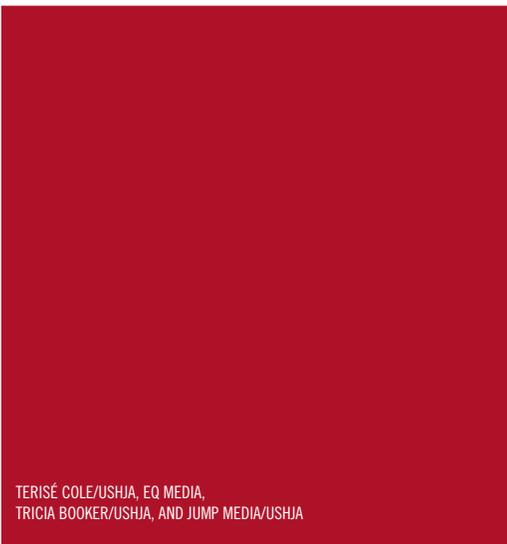




UNITED STATES 
 HUNTER JUMPER ASSOCIATION™

STRATEGIC PLAN

A Roadmap to Guide the USHJA
 2020 Through 2025



STRATEGIC PLAN

A Roadmap to Guide the USHJA 2020 Through 2025

Overview

This Strategic Plan builds on the 2020-2025 Plan, and contains goals, strategies and recommendations for the USHJA to take action on in the course of a five-year period. The USHJA Board of Directors approved this document, and now steps are being taken to implement the plan, while keeping the Board informed on a regular basis.

Some actions will be undertaken immediately, some will be phased-in and some may not start until well into the plan's period. As each action item is developed, the financial components will be included. All aspects of the USHJA including governance, staff work, evaluation, planning and finances must be integrated into the implementation process as they move from concepts to actions.

USHJA'S STRATEGIC PLAN: A Roadmap to Guide the USHJA 2020 Through 2025

This Strategic Plan is written and directed internally to assist in guiding the decision-making bodies of the USHJA: the Board of Directors as the highest authority, the various working groups and committees as advisors and the staff as implementers. The purpose of this Strategic Plan is to establish a consistent and clearly defined direction, infrastructure and process for all programs and activities of the USHJA, while being mindful of our Mission, Vision, Strategic Intent and Core Value.

As with the 2015-2019 Plan, this Strategic Plan recognizes the need to stabilize and then strengthen existing programs and services to realize growth in our membership structure, while at the same time further strengthening USHJA administrative structures, expanding educational offerings, and programs and services to meet the needs of the base of the Hunter Jumper sport.

The following sections outline the overarching principles of the USHJA: our Mission, Vision, Value Proposition, and Corner Stones.

USHJA Mission

The mission of the United States Hunter Jumper Association is to unify and represent the hunter and jumper disciplines of equestrian sport through education, recognition, and sport programs.

USHJA Vision

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 community such that USHJA is the pathway to excellence and education in equestrian sport.

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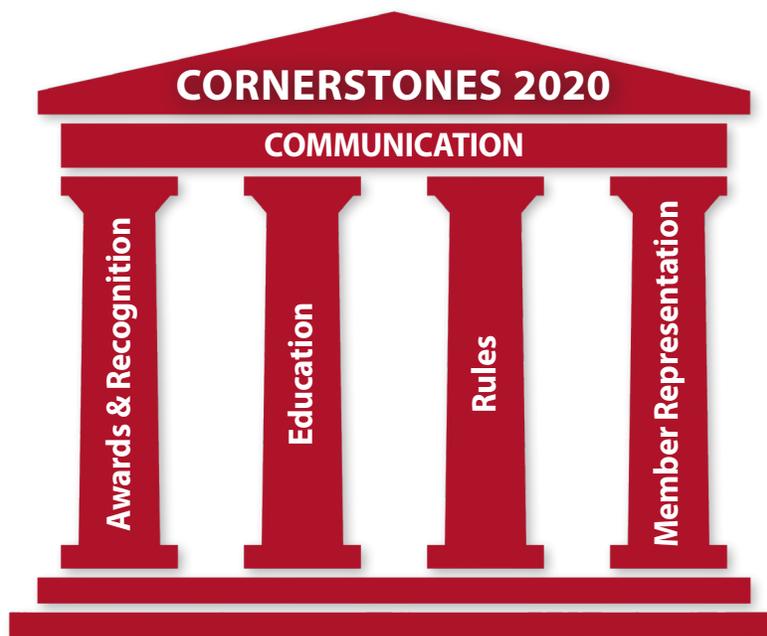
USHJA Value Proposition

The USHJA provides to its membership competition programs, awards and recognition, educational programs, and experiential opportunities. The competitive programs are appropriate and accessible to all levels of hunter/jumper sport. The Association delivers awards and recognition to competitors through championship events and year end awards in a wide variety of divisions and skill levels. We promote fair sport, sportsmanship, and horse welfare. Through our governance structure, the USHJA provides representation, advocacy, and regulatory input.

THE CORNERSTONES:

Communication, Awards and Recognition, Member Representation, Education, and Rules

The USHJA's cornerstones form the essential elements of the USHJA and are the basis for the structure of a sport organization.



