

Working Together...



**AMHA**

American Morgan  
Horse Association

**2014 Annual Report**

Preserving, Promoting  
and Perpetuating the  
Morgan Breed

## Table of Contents

President and Executive Director Messages .....	3
Board of Directors and Administration.....	4-5
AMHA Strategic Plan .....	6-7
Registry.....	8
Membership .....	10
Programs .....	11
Marketing & Communications .....	12
Publications .....	13
Affinity, Corporate, and Discipline Partners.....	14-15



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## Message from President Jeff Gove

Successfully navigating the challenging business climate this past year has been a team effort and I want to acknowledge all the hard work of the volunteer board members, trustees, staff, and general member volunteers.

### 2014 was a productive year for AMHA. I'm most proud of three things:

- Our continuing efforts to reduce the overall costs of horse ownership by lowering Association fees for Registry transactions, membership dues, etc.;
- Bringing the National Museum of the Morgan Horse under the care and direction of the Association;
- And the initial development of the new strategic plan with input from many members at large.

### It is my sincere hope that for 2015 we can:

- Refocus our Marketing & Promotion efforts and find the funds to enable us to implement these marketing efforts.
- Implement the strategic plan with a strong emphasis on the reformulation of the Board of Directors.

## Message from Executive Director Julie Broadway

Please take a few minutes to read the enclosed reports that highlight all the great things AMHA accomplished in 2014. I want to also share a few initiatives that are underway that we are extremely excited about:

### In 2014, AMHA & AMHECT received four grants from the USA Equestrian Trust:

1. Development of a home-schooling curriculum;
2. Youth program assessment;
3. Educational video series hosted by the Youth Adult Alliance;
4. Development of the online youth of the year contest and horsemastership badge program.

AMHA also was the recipient of a Leadership Champlain Business Project team, which will be focusing on development of a marketing plan for the National Museum of the Morgan Horse.

We look forward to sharing information about these as the projects are completed in the coming months. Thank you for your support of the Morgan horse.

## Mission, Vision, Core Values

### Mission

The American Morgan Horse Association exists to preserve, promote and perpetuate the Morgan breed.

### Vision

AMHA strives to be the global authority, a resource and educational forum, and advocate for Morgan horses and enthusiasts.

### Core Values

Stewardship; Embrace diversity; Accountability; Integrity; Transparency; Stability

## Governing Structure

### Members

Elect Board of Directors.

### Board Of Directors

Sets Association policy; Make, amend, repeal and enforce Association rules and regulations; Responsible for Association's activities and fiscal integrity.

### Standing Committee

Assist in ongoing review of key operations, including bylaws, finance and registry.

### Special/Working Committee

Assist with services and programs content to meet needs of the bulk of membership.

### Executive Director

Responsible for day-to-day operation and guidance of the Association; Implements policies adopted by the Board of Directors.



## 2014 Board Members

### Region 1

Sara Foy, Cindy Mugnier

### Region 2

Ann Scussell, Sharon Skelly

### Region 3

Amy Farley, Gayle Singer

### Region 4

Ling Fu Wylie (*Interim*)

### Region 5

Kristen Breyer  
(*Vice President, Central Region*)

### Region 6

Jonalyn Gwinup

### Region 7

Mari Sanderson  
(*Vice President, Western Region*)

### Region 8

Carol Fletcher-Churchill  
(*Vice President, Finance*)

### Region 9

Linnea S. Sidi

### Region 10

Diana Swanson  
(*Vice President, Eastern Region*)

### Directors-At-Large

Jeffrey Gove (*President*),  
Harry Sebring, Ling Fu Wylie

## Board of Directors

Each year the AMHA Board of Directors undergoes extensive governance training including presentations from legal, accounting, investment, insurance, government, and equine industry experts. The 2015-2017 AMHA strategic plan can be found on pages 6 and 7.

**AMHA governing structure includes four standing committees:** Bylaws, Registry, Finance and the Executive Committee. Twenty-six special/working committees with more than 150 volunteers.

## 10 Basic Responsibilities of the Board

1. Determine mission and purpose.
2. Select the chief executive.
3. Support and evaluate the chief executive.
4. Ensure effective planning.
5. Monitor and strengthen programs and services.
6. Ensure adequate financial resources.
7. Protect assets and provide proper financial oversight.
8. Build a competent Board.
9. Ensure legal and ethical integrity.
10. Enhance the organization's public standing.



