



Review of the USEA Strategic Plan – August 19, 2006

Core Purpose
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To Promote and Advance the Sport of Eventing.

Core Values
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- *Horse welfare*
- *Partnership*
- *The thrill*
- *Ethical behavior*
- *Integrity*
- *Safety*
- *Service*
- *Accountability*
- *Sense of Urgency*

In 2009:

Goal A. *USEA will be its members' indispensable (go to) resource for education, safety, certification, training and current eventing information.*

Goal B. *USEA will be a leader in making eventing competition more user-friendly, enjoyable, efficient, simpler and affordable.*

Goal C. *USEA will be the driving force to promote the sport of eventing (horse triathlon) as a recognized spectator sport.*

Goal D. *USEA will be significantly more financially secure and stable in order to achieve its strategic direction.*



Strategies	Status	To Do	Target Date For Completion
USEA Website and IT Developments			
Strategies A1, A5.2, A7, A8, B1, B3, C1			
Online membership	Renewals in place 2005. New member sign-up In Development	New Member Registration - specification included in new database design	11/1/2006
Online entries	In Development	Specifications included in new database design (rollout for new competition year), continue progress on 3rd party support	3/31/2007
Online horse life registration	In Development	Specifications included in new database design	3/31/2007
Online horse/rider biographies	Good response from WEG shortlist-all bios complete. Additional bios coming in. See under "Media", expansion of bios to include video and audio, see WEG shortlist	More bios, and special content, considering adding USEA staff	Ongoing
Online magazine (bi-monthly-off print months)	Launched 01/06	15,000 active email addresses, sign-up for non-USEA members	Ongoing
Web bulletin board	Under member login in iMIS system - cannot be offered as "guest/view only"	Replacement is included in new database application and will include "Yahoo Groups" like messaging system	11/1/2006



Strategies	Status	To Do	Target Date For Completion
USEA Website and IT Developments Cont'd			
Links to breeders/breeding, horse sales, library of resources , trainers etc.	Recipricol link program (over 200 new links since Jan 2006 totalling over 300 links in our system), recategorized links	Continued Reciprocal Link Program	Ongoing
Timely event results.	Much improved through: 1. links to events websites; 2. streamlined process for posting results, leaderboard and AEC qualifiers; 3. additional human resources	Specifications in new database application will provide for event secretary data entry, results file upload, and sharing data with exsisting event management systems	12/31/2006
Web page for officials	Web page designed and available.	Continue to enhance content for officials	Ongoing
Develop free, simple event management software.	Registration and results will be incorporated in online entry system. Initial contact with 3rd party app developers to discuss standards process.	Develop standards for third party apps to be certified with USEA dB	12/31/2006
Electronic results delivery system	Specifications in new database application will provide for event secretary data entry, results file upload, and sharing data with existing event management systems.	Complete agreement with USEF for USEA to accept all results and upload data required to USEF.	1/31/2007
Create high impact website for members and public that becomes central clearinghouse for the sport	New design, Greater content; Content Management System for Multiple users, Hosting & data sharing for Area websites (Area8), audio coverage of Gold Cup events (launched July 2006) & video content. Blog created September, 2006 members signed up and commenting.	Continued development of features, function and content. Incllude more area websites on USEA server. Expand audio coverage and video content. Improve cross promotion of website with USEA partners. Need more official bloggers.	Ongoing



Strategies	Status	To Do	Target Date For Completion
Administration			
A2, A3.1, A11, A12, D1,D2, D3, D4			
Enlist Fundraising via a capital campaign	Website fundraising button "Give USEA a leg-up" in place. List of programs to support on membership renewal	Complete capital campaign plan, kick-off at annual convention 12-06 and implement first phase in 2007	2007-2009
Enlist an Endowment/USEA Task Force to ensure effective solicitation	Task Force in place and working to achieve this goal. Proposed motions and bylaw change approved by board--submitted to ET 8-20-06	Awaiting final approval of proposal from ET regarding procedures.	end of FY06
Restructure staff and board responsibilities and authorities.	CEO position in place. Full-time Web Manager and Development/Marketing Director in place. Bd. Appvd. 8-2-06.	Complete downsizing of board seats will take until 2011 to complete. Membership vote to approve this December 2006.	2011
Take positive steps to preserve land for the benefit of the Eventing community	The Morven Park feasibility study is being adapted into a generic document that will be available as a resource to all. Pres. Ltr June/July, 06 explains outcome to members. Donors notified personally of developments.	The USEA will assist all in creating sustainable business plans for event sites. We will make local contact information available to those needing local assistance in ther efforts to preserve open space.	Ongoing
Identify and develop future sources of significant sustainable revenue.	Sponsorships strategies well underway using USEA assets. Dressage Tests DVD successfully produced.	Marketing association to corporate world. Produce educational DVD's to sell through sponsor arrangements.Ongoing brainstorming for new lucrative opportunitites. Web ads? Website membership? YEH in-hand futurity.	Ongoing



Strategies	Status	To Do	Target Date For Completion
Administration Cont'd			
Establish a full time marketing/fundraising position (outsourced) for solicitation of non-dues revenue	Following discussion with Ex. Com in April, candidate in place on temp. basis. Position - Director of Development and Marketing	Present job description to be completed. F/T Position will be confirmed with approval of 07 budget at August mtg.	FY2007
Establish one annual B.A.F. (Big Audacious Fundraiser) to become a branded USEA event.	Development of Plan in progress with proposed Dir. Development	Implementation of plan currently under development - will kick off at 06 Annual convention.	2007-2008-2009
Investigate options for expansion/growth/relocation of the USEA headquarters	In progress. Four different options for renovation of building being developed.	Presentation of available options to board in August.	Unknown



