

AERC BOD Minutes - Conference Call 1/8/18

President Paul Latiolais called meeting to order at 9:02 EST

Kathleen Henkel role call: Paul Latiolais, Susan Kasemeyer, Sue Keith, Mollie Krumlaw-Smith, Michael Campbell, Monica Chapman, Connie Caudill, Jan Stevens, Mary Howell, Nick Kohut, John Parke, Lisa Schneider, Duane Barnett, Barbara Reinke, Roger Taylor, Andrew Gerhard, Jody Wyatt, Olin Balch, Terry Woolley Howe, Robert Marshall, Michael Maul, Paul Sidio, Christoph Schork and youth representative Lily Turaski.

Acceptance of the agenda: Connie Caudill moved second by Christoph Schork. Passed

Excusals: Heather Reynolds 12/11/2017 family issue, 1/8/2018 traveling, Stephanie Teeter. Roger Taylor moved to excuse second by Susan Kasemeyer. Passed

Approval of minutes: Jan Stevens moved second by Connie Caudill. Passed

January Membership report Kathleen Henkel:

Membership: 1/4/17. 2339

1/8/18. 2800

Sanction fees: 1/5/17. \$9308

1/5/18. \$9670

Rider fees: 1/5/17. \$3470

1/5/18. \$1299

New members: 1/5/17. 78

1/8/18. 129

Business before the Board

Special sanctions request : Connie Caudill with approval from Sanctioning committee

Autumn Sun Pioneer ride 10/5 – 7/18, NW Region to be held in Gooding Idaho. Ride manager is Lynne White and the treatment vet will be onsite. The ride has been approved by Stephanie Teeter, sanctioning director and the sanctioning committee.

Spanish Peaks Pioneer 6/15 – 17/18 (2nd year as a pioneer ride), MT Region to be held In LaVeta CO. Ride manager is Tennessee Lane with head control judge Laura Blanton. Ride has been approved by Jan Stevens, sanctioning director and the sanctioning committee.

Strawberry Fields 6/29-7/1/18 (date change request – this was a pioneer ride for MANY years). MT Region, to be held close to Herber City UT. Ride Manager is Ann Nicholson with head control judge Dave Nicholson. Ride has been approved By Jan Stevens, sanctioning director and the sanctioning committee. Movement of this ride from its original sanctioning date of 6/15-17/18 will free up the Mountain Region in June so that there are not two rides the same weekend. It also helps alleviate the possibility of two 100s the same weekend in the region as well as give additional room between City of Rocks in the NW region and Strawberry Fields and Fort Stanton in the SW region and Spanish Peaks.

Spanish Peaks Pioneer 8/10 – 12/18, MT Region (1st year pioneer), ride to be held in LaVeta CO. Ride manager is Tennessee Lane and head control judge is Laura Blanton. Ride has been approved by Jan Stevens, sanctioning director and the sanctioning committee.

The Board approved all special sanction requests

Motion re Moderate Rides – Terry Woolley Howe – motion defer to March 8th BOD meeting at convention.

Motion Name: Establishing 40 and 45 Mile Moderate Rides

Proposing Committee: Terry Woolley Howe, DAL

Date of Motion (Date to be presented to BOD): January 8, 2018

Classification of Motion Request (new, change, add, delete, by-law, rule, policy)

.New Rules and possible by-law change

Proposed Motion (use exact wording)

Establishing a Moderate Ride category for sanctioning 40 and 45-mile rides.

Background, analysis and benefit (describe the problem this motion is solving)

See info below marked @@@

Budget effect/impact (Attach spreadsheet if appropriate)

To be determined by Office and Technical Committee

Benefit and/or Impact to Membership and/or the AERC Organization

Help eliminate “short” 50-mile sanctioned rides by allowing the sanctioning of 40 and 45-mile rides.

