating this information must be a priority of our organization. Efforts may include educating members about achieving optimum performance and care of our equine partners or educating our professionals about solid business principles that apply to their endeavors. For instance, having a comprehensive business practices curriculum within the Trainer Certification Program.

To best implement elements of education in major programs and materials, it is recommended that an education department led by an academic professional be established. Not only does this person need to understand our sport, this person needs to be an expert in education and the many technologies that will help lead the organization into online educational content. An Education Committee will need to fully understand the USHJA, its Vision and its many programs, so that education principles can be employed throughout.

Issues to consider:

- The full extent and audience of educational needs including categories such as USEF Licensed Officials, trainers, show managers and individual members
- Some topics that are imperative to include in educational outreach are footing, horse care, manure disposal, etc.
- A review of the most appropriate educational providers and an effective engagement with them
- A process for content refreshment, keeping all materials current and relevant
- The value and viability of creating an education symposium
- Online education program opportunities
- Continuing education of staff and volunteers
- Education within the athlete pipeline

A host of activities should be considered as an education department is established and strategy employed:

- Evaluate web-based directories for appropriateness, completeness and timeliness
- The current Educational Resource portion of the website should be eliminated and the entire idea of educational resources should be reconceptualized by the Education Department
- Zone clinics are such a minor form of education in that they reach a very small number of members and their structure and content vary widely with little to no oversight from the USHJA. If zone clinics are conducted, they should be addressed as an activity of a zone and not considered within the Education Department
- Continuing education:
 - ◊ Must go hand-in-hand with the Trainer Certification Program and its various levels
 - ◊ Must be meaningful and valuable
 - ◊ Must be accessible
 - ◊ A variety of channels must be developed, many of them web-based
 - ◊ Both education and sports experts must be involved in the creation of continuing education

Education Strategy:

- Form an Ad Hoc Education Committee of the Board with input from 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. We are strictly presenting the concept, not the exact structure
- 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 and Compliance

There can be no hunter/jumper sport without rules. The regulatory and rule enforcement process rests with the USEF, while the USHJA is more promotional in nature. However, the USHJA needs to oversee, monitor and regulate its self-contained rules while not duplicating the regulatory facets of the USEF. Currently within the rule and enforcement areas:

- 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. Any uncertainties with the rule change process should be addressed as they arise.
- USHJA input about hunter/jumper/equitation-related rules, including USEF General Rules, is significant and carries great weight with the USEF hierarchy when there is not a consensus of all potentially affected breeds and/or disciplines.
- Rules are broken into two sections:
 - ◇ Rules that are contained in the USEF Rule Book:
 - These include general rules that pertain to multiple breeds and disciplines
 - Rules within our hunter/jumper-specific chapters
 - ◇ Rules, specifications and procedures created and administered solely for and by the USHJA that live outside of the USEF Rule Book
 - The USHJA has created rules and specifications for some its programs which are listed on the USHJA website.
- Enforcement: There is an existing system of rule enforcement for the hunter/jumper sport through the USEF and its hearing process
- USHJA has entered the regulatory process by the creation of the Competition Standards Committee

RULE QUESTIONS:

- » *How can USHJA be both regulatory and promotional?*
- » *Regulation will most probably start with competition management but will continue to evolve from that starting point. Is that desirable for USHJA?*
- » *Are we abusing the Extraordinary Rule change process?*
- » *Who decides what goes into the USEF Rulebook and what does not?*
- » *If USHJA specifications are not contained in the USEF Rulebook, who is responsible for their regulation?*
- » *For the rules that are not in the USEF Rulebook, how are they:*
 - Developed?
 - Periodically reviewed?
 - Disseminated?
 - Monitored?
 - Changed?
 - Added to?

COMPLIANCE AND OVERSIGHT QUESTIONS:

- » *How does USHJA define and participate in oversight and how is it different from compliance?*
- » *Are there different levels?*
- » *The person(s) involved in oversight must have the ability, knowledge and authority to say no when it is necessary*
- » *The Board should be involved in oversight*

- » *How is it ensured that the hunter/jumper competitions are in compliance with USHJA rules and that the standards are being met?*
- » *Does USHJA need compliance examinations of:*
 - Stewards
 - Judges
 - Managers
 - Course designers
 - Schooling supervisors
 - Show standards

Issues to Consider:

- The standard rule change process, including USEF Extraordinary Rules, needs to be constantly examined with the aim of making it easier for an interested member to understand. It must also be communicated to appropriate targets throughout the entire process.
- USHJA has created specifications, rules and procedures for some of its programs, special classes and Outreach Competitions. Oversight needs to be active and clear
- Determine what rules and specifications are appropriate for the USEF Rule Book and which items should stay entirely within the USHJA. A dissemination process needs to be established for USHJA rules not in the USEF Rule Book.
- Use of technology in the area of rules is paramount
- Establish a process for an individual proponent to make a rule change proposal
- Make proponents responsible to defend the purpose for a proposed rule change and be available to answer questions
- Address whether an individually proposed rule that is disapproved by the USHJA should be able to go the USEF and potentially be approved
- Address the system for modifying proposed rules or rule changes, who can modify and how long an individual proponent has to be in the loop for authorizing modifications
- Develop a better system for assigning proposed rule changes to committees. When a proposed rule change is assigned to a committee, ensure that the committee has the knowledge and resources to appropriately evaluate the proposed rule change and render an opinion.
- Generate a plan for USHJA to ensure its standards, requirements and specifications are followed and adhered to.

