



2021 U.S. Eventing Strategic Plan

Mission: Create a competitive learning environment where U.S. athletes and horses can develop their skills to succeed at Championships.

Philosophy: Relentless pursuit of our goals. Every day is committed to ensuring the success of the U.S. Eventing Team.

Key factors for success:

- Planning and seamless organization.
- Talent identification for Pre-Elite, Development and Emerging programs.
- Targeting all resources through prioritizing, benchmarking and accountability.
- Evaluating, maintaining and improving the quality of the High Performance program.

Strategic Plan:

1. Deliver a performance-driven Pathway for both athletes and horses focused on team podium finishes at Games and Championships and ensuring sustainable success.
2. Improve the High Performance culture and promote a safe learning environment based on trust; honesty; and quality feedback with shared guiding standards, values and expected behavior.
3. Apply Individual Performance Plans (IPPs) with one-, two- and four-year goals to set and track targets and ensure clarity in what athletes are aiming to achieve.
4. Utilize data to monitor and evaluate the High Performance program to ensure resources are enhancing performance.
5. Engage the Performance Advisory Team (PAT) to review, challenge and advise the High Performance program.
6. Develop a consistent review process for the High Performance program and individual and team performances. Involve the USOPC as an outside resource to debrief Games and Championships.
7. Align leadership, management, athletes and support teams to ensure successful execution of the High Performance program and pathway. **Everyone is accountable** and has a shared responsibility to shape the success of the program.
8. Influence donors, sponsors and supporters to align their efforts with the program to enhance the outcome of their efforts and play integral roles in executing goals.
Ensure all resources are targeted and tailor-based on need and impact. **Every dollar counts** and needs to be respected.

Goals:

- Team medal at postponed 2020 Tokyo Olympic Games
- Team and individual medal at 2022 Pratoni World Championships





Strategic Plan In Detail

1. Performance-Driven Pathway:

- Continuously review and improve the Pathway.
- Attract and retain people who can provide world-leading support to athletes and staff.
- Have a cohesive Equine SSM Team in which the team vet, farrier and physio work as one and develop close relationships with athletes' home support teams.
- Emphasize the Performance Director maintaining regular communication with the athletes' individual trainers to ensure consistent development.
- Develop an Athlete SSM plan. Increase the focus on athletes working with strength and conditioning training, physio, sports psychologist and nutritionist. Identify need and provide resources to aid in improvement.
- Maintain a strong Performance Advisory Team (PAT) of diverse experts and stakeholders to advise, monitor, and provide feedback on progress and performance.
- Regularly review targets and goals to ensure that resources are delivering the expected outcomes.

2. Team Structures and Strategies

- Aim of Team Competitions
 - Youth Team Challenge: An evolution of NAYC designed to introduce youth athletes to the pressures of a team environment.
 - Futures Team Challenge: Provide an experiential, educational opportunity intended to expose athletes to a team environment.
 - Nations Cups: Select the best possible combinations and continuously test athletes against the best in the world in order to practice and improve team protocol.
 - Championships: Execute world-class performance.
- Performance Advisory Team (PAT)
 - A group of five members who review, challenge and advise the Performance Director and High Performance leadership.
 - Gives input and guidance to the Performance Director regarding the selection of the High Performance Training Lists.
 - Selects combinations for the Emerging Athlete Eventing 25 program.
 - Selects USEF/Land Rover grant recipients
 - Recommends recipients to the USET Foundation for Jacqueline B. Mars Competition & Training Grants and Karen E. Stives Endowment Grants.
 - Gives input and guidance to the Performance Director and Development Coach when selecting teams for the Futures Team Challenge.





- Selectors
 - Select teams for Olympic Games, World Championships, Pan American Games and Nations Cups.
 - Team selection is administered per the Selection Procedures for each competition.
 - Inclusion on the Training Lists is not a prerequisite to team selection.
- Training Camps
 - Hold a Winter Training Camp for Elite and Pre-Elite athletes as funding allows to facilitate working as a group and establish a focus for the year.
 - Equine SSM Team provides a baseline assessment and progressive plan for the year.
 - Athlete SSM Team provides a baseline assessment of athletes and develops a progressive plan for the year.
 - Educational program covers identified areas that align with the Pathway's mission.
 - Hold Training camps prior to targeted international team competitions as time and funding allows.

3. Planning

- Utilize Individual Performance Plans (IPPs) for development discussions with athletes and as a tool to track targets and monitor progress.
- Develop an annual Operational Plan to ensure all areas of the Strategic Plan are executed.
- Develop Campaign Plans for team competitions to ensure best performances.
- Develop an effective system for tracking targets, performances and goals.
- Create blueprints for international travel to serve as a resource for athletes.
- Work with USOPC to create an effective review process for Games and Championships.

4. Monitoring and Evaluation

- Introduce the Gold Standard
 - Set Elite/Pre-Elite Program criteria based on the scores needed to contribute to team gold medal performances in the 2024 Paris Olympics and 2028 Los Angeles Olympics
 - Enhance Elite, Pre-Elite, Development and Emerging Program criteria to outline a clear and cohesive line of progression through the Pathway
- Individual Performance Plans (IPP)
 - Utilize IPPs as living documents agreed on with the Performance Director and Managing Director twice per year.





- Performance Director continuously monitors progress in training and competition throughout the year.
- Performance Advisory Team (PAT) evaluates progress prior to selecting Training Lists.
- Review the High Performance program annually with the Performance Advisory Team (PAT).

5. Program Culture

- Utilize Training Camps, Futures Team Challenge, Nations Cups, international competitions and Championships to develop the concept of supporting each other as a team.
- Focus on reaching the wider U.S. eventing community (East/West/North/South).
- Agree on guiding standards, values and expectations on behavior within the group at the beginning of each year. Hold athletes to these standards.
- Deliver and constantly expect an environment of excellence.
- Examine and develop the roles of all team staff at team competitions and Championships. Team staff must be committed to and support the development of a performance-focused environment.

6. Donors and Sponsors

- Encourage all grants across the USEF, USET Foundation and USEA Foundation to work in line with the Strategic Plan and Pathway to achieve program goals.
- Deliver more clarity around how funding is allocated and utilized to achieve the program's goals, including explaining the review process to give assurance to donors that funding is being utilized in the best possible way.
- Collaborate with the Marketing Department to identify areas for collaboration with sponsors in order to bolster funding opportunities.

7. Use of Resources

- Utilize resources to fund Show Jumping and Dressage training for Elite/Pre-Elite athletes and integrate a Show Jumping Coach and Dressage Coach into the Program.
- Align all funding for national and international travel with Program goals for the Pathway.
- Ensure all Program investment is performance-driven and measured against outcomes.

8. Horse Power and Owners

- Develop a Young Horse Program and outline a process of identifying, supporting and tracking horses in the lead-up to the 2028 Los Angeles Olympics.
- Guide athletes in their effort to produce horses for the long-term with an emphasis on soundness and effective horse management.



- Support existing owners and ensure they feel valued by enhancing the owner experience at competitions and at home.
- Utilize quarterly Zoom meetings to engage owners, provide updates on the High Performance program and create a dialogue.
- Solicit feedback on how to improve owners' experience. Encourage owners to engage more with High Performance leadership.
- Support athletes in their home environment and engage with owners for future investment.
- Analyze results and tracking of young horses and how they compare to current top horses in their development.
- Enact consistent reviews of horse power within each athlete's string to ensure longevity within the sport.
- Identify and develop a system to ensure horses are available for multiple championships.
- Engage with athletes to evaluate existing horses to determine why horses are competitive and analyze longevity.