Impact on AERC Office (Work load, budget)

Need feedback from Office

Committees consulted and/or affected

Seeking feedback from Competition, Ride Managers, Rules, Sanctioning, Technical and Legal Committees

Implementation plan (Schedule, resources, financial): ASAP

Supporting materials (List of any other documents and/or spreadsheets): See attachment

Supporting approvals (proposing committee, participating committees): To be determined by feedback

@@@ Background, analysis and benefit:

Since the introduction of the GPS, it has become abundantly clear that many of our rides are shorter than sanctioned. Part of the problem is that many of the locations of our rides are in locations that do not have 50 miles of trail or the terrain is so challenging that a 50-mile ride could not be done in the time allotted. Many ride managers also advertise the ride as a 50-mile ride, knowing that it is much shorter, but want to attract the rider who

is willing to take credit for 50 miles, knowing that it is shorter. Sometimes that is the only ride available so the rider does the ride and does not say anything. Because of the above, some of the 50-mile sanctioned rides are often closer to 40 miles. This has created an atmosphere among our membership of resentment by those who do “true” 50-mile rides, and see riders who do short rides get recognition for the miles and points that were not earned.

The suggestion has been made that we drop the distinction between LD and endurance rides and sanction rides for the number of miles, with the riders earning one point per mile. I would be opposed to this for many reasons. It would become a trailer race, and only those with the time and money to travel to many rides would earn awards; It would put the LD riders at a distinct disadvantage when competing against 50 and 100 mile riders so they would not receive any recognition for their participation; There would be no safeguards in place for the new riders and young horses who would get their finish time when they crossed the finish without requiring to pulse down, so more horses may need to be treated and possibly more deaths.

I am going to propose that we explore the possibility of creating a new category – Moderate Rides, sanctioned as 40 or 45 miles (37.5 to 47.4 miles). Section 4.01 of the by-laws state that “a ride shall consist of one of the following events” and then list Limited Distance Rides as being 25 to 35 miles and Endurance Rides as being a minimum of 50 miles. The question would be whether you could adopt new rules establishing Moderate Rides or have to do a by-law change that would establish a new Moderate Ride category which would help to eliminate the short 50-mile rides and establishing 40 and 45-mile rides. The Moderate Rides would have placings and could point-combine with the Endurance category so no new awards would need to be established, but with points prorated according to the mileage. This would not interfere with the LD category so the LD rules and awards would not change and the safeguards would still be in place for the new riders and young horses. Since sometimes short 50’s are pioneer rides, the Board may want to consider allowing pioneer rides to have a 3-day minimum of 125 miles (this may be what some of them are now anyway). This may possibly create more pioneer rides since some ride managers would consider doing more if they knew they did not have to find 50-mile courses.

Moderate Rides may be helpful in encouraging LD riders to step up to longer distances. For those LD riders doing 25 or 30-mile rides, attempting a 40-mile ride may not seem that far of a leap. Moderate Rides would take the pressure off our sanctioning directors. Now they have the dilemma of taking a hard line and refusing to sanction a ride because it is short, or turning a blind eye and sanctioning short rides so that members have rides to attend. With Moderate Rides allowed, the sanctioning director can tell the ride manager that they will not approve sanctioning for a 50 mile ride, but can approve sanctioning for a 45-mile ride. While some of our members will not be happy about a ride being sanctioned as only a 45-mile ride, the actual difference in miles and prorated points is really very minimal, but this organization will benefit if we take steps to legitimize the mileage at our rides.

If we could do it without a by-law change and could do it with just rules, I would think that an entire set of rules would not have to be written for the Moderate Rides, but only a few rules referencing sections of the Endurance category. The Board would need to determine whether the minimum equine age for Moderate Rides would be 48 or 60 months or somewhere in between. The preamble to the LD rules would need to be changed to “. . . held in conjunction with an AERC moderate or endurance ride.”

I am attaching a motion to be presented at the January conference call. This will allow time to get feedback from the Competition, Ride Managers, Sanctioning, Rules, Technical and Legal Committees to determine if there is interest in establishing Moderate Rides, what the computer costs would be, and if this can be done with rule adoption or whether we need a by-law change. But by either method, we need to do something to sanction accurate ride distances.