The increasing size of the USEF Rule Book over the years indicates the potential need to:

- Review and analyze our hunter/jumper portion of the Rule Book and simplify the rules pertaining to it
- Review the USEF General Rules that affect our discipline in some way and either simplify those rules or remove our discipline from the General Rules

Rules Strategy:

- Form an Ad Hoc Competition Committee of the Board focused on analysis and evaluation of the role of 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 stays at 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; and determine how they are disseminated and adhered to.
- Oversight must be a significant aspect of the rule process. 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 AND REVIEW

Introduction and Framework

A Program is defined as any finite equestrian hunter/jumper-oriented activities that target a specific group of USHJA members. Programs:

- Use USHJA resources such as funding and staff support
- Involve one or more of the cornerstones
- Have a clearly defined goal or purpose that fits into the USHJA's Mission Statement
- Work within the framework of the USHJA's Strategic Plan
- Generally have an award component or feature multiple competition opportunities
- Have a final or championship
- Have volunteer oversight and guidance

Definitions and program listings for these High Performance, Intermediate and Grassroots Programs:

High Performance Definition

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

USHJA High Performance Programs

- International Hunter Derby
- Junior Jumper Championship (TBD)

Intermediate Definition

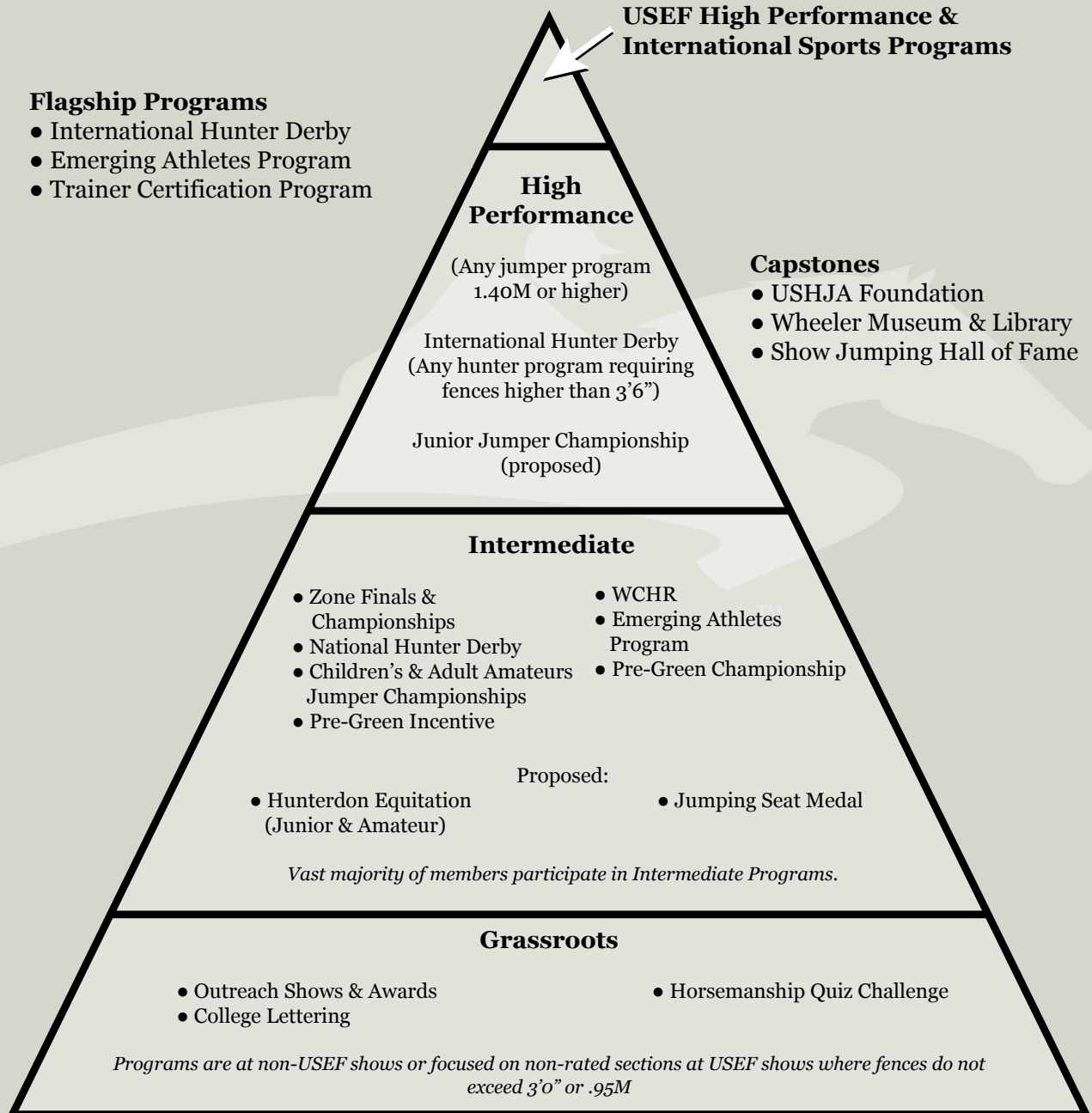
- The majority of USHJA programs fit into this category
- Jumper: any program requiring competing at .95 meters through 1.35 meters
- Hunter: any program requiring competing at 3'0" through 3'6," and for ponies any program requiring competing at 2'0" through 3'0"
- Note: USEF has several hunter/jumper programs that fit into this category. These programs should be obtained or USHJA should create parallel programs