## Administration

AMHA's administration works in conjunction with the AMHA Board of Directors to determine the focus and vision for the year. This is based on the strategic plan and takes into account emerging issues, new challenges, and opportunities affecting the equine community, breed associations, non-profits, and general business climate.

Administration encompasses budget/finance, human resources, retail, property management, risk management, and operations.

The staff strives to deliver excellent services and appreciates the amazing contributions of our volunteers.

## Our Mission

The American Morgan Horse Association exists to preserve, promote and perpetuate the Morgan breed.

## Staff Members

### Executive

Julie Broadway  
*Executive Director*

### Registry

Erica Eulau Richard  
*Registrar, IT*

Catherine LaBarre  
*Registry Representative*

Janet West  
*Registry Representative*

### Membership

Julie Dickie  
*Membership Development Specialist*

Christina Koliander  
*Communications Specialist*

Taylor Royals Wedge  
*Membership Services Coordinator*

### Publications

Stephen Kinney  
*Editorial Director*

Abbie Trexler  
*Associate Editor*

Kimberly Wilkinson  
*Graphic Designer*

Brooke Cote  
*Graphic Designer*

### Administration

Sheila Knight  
*Senior Accountant*

Tena Fraser  
*Shipping/Receiving*

### Museum

Helen Herold  
*Director*

Michelle Moye  
*Gallery Assistant*



## AMHA Strategic Plan 2015-2017

### AMHA CORE IDEOLOGY

**Core Purpose:** To celebrate and advocate for the Morgan horse

#### Core Values:

**Integrity:** Evidenced in ethical decisions, honest behavior, and transparency in all interactions; demonstrated by accountable stewardship that assumes responsibility for its actions.

**Fairness:** Evidenced in respect for every Morgan horse and the people who love them; demonstrated by guidelines and rules applied equally to all.

**Inclusivity:** Evidenced in supportive and accessible leadership; demonstrated by a welcoming environment that embraces diversity.

### GOALS, OBJECTIVES AND STRATEGIES

#### Goal: Participation and Engagement

*Morgan horse enthusiasts will be involved in equine activities.*

#### Objectives:

1. Increase positive perceptions of the Morgan breed, Morgan Association, and Morgan activities.
2. Decrease the financial obstacles to participation and ownership.
3. Lower the barriers to obtaining a Morgan.
4. Increase volunteer involvement at events and activities—competitive and non-competitive.

#### Strategies:

1. **(C)** Clarify and demonstrate the benefits of being involved in the Morgan breed/improve outreach potential members.
2. **(H)** Reassess committees and programs for viability and effectiveness/realign to task forces.
3. **(H)** Strengthen relationships with clubs within and outside the Morgan breed.
4. **(H)** Improve the quality and effectiveness of marketing.
5. **(M)** Explore and develop technology for easier participation.
6. **(M)** Explore and develop mentoring network.



## Goal: Breed

*The Morgan horse will become an American icon, recognized as the ideal partner for competition and recreational activities; maintaining its soundness, trainability and versatility.*

### Objectives:

1. Increase participation and expand base.
2. Increase the number of foals produced and registered.
3. Increase awareness and recognition of the Morgan's strengths and qualities.
4. Increase the number of entry level opportunities.

### Strategies:

1. **(H)** Redesign programs for industry/local outreach.
2. **(H)** Develop registration and breeding incentive programs.
3. **(H)** Explore and develop programs to assist professionals and identify how they can contribute to our industry.
4. **(H)** Evaluate and implement more entry level opportunities.
5. **(M)** Evaluate ways to increase the importance of the museum as an educational tool and as a receptacle of historic items and information.

## Goal: AMHA

*AMHA will achieve a financial position assuring stability and enabling capture of opportunity.*

### Objectives:

1. Increase AMHA's ability to successfully navigate a shifting economic environment.
2. Increase AMHA value and awareness of AMHA value to retain and grow membership.
3. Increase registrations and awareness of the value of registration.
4. Increase participation in association and association activities.