Terry Woolley Howe

Special Competition Status request for WEG 2018 Jan Stevens : Nick Kohut moved second by Christoph Schork. Passed

Strategic Plan – Implementation Plan Governance - Paul Latiolais and Lisa Schneider

Lisa Schneider gave the Board a summary on the Governance Strategic Plan .

Implementation Plan for Strategic Concern 5: Governance

Board members must provide strategic leadership with a focus on financial sustainability.

Goal 1: Identify clear allocation of responsibilities between staff, Executive Director, President, and Board members.

Goal 2: Improve effectiveness of Board meetings and encourage full participation by Board members.

Goal 3: Require effective use of committees to allow the Board to focus on strategic items.

Goal 4: Encourage clear communication with the Executive Director.

Goal 5: Increase regional director responsibilities.

Goal 6: Ensure continuity of understanding with new Board members.

Goal 7: Improve communication between Board members and the members of the AERC.

Goal 8: Engage in joint efforts with other organizations in the US and in other countries for endurance riding and other disciplines to support equestrian sports.

1. *(Prioritize goals and order for working on them in the next year. Identify timeframes for working on goals.)*

Goals 1-4 all deal with the internal workings of the AERC and, in particular, with how Board members work with each other and with our Executive Director. These goals have the highest priority because the AERC will be more effective working with its members and with other organizations after its Board improves its own way of operating. Of these goals, goals 1 and 2 should be addressed first. We should work on all of these four goals throughout the next year. We should also begin to organize how to reach goals 5-8 and begin work on them by the next convention meeting in 2018.

2. *(State current status for each goal you intend to work on in the next year to identify the starting point.)*

For goal #1, there is still confusion among Board members about what they are supposed to be involved in and what they are supposed to leave to the Executive Director. The Executive Director is directly responsible to the Board, reporting to the President. There is also confusion about what executive authority the President of the Board has. The expectations the Board has for all of its officers are unclear. For both goals #1 and #2, individual Board meetings and Board meetings as a whole for a year's time are inconsistent in the topics addressed and are inadequately purposeful. Board business sometimes seems driven more by complaints emailed by members or on Facebook than by long term strategic concerns. For goal #2, some Board members may feel undervalued and Board participation is uneven. For goal #2, there is confusion about the relationship of the Board email list and Board meetings. Generally unorganized and unmoderated Board list discussions fail to adequately consider and resolve important issues. The Board often spends an inordinate amount of time on trivial matters instead of strategic concerns. For goal #3, the work rate of committees is uneven, communication with committees is irregular, and issues often reach the Board prematurely without sufficient committee input. There are no effective committees for some critical AERC functions. For goal #4, communications from Board members to the Executive Director are diffuse and can be distracting to staff. The Board's inability to set priorities for AERC activities results in insufficient communication of priorities to the Executive Director. In general, the Board and staff try to carry out necessary functions, but the effectiveness of how the AERC operates requires more attention and reflection.

3. *(Describe the progress you expect to achieve in the next year.)*

It should be possible to make substantial progress towards reaching goals 1-4 within the next year, although maintaining the effectiveness of the Board will always require some attention in the future. It should also be possible to organize how to reach goals 5-8 and begin work on them by the next convention meeting in 2018.

4. *(Identify what personnel and skills are needed to work on the goals you intend to work in the next six months. Identify what other resources such as money or administrative support you will need.)*

The personnel for this work will initially come from the AERC Board itself and our Executive Director. Management experience, experience with other nonprofit boards and organizations, and moderation and communication skills will be paramount. Several guides exist for methods and exercises for board building that can be utilized. Some of the work will include surveys to Board members or committee chairs. Clerical support for transmission and compilation of this work will be useful. Outside consultants are often used by other organizations to facilitate improvement of management board operations. This can be very expensive and time consuming even for just the time to bring an outside consultant up to speed. The experience of the AERC with management consultants, whether paid or volunteer, has generally been spotty and frustrating, with little result. What the AERC does and how it operates is unique and hard to learn. A few interviews and a one-time sit down session with an outside consultant cannot do the job. The patient, long term attention the AERC needs for this governance work is best handled by existing AERC personnel on the Board and staff for now. When needed, we could consider outside consultants to help us stay on course.