USHJA Intermediate Programs

- National Hunter Derby
- Pre-Green Incentive



USHJA Pyramid of Sports Programs



Elite: Elite is defined as a specific level of excellence within a program category. There is potential for elite components in most USHJA programs.

- Child/Adult Jumper Championships
- Hunterdon Equitation Cup Classic
- World Championship Hunter Rider
- Emerging Athlete Program
- Pre-Green Challenge (begins 12/1/14)
- USHJA Jumping Seat Medal (begins 12/1/14)

Grassroots Definition

- Programs and competition which are held primarily at non-USEF shows and/or USHJA Outreach competitions and/or programs and competition focused on non-rated sections of USEF shows where fence heights do not exceed 3'0" or .95 meters
- The broader and stronger our base is, the higher our sport structure can grow. Grassroots programs are key to the success of USHJA.

USHJA Grassroots Programs

- Outreach Competitions
- Various programs surrounding Outreach Competitions and affiliate activities

Flagship definition

- These programs define the character, spirit and identity of the USHJA.
- The programs are not necessarily the highest ranked of the USHJA's programs.
- It is not necessary for a Flagship Program to be designated either High Performance or Elite.
- Programs that wish to be considered for Flagship status must be carefully evaluated to ensure that they meet the definition and criteria for Flagship status.

USHJA Flagship Programs

- Emerging Athletes Program
- International Hunter Derby
- Trainer Certification Program

Deeper than Grassroots – Entry Level

- The USHJA entry level is defined as hunter/jumper-focused horse and rider combinations entering a competition with the rider mounted on a horse wearing a saddle and bridle.

QUESTIONS:

- » *Where do these entrants come from?*
- » *How many are out there?*
- » *Who is guiding them?*
- » *How do they get introduced to our sport and our discipline?*
- » *What is the transition from recreational riding to a hunter seat focus or taking hunter seat lessons and that first competition?*
- » *Is it important to focus on riding schools?*

Elite

- This is a subset of programs or categories. It refers to the highest level of excellence within a given program or category. Not all programs or categories will have an elite component. An example would be that those who compete in USHJA International Hunter Derbies are competing in a High Performance program. Those who compete in the Championship are considered elite.

High Performance (USHJA)

- East and West Junior Jumper Championship (TBD)
 - ◊ This already exists as a USEF property. If USEF will not agree to hand over the reins, this could be created as a parallel program
- These programs take a lot of resources
- The pool of competitors is relatively small in relation to the entire membership
- Taking on too many of these programs will make the USHJA top heavy

Intermediate

National Hunter Derby

- Very popular and successful
- Easy to administer
- Should be left in its current form

Pre-Green Incentive

- In its second year
- Requires a nomination fee to participate
- Has an elite element through its championship

POSSIBLE STRATEGIES:

- » *Monitor for growth and participation*
- » *Evaluate against its budget and the USHJA resources required*

Pre-Green Challenge

- Has a lower cost of entry to potential participants
- Has lower rewards than the Pre-Green Incentive
- Is intended to offer additional opportunities for Pre-Green horses

POSSIBLE STRATEGY:

- » *Monitor to see if it balances the Pre-Green category through its stated purpose of appealing to those participants that do not have the scope or interest to participate in the Pre-Green Incentive*

Children's/Adult Amateur Jumper Championships

- In its second year

QUESTIONS:

- » *Should host sites be selected for two years?*
- » *How should we deal with the large geographic areas?*
- » *Is this a program of inclusion or restriction?*
- » *Is this an element of the jumper athlete pipeline?*

