

Eventing Athlete Development Pipeline (ADP)

Introduction

The focus of the 2009-2012 Eventing High Performance Plan is to develop and implement a strategic plan with the overall goal of winning medals in Championship competitions, particularly the Olympic Games, World Equestrian Games and, if applicable, the Pan American Games. The High Performance Plan for Eventing was developed by examining our strengths, weaknesses, opportunities, and threats, identifying our critical success factors, considering our current Athlete Development Pipeline, and by analyzing the factors that contribute to the success of other competitive nations in our sport.

1. SWOT Analysis

Strengths:

- Our series of domestic competitions including an annual Spring CCI**** (Olympic Level)
- Selection Procedure/Selection Committee
- The number of riders we have successfully competing at the CCI**** level
- Coaching at the upper levels
- Course advisor programs for cross country and show jumping
- Good upper level courses
- Support Staff (Team Manager, Veterinarian, Farrier, Coach, Stable Manager)
- Funding/Sponsorship
- Owner tax break/Horse Foundations
- Development of the Eventing Owners' Task Force

Weaknesses:

- A general lack of understanding and motivation of what it takes to be competitive in international competition
- Coaching at lower levels
- Substandard lower level courses
- Not enough Funding/Sponsorship of riders or events
- Don't have enough "Stars" to build a Team around
- Lack of Horsemanship among riders
- Development of upcoming riders is stagnant
- Lack resources to attain and then develop the young horses we have in US
- Not enough events/not enough good courses
- Riders don't have self-motivation
- Distance between events
- Prize money

Opportunities:

- CCI****'s in Spring (Rolex) and Fall (TBD)
- Young/Developing Riders

- Good riders with good horses
- Disposable income
- Encourage riders to make and develop their own horses
- Volunteers
- Untapped PR/Marketing/Funding/Sponsorship initiatives
- Utilize available resources (professionals from other disciplines)
- Utilize Owners Task Force to foster syndication of horses and educate owners to tax breaks

Threats:

- Will never have the flexibility in our Selection Procedures as other competitive countries do
- International Federation (mismanagement of the sport)
- Public perception with regard to the relative safety of Eventing
- Fewer top horses available – and keeping them USA owned and ridden
- Population growth/loss of land
- Lack of volunteers
- Loss of upper level competition venues makes it difficult to horse/rider combinations to prepare for international competition
- A “zero tolerance” drugs and medication program implemented by our IF that does not provide for necessary acceptable tolerances for some substances critical to the success and well being of our horses
- Lottery funding of other nations

2. International Competitive Analysis

Historically, the US has been very competitive. US Eventing swept the medals at the 2007 Pan American Games, but recently, at the 2008 Olympic Games, we had a disappointing team finish. Countries that are also consistently competitive in international team competitions are Great Britain, France, Germany, New Zealand and Australia. On any given day, any of these countries could produce a winning team. The soundness of horses is vitally important to the success of these top nations. One or two key horses becoming unavailable for competition for any of these nations can significantly affect their chances for medals. The US is fortunate to have one of the best back up teams in the world. Our team of veterinarians and our farrier are second to none.

The 2007 Pan American Games were held in Rio de Janeiro, Brazil, July 14-29, 2007. The US Eventing Team won the Team Gold Medal, Individual Gold Medal, Individual Silver Medal and the Individual Bronze Medal.

Top Nations

The United States had a bittersweet 2008 Olympic Games. In Olympic Games Competition, we have won an individual or team medal in each Olympic Games since 1996, most recently an individual Silver medal in 2008. This is a more consistent performance than any other nation in recent Olympic Games competition. Our International Federation maintains an Individual Ranking List for Eventing competitors.

The International Federation no longer maintains a ranking list for nations. However, it would be safe to say that the United States, Great Britain, France, Germany, Australia and New Zealand are the most competitive nations in Eventing today. On any given day, these six countries can produce winning international teams.

Strongest Competition

Great Britain, France, Germany, Australia and New Zealand are our strongest competition. Each of these countries have similar strengths in that they enjoy the ability to field teams subjectively, they have well-developed pipelines to horses well bred for Eventing competition and they have broad based support from sports organizations in their countries where equestrian is a popular national sport. Successful programs tend to be self-perpetuating.

