



UNITED STATES DRESSAGE FEDERATION™

USDF Long Range Strategic Plan ~ May 1, 2017

Core Purpose

The USDF is dedicated to the promotion of dressage.

Core Values

- Welfare of the horse
- Quality education
- Fair play

These core values are demonstrated through:

1. Respectfully serving members and the dressage community with honesty, integrity and accountability.
2. Adherence to international dressage standards of excellence.

Big Audacious Goal (BAG) or Vision

USDF will be the recognized and trusted resource for quality dressage education, competition and recognition of achievement.

Vivid Description

USDF is a thriving network of dressage enthusiasts of all ages who find involvement relevant and beneficial. Recognized as the voice of dressage in the USA, equine sport organizations actively seek guidance and expertise from USDF about participation and development of the sport locally as well as nationally. Competitive events at every level are carried out in a climate of fair play and perceived by participants as a valuable opportunity for recognition of personal achievement. The varied needs of riders, owners, trainers, breeders and officials are met through innovative, quality educational programs that are easily accessed in a variety of formats. USDF enjoys strong financial support through a healthy balance of dues, fees, advertising, sponsorship, and gift revenue. USDF is acknowledged by both the active dressage and equine community for programs, awards, services and products that embody standards of excellence. Regional championships and national finals serve as a showcase for the harmonious relationship between horse and rider. USDF's inclusive culture benefits relationships with a variety of partners to advance dressage.

GOAL: Competition

Dressage competitors at all levels will value USDF recognition of their achievements.

Objectives:

1. Increase efforts for USDF awards to be widely recognized and highly regarded for outstanding achievement in dressage.

2. Increase collaboration with show management to provide enjoyable and relevant competition that highlights the quality of training and the relationship between horse and rider.
3. Assure that championship competitions maintain a high standard of excellence in competitors, facility and management.

Strategies:

Priority Assignment Key;

- *High (H) = Must begin strategy in this fiscal year (April 1-2017 forward)*
- *Medium (M) = May begin strategy, if resources permit, in next fiscal year (April 1 2018 forward)*
- *Later (L) = May begin work on this strategy in a subsequent fiscal year (April 1, 2019 forward)*
- Explore expanding year end award and recognition opportunities at the USDF Region level, including schooling shows. (Evaluate merits of adopting a version of the USEF Competition Light concept versus USDF Regional League concept based upon schooling shows of our GMOs) (H)
- Evaluate the current portfolio of prizes, awards and certificates offered for championships and year end awards, at each level. (H)
- Ensure that all USDF year-end competition awards are relevant and have clearly stated : (H)
 - Title
 - Purpose
 - Standards of excellence
 - Requirements.
- Highlight the benefits of competition for achieving personal goals utilizing various communication tools. (Email, social media, Web, and relevant print and electronic equine publications) (H)
 - Create an atmosphere of prestige around attendance at championship events.
- Review qualifying scores and processes for championships. (M)
- Abandon under-utilized programs/awards. (M)
- Provide tool kits for competition managers that facilitate high quality shows. (Clarify USEF role versus USDF role) (L)
- Facilitate networking opportunities for participants at USDF championships. (L)

GOAL: Education

All USDF educational programs offered will be widely recognized and valued for their expertise and emphasis on correct dressage training at all levels. Certified instructors and graduates of USDF programs will be widely recognized and respected for their knowledge and expertise in dressage.

Objectives:

1. Increase marketing and promotion of educational resources.
2. Increase the use of online educational tools
3. Increase participation in “live” USDF educational programs.
4. Increase promotion and utilization of USDF programs by other organizations

Strategies:

- Remove real and perceived barriers to access educational content. (H)
 - Create online subscription and or fee-based services.
 - Improve use of social media and other electronic mediums to create interest.
- Review and modify, if necessary, existing programs, content and delivery to better align with needs of the specific audience for which it is intended. (H)
 - Develop marketing techniques for specific users of content.
- Expand the use of pre-packaged educational programs targeted at GMOs, and other stakeholders. (H)
- Assess offerings for sufficiency, dressage focus, and quality of materials. (H)
 - Ascertain who is offering similar programs at what cost and how they are being provided and emulate best practices, evaluate shared opportunities or unnecessary redundancies.
- Facilitate networking opportunities for participants at live events to encourage cohesiveness among peers. (M)
- Expand content available online. (M)
- Create learning pathways for multiple levels, ages and interests (including the non-competition based member), to achieve their personal and or professional goals. (M)
- Review the value and viability of educational programs offered to target groups, as needed (M):
 - Competitors
 - Judges/Officials
 - Trainers
 - Non-competing dressage enthusiasts
 - Breeders
 - Owners
 - Show Managers
 - USDF governance stake holders
 - GMOs
- Identify other target audiences for available USDF educational content .(e.g. USEA, USHJA, USPC, IEA, IDA, FNs, WDAA) (L)

GOAL: Infrastructure

USDF will be structured, governed and aligned to maximize financial, staff and volunteer resources to meet our goals.

Objectives:

1. Increase the efficiency and effectiveness of USDF governance.
2. Increase non-dues revenue streams.
3. Reduce barriers to leadership participation at all levels.
4. Maximize staff resources.
5. Increase opportunities to clarify USDF's role and cooperative opportunities with other equestrian organizations and
6. Clarify how multi disciplines (e.g. CT, WD) when incorporated by GMOs along with dressage, could fit into the USDF Governance Structure.

Strategies:

- Explore USDF revenue opportunities to access USDF properties for non-members. (H)

- Evaluate cost/benefit ratio for all existing programs. (H)
 - Appoint task force to establish parameters for evaluating existing programs.
- Build relationships with other organizations. (H)
- Foster a welcoming environment for volunteers. (H)
- Clarify empowerment between volunteer and staff arms of the organization. (M)
- Create engaging education programs for volunteers. (M)
- Write job descriptions and requirements for leadership positions. (M)
- Develop a volunteer leadership succession program. (M)
- Reduce size and complexity of BOG. (L)

GOAL: Membership

USDF will be a thriving organization of dressage enthusiasts.

Objectives:

1. Increase number of Participating Members.
2. Increase rate of member retention.
3. Increase number of Group Members.
4. Increase awareness of the important role of GMOs.
5. Decrease real and perceived barriers to membership.
6. Increase dressage enthusiasts (non- competing) vested interest.
7. Clarify how the western dressage discipline fits or does not fit into the USDF/GMO membership structure.

Strategies:

- Research reasons for lapsed memberships. (H)
- Evaluate existing membership types. (H)
- Research needs of potential members. (H)
 - Explore outreach with new members and renewals.
- Create new business model that allows for participation with USDF through new membership or fee for service channels. (M)
- Develop opportunities for member to member contact. (M)
- Identify new prospects and build prospect database with affiliated organizations and vendors. (L)
- Investigate administrative process for membership. (L)