



Review of the USEA Strategic Plan – December, 2007

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	Completed		11/1/2006
Online entries	In development, because of stalled efforts with 3rd party application integration, decision to create "in-house" application.	Develop Requirements Document, submit effort to our software consultants, development & beta testing with select organizers	Summer 2008
Online horse life registration	Completed		3/31/2007
Online horse/rider biographies	See under "Media", expansion of bios to include video and audio.	More bios, and special content (video & audio interviews)	Ongoing
Online magazine (bi-monthly-off print months)	Ongoing	18,000 active email addresses, sign-up for non-USEA members. Now emailed monthly.	Ongoing
Web bulletin board	Replaced immediate efforts with a focused blog where users discuss quality topics on the sport of eventing.	New database application, includes a "Yahoo Groups" like messaging system, needs testing. Bloggers experienced in all aspects of the sport needed to keep blog current.	Ongoing
Links to breeders/breeding, horse sales, library of resources , trainers etc.	Reciprocal link program (over 170 new links since Jan 2007 totaling over 420 links in our system), recategorized links	Continue Reciprocal Link Program	Ongoing
Timely event results.	Developments are completed for new backend tools to streamline results entry into our database. New tool improves turn-around time for results certification with limited staff. Example, 12 events may have taken 2-3 weeks to certify, current system can do this process in 3 days.	Complete export queries for leaderboard and AEC qualifications. Develop standards for electronic results submittal. Work with 3rd parties event management applications to develop USEA result upload feature. Promote USEA certified event management software on with web & magazine ads. Need cooperation of organizers to submit results immediately at end of	Ongoing



Strategies	Status	To Do	Target Date For Completion
USEA Website and IT Developments Cont'd			
Web page for officials	Well-established now. Officially Yours posted quarterly.	Continue to enhance content for officials, add blog opportunities. Gretchen Butts regular blogger.	Ongoing
Develop free, simple event management software.	Awaiting completion of results upload testing and documentation to send standards document to third party providers.	Develop standards document for third party apps to be certified with USEA dB	6/30/1905
Electronic results delivery system	Negotiating agreement with USEF for USEA to accept all results and upload data required to USEF for the 2008 competition year.	XML standards being developed with USEF for shared data requests.	12/31/2007
Create high impact website for members and public that becomes central clearinghouse for the sport	Continued development of features, function and content. Area 2, 6, 8 & 9 websites are on USEA server. Expanded audio coverage and video content. Averaging 45,000 unique visitors/month up from 20,000 unique visitors/month in October 2005.	Move to new content management system to allow for user access integration and blog/bulletin board integration with current useventing.com. Develop future web marketing plan and web advertisement opportunities.	Ongoing



Strategies	Status	To Do	Target Date For Completion
Administration			
Strategies A2, A3.1, A11, A12, D1,D2, D3, D4			
Enlist Fundraising via annual giving campaign	Website fundraising button "Give USEA a leg-up" in place. List of programs to support on membership renewal. Online donations through both membership and standalone forms are on the web.	Consider developing long-term campaign to build towards 50th anniversary celebration. Possible release of coffee table book on Eventing in the US to replace out-of-print USCTA Book of Eventing. Open up Hall of Fame so members can nominate inductees. Develop a Fundraising gala.	2007-2009
Enlist an Endowment/USEA Task Force to ensure effective solicitation	By-law amendments were accepted and are in force to ensure effective solicitation.	A joint fundraising solicitation will take place each fall.	Ongoing
Restructure staff and board responsibilities and authorities.	This goal is almost complete. CEO position in place and greater responsibility has been and is continuing to be transferred to staff. The 2008 Bboard has been reduced to 17-18 members following the vote by the membership to accept the proposal to reduce board members in December, 06.	With a smaller board, conference calls have replaced at least one on-site meeting, which gave nearly 100% participation on the first all-board call. The number of conference calls will gradually increase including all board members. This gives each member a broader and more updated view of USEA issues.	2008-2011
Take positive steps to preserve land for the benefit of the Eventing community	The USEA is not actively preserving land. However the role the USEA plays is an indirect one of providing a product that is attractive to an increasing number of competitors, who will hopefully bring more dollars. This in turn will incent more landowners to preserve property, build cross-country courses and hold profitable competitions. In so doing, the USEA encourages and promotes land preservation.	Group member of Equestrian Land Conservation Resource. Promote their efforts to educate landowners about conservation.	Ongoing



