



2020 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.
- Talent identification for Pre-Elite, Development and Eventing 25 programs.
- Targeting all resources through prioritizing, benchmarking and accountability.
- Evaluating, maintaining and improving the quality of the High Performance program.

Strategic Plan:

- Deliver a performance-driven Pathway focused on team podium finishes at Games and Championships and ensuring sustainable success.
- Continuously 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.
- Utilize Individual Performance Plans (IPPs) with one-, two- and four-year goals to ensure progress and clarity in what we are aiming to achieve and provide a platform to monitor successful outcomes.
- Use an evidence-based approach – setting targets, evaluating equine and human sports science medicine (SSM) – to monitor and evaluate the High Performance program to ensure resources are enhancing performance.
- Utilize a Performance Advisory Team (PAT) to review, challenge and advise the High Performance program.
- 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.
- 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.
- 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 2020 Tokyo Olympic Games
- Secure Olympic qualification, 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 a human 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 resources are delivering expected outcomes.

2. Team Structures and Strategies

- Team Competitions
 - The Futures Team Challenge is an experiential, educational opportunity intended to expose athletes to a team environment.
 - Select the best teams possible for Nations Cups. Use Nations Cups to continuously test athletes against the best in the world and practice and improve team protocol.
 - Championships are for executing world-class performance.
- Performance Advisory Team (PAT)
 - Maintain a strong PAT of five members to review, challenge and advise the Performance Director and High Performance leadership.
 - Performance Director selects combinations for the Training Lists with input and guidance from the PAT. PAT also selects combinations for Eventing 25 program.
 - PAT selects USEF/Land Rover grant recipients. PAT recommends recipients to the USET Foundation for Jacqueline B. Mars Competition & Training Grants and Karen E. Stives Endowment Grants. All funding for national and international travel should align with program goals for the Pathway.
 - The Performance Director and Developing Coach select teams for the Futures Team Challenge with input from PAT.



- Selectors
 - 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.
 - Human 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 a training camp 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 facilitate 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

- Individual Performance Plans (IPP)
 - IPPs are a living document 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.
- Program: End-of-year review of program by Performance Advisory Team (PAT).

5. Program Culture

- Utilize training camps, Futures Team Challenges, Nations Cups, international competitions, Championships, and end-of-year meetings at USEA Annual Meeting & Convention to develop the concept of supporting each other as a team.



- Continued 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. Owners & Horse Power

- 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. 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.
- 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.

7. 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.
- Work with the Marketing Department to identify areas for collaboration with sponsors in order to bolster funding opportunities.

8. Use of Resources

- Funding is based on targets with priority being top down: Championships, Elite, Pre-Elite.
- With investment comes expectation, responsibility and accountability. Athletes must prove the right to continued support via improvement and tracking towards team goals.
- Investment is fair, but not always equal. Funding is not a right. Funding processes must be transparent.
- Investment must be performance-driven and measured against outcomes.

Approved by Eventing Sport Committee on Dec. 14, 2019