5. *(For each goal to be worked on in the next year provide in a half page or less a general outline of what actions will be taken to implement that goal.)*

Goal #1- Identify clear allocation of responsibilities between staff, Executive Director, President, and Board members.

- a. Interview Executive Director for her perspective.
- b. Meet with Board to discuss expectations of officers and Executive Director.
- c. Compare with other non-profit entities.
- d. Develop simple reference chart identifying general responsibilities of Board, Executive Director, and officers.
- e. Hold training session with Board to review chart.

Goal #2: Improve effectiveness of Board meetings and encourage full participation by Board members.

- a. Adopt practice of Strategic Planning Committee participation in development of Board meeting agendas.
- b. Develop general guidelines for universal process for treatment of major proposals and motions in an integrated manner on Board list and at Board meetings.
- c. Develop project management chart for 12 month period to include all major tasks requiring Board involvement and to guide Board meeting agendas for that period.
- d. Initiate gentle moderation of Board list to help focus discussions and move them along.

Goal #3: Require effective use of committees to allow the Board to focus on strategic items.

- a. Lead Board discussion of whether current committee structure makes sense or if areas of responsibility should be re-allocated among existing or even new committees.
- b. Interview committee chairs for their input on the following work items for this goal.
- c. Strengthen leadership and add members to moribund or inactive committees.
- d. Develop protocols for monitoring committee work and following the rules, especially for the P&G Committee.
- e. Develop protocols for timely transfer of matters to committees.
- f. Review committee charters for effectiveness and completeness.

Goal #4: Encourage clear communication with the Executive Director.

- a. Interview Executive Director and other staff regarding Board communication issues.
- b. Develop protocols for efficient, effective communications between Executive Director and Board to minimize over use of staff time and reduce confusion about allocation of responsibilities.
- c. Include discussion of protocols in Board training session. Emphasize that only the President should communicate changes in operation and priority updates.

(Identify what involvement is necessary from AERC committees, staff or board of directors.)

The Executive Director, Board President, other officers and committee chairs will need to be available for one-on-one interviews on above work items. The Executive Director, Board President and Strategic Planning Committee members will need to be available for periodic (probably monthly) meetings to develop protocols, charts, plans, etc., identified above. The Board will need to be available on the average of two hours at each face-to-face Board meeting for the Board discussions, exercises and training sessions identified above.

7. *(State how progress towards reaching these goals can be evaluated or measured.)*

Evaluation of progress in achieving these governance goals will probably have to be qualitative instead of quantitative. Inquiry at Board meetings and monitoring by the Strategic Planning Committee will be the best way to generate feedback on our progress. Tracking the time it takes for the Board to process proposals and resolve issues may be one way to measure progress in a more quantitative manner.

Andrew Gerhard asked about the issue regarding ride lotteries. Connie Caudill stated it is against AERC rule 3.2 Riders may limit the number of competitors provided that prior publicity states the limitation and that all spaces and vacancies are filled on a first- come, first -served basis. The Sanctioning Committee has been looking at the issue.

Andrew has concerns about the Region 7 drama on AERC Facebook and would like some review. Paul Latiolais asked Andrew if he would take the lead on the review, Andrew stated he would.

Lisa Schneider will be sending the new Board members a copy of the Strategic Plan so they will have time to review it before the March 8th meeting.

With no other business before the Board: Susan Kasemeyer moved to adjourn second by Connie Caudill. passed

Meeting adjourned at 9:37 EST

Submitted by Sue Keith, Secretary