Strategies	Status	To Do	Target Date For Completion
Administration Cont'd			
Identify and develop future sources of significant sustainable revenue.	USEA continuing to attract sponsors thanks to the new programs that have been developed. The Gold Cup, AEC, YEH, and the pilot Future Event Horse programs are proving to be products that sponsors and donors can support. The USEA staff are currently preparing to launch web advertising. Web advertisement guidelines, pricing and research/statistics document has been developed.	A proposal was presented to the board in August 2007 regarding the creation of a new level of membership. Further details were needed, decision postponed. The USEA tests could become a focus for attracting entry level competitors.	Revisit in 2008
Establish marketing/fundraising position.	While it is hoped to hire a full-time marketing specialist eventually, an interim step has been taken to create a Marketing Committee to undertake some of the research until funds are available to hire a professional staff person.	Review the association's assets and create a marketing plan to fully capitalize on those assets. Committee members have been identified and a job description will be prepared with goals and milestones laid out.	2008
Establish one annual B.A.F. (Big Audacious Fundraiser) to become a branded USEA event.	The USEA kicked off a B.A.F. in conjunction with the Hall of Fame celebrations at the annual convention in December, 06. Staff solicited items to be auctioned. \$11,000 was raised.	Further develop annual giving campaign to focus efforts on 50th anniversary in 2009. Rewrite of USCTA Book of Eventing as a commemorative piece.	2008-2009
Investigate options for expansion/growth of the USEA headquarters	From the architectural/engineering study to date, it appears that with some redesign and refurbishment, the current footprint of the USEA building can accommodate an estimated staff increase of up to six persons. Present indications are that the HQ will not grow beyond 22 staff members in the next ten years.	Architectural plans drawn up. Feasibility study completed. Planning permission underway, bids for the work also underway. The timeline for renovations, if approved by board, will be February-April 2008.	Late Spring 2008



Strategies	Status	To Do	Target Date For Completion
Competitions			
Strategies A6, A9, B2, C3, C5			
Develop effective strategies to support organizers.	The Organizers' Guide is published on the website for free. If an organizer requests a printed copy they would have to pay the going rate.	Currently the Organizers' Guide is under review by a panel of experienced organizers who are bringing it up to date. Completion delayed.	Spring 2008
Develop mentoring programs to be used at established and successful eventing venues.	Plans are underway to include information on website (article re: Have you ever wanted to hold your own event?) for potential organizers to contact Director of Sports Services. As the TESTS format develops this will be more important, as there are a number of interested people who could manage to hold tests at their farms, but could not build a full x-c course or manage 350 trucks and trailers.	Proceed with guidelines for organizers as soon as TEST format/rules are developed and accepted by board. Test rules will be developed in 2008. Current rules included in USEF Rule Book need to be revised as soon as possible as they create confusion for the members.	For 2009 competition season
Redefine, clarify and continue to help competitors, organizers and officials understand and apply rules.	The USEA has been highlighting from time-to-time articles on specific rules that have caused problems. Following the 2006 Convention we sent out an e-newsletter to the membership highlighting all the rules changes that had been approved and their effective dates. This was also the subject of a blog on Eventer USA blog.	Officials & Riders FAQs, Blog opportunities? New qualifications system will help riders know exactly what types of competitions they are qualified for and why. Standardize qualifications acronyms. M Hook will post answers to rules questions on Eventer USA blog. AEC qualifications revised.	Ongoing
Promote a Classic Three-Day Event	The training level three-day has been most successful. Several are held annually all over the country. With USEA's focus on the development of a "test" membership, of which the training level three-day event is one, this will be more formalized.	At the moment no qualifications are required. This will have to change for safety reasons. Tests are no longer under the USEA Endorsement Agreement and USEA is free to develop rules and administer tests. Encourage proliferation of classic format at the one-star level with efforts to fundraise and target awards to encourage participation	Ongoing