Germany won the Gold medal at the 2008 Olympic Games. In the U.S., we continue to find it quite difficult to successfully compete against nations that have government funding supporting their HP programs. In addition to their programs, Germany has a well developed horse breeding program.

Australia won the Silver medal at the 2008 Olympic Games. Australia, like other leading nations, supports their riders with stipends and substantial training grants, allowing half of their Olympic team to be based in England.

Bronze medalist, Great Britain, has been the center of Eventing since the sport began. Most of the top riders from around the world have lived and trained in the UK at some point in their careers. England's Eventing competitors have the opportunity to face top international competition every weekend at horse trials only a few hours drive from their training bases. This, coupled with their proximity to the European continent with its many CCIs, gives them a definite edge over the US, Australia and New Zealand. England's Eventing riders also enjoy support from lottery funding. Top riders in the UK are given stipends so that they can train and not sell their top horses in order to make a living.

3. Critical Success Factors

The US has won a medal in every championship since 1993. However, the 2008 Olympic Games were bittersweet for the team performance. We won an individual Silver Medal, but the team finished seventh. U.S. Eventing must concentrate on the following components, all of which are Critical Success Factors:

- Exposure to international competition in Europe and the US, especially in CCI's
- An innovative coaching program with the best international coaches available
- Expansion of our course advisor programs
- Expansion of our Developing Rider Program
- The continuation of our current method of Selection
- Continued development of an outstanding series of horse trials and CCI's throughout the US
- Continued availability of horses capable of championship performances
- Riders: self-promotion, sponsors/owners, media training, self-sufficiency
- Sufficient funding, so that the HPP can be implemented

4. HPP Development Team

USEF High Performance Staff

James Wolf – Executive Director, Sport Programs
Christy Baxter – Executive Assistant
Gil Merrick – Managing Director, Dressage
Jenny Van Wieren – Assistant Director, Dressage
Maureen Pethick – High Performance Athlete Coordinator
Sara Ike – Managing Director, Eventing
Katie Faraone – Assistant to the Director, High Performance Eventing
Sally Ike – Managing Director, Show Jumping
Lizzy Chesson – Director, High Performance Show Jumping
Amy Serridge – Assistant to the Director, High Performance Show Jumping

USEF Executive Committee Members

David O'Connor – President
Chrystine Tauber – Secretary
Keith Bartz – Treasurer
Judith Werner – VP Adm & Fin
Dr. C. Mike Tomlinson – VP FEI Affiliates
Dr. Armand Leone Jr. – VP High Performance
Bill Hughes – VP National Affiliates
S. Tucker Johnson – At Large
William Moroney – At Large
Anne Kursinski – Elected Athlete
Susan Blinks – Elected Athlete
Debbie McDonald – USET Foundation
Alan Balch – USAE Trust
Robert Costello – AAC Representative

USEF High Performance Working Group Members

Dr. Armand Leone Jr. - VP
Bernie Traurig – Member
Linda Bibbler – Member
Joseph Mattingly – Member
George Williams – Member
Dr. Kent Allen DVM – Member
Michael Huber – Member
Jerry Kimmel – Member
S. Tucker Johnson – Member
Karen O'Connor – Elected Athlete
Susan Blinks – Elected Athlete
Devon Maitozo – Elected Athlete
Robert Costello – Elected Athlete – AAC Representative

USEF High Performance Eventing Committee Members

Michael Huber – Chair
Roger Haller – Member
Peter Green – Member
Jo Whitehouse – Member
Amy Tryon – Member
Darren Chiacchia – Member
Karen O'Connor – Member
Derek Di Grazia – Member
Jane Atkinson – Member
Robert Costello – Member
Phillip Dutton – Member

USEF High Performance Eventing Eligible Athlete Committee Members

Robert Costello – Chair
Amy Tryon – Vice Chair
Bruce Davidson Jr – Member
Bonnie Mosser – Member
Jan Byyny – Member
Stephen Bradley – Member
Gretchen Butts – Member
Darren Chiacchia – Member
Karen O'Connor – Member
Ralph Hill – Member
Nina Fout – Member