POSSIBLE STRATEGIES:

- » *The restructuring of this program to utilize zone geography will provide greater opportunity for member participation*
- » *Create a road map for the future of this program*
- » *Implement an objective, clearly stated process for the selection of Zone Championship sites within the zones*

Hunterdon Cup

- This is USHJA's version of a medal final
- USHJA has been unable to take control of the USEF Medal finals

QUESTIONS:

- » *Should the USHJA focus on taking the USEF Medal and Maclay under its wing?*
- » *If so, should the Hunterdon Cup be cancelled?*
- » *Should we create zone championships for this class?*
- » *Should USHJA create East/West championships for this class?*
- » *Should USHJA create a national ride-off of the top four riders from an East/West championship?*
- » *Should such a championship be moved around the country?*
- » *Should such a championship be conducted with borrowed horses?*

POSSIBLE STRATEGY:

- » *This class should become the hunter seat equitation medal of the USHJA*

Hunterdon Equitation Classic Adult 3'3" Medal (TBD)

Hunterdon Equitation Classic Junior 3'3" Medal (TBD)

- The two proposed programs should be modeled on the Hunterdon Cup
- These classes could create a new revenue stream for the USHJA

USHJA Jumping Seat Medal (new for 2015)

QUESTIONS:

- » *Should this have an East/West championship?*
- » *Should USHJA consider having an Amateur and/or Young Rider section of this class?*

World Championship Hunter Rider

- This program came to USHJA from the American Hunter Jumper Foundation. Because of this, it has its own:
 - ◊ Rules
 - ◊ Administrative functions
 - ◊ Funding challenges
- The World Championship Hunter Rider program bills itself as inclusive but requires additional participant fees
- Held at a small number of select shows
- Has a regional and national award structure
- Has elite components:
 - ◊ National championship held at Capital Challenge
 - ◊ East and West coast Spectaculars
- Has a grassroots component:
 - ◊ Junior Hunter Challenge

QUESTIONS REGARDING THE WORLD CHAMPIONSHIP HUNTER RIDER PROGRAM:

- » *Are there limits on the expansion of this program?*
- » *What is the ratio of staff and financial resources to those who benefit?*

POSSIBLE STRATEGIES:

- » *This program requires both analysis and oversight*
- » *The membership fee needs to become a participation fee*
- » *The event selection process needs to be reviewed*

Intermediate Program Items to Consider:

- Consider the creation of an Amateur Hunter Finals similar to Junior Hunter Finals
- Consider the creation of an Amateur Jumper Finals
- Consider whether USHJA should create parallel programs or acquire the following properties from USEF:
 - ◊ Prix des States
 - ◊ Pony Finals
 - ◊ Junior Hunter Finals East and West
 - ◊ Is there a difference between national series (such as the ASPCA Maclay or the WIHS Championships) which reside in the USEF Rule Book and those that do not (such as Marshall and Sterling League)?
 - The classes that are in the USEF Rule Book are the elephant in the room.
 - ◊ Where do the following classes fit into the USHJA structure?
 - WIHS Championship classes
 - Ariat National Adult Medal
 - Taylor Harris National Children's Medal

Grassroots

Outreach Competitions

- Competitions that are a bridge between recognized and unrecognized shows
- Registered with the USHJA, but offer less regulation because drug and membership fees are waived
- May be run one of two ways:
 - ◊ A non-USEF show that is affiliated with USHJA
 - ◊ A non-USEF show run within an existing USEF show

QUESTIONS REGARDING OUTREACH COMPETITIONS:

- » *Who monitors and evaluates the shows?*
- » *Do we have an Outreach Competition Department or liaison?*

POSSIBLE STRATEGIES REGARDING OUTREACH COMPETITIONS:

- » *Develop rules and procedures for Outreach Competitions*
- » *Shows may be held in one of two formats:*
 - ◇ Limited to one day with no more than two rings
 - ◇ Multiple days but only one ring per day
- » *Must be sanctioned by an Affiliate Member Organization*
- » *Must not have classes with fences exceeding 3' for hunters or .95 meters for jumpers*

Outreach Medals

- A program that offers awards and a qualifying procedure
- There are currently fewer than 100 Outreach Competitions held a year
- There are currently approximately 200 Outreach Members

QUESTIONS REGARDING OUTREACH MEDALS:

- » *How is USHJA administering this program?*
- » *Is there a plan for growth?*

POSSIBLE OUTREACH MEDAL STRATEGIES:

- » *Outreach competitions should be encouraged to offer the various proposed USHJA Outreach Medal classes*
- » *Outreach Medal classes may be offered only at Outreach Competitions*

American National Riding Commission (ANRC) Horsemanship Program

- Modeled after the collegiate American National Riding Commission (a multi-phase competition that includes a written or oral component)
- This adds horsemanship to the Outreach Competition program
- There are three levels of competition with multiple options. This allows organizations flexibility to best meet the needs of their facility and program participants

QUESTIONS:

- » *Where does this program fit within the USHJA structure?*
- » *What is its purpose?*
- » *Who is the target market?*
- » *How many shows host this program?*
- » *How many people participate?*

Horsemanship Quiz Challenge

- This may belong in education rather than sports programs because it has no riding component
- The initial phases of this program are run as online quizzes.
- Finalists are then invited to participate as part of a zone team or as an individual
- Finals are held concurrently with the Emerging Athletes Program National Training Session
- The educational materials written for this program are used by Emerging Athletes Program.