Strategies	Status	To Do	Target Date For Completion
Competitions Cont'd			
Improve and add punch to the USEA's unrecognized events outreach.	Major focus of 2007-2008. New "test" membership will be proposed and organizers will be encouraged to "recognize" their test events with the USEA. We currently supply event materials to over 300 unrecognized events a year, (some are recognized organizers and some run multiple UR events) Offer insurance and affordable advertising to organizers, online results, national leaderboards for tests etc.	Encouragement of organizers to promote test events under the recognition of USEA will begin after proposal accepted by board. Developing a global online calendar that will include unrecognized events (allowing for unrecognized events to put themselves voluntarily under the USEA's online umbrella.	2008 Competition year
Determine impact on local community and for USEA to determine the impact on a national level.	A format for an economic impact has been developed, but the staff were requested to hold off dissemination until a more detailed document could be prepared. No work has been done on this since that time.	This will be one of the tasks assigned to the new marketing committee.	Annual Convention 2008
Increase the number of qualified eventing officials by:	Number of people enrolled in the program has increased. USEA website invites riders to become involved with the program highlighting benefits--potential to become judge at Olympic Games etc.	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.	USEA Licensed Officials group is working on 3-year schedule so it is easier for candidates to plan. Also working to reduce costs where possible.	Ongoing
-providing training programs and continuing education programs at an affordable cost	making increased contribution to effort. Continuing Ed. programs are making small surplus.	TPEO program continues to require funding. Possible time/cost reduction by online exam under discussion.	Ongoing
- collaborating with other disciplines		Eventing is somewhat unique so not much gained from collaboration with other disciplines. Harder to become official? Too expensive? Per diem not attractive. H/J Affiliate fast-tracking officials. M Hook to check.	Ongoing



Strategies	Status	To Do	Target Date For Completion
Education			
Strategies A3, A3.2, A4, A4.1, A4.2, A4.3			
Commit USEA Support to the ICP for the next five years (2008 = Year 4)	Budgeted financial support 2000-2008. Sponsorship actively sought.	Included in 2008 budget. New title sponsorship under negotiation. Great cooperation from faculty in keeping costs down. Reduced deficit significantly.	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	Legal approval obtained.	Ongoing
Enhance effectiveness/membership of ICP/USEA to other orgs. USPC		Sara and Eric Dierks are still promoting the program in their clinics	Ongoing
Establish USEA Universities at four sites across the U.S. where all training seminars will be held.	A Task Force was established to implement this strategy.	Needs more attention. Licensed Officials are planning 3-year calendar. Selection of sites would assist with that. If this is not done then sites will be chosen and this task force will be looking at 2010 to implement this strategy. AEC unable to be site, would over-burden organizers.	Needs quick action. 3 sites offered up at meeting. Poplar Place and Virginia Horse Center. Need Mid- and West Coast sites.



Strategies	Status	To Do	Target Date For Completion
Membership			
Strategies 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. Future Event Horse pilot launched with symposium. 9 competitions, final at Morven Park. Area II had 20+ horses entered in each of first two FEH shows.	Two FEH competitions in mid-west, two more to be held in Area II prior to final on Wednesday, October 3. Final championships at Morven Park saw 40+ horses entered across all three age groups.	Ongoing
Investigate one number system for horses and riders		Work with USEF re: joint members.	2008



Strategies	Status	To Do	Target Date For Completion
Promotion			
Strategies C2, C4, C6,			
Enhance USEA's presence at major international competitions	Rolex Webcast, Gold Cup, USEA booth at trade fairs in place. Sponsor of NAJYRC this year with USEA booth presence.	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. Prof. Horsemens' Council set up. Assisting with rule changes to improve business. Developing personalities rider profiles in magazine.	Continue to explore ways to assist ULRs develop and manage their businesses. Engage them in USEA governance.	Ongoing
American Eventing Championships	Achieved great success to date. USEA branded asset. USEA has raised \$60,000 in prize money and \$100,000 in prizes. Record entry in 2007.	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. Now four years into media campaign for every competition in Omnibus, sending press releases to every media outlet in locale. Some have requested us to stop, unable to handle spectators and car parking demand.	New TV commercial in budget for 2008. Working on developing joint programs with Primedia. Online video presence (working with ICP for co-branded video blog opportunity. Gold Cup: USEA has raised \$20,000 in prize money for GC competitors and \$28,000 for GC organizers. Continues to work to increase sponsorship.	Ongoing
Develop a follow-up program for nationwide media recognition and branding.	Future of Horse TV in doubt. USEA is a member of WETA (Western and English Trade Association) designed to promote equestrian activities to the public in an effort to assist equestrian entities.	WETA (Equestrian industry alliance) gaining momentum. New Internet TV "Nicker" has been launched by former VPs of Horse TV.	Ongoing