

McCormick Research Institute Strategic Plan



Vision

McCormick aims to reduce suicide rates among Veterans and strengthen families who include an individual with special needs by expanding access to effective equine-assisted therapies worldwide.

The organization works towards this goal while delivering the highest quality of equine-assisted therapies locally, conducting research in partnership with local hospitals and universities, and disseminating knowledge to industry practitioners and investors.

Mission

The McCormick Research Institute serves individuals with special needs and Veterans struggling with PTSD in programs known respectively as Heavenly Hooves and Horses & Heroes.

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Strategic Plan Snapshot

	KRA's Key Result Areas	CSF's Goals – Critical Success Factors	STRATEGIES 3 YEARS (2017-2019)	ACTIONS & MEASUREMENTS 2017	OWNER/S
Our Mission The McCormick Research Institute serves individuals with special needs and Veterans struggling with PTSD in programs known respectively as Heavenly Hooves and Horses & Heroes.	<u>Vision and Growth Initiatives</u>	<i>Growth of programs at a pace that enables the organization to become sustainable and achieve its vision</i>	<ul style="list-style-type: none"> Strengthen relationships with VA, policy makers, funders, industry partners Build scalable programs & sustainable revenue streams 	<ul style="list-style-type: none"> Complete H & H curriculum (except Wordsmith Resource & CBT Strategy sections) Identify how to navigate through with VA for adoption of H&H Curriculum Strengthen relationships with VA contacts – B. McDonald, Lippert & VA Martha Renew partnership with UCP & revisit Camaraderie Foundation Identify ways to get paid for Veterans counseling Host 4 Veterans workshop series, 1 UCF Med class & 1 pilot EAL class 	Joanne/Caity/Dr.M Thomasa/Eric Thomasa/Eric Thomasa/Eric/Kell Thomasa/Joanne Caity/Kelli
	<u>Results-Focused Management</u>	<i>Management that governs and develops results-based programs that are effective, efficient, and create measureable impact</i>	<ul style="list-style-type: none"> Results are regularly tracked, evaluated & reported in light of targeted outcomes Solid grasp of opportunities/challenges addressed with a strategic plan Reflective learning to address mistakes 	<ul style="list-style-type: none"> Conduct customer satisfaction and impact assessments with 90% satisfaction Record participation numbers in all activities Adjust Strategic Plan initiatives according to prior year measurements & results by 10/31 Facilitate a minimum of two annual strategic plan committee meetings Board measures McCormick 90% performance + in “8 Areas of Non-Profit Excellence” 	Marcy / Caity Marcy / Caity Kelli Kelli
	<u>Governance</u>	<i>Knowledgeable and engaged Board of Directors helping move the organization forward</i>	<ul style="list-style-type: none"> Engage board members Ensure familiarity with M/V/SPlan Significant stewardship of BMbrs Attract appropriate board members 	<ul style="list-style-type: none"> Create Sales & Mktg Committee:4 new event sponsors, improved collateral & PR Add board member with VA expertise Court & recruit 6 new board members-strategically selected for 2018 <ul style="list-style-type: none"> Local Networkers, National Networkers, Research Expertise, Business Dev. 	Kelli/Wendi/LJ Thomasa Thomasa/DS Strategic Comm.
Our Vision McCormick aims to reduce suicide rates among Veterans and strengthen families who include an individual with special needs by expanding access to effective equine-assisted therapies worldwide.	<u>Staff</u>	<i>Enough staff with the right skills & right attitude in the right position</i>	<ul style="list-style-type: none"> Recruit and develop right talent Balance workloads Encourage prof. development Leadership actively mentors staff 	<ul style="list-style-type: none"> Identify, plan, add to team to support growth: local stewardship, #'s, Marketing Staff raises \$1,000 new contributions onsite Pass the baton / train to staff assuming new tasks Staff Engagement – know vision & goals, increased accolades, monthly 2-hour meeting Staff Creates a written Guest Culture Strategy 	Strategic Comm. Amy, Caity, Mcy Thomasa et al Kelli Kelli/Caity/Mcy