QUESTIONS:

- » *Does this program follow our Mission?*
- » *What is its purpose?*
- » *Who is the target market?*
- » *Should we be searching for members that do not ride?*

Outreach Hunter Challenge

- This program is associated with the World Championship Hunter Rider program
- Juniors compete at an Outreach level and the regional champion and reserve champion are invited to attend Capital Challenge for two days of educational seminars
- The name is confusing because it conflicts with the existing Outreach Competitions, awards and medals.

Flagship Programs

International Hunter Derby

- The most mature of the Flagship programs

Emerging Athletes Program

- The program fits into the jumper athlete pipeline. Identifying and developing certain athletes is a mission that the United States Olympic Committee has assigned to the member sport federations

Trainer Certification Program

- This program is both complex and crucially important to the USHJA.
- There needs to be prestige and value in being a USHJA Certified Trainer.
- The program needs to be linked to the future Education Department, especially because it purports to educate or provide continuing education to the various levels of certified trainers.
- The USHJA needs to develop a program for certifying and educating its professionals that becomes the industry standard.

QUESTIONS AND CONCEPTS:

- » *Is there a process for implementing a new program?*
- » *How does the USHJA make sure it fits the Mission Statement?*
- » *How is a program funded and how is staff time allocated?*
- » *How much volunteer involvement is necessary?*
- » *What are all costs including awards, facility, advertising, public relations, member outreach and website maintenance?*
- » *Should anyone signing an entry blank at a competition as the trainer be a USHJA Certified Trainer?*
- » *If so, the program needs to be both comprehensive and robust*
- » *Should grandfathering be revisited?*

Elite Levels of USHJA Programs

QUESTIONS:

- » *What are the implications of a program designated elite?*
- » *How should USHJA deal with programs that deal with the best of the best without alienating the segments that are not elite?*
- » *Is it important that some programs have elite elements?*
- » *How do we make sure that the elite segments of a program are not watered down?*

Programs with elite components:

International Hunter Derby

- The Championship is the elite element

Junior Jumper (TBD program)

- The winners or East/West championship would be the elite element.

National Hunter Derby

- USHJA tracks standings. Are the highest-ranked horses elite?
- This needs to be analyzed and defined by the Program Review Task Force

Pre-Green Incentive

- The Championship is the elite element

Pre-Green Challenge

- Is there an elite element?
- If so, this needs to be identified

Children's/Adult Amateur Jumper Championships

- The medalists are the elite component

Hunterdon Cup Equitation Classic

- Consider Hunterdon Cup Equitation classes
- East/West Finals are the elite element

USHJA Jumping Seat Medal

- The various finals are the elite element

World Championship Hunter Rider

- This needs to be redefined before USHJA can identify the elite element

Grassroots Sport Programs

- Does not currently have an elite element
- Caution must be taken when allocating an elite status to Grassroots sport programs
- If an elite element is chosen, the Horsemanship Quiz Challenge seems to be the logical choice

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 a 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 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 and 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

ADMINISTRATION AND NON-SPORT ELEMENTS

Administration is a necessary component of a business, including a non-profit like the USHJA. The demands of the USHJA's growth must be weighed with the necessary administrative growth. Without careful evaluation, the administrative side of the USHJA could grow out of control.

The staff's understanding of the USHJA's culture is fundamental to consistently carrying out the USHJA's mission, goals and strategic plan.

Issues to consider concerning the USHJA staff:

Training

Continuing education

Issue resolution

Compensation structure

Retention

Leadership

Customer service

Allocation of resources

Roles of staff and volunteers

Administration services for:

Board, Committees, Task Forces, Zones, Affiliates

- All correspondence must be consistent and produced to a certain standard
- Committees should not be allowed to send out materials without an administrative process to ensure consistency of message and avoid duplication.
- Determine the administrative needs of the Board and who is responsible
- What is the role of the Executive Director to the Board and does the Executive Director work solely at the Board's direction?
- Can the Executive Director make recommendations to the Board?
- If the Board is straying from the USHJA's mission, goals or strategic plan, what action can the Executive Director take?

Legal

- The USHJA's legal needs are met by a retained attorney on contract.

