

**Horses and Humans Research Foundation  
Strategic Plan  
2019-2021**

***Mission***

- Through sustained investment in rigorous research, HHRF serves as a catalyst to advance global knowledge of horse-human interactions and their impact on health and wellness.

***Vision***

- A world where the unique capacity of the horse to transform lives is universally understood and valued.

***Values***

- **CARE:** Committed to the mental and physical well-being of the horse through kindness and empathy
- **ACCOUNTABILITY:** Ensuring wise and efficient use of resources; Upholding highest level of transparency in all dealings; Committed to consistent, open communications with our stakeholders
- **RESPECT:** Guided by the highest ethical and professional standards as they relate to humans and equine research; Embracing diversity, integrity and mutual respect as paramount in all activities, business management and personal interactions
- **EXCELLENCE:** Driven to facilitate and support the highest caliber of competitively selected scientific research; Strive for creative solutions, originality and innovation; Rigorous and unbiased pursuit and transmission of new knowledge through research; Cooperation, collaboration and teamwork in achieving our mission

***Goals***

***Expand the impact of research***

- Get the science to the barn
- Develop and expand the leadership role of the Scientific Advisory Council
- Grant application, review, and follow up process will be rigorously reviewed and updated, including questions as to alignment with our core values
- Train the Scientific Advisory Committee on our core values

***Increase investment in visionary research***

- Expand size and reach of the endowment fund
- Diversify and expand the donor base, including through social media
- Increase support from foundations and corporations

***Facilitate collaborative partnerships to further mission***

- Partner with organizations such as universities, healthcare organizations, professional organizations, advocacy groups, and breed, discipline, and equestrian groups

### ***Educate to fulfill vision***

- Develop the Education Proposal
  - Develop a sustainable, consistent social media plan
  - Evaluate HHRF website for updating
- Create educational materials for partners and other stakeholders, as needed
- Provide training to HHRF board and committee members on annual focus area, e.g. trauma for 2020
- Participate in industry events
- Explore feasibility of facilitating / hosting industry event

### ***Ensure HHRF's continued sustainability***

- Improving the effectiveness and accountability of all HHRF committees
- Create a fundraising campaign for operational expenses

### ***Tactical Implementation***

<u>Goal</u>	<u>Responsibility</u>	<u>Timeline</u>	<u>Metric</u>
<b><i>Expand the impact of research</i></b>			
<b>Develop and expand the leadership role of the Scientific Advisory Council</b>	Chair of Scientific Advisory Committee / Council	January 2020	Populate the Scientific Advisory Committee with a minimum of three people
<b>Grant application, review, and follow-up process will be rigorously reviewed and updated</b>	Chair of Scientific Advisory Committee / Council	May 2020	Update the grant application, review, and follow-up process
		May 2020	Draft and include in grant applications questions as to how the research proposal aligns with HHRF values
<b>Train the Scientific Advisory Council on HHRF values</b>	Education Committee	August 2020	Provide training to the Scientific Advisory Council on

			HHRF values
<b><i>Increase investment in visionary research</i></b>			
<b>Expand size and reach of the endowment fund</b>	Ken Boyden Development Committee	December 2020	Expand to \$200K
		December 2021	Expand to \$400K
		December 2022	Expand to \$1M
<b>Diversify and expand the donor base</b>	Development Committee	October 17, 2020	Build an email campaign for Founders' Day
		December 2020	Increase donor base by 10%
<b>Increase support from foundations and corporations</b>	Development Committee	December 2020	Develop a plan to increase support from foundations and corporations
<b><i>Facilitate collaborative partnerships to further mission</i></b>			
<b>Create a strategic approach for partnerships with various organizations</b>	Vickie Mudra	June 2020	Create talking points (elevator pitch) / board training for approaching potential partners
<b><i>Educate to fulfill vision</i></b>			
<b>Develop the Education Proposal</b>	Education Committee	January 2020	Develop the Education Proposal
	TBD (depending on Education Proposal)	TBD (depending on Education Proposal)	Provide training to HHRF board and committee members on annual focus area, e.g. trauma for 2020
	TBD	As needed	Provide training to HHRF Board members on topics of interest, on an as-needed basis

<b>Develop a sustainable, consistent social media plan</b>	Education Committee	June 2020	Develop a sustainable, consistent social media plan
<b>Evaluate HHRF website for updating</b>	Education Committee	On-going	Post revisions on HHRF website
<b>Create educational materials for partners and other stakeholders</b>	Education Committee	As needed	Create educational materials for partners and other stakeholders
<b>Plan participation in industry events</b>	Education Committee	January 2020	Develop and maintain a spreadsheet of industry events in which HHRF can participate
<b>Explore feasibility of facilitating / hosting industry event</b>	Education Committee	March 2020	Draft feasibility of facilitating / hosting industry event (projected for 2021)
<b><i>Ensure HHRF's continued sustainability</i></b>			
<b>Improving the effectiveness and accountability of all HHRF committees</b>	Committee Chairs	January 2020	Create goals for each committee at the beginning of the year, with report at the end of the year
<b>Explore new, non-philanthropic revenue streams to support operational expenses</b>	Finance Committee	June 2020	Explore new, non-philanthropic revenue streams to support operational expenses