

## **USDF Committee Structure Proposal November 18, 2009**

The following revised Committee Structure proposal is submitted by the Committee Structure Working Group (George Williams, Lisa Gorretta, Janet Foy and Margaret Freeman) and on behalf of the larger Committee on Governance chaired by Alison Head.

In a survey conducted by the Committee on Governance in early 2008, committee chairs expressed a number of concerns about the current structure and process. One concern many chairs expressed was they felt disconnected from the Executive Board and felt a lack of empowerment, which made their jobs frustrating. Many of the council and committee members also expressed that there was a general lack of strategic direction for their group. Also, committee members and council coordinators often felt under utilized or that their time was being wasted.

The structure proposal is designed to address those concerns and accomplish the following additional objectives:

1. Provide empowered committee representation to the *new proposed* Board of Directors, currently known as the Executive Board, resulting in improved and effective interaction between the committee body and the Board of Directors.
2. Create a “bottom up” approach which engages volunteers in a rewarding way and utilizes human and financial resources efficiently.
3. Improve inter-committee communications to support a synergistic approach consistent with the organization’s *Strategic Plan*.
4. Create a structure that relies more on ad-hoc working groups with specific, well-defined goals supported by the permanent committee structure.

### **Overview of Structure:**

The proposed structure includes two standing councils, which provide an umbrella structure for two groupings of responsibility: (*Refer to organizational outline and chart*)

- 1) ADMINISTRATION COUNCIL**
- 2) PROGRAMS COUNCIL**

Each of these two councils would have *empowered* representation on the Board of Directors. From within their respective council membership, the members of the Administration Council would elect one At-large Director to serve on the Board of Directors and the members of the Programs Council would elect two At-large Directors

to serve on the Board of Directors. The At-large Directors would serve two year terms and have voting rights.

Committees and sub-committees are standing, permanent entities, but sub-committees are under the strategic guidance of a respective committee. Committees and sub-committees can create and dissolve working groups on an Ad-hoc (as needed) basis for specified projects.

This structure, as compared to the current structure, would put a greater reliance on ad-hoc working groups for getting the work done. The standing committees would serve a more strategic purpose, and the two councils would provide for a mechanism to exchange ideas within their vested peer group and to have a direct connection with the Board of Directors.

**Implementation:**

The Executive board intends to implement the new committees and councils component of this proposal for 2010. However the At-large director component will go to the BOG at the 2009 convention for approval in concept. If such approval is granted by the BOG, the BOG will be asked to request that the Bylaws Committee draft the necessary language to implement it effective for 2010 elections with At large Directors serving officially on the Board of Directors beginning January 1, 2011.

Defining the functional process details for the committee structure will likely need to be a work in process over the next year resulting in revisions to the Council and Committee Handbook.

**Make up of the Committees and Sub Committees:**

The committee and sub-committee chairs are appointed by the President, with approval from the Board of Directors. Committee and sub committee chairs are appointed to two year terms. Committee and sub-committee chairs in turn appoint their committee members on an annual basis, with the exception of the Steering Committee, whose members must also be approved by the Board of Directors. Chairs also appoint working groups, primarily from within their respective committee membership on an as-needed basis. As need dictates, members with special expertise who are not on a committee may also be appointed to a working group

In the make up of each committee, diversity is desired to ensure representation of the various interest groups. We should consider for each group the most effective membership, for example; regional, Para-equestrian, adult amateur, competitor, and so on. General parameters for the make up of each group should be included in the mission statement of each committee. While we may not want to “legislate” regional representation, through a “one size fits all” approach, in some cases, continuing the regional coordinator system currently in place might be necessary. *The current Executive Board supports regional representation on committees and councils whenever possible.* Regional representation may take on a variety of meanings from USDF’s nine regions,

pending the context. For example: east, central, and west geographic representation might be sufficient in some cases.

Sub-committee chairs are automatic members of their respective umbrella committee. A sub-committee is under the umbrella of a committee to assure strategic continuity is maintained.

**Make up of the Councils:**

Each council would be made up of the five committee chairs under its respective council umbrella, plus two additional appointed members for a total of seven. The two additional council members would be appointed by the President with the approval of the Board of Directors for a total of seven members per council. The intent is to assure participation by vested member groups.

