



STRATEGIC PLAN

2025 – 2028

TABLE OF CONTENTS

US EQUESTRIAN – WHO WE ARE	3-4
2025 – 2028 STRATEGIC PLAN	5
<i>Guiding Principles</i>	6
<i>Resource Allocation & Value Investing</i>	7
<i>2025 – 2028 Strategic Plan Goals</i>	8
<i>Expected Impact</i>	9
• <i>Strengthen Operational Excellence</i>	10
• <i>Sustain the Framework of Organized Sport</i>	11
• <i>Focus on Competitive Excellence, Sport Pathways, & Resources for Athletes</i>	12
• <i>Invest in BIG initiatives, New Products, & Benefits</i>	13
• <i>Leverage the Diverse Stories of Horses & Humans</i>	14
<i>Delivering on the Plan</i>	15
<i>Summarizing the Plan</i>	16-17
<i>Closing</i>	18



US EQUESTRIAN – WHO WE ARE

The United States Equestrian Federation (US Equestrian) was created in 2003 as the National Governing Body (NGB) for Equestrian Sport in the United States. In addition to serving as the NGB, US Equestrian is the National Federation recognized by the Federation Equestre Internationale (FEI).

The US Equestrian governs 7 international disciplines (including 4 disciplines on the Olympic/Paralympic Program), 11 breeds, and 11 national disciplines. Equestrian competitors, leisure riders, coaches, fans and enthusiasts each share a personal bond with the horse. This commonality defines the membership and fans of the United States Equestrian Federation.

US Equestrian is dedicated to uniting the equestrian community, honoring achievement, and serving as guardians of equestrian sport. Since its inception, US Equestrian has been dedicated to pursuing excellence and promoting sport growth, all while providing and maintaining a safe and level playing field for both its equine and human athletes.



US EQUESTRIAN – WHO WE ARE

US Equestrian trains, selects, and funds our United States Equestrian Team, which consistently wins medals at the highest level of international competition, including the Olympic and Paralympic Games. US Equestrian also licenses equestrian competitions and officials of all levels who oversee the conduct and operation of those competitions.

Fostering growth among newcomers as well as the coming generation is paramount to US Equestrian's continued success. Our young equestrians continually raise the bar both at home and abroad, pushing themselves to be better and striving for excellence, all while fostering and strengthening the connection between themselves and their horses.

US Equestrian contributes to the greater good of horses by assisting with their daily protection and well-being in competition and, at times when needed, during crises and natural disasters. As part of this pledge to protect equine welfare, US Equestrian continues to help support federal and state governments and works closely with other national equine organizations.





STRATEGIC PLAN

The Road Ahead

GUIDING PRINCIPLES

- **USEF Vision:** Bring the **joy** of horse sports to as many people as possible.
- **USEF Mission:** Provide access to and **increase participation** in equestrian sport at all levels by ensuring **fairness, safety, and enjoyment**.



Ensure that the **safety** and **well-being** of equine athletes and human athletes is always of primary importance.



Ensure focus on **competitive excellence**.



Maintain the **framework of organized sport**.



Deliver exemplary service to our Members, Fans, Affiliates, Sponsors, and Supporters.

RESOURCE ALLOCATION AND VALUE INVESTING

- **USEF Priorities**
 - Equine athlete and human athlete well-being.
 - Utilize data and analytics to inform decisions.
 - Invest in excellence in athlete pathways and on the field of play, prioritizing results.
 - Invest where growth is happening or likely to happen.
 - Invest in sustaining USEF and our sport.