	<u>Fundraising/ Financial Resources</u>	<i>Adequate financial resources to move strategic plan forward at a healthy pace</i>	<ul style="list-style-type: none"> Diversify fundraising strategies Strengthen donor trust and partnership Clearly convey investible opportunities Evaluate UBI opportunities Increase economies of scale 	<ul style="list-style-type: none"> Submit 7 grants in 2017 Mail thank yous within 10 working days of receiving every gift Book & deliver 8 speaking engagements (workplace giving, lunch & learns, Rotary etc) Maintain and publish current list of needs and with attached value/cost Identify & develop new revenue stream opportunities 	Thomasa Thomasa/Beth Kelli/Thomasa Kelli/Thomasa Kelli
	<u>Communications & Information Technology</u>	<i>Mission, vision, values, brand, IT essence conveyed in a way that is well-defined, appealing, and timely</i>	<ul style="list-style-type: none"> Provide appealing, clear messaging showcasing niche and credibility Expert internal M/V/SP knowledge Useful IT, public relations/social media in order to be relevant and connected 	<ul style="list-style-type: none"> Website has forms that are both downloadable & able to be completed online Website has easy and operable way to pay online & register for events Dynamic items on the page always current, no greater than 1 week delay Engage volunteers & participants to sign up online Finalize & bind timeless Volunteer Handbook All tv screens projecting information continuously by 5/31/17 	Kelli Kelli Kelli M/A/C Kelli Kelli
Our Values Gratitude Integrity Excellence Collaboration Transparency Access and Inclusion Character Development Innovation and Research Community & Connection Integrity & Accountability Belief in the Grace, Hope, Purpose and Power Available Through Relationship with God	<u>Systems</u>	<i>Up to date, accurate, scalable systems providing order, accessibility, & efficiency</i>	<ul style="list-style-type: none"> Standardize and organize forms, records, & processes Provide real-time data Design scalable systems 	<ul style="list-style-type: none"> Hold staff accountable for assigned records & purging with annual August audit P & L and A/R reviewed and corrected for errors within 1 week of each 1/4 close Manage accounting so that real-time data is available & accurate Send Past Dues January, February, June & July, and write off bad debt 3/31 Generate “No Service” letters & list March 31st & August 31st Complete primary Quickbooks reports for analysis 	Kelli/Beth Kelli Beth Beth Thomasa
	<u>Tools</u>	<i>Ample tools to conduct mission and scale operations towards vision in a safe, professional, efficient manner</i>	<ul style="list-style-type: none"> Increase capacity Understand equipment and horse needs and manage to meet needs 	<ul style="list-style-type: none"> Wish list up to date and open to public (web & portrait) Strengthen relationship with county and get parking lot paved Seek funding for fencing, paving, footing, 3 sheds, concrete and bleachers 	Kelli Mark/DS&TS Thomasa
	<u>Transparency</u>	<i>Full disclosure & accountability to maintain trust, guide donors, & encourage charitable giving</i>	<ul style="list-style-type: none"> Have highest industry endorsements Provide current organizational information in public domain Provide current organizational information to board, donors and staff 	<ul style="list-style-type: none"> Prepare for and undergo 6/5 PATH accreditation process Update and publish online (2 places) annual report & portrait by 6/1/2017, & 10/31 annually Provide board and staff with final annual report within 1st quarter Initiate annual audit by 4/1 & 990 by 6/1 Update Strategic Plan + Goals Report by 10/31; deliver Annual & Strat. Report to donors by 11/15 	Kelli Kelli Kelli Thomasa Kelli/Thomasa
	<u>Program Services</u>	<i>Program services offered at the right price in the right way to achieve the right impact</i>	<ul style="list-style-type: none"> Offer services at the right price Bill and collect on time Deliver impactful services Increase (internal) community engagement 	<ul style="list-style-type: none"> Summer Camp Book Completed by 6/1 Special Olympics / Horse Show Book Completed 12/31 Music always playing in common areas Using Volgistics information to strengthen volunteer & donor program 	Marcy Marcy Jess/AL/AS Amy/Kelli

