American Endurance Ride Conference
Strategic Plan
2025

Per the bylaws, the purpose of the American Endurance Ride Conference (AERC) is to promote and encourage:

- The sport of Endurance Riding.
- The care of endurance horses and prevention of cruelty to animals.
- Equine owner and rider education through convention seminars, published articles, and other means as approved by the Board.

AERC encourages the riding of historic trails and shall encourage the establishment, preservation and maintenance of all trails on both public and private lands so they may be accessible to equine riding.

In support of the organization, the following strategies are supportive of the Bylaws, and specifically the purpose of the organization. These strategies are derived from evaluation of where the organization is today and where the organization needs to be in the next 5 years.

All of them are interrelated and AERC's long term survival and growth depends on achieving the goals for each one over the next five years. Committee and Board efforts will directly support these goals. Tracking will be done on at least a quarterly basis.

Strategic Concerns

1. Governance
2. Financial Stability
3. Membership
4. Trails Preservation
5. Education and Equine Welfare

<u>Strategic Concern 1: Governance</u>

Board members, and office staff, must provide strategic leadership with a focus on financial sustainability, use of modern business practices and adherence to policies and procedures.

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

Goal 2: Ensure Board meetings are effective, efficient and fully attended by all board

members.

Goal 3: Require committees adhere to procedures for developing and presenting motions to the board and that motions directly support strategic goals.

Goal 4: Standardize Regional Director responsibilities and committee participation.

Goal 5: Improve member engagement through regular communication via Endurance News, E-newsletters and social media from the board.

Goal 6: Engage in joint efforts with other equestrian organizations to promote endurance riding.

Strategic Concern 2: Financial Stability

Having a five-year financial plan directs the operations of the organization by prioritizing where we spend our money and creates long term stability in the event of economic down turns or natural disaster affecting the organization.

Goal 1: Maintain effective and efficient administration of day- to-day finances using modern business practices.

Goal 2: Ensure contingency plans are in place to manage events which affect the office, financial and membership growth.

Goal 3: Promote and grow AERC Legacy Fund

Strategic Concern 3: Membership

Maintaining a strong engaged membership allows for AERC to become the equestrian sport of choice with something to offer for everyone

Goal 1: Retain existing members and increase the number of new members

Goal 2: Seek opportunities to partner with similar equestrian sports to maximize participation and draw new members to the sport.

Goal 3: Highlight the opportunities and experiences available for everyone in endurance.

Strategic Concern 4: Trails Preservation

Without trails, our organization will cease to exist. Many federal, state and private lands are

being closed to trail riders or being developed. Continual lobbying for equine access on federal and state lands and development of access to private lands is critical to AERC's survival.

Goal 1: Maintain MOUs with federal land agencies

Goal 2: Encourage membership to join trail organizations (i.e. American Trails, ELCR etc)

Goal 3: Develop guidelines for Ride Managers to use to be successful working with land managers

Strategic Concern 5: Education and Equine Welfare

AERC must be seen as the leader in equine welfare and continuing education of its members while exemplifying the motto of "To Finish Is To Win" and the primary criterion of "Fit To Continue".

Goal 1: Continue to be the leader in the protection of the welfare of our equines.

Goal 2: Identify and support needed areas in endurance horse research.

Goal 3: Use information gathered from horse fatalities to educate members in best practices

Goal 4: Educate membership on best practices of equine management and educate the public of our commitment to those practices.

Goal 5: Create a program to recruit and train new control judges and treatment veterinarians.

