

# NFHR Board of Directors

## Face to Face Annual Meeting Minutes

**Date:** January 17-18, 2026 **Location:** NFHR Office Berthoud, Colorado and Zoom

**Attendees:** Beth Beymer, Aletha Carson, Margaret Crespo, Holly Durst, Cynthia Madden, Ardeth Obenauf, Solveig Pedersen, Rebecca Wilhite, Jeanne Poirier, Executive, Director/Registrar`

**Call-to-Order** The meeting was called to order Saturday at 9.m.

**Agenda Overview** Margaret as President presented the meeting structure:

- Introductions and relationship building
- Working agreements establishment
- Review of Harvard Business Review article on high-performing teams
- Draft strategic plan development
- Activity planning (evaluations, breed promotion, calendar)
- Committee structure discussion
- Board agenda templates
- Membership letter preparation for Sunday meeting

**Core Values and Principles Established;** Transparency Commitment: Board agreed all work, agendas, and agreements should be made public to rebuild member trust. Focus Statement: "Honor the past, celebrate the present, embrace the future" - adopted as guiding principle for moving forward without dwelling on previous conflicts.

**Primary Mission:** Focus on the breed, the membership, and the registry.

### Governance and Operational Discussions

**Email Communication Policy UNANIMOUS DECISION:** Board voted to eliminate conducting business via email threads

**New Policy:** All motions and voting to occur during scheduled meetings. Emergency meetings deemed unnecessary for typical NFHR business. Agenda items to be submitted in advance via rolling request system. Monthly meetings limited to approximately one hour. Meetings to function as business meetings, not extended discussions

**Executive Director Authority - Board affirmed:** Jeannie Poirier (Registrar/Executive Director) should have autonomy to perform executive-level functions without micromanagement.

**Board Support:** Board unanimously agreed to support each other and follow established policies and bylaws. Commitment made to revise policies that don't work rather than ignoring them.

**Board Member Roles and Authority:** Margaret clarified governance structure: Individual board members have no more or less power than others; Board speaks collectively, not as individuals; Executive Director functions as agent of the organization, Decisions made collectively at board meetings

**Revenue and Financial Constraints** Jeanne raised critical concern: Many great ideas require funding. Board must balance ambitious plans with financial reality and consider: Fundraising initiatives, Revenue generation, Cost-effective "scrappy" solutions, Leveraging membership talent and expertise

**Board Response:** Acknowledged that rebuilding member relationships and trust can happen with low-cost/no-cost initiatives focused on communication, transparency, and consistent delivery.

## **Key Initiative Areas Identified:**

**Social Media Management** Short-term solution needed immediately: Long-term: recruit passionate member to manage (with vetting and approval process, Platforms: Facebook and Instagram (primary focus). Requires approval process similar to posse management (one or two board members approve posts)

**Website Revamp** Current website is 18 years old and needs modernization. It will require budget allocation and long-term planning item

**Evaluation Program** is critical for breed credibility and member value and dates need to be established and added to calendar. This requires separate committee work required. This is an extensive topic requiring dedicated discussion time

**The Herald** Discussed of publication frequency (quarterly vs. yearly but no decision reached.

**Membership Growth and Retention** Rebecca noted she represents key demographic: younger members with one horse wanting to breed. Need to attract and retain this growing segment. Consider a Breed promotion essential

**Rebuilding Trust:** Board acknowledged significant damage to member trust over previous two years. The Board must restore the trust of the membership which is still being destroyed and that the Board needs to move on.

**Transparency and Public Relations:** The Board agreed to Make meeting agendas public, Share working agreements with membership, Post calendar and planned activities, Demonstrate serious commitment to organizational recovery, and how membership the board is focused and goal-oriented

**Meeting Minutes Process: Decision:** Record meetings and generate transcripts to allow Secretary participate actively rather than taking notes.

Meeting was adjourned at 5:00pm MST

**Call to order: 9:00am MST, 1/18/2026**

## **Sunday Membership Meeting Preparation**

**Scheduled:** Sunday, January 18, 2026, at 12:00 PM MST.

**Format:** Zoom (link posted on NFHR website and Facebook group)

**Membership Requirement:** Must have current membership to attend

## **Policy and Governance Items for Future Work**

### **Items Requiring Further Discussion**

1. Board candidate vetting process
2. Conflict of interest policy (requires revision)
3. Committee structure and chairs
4. Promotion committee (noted as omitted from initial list)
5. Board agenda template and submission process
6. Rolling request system for agenda items
7. Draft strategic plan refinement
8. Board calendar establishment
9. Financial planning and fundraising strategy

### **Working Documents Established**

Beth created Google Drive structure with tabs for:

- Rolling agenda requests
- Draft board calendar
- Draft strategic plan
- Policy suggestions (running Google Doc)
- Meeting minutes archive

**Note:** All documents in right column designated as "straw horse" (draft) documents - starting points for board refinement, not final versions.

## **High-Performing Teams Discussion**

**Harvard Business Review Article Review:** Board members identified key principles from HBR article on high-performing teams that resonated

### **Commitments Made**

- Establish transparent, systematic approach to board governance
- Focus on breed, membership, and registry above all else
- Rebuild member trust through actions, not just words
- Create sustainable systems that outlast individual board terms
- Ensure evaluation program success
- Improve communication channels (social media, website, Herald)
- Operate as high-performing team with mutual support and respect
- 

**Atmosphere:** Positive, collaborative, and focused on organizational recovery. Board members demonstrated commitment to transparency, mutual respect, and shared mission of serving the Norwegian Fjord Horse breed and its members.

Meeting paused to begin the Annual Membership Meeting at 12:00pm MST, 1/18/26.

Meeting Adjourned at 1/18 /2026 at 12:45pm.