Vision and Growth Initiatives

Growth of programs at a pace that enables the organization to become sustainable & achieve its vision

Strategies

Strengthen relationships with VA, policy makers, researchers, funders, industry leaders
Build scalable programs & sustainable revenue streams

Actions – Measures - Owner/s

2017 Tasks

- | | |
|---|------------------------|
| <input type="checkbox"/> Complete H & H curriculum with exception of Wordsmith Resource & CBT Strategy sections | Joanne/Caity/Dr.Monroe |
| <input type="checkbox"/> Identify how to navigate through with VA for adoption of H&H Curriculum | Thomasa/Eric |
| <input type="checkbox"/> Strengthen relationships with VA contacts – B. McDonald, Lippert & VA Martha | Thomasa/Eric |
| <input type="checkbox"/> Establish relationship with Camaraderie Foundation | Thomasa/Eric |
| <input type="checkbox"/> Renew partnership with UCP | Thomasa/Kelli |
| <input type="checkbox"/> Identify ways to get paid for Veterans counseling | Thomasa/Joanne |
| <input type="checkbox"/> Host 4 Veterans research workshop series | Caity |
| <input type="checkbox"/> Host 1 UCF Med class | Caity |
| <input type="checkbox"/> Host one pilot EAL class | Kelli |

2018 Tasks

- | | |
|--|--------------------|
| <input type="checkbox"/> Identify a 5/8 VA employee to be part of 2018 Magic Bullet Study | Thomasa/Dr.Monroe |
| <input type="checkbox"/> Secure funding/grant for 2019 Magic Bullet study at McCormick | Thomasa |
| <input type="checkbox"/> Develop 3 curriculums | |
| <input type="checkbox"/> Complete H & H curriculum with Wordsmith Resource & CBT Strategy Section by 12/31 | Thomasa/Dr.Wharton |
| <input type="checkbox"/> ½ day Team Building Workshop for Students & Continuing Education | Thomasa/Dr.Monroe |
| <input type="checkbox"/> Full day Continuing Education Workshop for Professionals | Thomasa/Dr.Monroe |
| <input type="checkbox"/> Host two new revenue producing workshops by 12/31 | Thomasa |

2019 Tasks

- | | |
|--|---------------|
| <input type="checkbox"/> Conduct Magic Bullet Study aiming for VA adoption | Thomasa |
| <input type="checkbox"/> If needed, secure funding for 2020 Magic Bullet Replication study | Thomasa |
| <input type="checkbox"/> Identify & train industry partners in preparation for 2020 Magic Bullet Replication Study | Thomasa |
| <input type="checkbox"/> Develop 4 new curriculums: | |
| <input type="checkbox"/> 2 Day Corporate Retreat | Thomasa |
| <input type="checkbox"/> Strictly experiential: Leadership, teamwork, Emot. Intell | |
| <input type="checkbox"/> Experiential & Planning Facilitated by Thomasa | |
| <input type="checkbox"/> 3 Day Corporate Retreat with Jarek Robbins | Thomasa/Jarek |
| <input type="checkbox"/> Experiential Only: Leadership, teamwork, Emot. Intell | |
| <input type="checkbox"/> Experiential & Strategic Planning Facilitated by Jarek | |
| <input type="checkbox"/> 5 Day Youth Empowerment Conference with Thomasa & Jarek | Thomasa/Jarek |
| <input type="checkbox"/> Path Industry Certification Program | Kelli |

2020 & 2021 Tasks

- | | |
|--|---------------|
| <input type="checkbox"/> Complete Magic Bullet Replication Study with industry partners | Thomasa |
| <input type="checkbox"/> Create online revenue-producing programs: Parenting, AA, W.Loss, PTSD, Spiritual Maturity | Thomasa |
| <input type="checkbox"/> Begin offering Magic Bullet Curriculum Certification Programs | Thomasa/Caity |

Governance

Knowledgeable and engaged Board of Directors helping move the organization forward

Strategies

Add board members who are connected, have specialized knowledge, & financially contribute.

Significant stewardship of all members

Ensure familiarity with M/V/SP

Engage board members

Actions, Measures, Owner/s

2017 Tasks

- Create Sales & Mktg Committee who brings at least 4 new event sponsors, improved collateral & PR Kelli/Wendi/Lovejoy
- Add board member with VA expertise: Bob McDonald? Thomasa
- Court & recruit 6 new board members-strategically selected for 2018
 - Local Networkers: RWalsh, Marchena, Lovejoy, Ask Southern Strategies, Brewer & Genean Thomasa
 - National Networkers: Lippert, Seay Domingo
 - Research Expertise: Jim Whitworth?, Rollins? Strat. Plan Committee
 - Corporate Connections/ Bus. Dev. Expertise: ???, Terry T.? Strat. Plan Committee