### Strategies:

1. **(C)** Evaluate new revenue sources—grants, fundraising, legacy donors, leverage current investments.
2. **(H)** Evaluate governance structure and staffing model.
3. **(H)** Explore outsourcing existing services and new service lines.
4. **(H)** Explore virtual operations and paperless operations.
5. **(H)** Evaluate member benefits, programs, subscriptions.

## Goal: Industry

*The Morgan industry will experience growth and prosperity.*

### Objectives:

1. Increase the number and variety of opportunities for Morgan participation in equine activities.
2. Increase the number, quality and influence of strategic partnerships.
3. Increase the number of branded Morgan consumers.

### Strategies:

1. **(C)** Evaluate potential strategic alliances and merger opportunities.
2. **(C)** Develop value proposition by target market.
3. **(H)** Develop and staff professional marketing plan.
4. **(H)** Explores ways to target niche markets, ie Amish, baby boomers, etc.
5. **(H)** Develop and recognize Morgans in all disciplines.
6. **(M/L)** Explore half-Morgan Registry.

<b>KEY:</b> <b>(C): Critical</b> <b>(H): High</b> <b>(M): Medium</b> <b>(M/L): Medium/Low</b>
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## 2014 Registry in Review

# 1,360

### Registrations

1,374 in 2013

-1.02% change

[In 2011 and 2012, the Morgan foal crop averaged approximately 1,200 foals]

# 29

### Reciprocity Registrations

51 in 2013

-43.14% change

# 3,207

### Transfers

2,894 in 2013

10.82% change

# 1,383

### Blood/ DNA Kits

1,379 in 2013

0.29% change

# 140

### Coat Color Tests

99 in 2013

41.41% change

## Registry

### Registry had several key events:

**In recognition of the high costs of breeding**, the declining number of live foals put on the ground each year, and the current requirement of DNA verification, the Semen Transport Permit requirement was removed effective June 1, 2014.

**The Summer Morgan Horse Transfer Sale**, effective June 1 through August 31, 2014, offered AMHA member and non-members the \$30 per horse to transfer a Morgan. Approximately 10 percent more Morgan transfers were recorded in 2014 compared to 2013.

**The Name Change fee** was lowered to \$150 from \$750 and the Name Changes Rules were amended to give horse owner's more flexibility.

**AMHA removed the gender boxes** from the Notice of Lease Agreement. Oftentimes this item was omitted, or the gelding date was not previously recorded and the application wasn't processed until the additional information was obtained.

*Approximately  
**10% MORE**  
Morgan transfers  
were recorded in  
2014 compared  
to 2013.*

### The Online Registry Database

was added as a free service for Standard, Premium, and Life AMHA members.

### A new registration fee schedule

was approved in September. These changes went into effect on January 1, 2015. AMHA has broadened the age range from 18-24 months to 18-60 months, giving owners an additional four and a half years to register their horse at the \$210 member fee; and lowered the top price by \$100 to \$310 for those horses over five years old. Registration fees include the DNA testing fee.

*The staff  
completed  
the paperwork on  
approximately  
**7,500**  
registry  
transactions.*





## National Museum

The **National Museum of the Morgan Horse** exists to educate the public about the Morgan horse, and to further that purpose by collecting, preserving, and making available for display and study original works of art, historical materials, volumes, manuscripts, and photographs.

**On August 1st, the Museum and its collections were acquired by the American Morgan Horse Association** from the American Morgan Horse Institute, who had previously operated the Museum for 26 years. Our “face to the world” remains constant—the Gallery and Gift Shop at 34 Main Street in Middlebury, Vermont, and the Archives which reside in Special Collections at Middlebury College—are in place and functioning as before. **The significant added resources of the AMHA systems, technology, and staff will help the Museum function more effectively** and be more aggressive with fundraising, community outreach, and volunteer opportunities.

**Attendance at NMMH** was approximately 1,600, with visitors from 30 states and England, Serbia, Australia, the Netherlands, Puerto Rico, South Africa, and Canada. The Museum had a presence at the New England Morgan Horse Show and the Grand National & World Championship Morgan Horse Show®. We were featured in the Young Adult Alliance (YAA) video series, and responded to numerous requests for historical information and research.