Financial

- The Chief Financial Officer must remain well versed in the USHJA's Strategic Plan.
- Create reserves for:

- ◇ Building maintenance
- ◇ Legal defense
- ◇ Program development
- ◇ Extraordinary expenses

Programs and awards

- The present programs need to have their administrative costs evaluated
- New programs must have clearly defined administrative structure
- Look towards technology for accomplishing tasks

Annual Meeting

- The important functions of the Annual Meeting are:
 - ◇ Rule changes
 - ◇ Elections
 - ◇ Committee meetings
 - ◇ Awards and recognition

QUESTIONS:

- » *Should the Annual Meeting move around the country?*

Member Services (include review of benefits including insurance)

- Membership categories:
 - ◇ Active/Competing
 - ◇ Members who are showing or own a showing horse
 - ◇ Trainers
 - ◇ USEF Licensed Officials
 - ◇ Provides full benefits

Affiliated Association

- Groups including:
 - ◇ Horse show associations
 - ◇ Schools and colleges
 - ◇ Stables
 - ◇ Clubs
 - ◇ Nonprofit groups
- Benefits include:
 - ◇ Free publicity in In Stride
 - ◇ Discounted insurance from Equisure
 - ◇ Participation in certain awards
- Affiliated Associations assist the Board in seating the Standing Committees.
- The individual representing the affiliate does not need to be a USHJA member.

Associate Membership

- A non-competing membership
- Members receive In Stride and various communication channels.

Collegiate Membership

- Members join through the Intercollegiate Horse Show Association.
- Must pay the show pass fee at USEF competitions

Outreach Membership

- Members may compete in Outreach Competitions although; there is no mandatory membership for Outreach Competitions.
- Eligible for Outreach and Affiliate awards
- Must pay the show pass fee at USEF competitions
- Members receive communication materials from USHJA.

QUESTIONS REGARDING MEMBERSHIP:

- » *What is the difference between Associate and Outreach?*
- » *Members are confused by Associate and often choose it over Active membership because it costs less. This causes headaches for secretaries and makes USHJA look bad. Should it be removed?*
- » *Can Associate and/or Outreach members be on a committee?*
- » *Farm membership is in the frequently asked questions section of the website but does not appear on the membership page.*

Observations Regarding Membership

- There is a link between membership services and information technology
- Currently, USEF administers 85 percent of our membership structure
- Additionally, nearly 15 percent are Intercollegiate Horse Show Association members
- The remaining fraction of a percent are Outreach members which are fully serviced by USHJA
- USHJA also processes the World Championship Hunter Rider memberships

QUESTIONS:

- » *Is this the best way to handle this?*
- » *Why should so much of the World Championship Hunter Rider work be done by hand?*
- » *Who handles the Intercollegiate Horse Show Association memberships?*

AREAS OF CONCERN:

- ◊ Cost
- ◊ Administration requirements
- ◊ Control over the quality of services members receive
- Insurance
- Consider offering insurance benefits to members and especially to professionals
 - ◊ Business liability
 - ◊ Group accident and health insurance program

Marketing and Sponsorships

- One-third of the USHJA's staff is currently within the Marketing Department

QUESTIONS:

- » *Is the USHJA Membership Partner concept valid and if so, should it be expanded? Where does it belong in the USHJA staffing structure? How does it benefit USHJA and what are its costs?*
- » *What department should oversee awards, merchandising items and sponsorships to make the most efficient use of staff and provide effective outreach?*
- » *How and what support does Marketing provide to programs?*
- » *Does the USHJA compete with the Foundation for financial support?*
- » *Does the USHJA have a marketing plan?*
- » *How does the marketing plan get created and implemented?*

SUGGESTED CHANGES:

- » *Create clearly stated marketing objectives*
- » *Define USHJA Membership Partners and assign to the appropriate department*
- » *Move awards fulfillment, gifts, promotional items and merchandising/logo wear to a purchasing department*
- » *Define and find a purpose for the Marketing Committee*

Information Technology, Building Maintenance and Operations, Purchasing and Supplies

- Information Technology:
 - ◊ This function is currently handled by USEF

QUESTIONS:

- » *Should USHJA take control of its own data?*
- » *Are there any controls or oversight when a committee asks for data?*
- » *Who structures the queries?*
- » *IT costs need to be calculated when programs are proposed.*

» *Does the USEF IT system use the most current version of hardware and software?*

SUGGESTED CHANGE:

» *Form a Technology Committee to review current and future needs and plan appropriate technology solutions*

- Building Maintenance and Operations
 - ◊ Funds need to be set aside for the maintenance of the USHJA building.
- Purchasing and Supplies
 - ◊ Is there any cost savings to be realized here?
 - ◊ Do we handle the purchasing of giveaways and gifts through one specific vendor?

