

Earlham College Equestrian Program Policies

Last Modified April 2019

The Earlham College Equestrian Program is proud to be the only entirely student-run equestrian program in the nation. As such, the program is governed by the standards and policies set by the Equestrian Co-op in adherence to the policies and governance documents established by Earlham College. The following policies were established by previously by the Equestrian Co-op, and govern the Equestrian Program and all of its members, unless an exemption or change is determined necessary by the Barn Staff and/or consented upon by the Equestrian Co-op.

These policies must be followed at all times by co-op members, any person on the property of Earlham College Stables, and at all co-op related meetings, functions, and events. However, in extenuating, extreme and/or rare circumstances Barn Staff may determine that an exception to any of these policies is necessary.

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Accessibility of Information Policy

Purpose

It would be unreasonable to expect people to abide by policies that they do not have access to peruse, and the Earlham College Equestrian Program cannot grow without thoughtful exposure.

Policy

1. It is the responsibility of Barn Staff and/or an appointed committee of co-op members to ensure that updated, current versions of these policies and the Governance document are posted in the barn and on the Earlham College Stables website at all times and are otherwise accessible to anyone who wishes to view them.
2. It is the responsibility of Barn Staff and/or an appointed committee of co-op members to ensure that current, accurate phone numbers for Earlham College's veterinarian, farrier, public safety, maintenance, and Barn Staff are posted in a visible area in the barn at all times.
 - a. It is strongly encouraged that Barn Staff post a contact list of co-op members.
3. It is the responsibility of Barn Staff and/or an appointed committee of co-op members to ensure that the Earlham College Stables website is up-to-date, accurate, and sufficiently detailed.
 - a. It is especially critical that Barn Staff ensures that the current Barn Staff with current contact information is listed on the website.

4. It is the responsibility of Barn Staff to keep a current, signed copy of the Memorandum of Understanding (MoU) in the barn.

Assistants' Course Policy

Purpose

The Equestrian co-op is a unique program, thus requires a training period regardless of background or horse knowledge. Two mandatory semester-long classes, Introduction to Equine Studies and Leadership and Barn Management, aim to introduce newcomers into the program by teaching horse knowledge, responsible participation, and the co-op community standards. These courses strive to mitigate hierarchy based on horse knowledge and/or past experience by ensuring each individual has the knowledge to recognize their value as a co-op member and therefore be a fully participating member of the co-op in every aspect.

Policy

1. Vocabulary
 - a. An “assistant” derives from the previous title of these courses, “the Assistants’ Course” and is defined as a co-op member in their first year of co-op membership and taking either Introduction to Equine Studies or Leadership and Barn Management.
 - b. “Introduction to Equine Studies” (previously “Assistants’ Course I) is the first semester/fall semester course.
 - c. “Leadership and Barn Management” (previously “Assistants’ Course II) is the second semester/spring semester course that is required for all first year co-op members and is a prerequisite for becoming a shift and lesson instructor.
 - d. Incoming co-op members are required to take both Introduction to Equine Studies and Leadership and Barn Management **regardless of previous horse experience**. Incoming student boarders are required to become co-op members and as such must take Introduction to Equine Studies and Leadership and Barn Management to be considered for boarding.
 - e. Passing both Introduction to Equine Studies and Leadership and Barn Management is a prerequisite to becoming a shift instructor, lesson instructor, and Barn Staff member.
 - i. In the event that a second semester co-op member applies for Barn Staff, they may be considered if they are currently enrolled in the Leadership and Barn Management course, pending successful completion.
2. Meeting times
 - a. Both Introduction to Equine Studies and Leadership and Barn Management meet once per week for two hours.
3. Material
 - a. Introduction to Equine Studies
 - i. Introduction to the program

- ii. How to safely carry out the duties of a work shift (see Shift Policy)
 - iii. Basic horse care
 - b. Leadership and Barn Management
 - i. How to be effective and safe lesson and shift instructors
 - ii. Leadership in the Barn
 - iii. Advanced horse care
 - iv. Handling barn emergencies
- 4. Assessments and Assignments
 - a. A faculty member selected by the instructors and Barn Staff may assist the instructors in syllabus writing, attendance, participation, etc. The faculty will not be in charge of assigning material.
 - b. Assistants reserve the right for any assignment to be cross-examined by the allocated faculty. While faculty may critique content, they may not change the materials. Faculty may compare student work to determine the fairness of grading between students.
 - c. Completion of the course is dependent on both satisfactory completion of course assignments, attendance to weekly course meetings, and completion of seven riding lessons either as a student or lesson assistant.
- 5. Credits
 - a. Introduction to Equine Studies and Leadership and Barn Management are two separate AWPE courses. Completing both courses fulfills half of Earlham's Wellness requirement.
- 6. Privileges
 - a. While enrolled in Introduction to Equine Studies:
 - i. Assistants may ride school horses under the supervision of a shift or lesson instructor. This instructor must be present in the arena or trails while the assistant is riding.
 - ii. Assistants may NOT jump the school horses outside of a lesson taught by an instructor cleared to teach jumping.
 - b. After passing Introduction to Equine Studies
 - i. Assistants may ride school horses with other assistants who have passed Introduction to Equine Studies.
 - ii. Assistants may ride school horses with shift or lesson instructors present in the arena or trails.
 - iii. Assistants may NOT have non-co-op member guests ride with them.
 - iv. Assistants may NOT jump the school horses outside of a lesson taught by an instructor cleared to teach jumping. The only exception to this is assistant Horse Care Managers. For more information see 8f and g of the Barn Staff Policy.
 - c. Assistants may not ride school horses alone.
 - d. Assistants may not work shifts at the barn alone with other assistants. An instructor must be present for all shifts.
- 7. Teaching Introduction to Equine Studies and Leadership and Barn Management
 - a. Instruction