Communication

Communication permeates every level, process and interaction within the USHJA. It is how we disseminate knowledge and get the word out to our members, to others interested in our sport and how we promote our organization's activities.

When the original Strategic Plan was drafted years ago, it was important to highlight communication as a separate cornerstone to emphasize the types, varying channels and the evolution of social media's role in our communication strategy. At this point in time, we believe that communication is more than just one of the cornerstones. In some form or another Communication impacts all of USHJA's programs and activities and therefore, becomes vital to affect USHJA's mission.

The channels of communication will naturally be redefined over time, yet they are the driving force that connects members to the USHJA, as well as tying the 4 cornerstones together. It should be viewed as an overarching principle or figuratively, a structural support beam.

USHJA's communication is disseminated using three different methods: Active, Passive and Promotional.

- Active Communication, or "push" marketing, includes USHJA initiatives in In Stride magazine, E-Blasts, E-News, press releases and direct mail, as examples.

- Passive Communication is readily available, but one must go to it. USHJA has a recently-recreated website with expanded links, a Facebook page with special interest pages (In Stride, IHD, Foundation, HQC, and others).
- Promotional Communication includes tools such as magazine advertisements in In Stride and others, program specific marketing collateral, USHJA presence at select competitions, banners and signage and logo wear.

Awards and Recognition

Current awards fall into two categories: competition-based and recognition-based. These competition, or point-tabulated awards, are based on competition criteria from local to national head-to-head competitions during a given year. Examples include Zone Horse of the Year awards, Zone Stirrup Cup awards, and the Dash for Cash award.

Recognition or nomination-based awards are designed to honor individuals within our sport based on established criteria, nominated by the membership. Examples include: Amateur Sportsmanship, Jane Marshall Dillon, Lifetime Achievement, and Vital Horse Show Staff.

The Awards Committee of USHJA focuses on the analysis and evaluation of every USHJA award and the criteria for that award. The committee makes 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.

The end-goal of the Awards Committee's actions is to select awards that hold great prestige within the USHJA membership, as well as to the horse community at large. USHJA's awards should correlate to our Mission/Vision and reflect our values to those interested in our organization.

Education

The educational opportunities within USHJA are nearly limitless. They may include educating members about achieving optimum performance and care of our horses or educating our professionals about solid business principles. Methods of disseminating information are select member group directories, educational resources, and both rider and trainer comprehensive programs. A few examples include the following:

- Directories: Clinics, Breeders, Trainer Certification Program
- Educational Resources: Zone scholarships/grants, USHJA Committee Handbook, Owner's Resource Guide, College scholarship listing
- Comprehensive Programs: Emerging Athletes Program, Horsemanship Quiz Challenge, Gold and Platinum Jumper Programs, Trainer Certification Program, to name a few.

Rules

The regulatory and rule-enforcement process rests with the USEF, while the USHJA generally creates and promotes the rules. 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. Specifications and procedures created and administered solely for and by the USHJA exist in documentation aside from the USEF Rule Book.

Member Representation (Advocacy)

Member Representation formalizes the ongoing need to demonstrate to our membership that USHJA supports members' concerns, addresses questions in working with USEF, clarifies the differences between USHJA and USEF, and helps guide members to the information they are seeking.

Issues of membership, membership growth and development, and zone support may be a part of member representation as this may be the best entry point for anyone stepping into the rated show world.

Member Representation will rely heavily on the USHJA's communication tools.

USHJA STRATEGIC PLAN 2020-2025

OPERATIONS

Information Technology – Infrastructure, data management and Learning Management System

Purpose:

1. Establish an independent USHJA IT system.
2. Provide business analytics through data sharing with competition managers
3. Integrate a Learning Management System as an (“USHJA U”) educational platform featuring webinars, a video library, and resources for its youth and professional credentialing programs

Action Steps - Infrastructure:

1. Continue existing efforts to identify Managed Service Providers, and request proposals to separate USHJA’s IT infrastructure (computers, printers, email, internet and local file storage) from the USEF infrastructure.
2. Submit IT infrastructure proposal for approval at the May Board meeting, to begin implementation no later than September 2020.

Action Steps - Data management and Learning Management System:

1. Identify vendors with the capacity to develop the USHJA data management structure and analytic tools to support internal business and management functions, as well as external partners (competition managers, Affiliates, Recognized Riding Academies).
2. Submit proposal for approval at September Board meeting, with goal to begin development no later than December 2020.

USHJA Shipping and Receiving, and Storage Area

Purpose: The USHJA building lacks a proper shipping and receiving area and does not have adequate storage space. Build or rent space to support a USHJA shipping and receiving, and storage area.