Administrative Issues to Consider:

- Need to review and generate the most efficient and effective staffing structure.
- Careful consideration of staff allocation to program support
- Continue with strong financial practices and increased participation in budget process with staff leadership
- Best resource for IT solutions based on projection of future needs
- Build a healthy building financial reserve for major 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
- 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, such aspects as venue, 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 of each category (benefits received), as well as what each category can “do” – earn points toward certain awards, participate in governance, 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.
- Form a Sponsorship Committee

Capstones

A capstone in architecture is the final stone placed at the top of a structure or an integral part of the structure that makes the structure more prominent. These are activities that exist outside the structure of a program, but exist as a crowning achievement for USHJA.

CAPSTONE PROGRAMS

● USHJA Foundation

- ◇ In order to be effective, the Foundation's Board should understand the broader elements and concepts of the plan as well as the supporting documents.
- ◇ The Foundation exists because of and for the USHJA and therefore it must align itself with the USHJA's changes and evolution.
- ◇ Some concepts of the Foundation, such as the Horseman's Assistance Fund, need to be preserved and probably enhanced.

QUESTIONS:

- » *What are the advantages and disadvantages of the Foundation existing as a separate entity?*
- » *What changes or adaptations does the Foundation need to make in response to the USHJA?*
- » *How does the Foundation remain responsive to changes and evolution within the USHJA?*

● USHJA Wheeler Museum

- ◇ Includes Show Jumping Hall of Fame
 - Conducted through a contractual agreement with the Show Jumping Hall of Fame which is an independent 501(c)3
 - Its function is to preserve and present the history of our sport

OVERALL CONCLUSION

The USHJA has developed and implemented a variety of programs that support its Mission and Vision. The organization's first 10 years saw a rapid rise in the number and scope of programs implemented through the passion and energy of volunteers and staff. This Companion Document depicts an organization that is ready for a tune-up. As a result, determining and implementing a process for analysis, measurement and realignment as needed, will be a common theme running through the Strategic Plan. The plan will speak to the need to protect and grow the successful programs that anchor the USHJA Cornerstones while weeding through the programs and processes that unintentionally stray from our core or generate unnecessary inefficiencies. This Companion Document depicts an organization that is truly committed to providing value to its membership and well representing the hunter/jumper sport.

APPENDIX A

SWOT Analysis

STRENGTHS

- Our members – the USHJA has a strong demographic base of members who are knowledgeable, have access to resources and tend to be passionate about our sport
- Demographics: Among all of the horse sports, the hunter/jumper group is one of the strongest. Our group is well educated, has a high net worth and represents a desirable demographic section
- Our jumper discipline is one of only eight international (FEI) sports and one of only three Olympic equestrian sports
- The USHJA has sound and solid financial practices from which to operate
- USHJA Affiliates and potential Affiliates: There are currently more than 60 independent hunter/jumper organizations with sanctioned shows and members, offering year-end awards, medal and special class programs, year-end award banquets and finals
- Hunter/jumper-specific representation: This did not exist until 10 years ago with the formation of the USHJA
- Many levels of programs, competitions and awards; something for every level of hunter/jumper rider
- A rider can participate in the hunter/jumper competition environment and select from one or all three of the following tracks: hunters, jumpers or equitation. Riders can stay on that track from the beginning to very advanced levels and riders can cross over between and among the tracks.
- Communication: the USHJA has various and competent communication channels

WEAKNESSES

- Our members: for the same reason as the stated strengths, members can also be a weakness. High expectations, both in terms of personal service and sphere of influence, can be challenging to manage. As sport people, members' focus can be confined to the narrow aspect of the sport in which they are specifically involved, while other aspects do not interest them. Many members participate in only one geographic section of the United States; some compete all across the country, while others stay very close to their home base. Some focus on juniors or amateurs and others are hunter-specific. It can be difficult for the USHJA to find individuals with scope, experience and interest in the whole picture.
- Costs: our sport is becoming increasingly expensive. Only 20 or 30 years ago, an upper middle class family could afford to ride and show. Many of us, who are 40+ and worked our way into and through the sport, couldn't do the same if we were turning 20 now. The cost to enter our sport is becoming increasingly higher.
- USHJA Affiliates: Because these organizations are independent with programs and treasuries of their own, they may feel in conflict with the USHJA. They might not welcome guidance or oversight offered or provided by an umbrella organization.
- A huge disconnect still exists with grassroots level riders despite the affiliate and outreach programs.
- There is little to no growth in our discipline under the USHJA banner, yet we are increasingly involved as participants and even initiators of more and more standards, rules and regulations. Regulation can be beneficial, but also constrictive. What is the balance?
- Difficulty in resolving some issues that could result in external regulation and/or penalties. These include: equine drug issues, horse sales/commissions and no standards for professionals. External entities (third parties) could attempt to impose regulations
- The processes and standards for selection, training, continuing education and oversight of our licensed officials need to be evaluated.
- We lack clear road maps for how riders progress in our sport and where they can go.
- We are not welcoming to the new rider or rider's family. How do they learn about the many programs, awards and opportunities?
- We have almost no specific programs aimed at amateur riders at all levels and in all three disciplines, yet they represent our largest single membership group.
- Self-Interest and Conflict of Interest: These terms are misunderstood, misused and sometimes completely ignored by those participating in governance. Education and orientation can provide an answer. However, many participants in our discipline think of themselves as above reproach in these areas and are resistant to education and orientation.