2018 Tasks

- Create and teach board member “elevator speech” with 100% knowing spiel Thomasa
- Steward three active committee chairs who meet 2x/year minimum:
 - Local Networkers & Corporate Connections: Wendi/Lovejoy Kelli
 - National Networkers: Seay/McDonald Thomasa/Domingo
 - Grant & Research Drivers: Chip, ? Chip

Staff

Enough staff with the right skills & right attitude in the right position

Strategies

Leadership actively mentors staff
Recruit and develop right talent
Encourage prof. development
Balance workloads

Actions, Measures, Owner/s

2017 Tasks

- | | | |
|---|--------------------------------|-------------------|
| <input type="checkbox"/> Identify, add, plan, and/or redesign executive team to support growth: Local Fundraising, #'s, Marketing | | Strat. Plan Comm. |
| <input type="checkbox"/> Pass the baton / train: CFO/Entrepreneur, Sales & Mktg | | Thomasa et al |
| • Exec.: Financial oversight, collections, analysis, reporting, 990 | Kelli + #'s specialist | |
| • Exec.: Developing revenue streams: design & implement | Kelli + #'s specialist | |
| • Exec/Mktg: Grant Reporting / Annual & CFF Guidestar Report / St. Plan Report | Kelli + #'s specialist | |
| • Mktg: Video mgmt & production:UCF, Full Sail | Kelli + Sales & Mktg Committee | |
| • Mktg: Creating printed materials (Moody) | Sales & Mktg Committee | |
| • Mktgish: Special Event Planning & Coordination | Sales & Mktg Committee | |
| • Mktg: Recruiting participants | Eric | |
| • \$ Dev: Hosting local donors & small donor coordination | Kelli | |
| • \$ Dev: Grass Roots: Annual Event, Annual Ask Fundraising | Sales & Mktg Committee | |
| • Admin.: Pre & Post fundraising support | Kelli & Beth | |
| • Admin.: Compliance (Efficient Systems & Clean Folders, Insurances, reports) | Kelli | |
| <input type="checkbox"/> Staff raises \$1,000 new donations onsite | | Amy/Marcy/Caity |
| <input type="checkbox"/> Staff Engagement – know vision & goals, increased accolades, monthly 2-hour meetings | | Kelli |
| <input type="checkbox"/> Staff Creates a written Guest Culture Strategy | | Kelli/Caity/Marcy |

2018 Tasks

- | | | |
|--|--|-----------------|
| <input type="checkbox"/> Staff Implements Guest Culture Initiative | | Kelli/Thomasa 7 |
|--|--|-----------------|

Fundraising/Financial Resources

Adequate financial resources to move strategic plan forward at a healthy pace

Strategies

Clearly convey investible opportunities
Strengthen donor trust and partnership
Diversify fundraising strategies
Evaluate UBI opportunities
Increase economies of scale

Actions, Measures, Owner/s

2017 Tasks

- | | |
|---|---------------|
| <input type="checkbox"/> Submit 7 grants in 2017 (Morse, Jarrard, USAA, Osc. Cty, SCCC, Duke, +) | Thomasa |
| <input type="checkbox"/> Mail thank yous within 10 working days of receiving every gift | Thomasa/Beth |
| <input type="checkbox"/> Book & Deliver 8 PR visits for T with (workplace giving, L & Learns, Rotary) | Kelli/Thomasa |
| <input type="checkbox"/> Maintain and publish list of needs and with attached value/cost | Thomasa/Kelli |
| <input type="checkbox"/> Identify & develop new revenue stream opportunities | Kelli |

2018 Tasks

- | | |
|---|-----------------|
| <input type="checkbox"/> Approach VA Vendors for donations | Thomasa |
| <input type="checkbox"/> Engage with ranching families for donations | Thomasa |
| <input type="checkbox"/> Meet Neil Euliano (Veterans Enthusiast) | Thomasa |
| <input type="checkbox"/> Create prospecting/fundraising plan | Thomasa & Board |
| <input type="checkbox"/> Increase number of org./groups hosting events for us | Thomasa/Kelli |
| <input type="checkbox"/> Implement new revenue stream | Kelli |

Communications & IT

Mission, vision, values, brand, IT essence conveyed in a way that is well-defined, appealing, timely providing order, accessibility, & efficiency

Strategies

Active public relations & social media in order to be relevant and connected
Provide appealing, clear messaging showcasing niche and credibility
Expert internal M/V/SP knowledge
Employ user-friendly IT systems