Strategies	Status	To Do	Target Date For Completion
Competitions			
A6, A9, B2, C3, C5			
Develop effective strategies to support organizers.	Slow in developing, needs action.	Contact past organizers of Red Hills for permission to post their guidelines on website. Make USEA Organizer's Guide freely available on Website.	Fall '06-Spring 07
Develop mentoring programs to be used at established and successful eventing venues.	Orgs. Committee believes an informal program is already in place. Potential organizers call Director of Sports Services who gives advice and recommends a local organizer to act as mentor.	Include information on website for potential organizers to contact Director of Sports Services. Possible short article on web and magazine on "Ever wanted to organize your own event?"	Early 2007
Redefine, clarify and continue to help competitors, organizers and officials understand and apply rules.	Articles in publications and website.	Determine which rules are most frequently broken and educate riders so as to prevent rules contravention.	Ongoing
Promote a Classic Three-Day Event	Underway	Develop More training level 3-days across US- See next item	Ongoing



Strategies	Status	To Do	Target Date For Completion
<p>Improve and add punch to the USEA's unrecognized events outreach.</p>	<p>Report from Task Force attached. Introduction of "Fun day" at recognized competitions. Expand 3-D to Novice. Connect with USPC's Horsemaster's Program for adults. Use Area forums newsletters, websites to encourage trainers to bring students to "USEA Fun Days". Expand additional programs like YEH. Make organization simpler for 2nd tier/fun day. Informal attire-low cost participation.</p>	<p>These types of activities are covered under "tests" provision in the rules. Develop structure/awards and encourage organizers to host. Promotion will be required.</p>	<p>2007 Competition year</p>



Strategies	Status	To Do	Target Date For Completion
Competitions Cont'd			
Determine impact on local community and for USEA to determine the impact on a national level.	Development of economic impact study for use by organizers discussed.	Prepare written document for publication and distribution.	August board meeting 2007
Increase the number of qualified eventing officials by:	See report for number of potential officials registered in TPEO	Continue to attract officials. Appeal to younger riders to join the ranks of the officials. At issue: officials' per diem. Riders can make more money teaching and coaching-do not see \$\$ advantage in being an official. Length of time to achieve "r". Cost in terms of time needed to attend seminars.	Ongoing
- promoting the advantages of a career as an official	Call for potential officials in place on website with good results.	Continue to improve scheduling of seminars.	Ongoing
-providing training programs and continuing education programs at an affordable cost	USEF making increased contribution to effort.		Ongoing
- collaborating with other disciplines		Work with USEF LOC and other affiliates to share ideas for attracting potential officials..	Ongoing



Strategies	Status	To Do	Target Date For Completion
Education			
A3, A3.2, A4, A4.1, A4.2, A4.3			
Commit USEA Support to the ICP for the next five years (2007 = Year 3)	Budgeted financial support 2000-2007. Sponsorship actively sought.	Included in 2007 budget. New title sponsorship under negotiation.	Annually
Coordinate educational, competitive, and financial building blocks between AR and YR in order to enhance opportunities for both groups/ages	Identified need to assist riders of all ages advance their riding and horsemanship skills. Chair and members of Task Force in place.	Task Force and advisors will meet via email and conference call to identify specific areas of concern/interest to both groups to ensure appropriate educational programs be designed to aid AR/YR development.	Dec-07
Create grants/scholarships for program participants	Area Program Underway/Cindy Burge ICP Scholarship	Final approval by legal specialist	CBS 9-1-2006 Others to be developed
Enhance effectiveness/membership of ICP/USEA to other orgs. USPC	USPC hosting ICP workshop - USEA gave \$\$ assistance in 2006	Share info with other disciplines	Ongoing
Establish USEA Universities at four sites across the U.S. where all training seminars will be held.	A Task Force is being established to implement this strategy.	Set up conference call to plan. Identify sites early to allow organizers and participants to plan ahead. The 2007 AEC will likely be the first site.	Confirm first site February 1, 2007. Three additional sites named by Dec, 2007



Strategies	Status	To Do	Target Date For Completion
Membership			
A 4.4, A 4.5, A10, B3, B4			
Develop relationships with breeders and owners of event horses in connection with the Young Event Horse Series program.	Young Event Horse classes will be the vehicle for recognizing breeders and owners and promoting the benefits of breeding and owning event horses.	In-hand classes for yearlings, two- and three-year olds in the planning stages for 2007.	Ongoing
Investigate one number system for horses and riders		Work with USEF re joint members	2007-2008
Investigate single fee system		Work with USEF	Ongoing



Strategies	Status	To Do	Target Date For Completion
Promotion			
C2, C4, C6,			
Enhance USEA's presence at major international competitions	Rolex Webcast, Gold Cup, USEA booth at trade fairs in place.	Explore other opportunities	Ongoing
Leverage the high profile riders and horses of our sport to benefit the USEA.	Working with ULRs to support AEC to attract spectators/sponsors	Determine what we can do for the ULRs and their businesses and what they can do for us. Engage them in USEA governance.	Ongoing
American Eventing Championships	Achieved great success to date. USEA branded asset.	Continued growth and development. USEA to take more ownership. AEC strategic planning underway	Ongoing
Expand the current media/public relations efforts.	USEA commercial on Rolex web coverage and NBC. Web streaming from 8 Gold Cup events to date.	New TV commercial?	Ongoing
Develop a follow-up program for nationwide media recognition and branding.	Strong liaison with Horse TV who have exclusive North American approval for TV programming of FEI events.	Trading ads. Negotiate content for web clips	Ongoing