- Zones: our current zone structure was inherited from USEF and requires an overhaul. Currently, the zones are not identifying the needs and interests of local organizations and constituencies.
- Lack of process and oversight for programs
- Lack of orientation for our volunteers and staff
- Lack of growth in the areas of horse breeding and ownership, horse sports, recreational horse use and land for horses and horse-related activities throughout the United States
- Too many committees resulting in inefficiencies, communication challenges and duplication of duties

OPPORTUNITIES

- We can set the standard in quality, meaningful and accessible educational programs. We have the resources to develop and implement some state-of-the-art educational programs.
- With our strong demographic base, we should be able to develop significant sponsorship and funding opportunities. We have the capacity to develop corporate and business focused sponsorship through the USHJA and donations and charitable giving via the Foundation.
- In our sport, there are horse shows across the country and some high-quality/prestigious shows in areas with dense population and/or major media outlets. These shows present some possible opportunities that could benefit the USHJA. However, we must remember that the shows are private entities separate from the USHJA and look toward collaborative or cooperative ventures.
- We can develop meaningful programs for our professionals and those working in the industry, such as education, insurance, financial services, etc.
- Potential exists for the USHJA to increase its membership by a minimum of 50 percent and up to 100 percent primarily through the grassroots levels. Conservatively, there are a minimum of 20,000 and up to 40,000 people who show in hunter/jumper competitions and are not on the USHJA's radar screen. The bulk of these potential members exist as members of local horse show organizations and many do not compete at the USEF-recognized level.
- The USHJA has developed, and is continuing to develop, a number of its own properties (e.g. International Hunter Derby.)
- We have the opportunity to be the organizer of some horse shows. Because we are promotional, not regulatory, this possibility is available to the USHJA (but not to USEF.) The USHJA could also own and produce some of its own shows.
- If we structure our organization properly, we can empower and give a voice to local organizations on a national level. This would give local organizations a reason to become a part of USHJA
- Official Affiliate Designation: the USEF has designated the USHJA as the Recognized National Affiliate for the hunter/jumper disciplines.

THREATS

- Competition Calendar and processes: currently the USEF regulates and administers the event calendar/allocation of dates. We have no backup plan should the USEF fail in this duty.
- USEF Rule Book: the USEF maintains the official governing competition rule book and has established legal precedence through decades of legal case law in New York
- Regulation and the hearing process: regulation in general is a threat and, especially as we would like to view the USHJA as promotional, to our discipline. The USHJA wants to be completely aware of the USEF regulatory process and wants to provide significant input but we do not want to assume the position of being the regulator. Some of our members perceive that we are a regulatory body and they do not differentiate between the USEF and USHJA.
- Medication misuse issues pertaining to horses: With increased media scrutiny of equestrian sport could lead to regulation coming from outside the equestrian community
- Animal Welfare Groups/Issues: rodeo, endurance and racing have experience dealing with PETA (People for the Ethical Treatment of Animals)
- Declining farms, ranches and open space for horses and horse activities. Decline in the number of horses in the US and increasing costs associated with owning a horse
- Loss of Recognized Affiliate Status: The USEF designates official recognized affiliate status. This can be considered both a strength and a threat. A solid contract between the USHJA and USEF could be the answer to mitigating this potential threat.

APPENDIX B

Conflict of Interest

Educating our members is a cornerstone of the USHJA. The USHJA incorporates conflict of interest policies and statements into its standard business practice. All members of the Board of Directors are required to complete annual Conflict of Interest Disclosures and Statements, and all committee members are required to complete the same to disclose any conflict of interest. These statements must be updated throughout the year as any conflict of interest arises.

Conflict of interest is a complex and important issue for our organization. Our members must continue to be regularly educated on the correct definition and application of conflict of interest as it relates to the governance of our sport.

TYPES OF CONFLICT OF INTEREST:

Direct financial conflict of interest

- A direct financial conflict of interest is present when a committee member, his business, an entity that he works for, or one of his family members stands to benefit directly and financially based upon the outcome of a decision.

Non-financial conflict of interest is more subtle. It extends to:

- Friendships, cliques or groups of members
- Competitions a person prefers to attend
- Previous horses a person has sold
- Previous shows at which a person has officiated
- Impending favors a person would like receive
- Any entity from which a person might receive some form of benefit or advantage based on that individual voting a particular way