Actions, Measures, Owner/s

2017 Tasks

- | | |
|---|----------------------------|
| <input type="checkbox"/> Website has forms that are both downloadable & able to be completed online | Kelli |
| <input type="checkbox"/> Website has easy and operable way to pay/give online & register for events | Kelli |
| <input type="checkbox"/> Dynamic items on the page always current, no greater than 1 week delay with changes. Includes: | Kelli |
| Research page | Sponsors page (with logos) |
| Wish list | Class schedules |
| Calendars | Research publications |
| Photo/video galleries | Volunteer handbook |
| Board of Directors | Annual report |
| Strategic plan | |
| <input type="checkbox"/> Engage volunteers & participants to sign up online | M/A/C |
| <input type="checkbox"/> Finalize nice, bound, timeless Volunteer Handbook | Kelli |
| <input type="checkbox"/> All tv screens projecting information continuously by 5/31/17 | Kelli |

2018 Tasks

- | | |
|--|--------|
| <input type="checkbox"/> Create sophisticated PR packet and collateral material that clearly conveys mission, vision, values, programs, brand essence, needs, transparency | Kelli? |
|--|--------|

Systems & Accounting

Up to date, accurate, scalable systems

Strategies

Standardize and organize forms, records, & processes

Design scalable systems

Provide real-time data

Actions, Measures, Owner/s

2017 Tasks

- | | |
|--|-------------|
| <input type="checkbox"/> Hold staff accountable for assigned records & purging with annual August audit | Kelli/Marcy |
| <input type="checkbox"/> Manage accounting so that real-time data is available & accurate | Beth |
| <input type="checkbox"/> P & L and A/R reviewed and corrected for errors within 1 week of each 1/4 close | Kelli |
| <input type="checkbox"/> Send Past Dues January, February, June & July | Beth |
| <input type="checkbox"/> Generate “No Service” letters & list March 31 st & August 31 st | Beth |
| <input type="checkbox"/> Review A/R and write off anticipated bad debt by March 31 st | Beth |
| <input type="checkbox"/> Complete primary Quickbooks reports for analysis | Thomasa |

2018 Tasks

- | | |
|--|---|
| <input type="checkbox"/> Financial data easily generated for grant applications, reports, and analysis | ? |
| <input type="checkbox"/> Cost allocation reviewed and up to date on all “products” | ? |

Tools

Ample tools to conduct mission, and scale operations towards vision in a safe, professional, efficient manner

Strategies

Understand equipment and horse needs and manage to meet needs
Increase capacity

Actions, Measures, Owner/s

2017 Tasks

- Wish list up to date and open to public
- Strengthen relationship with county and get parking lot paved
- Seek funding for fencing, paving, footing, 3 sheds, concrete and bleachers

Kelli
Mark/Domingo/Thomasa
Thomasa

2018 & Beyond Tasks

- Get funding to build space for training rooms
- Get funding for additional covering for larger arena

Thomasa
Thomasa

Transparency

Full disclosure & accountability to maintain trust, guide donors, & encourage charitable giving

Strategies

Provide current organizational information to board, donors and staff

Provide current organizational information in public domain

Have highest industry endorsements

Actions, Measures, Owner/s

Transparency

Tasks

- | | |
|---|---------------|
| <input type="checkbox"/> Prepare for and undergo 6/5 PATH accreditation process | Kelli |
| <input type="checkbox"/> Update and publish annual report & portrait (2 places) by 6/1/2017, & 10/31 annually | Kelli |
| <input type="checkbox"/> Provide board and staff with final annual report within 1 st quarter | Kelli |
| <input type="checkbox"/> Initiate annual audit by 4/1 | Thomasa |
| <input type="checkbox"/> Initiate annual 990 by 6/1 | Thomasa |
| <input type="checkbox"/> Update Strategic Plan, & Strategic Goals Report by 10/31 | Kelli/Thomasa |
| <input type="checkbox"/> Deliver Annual Report + updated Strategic Plan to all active donors by 11/15 | Thomasa |

Results Focused Management

Management that governs and develops results-based programs that are effective, efficient, and create measureable impact

Strategies

Results are regularly tracked, evaluated & reported in light of targeted outcomes
Solid grasp of opportunities/challenges addressed with a strategic plan
Reflective learning to address mistakes