**Several significant items were donated to the Archives this year**, including original blankets from the 1850s belonging to the Black Hawk son, Washtenaw Chief.



**2014 Museum in Review**  
**1,600\***  
**Visitors**

**30 States, 8 Countries**  
\*Approximately

**Research Requests**  
100-150 per year

**Authored Articles**  
15 per year

**Additions to Archives**  
3 estates, about 12 single items





## Membership

AMHA is committed to serving the need of each of its membership, including more than 7,000 members in all 50 states and 29 countries throughout the world. In 2014, we made it our objective to listen to you and we implemented a new membership structure offering different levels to fit the level of participation among our Morgan horse enthusiasts. Plus, we added a well-received registry member benefit: free access to our online registry database.

**This new membership structure was successful, and we stabilized memberships.**

**In 2015 we remain committed to you** as we continue to reach out and offer member appreciation incentives. The Morgan horse is truly one of the most beautiful, versatile, and historically rich breeds in the world. We are proud of its past, present, and future. **Your membership support helps preserve, promote, and perpetuate the breed for generations to come.**

**Thank you for being a part of the Morgan breed.**

**6,027**  
**Member**  
**Accounts**

Approximately  
7,359 Members\*

## 2014 Statistics

*Individual Members: 3,116*  
*Business/Household*  
*Members: 1,332*  
*Youth Members: 619*  
*Youth Life Members: 417*  
*Life Members: 543*



## Programs

AMHA's Membership Department offers incentive programs designed to enhance our members' involvement with the breed.

### **The Champion Title program has become one of AMHA's most successful programs.**

Honoring Morgan show horses, the program as of this writing has more than 200 horses enrolled, with most of those having a CH (Champion) or GCH (Grand Champion) title.

**AMHA's Star Rating program** was revamped in 2013, with 3 Star Shows being allowed to qualify for Grand National if all criteria are met. In 2014, 35 shows applied for Star Rating status, up five shows from 2013. The most popular region was Region 3, with eight Star Rated shows, followed by Region 5 with six shows.

**AMHA's Silver Medal program** continues to be a strong youth program. In 2014, there were 331 participants at 50 shows, down 75 participants the previous year. Hunter Seat on the Flat is far and away the most popular division, with 170 participants, followed by Western Seat with 68. At the Grand National, 92 youth rode for the gold medal.

**The Youth of the Year Contest** continues to gain momentum each show season, with new competitors each year in both the local and regional contests.

**AMHA created its Ranch Horse Network™** in 2013. This new program highlights and helps promote the western/ranching life style. To date we have more than 70 farms enrolled in this program. This represents more than 1,100 Morgan horses using over 130,000 acres across the United States. We hope to get more enrollees and offer more incentives and benefits to the program.

## 2014 Program Statistics

### Pathways

Active members: 50

New members: 38

### Open Competition

Active member horses: 190

Active Junior Exhibitors: 22

New member horses: 50

(30 Lifetime)

### Horsemastership

Achievers: 53

### AMHA Medal Classes

Riders for silver: 331

Riders for gold: 92

### Youth of the Year

Shows to apply and report: 24

Senior Participants: 60

Junior Participants: 44

Walk/Trot Division

(12 & under): Participants: 65

Total Participants at Grand

National (Seniors only): 13

### Top Regionals By Show Entries

New England: 470

Gold Cup: 327

Jubilee: 245

New York: 243

### Star Rated Shows

4 Star: 14 shows

3 Star: 15 shows

2 Star: 1 shows

1 Star: 5 shows

### Champion Title

Grand Champion (GCH): 120

Champion (CH): 67

22 Enrollees pending titles

### Ranch Horse Network™

71 farms in 25 states  
and Canada



## 2014 Website Statistics

Annual website visits

# 236,665

Unique Visits: 112,657

Annual page views: 925,930

### Top 5 Pages Viewed

## Classified Ads

Stallion Service Auction Listings

Online Registry

Show Results

Latest News

### Top 5 Referring Sites

## Facebook

Global Email–Multiview

Morgan Grand National

Wikipedia

Ask.com

### Inquiries

# 127

 languages from 166 countries

### Top downloaded PDF Forms

## Registration Application

Membership Application

History PDF

Open Competition Guidelines

Stallion Service Report

### Devices

Desktop:

# 66.94%

Mobile: 21.27%

Tablet: 11.80%

## Marketing & Communications

AMHA's presence on Facebook is one that continues to grow each and every day under the name "Sharing Carrots."