Action step: Explore options of securing space within the former Morgan Horse Museum Building adjacent to the USHJA Building, as well as work with architectural firm to prepare a set of Plans for an addition to the USHJA Building

Funds Development and Sponsorship

Purpose: Implement a fully functioning Development Department

Action Steps:

1. Implement Development Plan, Campaigns and fundraisers
2. Inspire fund; Campaign for Helmet research
3. All relevant USHJA programs endowed within the USHJA Foundation Structure
4. Integrated Development and Sponsorship Plan to grow sponsorship

Marketing and Communications

Purpose: Create a highly effective Marketing and Communications plan plus specific program plans using research-based decision making. Ramp up our efforts to market to the larger non-USHJA hunter and jumper community.

Action Steps:

1. Continue working with marketing consultant to complete the Marketing and Communications Department analysis; and Implement consultant recommendations
2. Market to the larger non-USHJA hunter and jumper community in support of various departments/programs efforts to build relationships and memberships.
3. Establish a comprehensive list of Unrecognized Show; related trainers; and H/J stables

Annual Meeting Evaluation

Purpose: Evaluate the future purpose, design, and expense of the USHJA Annual meeting. Will the meeting continue to be an in-person meeting, virtual or hybrid model? If an in-person meeting, will it continue to move around the country or should it be hosted closer to Lexington, KY?

Action Step: Undertake a comprehensive study and bring forward recommendations for consideration to the Board of Directors.

SPORT ADMINISTRATION

Program Review and Alignment

Purpose: Coordination and Alignment of Programs and Services to maximize cost efficiencies, and to eliminate confusion and redundancy of work for staff and volunteers.

Action Steps:

1. Create analysis tool for currently existing and proposed programs (in process)
2. Combine as many properties as possible into marketable units by zone or region?
3. Create clearly defined pathways and alignment for all levels of sport and education.

Competition Calendar Management and Licensing of USHJA Properties

Purpose: Establish a USHJA process for calendaring of USHJA properties to management: host selection and duration; competition placement; date conflicts; and licensing/sanctioning of competition.

Action Steps:

1. Create Competition Department
2. Establish Policy to support the management of these processes

Inquiry Committee

Purpose: Establish an Inquiry Committee and processes for the administration of inquiries put forward in connection with USHJA Programs and Specifications.

Action Steps: President to form the Committee Charter and Committee

Sport Growth

Purpose: Establish strategies to support and grow the base of the Hunter and Jumper Community using new and existing programs and relationships

A. Use RRA's as a platform for growth of Outreach, Trainer Credential, host locations for Horsemanship Clinics, source for identifying young professionals for education and services, and source for identifying new members.

Action Step: Education Department to take the lead

B. USHJA sanctioned Outreach or USHJA Classes series in the unrecognized environment that leads to Zone/Regional finals and the USHJA National Championships.

Action Step: Establish Steering Committee to define the model and develop a proposed plan and budget (2021).

C. Support the development of Para-jumping within the Hunter and Jumper community

Action Step: Establish a Steering Committee comprised of para-riders (individuals such as Wren Zimmerman) to explore and develop a proposal for adoption by USHJA.

D. Strengthen ties with Affiliate and Scholastic programs and Breed organizations

Action Steps:

1. Affiliate Program and Education Program staff taking the lead
2. Breed organizations
 - a. Support H/J education and competition
 - b. Hunter and Jumper Judge education
 - c. Course design education
 - d. USHJA Breed focused H/J awards recognition program
 - e. Outreach/USHJA branded H/J classes held at Breed shows. Classes designed to provide quality H/J courses and classes. Classes would be open to breed and non-breed competitors

EDUCATION

Education Pathways

Purpose: Establish educational content to support and grow the Hunter and Jumper Community

A. Course design education for .80 – 1.00, and Young Horse jumper courses

Action Steps: Work with appropriate Committees to develop course content to be made available to Affiliate Organizations; and Professionals operating in this market segment

- B. Clinic and Show management educational courses for unrecognized small show managers and organizers of H/J educational events
Action Steps: Establish Steering Committee to develop course content geared toward Affiliates, RRA's and others operating in this market segment. "Show management, Clinics in a Box".
- C. Young professionals programming: educational programming, online community forum, and Apprenticeship Program
Action Step: Establish Steering Committee to examine work of "Equestrian Sport Advocates" and seek affiliation or development of separate effort.
- D. Establish Credentials for: Stable/horse facility Management; Young Horse development
Action Step: Establish Steering Committee to develop the framework and content for the credentials (2021)
- E. Establishment of a USHJA Educational Symposium
Action Step:
1. Establish a Steering Committee to develop a proposed plan and budget for the event (2022)
 - a. Certificates for participation

IMPLEMENTATION, MONITORING & EVALUATION

Upon approval of the USHJA Strategic Plan, implementation, monitoring and evaluation must be immediately organized.

IN CONCLUSION

The USHJA is a dynamic, innovative and successful organization with a bright future. This USHJA Strategic Plan creates the mechanisms for a systematic and responsible analysis of the organization. The results of these efforts will be a restructure of the organization's base, refinement of its policies and procedures and implementation of new systems for program analysis and oversight. The delivery of excellent programs, competitions and educational opportunities based on the four USHJA Cornerstones will ensure our continued success. As efficiencies and effectiveness improve, the results will be improved membership satisfaction - an overall goal that must be our highest priority.