- i. Two co-op members (hereafter referred to as “Instructors”) teach the Introduction to Equine Studies and Leadership and Barn Management.
- ii. It is recommended that one instructor is a member of Barn Staff.
- iii. Both instructors must have passed Leadership and Barn Management.
- iv. At least one instructor of Leadership and Barn Management should be a lesson instructor.
- v. Instructors may change over from semester to semester as necessary.
- vi. Instructors are chosen by previous instructors, and approved by Barn Staff.
- b. Instructors should cover the following material:
 - i. Introduction to Equine Studies
 1. The duties of a shift.
 2. Basic horse knowledge including parts, conformation, breeds, colors, markings, body language, behavior, etc.
 3. Diseases horses can contract and vaccinations.
 4. Basic veterinary and farrier care.
 5. Handling horses including catching, leading, tying, blanketing, unblanketing, tacking, untacking, etc.
 6. How to participate in consensus discussions.
 7. Co-op policies.
 - ii. Leadership and Barn Management
 1. How to lead a shift with various different types of Assistants, including those with no horse experience, etc.
 2. Recognizing and handling barn emergencies.
 3. Strategies for becoming a successful lesson instructor, including dealing with various problems riders have at different riding levels and how to address them.
 4. Advanced horse care such as bandaging, wrapping, nutrition, etc.
 5. The Winter Horse Project: each Assistant will be assigned to a horse and must work with them at least weekly for the duration of the semester and keep a journal of their progress.
- c. Assistants will be assessed with tests, quizzes, projects, and a written and practical final examination. Course details and requirements to pass will be outlined in the syllabus and remain at the discretion of the course instructors. See part 4b of the Lesson Instructor policy for more information about testing Assistants to become lesson instructors.
- d. Should a member of co-op feel the material of either course be changed, they may bring it to co-op for consideration of consensus.

Arena Use By Outside Riders Policy

Purpose

Earlham College Stables recognizes the fortune of having such extensive facilities; in addition to recognizing the opportunity for community engagement. Thus, outside riders may use the arena for a fee.

Policy

1. Non-boarder community members who wish to ride in the Earlham College Stables arenas must contact Barn Staff.
2. Outside riders may not interfere with lessons in any way, though lesson instructors may allow outside riders to ride at the time of the instructor's lesson. This is at the discretion of the lesson instructor.
3. Outside riders must present proof of their horse's negative Coggins test and riders from outside of Indiana must present a health certification. These must be presented prior to the horse's arrival.
4. Outside riders are subject to and must abide by these policies.
5. Barn Staff reserves the right to ask an outside rider to leave at any time.
6. Outside riders must pay \$15 per horse per visit for their use of the arenas.

Barn Co-op Member Requirements

Purpose

Becoming a member of barn co-op is a huge responsibility, but it allows members to become more involved with Earlham, and the opportunity to interact with and ride horses. Due to the cooperative nature of the Barn Co-op, you will also foster a strong network and foundation with other students, faculty, staff, and community members.

Policy

1. Member Responsibilities
 - a. It is the responsibility of barn co-op members to adhere to the Earlham College Equestrian Policies.
 - b. Every barn co-op member is required to attend the weekly Monday night co-op meeting as outlined in the Meeting Policy.
 - c. Every co-op member is required to work the appropriate number of shifts as outlined per level of membership.
2. Levels of co-op membership and respective responsibilities:
 - a. Assistant
 - i. Must assist a lesson and ride in a lesson, each for one semester.
 - ii. Must assist a shift.
 - iii. Must attend Introduction to Equine Studies and Leadership and Barn Management.
 - b. Instructor

- i. Must have passed Introduction to Equine Studies and Leadership and Barn Management.
 - ii. Must work two times per week. This may be satisfied by:
 - 1. Teaching a lesson.
 - 2. Working a shift.
 - 3. Teaching the Assistants Course.
- c. Senior
- i. Definition
 - 1. Students
 - a. A student member of the co-op is considered a Senior during the two semesters before their planned graduation.
 - 2. Community members or faculty co-op members
 - a. A community member of the co-op is considered a Senior if they have been an instructor for at least four semesters.
 - 3. Graduate Students
 - a. A member of the co-op enrolled in any of Earlham College's graduate programs, that has passed both Introduction to Equine Studies and Leadership and Barn Management, is considered a Senior by the co-op.
 - ii. Benefits
 - 1. Senior co-op members, as defined above, are only required to work once per week in addition to attending weekly meeting during the first year that they hold senior status. They may satisfy this requirement by:
 - i. Teaching a lesson
 - ii. Working a shift
 - iii. Teaching the assistants course
 - 2. For each academic year following their first "senior year", returning members may choose to use their senior privileges for one semester. During the other semester, they must work twice per week, as in the instructor guidelines.

