



Dear Members,

On behalf of the Board of Directors, I want to begin by offering our sincere thanks to **Kelsey Sayers**, our outgoing President and **Lisa Otten** for their service and commitment to the Norwegian Fjord Horse Registry. Leadership in a volunteer organization is demanding, often unseen, and always important. We are grateful for the time and care they gave to the organization.

We also owe you, the membership, honesty.

The results and engagement levels in 2025 did not meet our members' expectations. Committee participation declined, several committees were inactive or never fully formed, and too many core functions lacked clear leadership, reporting, and follow-through. Membership numbers continued a long downward trend, and award participation, education, youth engagement, and promotion efforts were far below the potential of this organization and this breed.

At the same time, there are important bright spots. Foal registrations reached a record high, a testament to the dedication of our breeders and owners. The Promotion committee provided several items to the membership to promote the breed. The Fjord Herald remains valued by members, and the Awards Program has been sustained for many years through the extraordinary volunteer commitment of Anne Crandall. These successes remind us that NFHR's strength has always been and must continue to be its members.

Looking ahead, the Board is united in its belief that **2026 must be a year of rebuilding trust, engagement, and performance.**

We are committing to:

- Actively engaging the membership in shaping a **clear, realistic strategic plan**
- Reestablishing committees with defined purpose, leadership, and accountability
- Setting **measurable benchmarks and deliverables**, with regular updates to members
- Reinvigorating education, involvement, promotions, and awards participation
- Ensuring board transparency, timely reporting, and shared responsibility

This will not be a top-down process. The future strength of NFHR depends on member voices, energy, and partnerships. The Board is genuinely excited to engage with you, to listen, to plan together, and to move this organization to the next level of strong, sustainable performance.

NFHR exists to serve its members and to steward the Norwegian Fjord Horse in the United States. We believe that with clear goals, shared accountability, and renewed participation, this organization can, and will, do better.

Thank you for your continued commitment to the purebred and to the NFHR. We look forward to working alongside you in the year ahead.

With deep appreciation and resolve,

Executive Director and The NFHR Board of Directors
Norwegian Fjord Horse Registry