This approach is designed to be more inclusive of inter-related programs, with improved communication within and between the diverse stakeholders. The two councils will serve to flesh out initiatives before they go to the Board of Directors. However, once committee initiatives go to the board, they will likely be delivered in a more empowered package as represented by the three at-large directors.

**Staff Support:**

Staff-support will be assigned to the two councils and the various standing committees and sub-committees, much as it is today. Working groups will be assigned staff support on an as-needed basis, with an expectation that much of the work is done by the volunteer members of a working group. Working groups are ad-hoc in nature.

**Convention Business:**

An underlying assumption is that the work done at the convention will become more strategic in nature, where future plans are hammered out and initiatives are moved forward for approval. Most of the ground work will have been completed and submitted to the committees by working groups. Committees and sub-committees would have an opportunity to meet during the convention. These meetings could be closed and or open pending the need, but convention activity should predominately be open in nature. Councils would also have an opportunity to meet. Council meetings would be open as a standard, but a special closed session could be called, if needed.

**Steering Committee:**

Loosely defined, its purpose is to review complaints that are taking place in connection with any of the programs and related activities that take place under the guidance of the two councils or their respective committees. Likely, recommendations would go to the Board of Director's Executive Committee for action. In that sense, it would function very much like the Instructor Trainer Steering Committee or "L" Faculty does now. The concept is the same, but has a broader and more independent scope. The power balance would put significant weight on the committee recommendation, but the Board of Director's Executive Committee would have the decision making power. In the context

of normal business, the Steering Committee is not intended to oversee the other Committees, nor do other Committees report to it. It is also not intended to weigh in on administrative member issues that are generally handled at the staff level.

**Proposed Structure Model:** *(bolded items indicate a standing entity and bulleted items indicate an activity that would take place under that umbrella)*

## **ADMINISTRATION COUNCIL**

1. **Membership Committee** (Includes GM, PM, representation)  
**GMO Sub Committee**
  - GMO affiliate and member specific issues**Historical Recognition Sub-Committee**
  - Hall of Fame and Life Time Achievement nominations to Board of Directors
2. **Audit Committee**
3. **Bylaws Committee**
4. **Nominating Committee** (with all nine regions represented)
  - Nominating process
  - Governance leadership development and education
5. **Steering Committee:** Would address not only issues from the Instructor Certification and L programs, but any of the programs and related activities that take place under the guidance of the two councils or their respective committees. This takes the idea of the Instructor/Trainer Council Steering Committee a step further. A mechanism for regional representation is recommended. *(Not an entity for channeling general member complaints or disputes)*

## **PROGRAMS COUNCIL**

1. **Certification and Officials Committee** *(Para-equestrian representation desirable)*  
**Judges Sub-Committee**
  - Test Writing *(to include freestyle and competitor representation)***“L” Program Standing Faculty**
  - Continuing Education For “L” Grads and Judges**Instructor/Trainer Sub-Committee**
  - Instructor/Trainer Workshops
  - Instructor/Trainer Testing
  - Trainers Conference**TD Sub-Committee** *(Regional representation desirable)*

2. ***Adult Programs Committee*** *(Regional and Para representation desirable)*
  - University
  - Freestyle *(Includes PDD & Quadrille, as needed)*
  - GMO Education
  - Adult Clinics
  - Symposium
  - Adult Team Competitions
  
3. ***Youth Programs Committee*** *(Expand age parameters to include Brentina Cup)*
  - Youth Education (Non-FEI)
  - Youth recognition programs and Team Competitions

**FEI Jr/YR Programs Sub-Committee** *(Must have regional representation)*

  - FEI Jr/YR Clinics
  - NAJYRC
  - YR Graduate Program

**Youth Programs Advisory Sub-Committee** *(Replaces Youth Executive Board)*

  - Advises Youth Programs Committee and Programs Council on youth initiatives from a youth perspective
  
4. ***Competition Programs Committee*** *(Regional and Para representation desirable)*
  - Regional Championships
  - National Championships
  - Breeders Championship
  - Awards
  - Competitors
  - Competition Management
  
5. ***Sport Horse Programs Committee***
  - All Breeds
  - Sport Horse Competition Management
  - Sport Horse Judging/Tests
  - Education