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Strategic Plan Reporting Schedule

Executive Committee – Governance, Finances

- Reports AERC Convention, Mid-Year and as directed by President or Board of Directors
    - Include overall status of the organization and areas of concern

Finance Committee – Governance, Finance

- Reports AERC Convention, Mid-Year and as directed by President or Board of Directors
    - Include status of finances and any areas of concern

Technical Committee – Governance, Finances, Membership

- Reports AERC Convention, Mid-Year and as directed by President or Board of Directors
    - Include improvements to systems, necessary upgrades and any areas of concern

Protest & Grievance Committee – Governance, Membership, Welfare of the Horse

- Reports AERC Convention, Mid-Year and as directed by President or Board of Directors
    - Include statistics on numbers and types of protests, resolution via mediation, trends and any areas of concern

Competition Committee – Equine Welfare, Membership

- Reports January, April, July, October and as directed by President or Board of Directors
    - Include committee activities and any areas of concern

Education Committee – Education and Welfare

- Reports February, May, August, November and as directed by President or Board of Directors
    - Include Webinar schedule, Status of Education Page, Educational Clinics and any areas of concern

Hall of Fame Committee – Membership

- Reports Mid-Year and as directed by President or Board of Directors

International Committee– Membership

- Reports March, June, September, December and as directed by President or Board of Directors
    - Include Number of rides, distances, rider accomplishments and any areas of concern

Junior/Young Rider Committee – Membership

- Reports January, April, July, October and as directed by President or Board of Directors
    - Include number of Jr/Yr riders, accomplishments, projects and any areas of concern

Membership Committee– Membership

- Reports February, May, August, November and as directed by President or Board of Directors
    - Include membership status, new members, initiatives, collaborative efforts and any areas of concern

National Championship Committee– Membership

- Reports March, June, September, December and as directed by President or Board of Directors
    - Include updates for current NC, any issues/challenges and any areas of concern

Research Committee– Education and Welfare

- Reports AERC convention, Mid-Year and as directed by President or Board of Directors
    - Include updates on ongoing research projects and proposals and any areas of concern

Ride Managers Committee– Finance, Membership, Trails

- Reports January, April, July, October and as directed by President or Board of Directors
    - Include RM issues/trends and any areas of concern

Rules and Bylaws Committee– Governance, Membership

- Reports AERC Convention, Mid-year and as directed by President or Board of Directors
    - Include updates to any rules or bylaws and any areas of concern

Sanctioning Committee – Finance, Membership

- Reports February, May, August, November and as directed by President or Board of Directors
    - Include number of sanctioned rides, any trends/issues or areas of concern

Trails/Land Management Committee – Trails

- Reports March, June, September, December and as directed by President or Board of Directors
    - Include status of Grant Funds, Grants approved, Follow up on grants

awarded and any areas of concern

Veterinary Committee– Education and Welfare

- Reports January, April, July, September and as directed by President or Board of Directors
    - Reports Include trends and statistics for pulls, drug testing and any areas of concern

Welfare of the Horse Committee – Education and Welfare

- Reports February, May, August, October and as directed by President or Board of Directors
    - Report trends and areas of concern

Added 10/14/25

Marketing Committee – Membership and Financial Stability

- Reports March, June, September, November and as directed by President or Board of Directors

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COMMITTEE REPORTING FORMAT/GUIDELINES

The purpose of requiring committee reports is to ensure committees are working to support the Strategic Plan; enhance collaboration between committees and to keep board members appraised of ongoing efforts. This increases general board member awareness of ongoing efforts to better inform and educate members at rides, on social media and other opportune interactions.

Reports may be submitted in writing to the Executive Director the week prior to assigned meetings to be sent out to board members for review and to be attached to minutes in lieu of verbal reporting.

All committees will submit a written report summarizing activities from the previous year and will present a short synopsis to the membership at the annual membership meeting – typically held at the convention.

Verbal reports are limited to 3 minutes and should be a synopsis of ongoing efforts.

Format:

Presenting Committee
Strategic Goal Supported
Bulleted list of ongoing projects
Collaborating Committees

Reporting is not to be used to present motions or to open discussion of motions being worked.

Committees are encouraged to collaborate on similar topics outside of the board meeting. Include collaborative efforts of committees in the reports

Example:

Presenting Committee: Executive Committee; Strategic Plan Sub-committee
Strategic Goal Supported: Concern – Governance; Goal 1, 2, 3
Initiatives:

1. Standardize Committee Reporting
2. Create onboarding process for new board members
3. Finalize Strategic Plan 2025

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