USEF High Performance Eventing Selectors

Peter Green
Mark Wiessbecker
Ann Taylor
Ann Getchell
Bea di Grazia

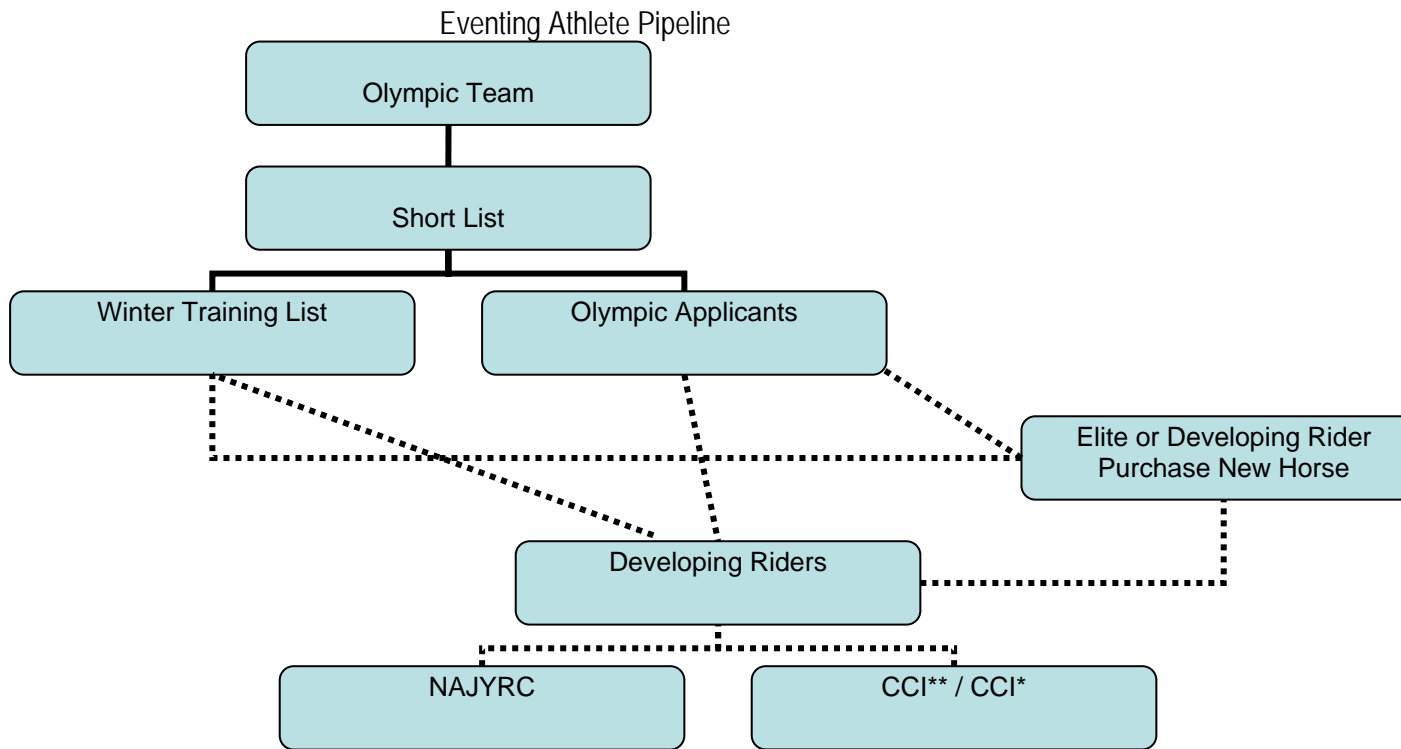
5. Elite Performance Model

Elite horse/rider combinations are selected by the USEF Eventing Selectors and approved by the Eventing High Performance Committee for the USEF Winter Training List. This list usually consists of approximately 15 horse/rider combinations. These are the horse/rider combinations that the Selectors feel are the most likely candidates to represent the United States in upcoming international team competition. These horse/rider combinations are invited to attend training sessions with the USEF Eventing Technical Advisor/Chef d'Equipe, Capt. Mark Phillips, as well as specialized dressage and jumping coaches. These training sessions take place in the months of January, February and March in Florida, North Carolina, and California.