2025 – 2028 GOALS

- *Strengthen Operational Excellence*
- *Sustain the Framework of Organized Sport*
- *Focus on Competitive Excellence, Sport Pathways, & Resources for Athletes*
- *Invest in BIG initiatives, New Products, & Benefits*
- *Leverage the Diverse Stories of Horses & Humans*

**Goals and their underlying strategies must meet one or more of USEF's Guiding Principles*

2025 – 2028 GOALS

- ***Expected Impacts of the Plan***

- *Expansion and Growth Across the Organization, Including Members & Fans*
- *Comprehensive Success-Driven LA2028 Plan*
- *Achievement of Competitive Excellence in Sport Under the Framework of Organized Sport*
- *Strengthened Equine and Human Athlete Well-Being*
- *Amplified Delivery of Exemplary Service to Members, Fans, Affiliates, Sponsors, and Supporters*
- *Additional Revenue Diversification*
- *Broadened Digital and Linear Media Resulting in Increased Brand Awareness and Sport Promotion*
- *Strong Affiliate and Partner Relationships*



2025 – 2028 GOALS

- ***Strengthen Operational Excellence***
 - *Implement a best practices and forecasting approach, using outside perspectives when applicable, to identify potential future challenges and proactively develop methods to resolve them.*
 - *Embrace technological solutions.*
 - *Utilize data and statistics to inform decision-making where applicable.*
 - *Implement staff and stakeholder volunteer succession plans.*
 - *Broaden and strengthen constituency input in decision-making.*

2025 – 2028 GOALS

- ***Sustain the Framework of Organized Sport***
 - *Support equine athlete and human athlete safety and well-being.*
 - *Maintain credibility and trust.*
 - *Ensure fairness on the field of play.*
 - *Create a sustainable competition calendar to support athletes and their equine partners.*
 - *Strengthen Equestrian Social License to Operate.*
 - *Seek mutually supportive relationships with Affiliates and potential equestrian partners.*



2025 – 2028 GOALS

- ***Focus on Competitive Excellence, Sport Pathways, & Resources for Athletes***
 - *Strategically invest in programs to prepare athletes to compete and win at the highest levels while inspiring others to achieve excellence.*
 - *Develop and implement a comprehensive success-driven LA2028 plan.*
 - *Increase the visibility, awareness, and understanding of Pathway Programs and their connection to the Affiliates.*
 - *Continue to emphasize equine athlete and human athlete well-being.*
 - *Expand the scope of funding sources and support for the National breeds and disciplines.*
 - *Expand our Coach Development Program.*
 - *Implement a strong Owner Program.*
 - *Recruit additional capable and trained licensed officials.*



2025 – 2028 GOALS

- ***Invest in BIG Initiatives, New Products, & Benefits***
 - *Recruit and retain Members and Fans; increase youth engagement; expand our base.*
 - *Proactively communicate about major initiatives and obtain feedback.*
 - *Maximize our media potential using digital and linear platforms.*
 - *Expand activation of the USEF Tiered Competition Media Rights Program.*
 - *Launch USEF Branded Series and Events.*
 - *Broaden opportunities for licensing our brand.*
 - *Expand USEF's robust library of educational materials across a broad spectrum of topics.*
 - *Work with the USOPC team to achieve NCAA championship status for equestrian.*
 - *Develop technology-based applications to assist competitions and our members.*
 - *Monitor the fantasy gaming and betting environments.*



2025 – 2028 GOALS

- ***Leverage the Diverse Stories of Horses & Humans***
 - *Highlight the unique stories of horses and the people who are associated with them.*
 - *Leverage partnerships with affiliates and other organizations to advance our priorities.*
 - *Inspire others to participate in equestrian sport through our stories.*
 - *Invest in media to reach new audiences.*
 - *Ensure talented and high-performing staff is in place to effectuate our storytelling goals.*
 - *Celebrate the staff and stakeholder volunteer relationships*

2025 – 2028 GOALS

- ***Deliver on the Plan***
 - *Set Benchmarks and KPIs to measure progress against Plan*
 - *Bi-annual meetings with each department to ensure alignment on Plan goals, strategies, and tactics*
 - *Annual review of progress against Plan with department leaders*
 - *Bi-annual updates to Board on Plan progress*
 - *Annual Meeting report to the membership on Plan progress*



3 Words That Summarize the Impact of Our Plan

GROWTH, GROWTH, GROWTH

- ***Growth results in increased:***

- *Excellence in Sport*
- *Awareness and Reach*
- *Public Support*
- *Financial Support*