Actions, Measures, Owner/s

Tasks

- | | |
|--|---------------|
| <input type="checkbox"/> Conduct customer satisfaction and impact assessments with 90% satisfaction | Marcy / Caity |
| <input type="checkbox"/> Record participation numbers in all activities | Marcy/Caity |
| <input type="checkbox"/> Adjust Strategic Plan initiatives according to prior year measurements & results | Kelli |
| <input type="checkbox"/> Facilitate a minimum of two annual strategic plan committee meetings | Kelli |
| <input type="checkbox"/> Measure organization by “8 Areas of Non-Profit Excellence” & board rates
organization at performing 90% or above | Kelli |

Program Services

Programs offered at the right price in the right way to achieve the right impact

Strategies

- Increase (internal) community engagement
- Offer services at the right price
- Deliver impactful services
- Bill and collect on time

Actions, Measures, Owner/s

2017 Tasks

- | | |
|---|----------------|
| <input type="checkbox"/> Summer Camp Book Completed by 6/1 | Marcy |
| <input type="checkbox"/> Special Olympics / Horse Show Book Completed 12/31 | Marcy |
| <input type="checkbox"/> Music always playing in common areas | Jess/Amy/Angie |
| <input type="checkbox"/> Using Volgistics information to strengthen volunteer program | Amy |

2018 Tasks

- | | |
|---|-------|
| <input type="checkbox"/> Facilitate client interviews/surveys to access impact | Kelli |
| <input type="checkbox"/> Increase FB friends by 100% - Invite all vol, participants, staff, board, donors to FB | Kelli |

Program Descriptions

Heavenly Hooves

Recreational Activities

Participants can enjoy therapeutic riding activities, driving horse-drawn carriages, or even a hospital visit! Therapeutic riding instruction is provided by a certified therapeutic riding instructor and is designed to improve balance, coordination, communication, focus, flexibility, and muscular strength. Driving is often a great alternative for those in wheel chairs or too timid to begin riding. When you can't come to us, we come to you! Our ponies are regular visitors at local children's hospitals.

Therapeutic Services

Participants who have been prescribed occupational, physical, speech, mental health treatments enjoy the experience with their health professional and the help of a horse! Clients engage in mounted therapies as well as conventional treatment methods. This approach is often referred to as Hippotherapy. Chaplain services available as well.

Horses and Heroes

Recreational Activities

Horses help Veterans reconnect in a foreign world and rediscover a sense of purpose. A certified therapeutic riding instructor facilitates group sessions that include both mounted activities and ground work.

The Horses and Heroes Drill team showcases Veterans at various rodeos and events. Veterans who have completed extensive riding instruction and ten Group Counseling Workshops can apply to join the Drill Team.

Therapeutic Services

Group and individual counseling sessions are available to Veterans diagnosed with PTSD. A licensed mental health professional utilizes horses as a therapeutic tool to support the clients goals. Participants engage in both groundwork and mounted activities. Program activities are designed to improve mental health and foster successful relationships in a civilian society. Chaplain services available as well.

Research

The McCormick Research Institute is driven by a theory of change. Traditional treatments often come in the form of a pill, but a powerful remedy promises a cure that can be found upon four legs. In partnership with the University of Central Florida School of Medicine, evidence-based research is conducted with the goal of producing research, identifying best practices, and designing the most impactful treatments for Veterans struggling with PTSD and individuals with autism.

Autism and Equine-Assisted Therapies

Medication is sometimes prescribed for people with Autism, but mostly to control symptoms like hyperactivity and seizures. While there is no known cure for this disorder, researchers suspect that equine-assisted therapies may be a highly beneficial treatment programs for individuals with autism. A horse's fuzzy muzzle stimulates the tactile senses and the rhythmic movement of a horse inspires a rider to focus and improve motor skills. Horses engage social interaction, calm and soothe timid individuals, and inspire children to make eye contact, perhaps for the very first time.

Veterans and Equine-Assisted Therapies

The suicidal rates among Veterans are a loud cry for more effective treatments for those who served our nation. Promising equine-assisted therapies are studied in an effort to identify practices that may help Veterans rediscover hope and reintegrate into civilian living.

Education

Education

Educational offerings include communication and bedside skills for UCF College of Medicine students, UCF cross-disciplinary classes, continuing education for industry and health professionals, and corporate retreats.

Departmental Chart/Growth Initiatives Illustration

Yellow Indicates Areas of Growth