After several discussions with upper level athletes, there was agreement to split the 2009 Winter Training List into two sections: the A list and the B list. Athletes on the A list will receive additional funding to help supplement their training, which may include two intensive week long camps. The B list athletes will continue to participate in training sessions as previously conducted by Capt. Phillips. In addition, we also plan to send approximately 10 horse/rider combinations on a USEF funded trip to compete at the CCI**** Burghley Horse Trials, an Olympic level competition.

As part of the selection procedure for any international team competition, the USEF Eventing Selectors name a short list of approximately 12 horse/rider combinations. These are the horses and riders that will be nominated for the competition which is the subject of selection. These horse/rider combinations will be given competition and training grants if the championship, which is the subject of selection, is abroad. They will also be required to train with the team coach, or their own coach, at a training camp for several weeks prior to the championship competition.

We anticipate a similar training and competition program for 2010-2012.



Notes: Dashed lines indicate pipeline is one of many avenues; athletes do not have to follow this path

6. Action Plan (Goals, Strategies, Tactics & Performance Measures)

Goals:

- Top 5 finishes at Rolex CCI4* and another CCI4*
- Expand horse availability and ownership at the championship level
- Motivate and inspire our athletes to win
- Secure existing support staff through next quadrennium
- Train the next generation chef d'equipe and support staff
- Secure sponsors to help fund our programs

Strategies:

- Provide athletes grants and logistical support for European competition experience
- Empower Eventing Owners' Task Force and provide administrative support
- Grants will partially be performance based
- Develop letters of agreement for a 4 year term for the support staff
- Budget for and plan for the next generation chef d'equipe and support staff to attend all team trips

- Liaise with stakeholders and “outside of the box” contacts for sponsorship opportunities

Performance Measure

To win a team and/or individual medal in each discipline, including Eventing, with a total of four medals overall from all three disciplines.

6a. NGB Core Program Summary

Winter Training List – After several discussions with upper level athletes, there was agreement to split the Winter Training List into two sections: the A list and the B list. Athletes on the A list will receive additional funding to help supplement their training, which may include two intensive week long camps. The B list athletes will continue to participate in training sessions as previously conducted by Capt. Phillips.

Short Listed Riders - As part of the selection procedure for any international team competition, the USEF Eventing Selectors name a short list of approximately 12 horse/rider combinations. These are the horses and riders that will be nominated for the competition which is the subject of selection. These horse/rider combinations will be given competition and training grants if the championship, which is the subject of selection, is abroad. They will also be required to train with the team coach, or their own coach, at a training camp for several weeks prior to the championship competition.

Developing Rider Program - There is agreement among the High Performance Committee that the current Developing Rider (DR) Program is needs modification. Therefore, the High Performance Committee is working on adopting a new program that can target and identify talent. The new program would focus our resources for an extended period of time on a select few riders who have exhibited talent. The program needs to motivate the DRs to aspire to compete at the upper levels and instill the level of horsemanship. Additionally, the DRs need to gain experience competing abroad.

6b. Training & Competition Calendar

Winter Training List Riders

Elite horse/rider combinations are selected by the USEF Eventing Selectors for the USEF Winter Training List. This list usually consists of approximately 15 horse/rider combinations. These are the horse/rider combinations that the Selectors feel are the most likely candidates to represent the United States in upcoming international team competition. These horse/rider combinations are invited to attend training sessions with the USEF Eventing Technical Advisor/Chef d'Equipe, Capt. Mark Phillips, as well as specialized dressage and jumping coaches. These training sessions take place in the months of January, February and March in Florida, North Carolina, and California.

After several discussions with upper level athletes, there was agreement to split the Winter Training List into two sections: the A list and the B list. Athletes on the A list will receive additional funding to help supplement their training, which may include two intensive week long camps. The

B list athletes will continue to participate in training sessions as previously conducted by Capt. Phillips.

Competition Calendar

The major competitions in 2009 are:

April 23-26 – Rolex Kentucky 3DE CCI**** (Lexington, KY)

May 6-10 – Jersey Fresh CCI*** (Hamilton, NJ)

September 3-6 – Burghley Horse Trials CCI**** (England)

The Rolex Kentucky 3DE and Jersey Fresh will be major competitions in 2010 in preparation for the 2010 World Equestrian Games.