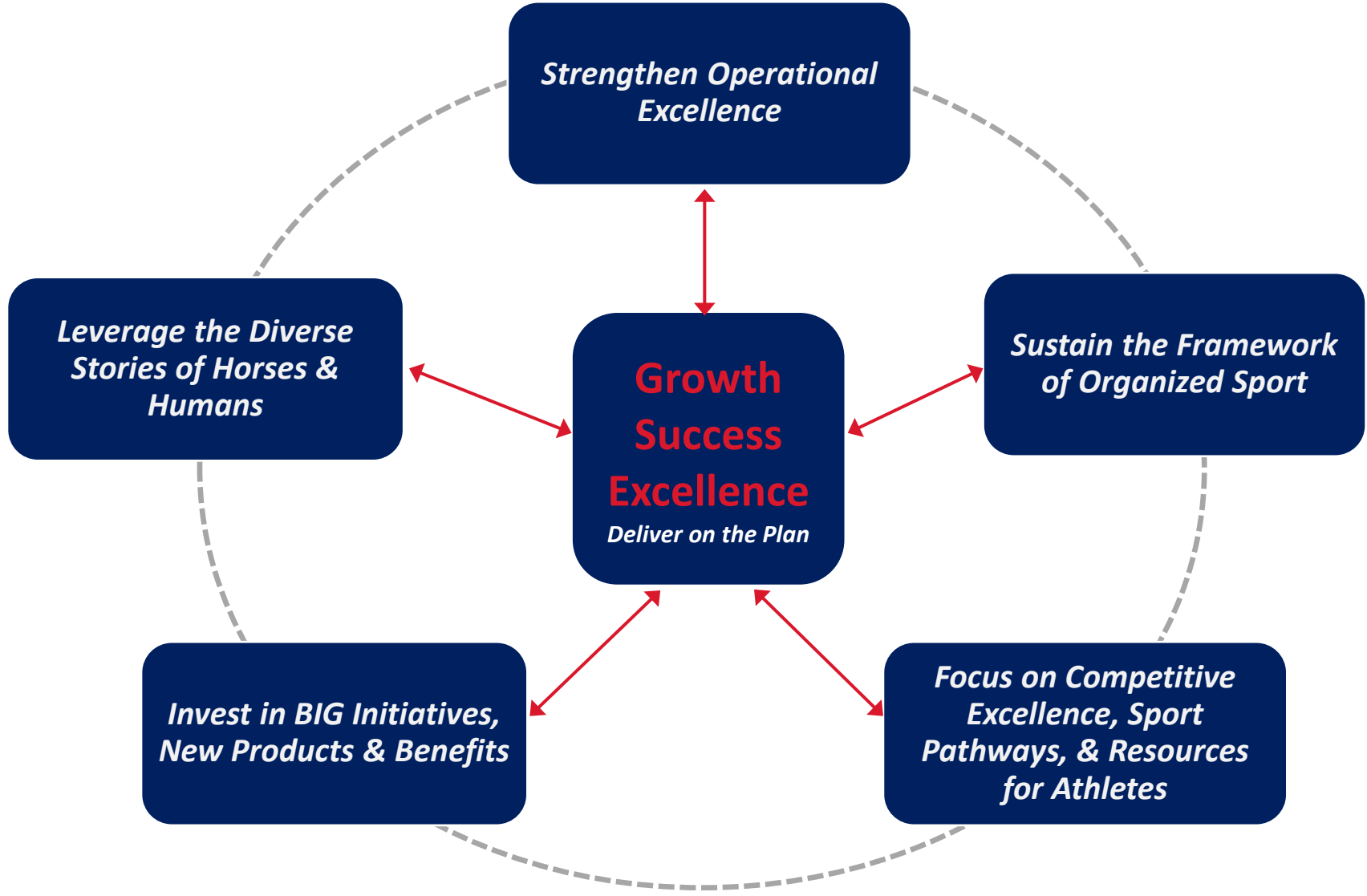
- ***All of which necessitates an increase in:***

- *Transparency*
 - *Integrity*
 - *Professionalism*
- across all aspects of our environment*



ALL GOALS SUPPORT GROWTH, SUCCESS & EXCELLENCE

GOALS 2025 – 2028





Together, we will grow,
accomplish our goals, and
achieve our mission and vision.