**As of this writing, AMHA has more than 8,400 "likes," a growth of almost 2,000 in one year's time!** Daily posts of questions, news, comments, and photographs allow our fans to interact with AMHA and one another.

**AMHA's national presence** continued to thrive throughout 2014. News releases are posted on an almost daily basis on [www.morganhorse.com](http://www.morganhorse.com). In 2014, more than 400 releases were posted under "Latest News," averaging nearly 40 per month. Important press releases were sent out of house to 70 equine media outlets across the country. AMHA has continued its membership with the American Horse Publications, which allows two press releases each month to be distributed to its vast network of publications and associations.

**The Network** produced two issues in 2014, Summer and Winter, which was sent to all current members. The issues were paid for in part by funds from the United States Equestrian Federation's "Membership Incentive Grant Program."

**Probably one of the most significant changes for staff** with AMHA's communications in 2014 is related to the weekly newsletter. The newsletter is now designed and produced weekly by AMHA and sent through Constant Contact. Producing it in-house allows for a bit more flexibility of printing more up-to-date news. It is sent to more than 13,000 readers each Thursday morning.

**AMHA continues breed promotion through advertising** in *The Whip*, *Cowboys & Indians*, *Blaze*, *Fine Arts Guide*, *Equine Journal*, and many more equine journals.





## Publications

In 2014 feature writing at *The Morgan Horse* continued to reflect the diversity of the breed and it reflected very high standards of historic research and equine journalism. As evidence we would suggest readers refer to Kathryn Gallant's dramatic article about the Wolverton family's Morgans who were stars of Western movies; Brenda Tippin's encyclopedic research into the Morgans of author Laura Wilder Ingalls and the early years of Morgans showing at the Vermont State Fair; and Cheryl River Pratt's first person coverage of Morgans competing in World Champion Singles CDE in Europe. These articles are all archived in their entirety at [www.morganhorse.com/about/breed-magazine/archives](http://www.morganhorse.com/about/breed-magazine/archives).

In an equine journal like *The Morgan Horse*, advertising contributes both to the information and entertainment value of the magazine. It is gratifying to state that our issues were rich in advertising support from the Morgan community. Going to press nine times during the publishing season, we averaged 190 pages per issue, with 47 percent of those pages being paid advertising. We published two issues in the 400-page range.

There is good news that **circulation of the official breed journal remains stable**, reaching 2,825 households, up on average 100 households from 2013. An active goal for 2015 is to find ways to increase the number of member households that subscribe to the magazine.

The very diverse January 2015 issue of *The Morgan Horse* is available to attendees at the annual convention. We hope you will enjoy reading a copy, which illustrates our slogan that we are indeed **"Your ONE source for EVERYTHING Morgan."**



**2014 Statistics**  
 2,074 pages  
 190 pages average per issue  
 47% advertisement/  
 53% editorial ratio

## Affinity Partners

ACSIA Partners • Equisure, Inc. • Liberty Mutual • Foy Insurance • VPI Pet Insurance • Barn Upgrades • Constellation Energy • Dana's Doodles • Free Prescriptions Savings Card • myhorseforsale.com • Office Depot • Teleflora Flowers • Visa® Platinum Rewards Card • Avis Car Rental • Budget Car Rental • Enterprise • Hertz • CruisesOnly • Endless Vacation Rentals • Orlando Vacations • Go Ahead Tours • TNT Vacations • YTB Travel • Wyndham Hotels



## Corporate Partners

Merial • R.B. Powers Awards • SmartPak • Boehringer Ingelheim Vetmedica



## Discipline Colleagues

American Competitive Trail Horse Association • The American Driving Society • American Endurance Ride Conference • American Horse Council • The Carriage Driving Association of America • Equine Land Conservation Resource • Equus Foundation • National Pedigreed Livestock Council • PATH International • United States Dressage Federation • United States Equestrian Federation • United States Pony Club • Western Dressage Association • United States Hunter Jumper Association







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