In 2011, Rolex Kentucky 3DE, Jersey Fresh, Badminton Horse Trials (England), and Burghley Horse trials will be major competitions, along with the 2011 Pan American Games in Guadalajara, Mexico.

In 2012, Rolex Kentucky 3DE, Jersey Fresh, and Badminton Horse Trials will be major competitions in preparation for the 2012 London Olympics.

6c. Athlete Support (Criteria, EAH, Stripends & Incentives)

Criteria

We continue to endeavor to provide athletes with funding for training and international competition. The current elite athletes receive the majority of the funding, although the developing athletes also have access to funding. As the sport has evolved, specialty coaching for dressage and jumping have become more and more a necessity. As the relationship between coach and rider are so important, currently the grants are allocated to the A listed riders for continued specialized training, self scheduled.

EAHI

Eventing Athletes may receive EAHI based on the following prioritized system: the five (5) riders named to the 2008 Olympic Games Eventing Team will be offered EAHI.

If a rider declines the EAHI slot then it will be offered to the next highest ranked replacement rider for the 2008 Olympic Games Eventing Team. Should there be any available EAHI slots left after the 4th ranked eligible replacement rider has either accepted or declined, those slots will remain unused.

Stipends & Incentives

The Eventing High Performance Committee is considering performance based grants for 2009-2012. USEF is developing benchmarks that A listed riders may have to meet in order to continue to receive funding.

6d. Coaching Program

The Eventing discipline has employed Capt. Mark Phillips as a full time Technical Advisor/Chef d'Equipe since 1993 and has renewed his contract through the 2012 Olympic Games. Capt. Phillips serves as the Chef d'Equipe/Coach at all agreed upon CCI****s, CCI*****s, and CCIO's where there is representation by U.S. riders. Capt. Phillips is responsible for overseeing the training and preparation of short listed horse/rider combinations prior to competitions where the U.S. is fielding an Eventing team and/or individual(s). He also oversees the competitive efforts of U.S. horse/rider combinations competing at CCI****s, CCI*****s, and CCIO's where there is representation by U.S. riders.

Capt. Phillips serves as the Technical Advisor for Eventing at the direction of the USEF Eventing High Performance Committee and the Director of Eventing Activities. Capt. Phillip's responsibilities include serving ex-officio on the Eventing High Performance Committee and Eventing Selection Sub-Committee, and working to insure good communication between riders, the USEF's Eventing Committees, and veterinarians involved with USEF activities.

Capt. Phillips serves on the USEF Credentials Committee. He monitors the form and soundness of prospective USEF horses, and the form and riding skills of candidate riders in order to identify areas in which improvement would be desirable, and, where appropriate, provide this assistance, and/or communicate this information, as appropriate, to those concerned and responsible.

In addition to the coaching fees, the USEF will offer monetary incentives to Capt. Phillips for successfully coaching the USEF Eventing Teams at the 2010 World Equestrian Games and the 2012 Olympic Games (Operation Gold Competitions).

As the sport of Eventing has evolved, Capt. Phillips and the athletes have acknowledged that specialty coaches for dressage and jumping are now a necessity to remain competitive at an international level. Therefore, the coaching program will be augmented by dressage and jumping coaches who have demonstrated international success within their sport.

6e. Athlete/Coach Competencies, Education/Certification, Retention & Succession

Horse and rider qualifications are built into the structure of progressing through the Eventing levels of competition. Both horse and rider must be qualified prior to competing at the international level.

Coach Certification

The US Eventing Association has an Instructor Certification program available. This instructor certification program is not mandatory. Currently there are 131 certified instructors. In the next four years, US Eventing Association has a goal to expand the ICP program to 500+ instructors.

6f. Performance Services (OTCs & Other Training Centers/Sites)

The coach and athletes have expressed that they would like to use the USOC performance services further. They hope to expand their utilization of nutritional, fitness, and sport psychology services, as well as the IT offerings.

6g. Short & Long Term Performance Measures

Short Term Performance Measures

The goal is to place in the top five finishers at the 2009 Rolex Kentucky 3-Day Event and also another CCI4*.

Long Term Performance Measures

The goal is to individual or team medal at the 2010 World Championships, 2011 Pan American Games or the 2012 Olympic Games.