Barn Staff Policy

Purpose

A Barn Staff comprised of students who oversee the safety and wellbeing of horses and co-op members is crucial to this unique student-run program. To ensure the wellbeing of co-op, as both an entity and as a group of individuals, Barn Staff must accomplish the seemingly mutually exclusive: ensure confidentiality yet actively seek transparency, reasonably meet individual needs of co-op members while remaining uninfluenced by personal grudges, support each other even if there is a disagreement between individual Barn Staff members, reach out to individuals who may not do the same in return, and always take the high moral ground regardless of the actions of others. Barn Staff is often faced with complex, multi-faceted dilemmas yet must

always act with professionalism, respect, fairness, integrity, humility, and honesty to further the best interests of co-op and the horses.

Policy

1. Job description of Barn Staff

- a. Each member commits to regular Barn Staff meetings, being present in co-op or horse-related emergencies, and a mindset of constant vigilance when at the barn and all co-op related functions.
- b. Individual positions: there are five Barn Staff positions, and one co-op member will fill each position.
 - i. Barn Manager: liaison with community members/boarders and Miller Farm, oversight of the “big picture,” ensuring nothing within the other four positions slips through the cracks, remains unfinished or unaddressed; the senior member of Barn Staff.
 - ii. Horse Care Manager: procures school horses, schedules vet and farrier for all horses, schools school horses as necessary and/or asks other riders approved by the Barn Staff to school a horse, oversees the health and wellbeing of the school horses.
 - iii. Barn Director: orders hay, grain, shavings, and school horse supplements, submits work orders and oversees the maintenance, upkeep, cleanliness, and care of the facilities, grounds, and equipment, manages timesheets, paid shifts, billing, budget, and other finances.
 - iv. Lesson Coordinator: schedules shifts and lessons, covers shifts in cases of emergency, serves as liaison with the registrar.
 - v. Barn Correspondent: takes minutes in meetings, leads tours, makes posters, coordinates with friends and FOES (Friends of Earlham Stables), updates the website, is in charge of publicity, marketing, new member recruitment, and serves as liaison for the college’s Admissions and Marketing offices.
- c. Joint duties
 - i. Work mid-semester, Thanksgiving, winter, and spring breaks
 - ii. Work effectively and professionally with advisors
 - iii. Respond to emails and other communications relating to the barn from co-op members, advisors, community members, and prospective students in a timely manner
 - iv. Be receptive to the concerns of co-op
 - v. Be vigilant toward the horses, the barn and its surrounding areas, and co-op dynamics
 - vi. Help and encourage other Barn Staff members as necessary
 - vii. Keep the morale of co-op high
 - viii. Take the high moral ground in all circumstances

*It is important to note that Barn Staff works closely with each other and frequently helps each other with job duties. As such, prospective candidates should not feel overwhelmed or discouraged from applying when looking at the job descriptions of Barn Staff members.

2. Barn Staff selections are held before the end of the fall semester. Candidates selected for Barn Staff are expected to serve for one calendar year, starting January 1st of the coming year.
 - a. Barn Staff selections may be held in the spring to account for graduating seniors or other Barn Staff members that are unable to serve on Barn Staff for the following fall.
 - i. Candidates who are selected for Barn Staff in the spring and start working in the fall must reapply to be on Barn Staff later in the fall—their term expires on January 1st unless they are selected for Barn Staff again.
 - ii. If a spring Barn Staff selection is held, current Barn Staff members whose positions are not up for re-selection must remain on Barn Staff unless their actions fall under part 10 of this policy and/or they strongly desire to not remain on Barn Staff. They may hold a different position on Barn Staff for the coming fall semester.
3. Who may apply for Barn Staff
 - a. Candidates must be in good academic standing with Earlham College.
 - b. Candidates must be co-op members who will have been in co-op for a full semester at the time when the new Barn Staff term begins, with no previously recorded unresolved infractions that would invoke the Disciplinary policy.
 - c. Prospective Barn Managers must have served on Barn Staff for at least one previous year.
 - d. It is recommended, but not required, that prospective Horse Care Managers spend at least one year in co-op before applying.
 - e. An ideal barn staff must include two members who have had previous barn staff experience. One current barn staff member must carry over to the next barn staff, but the other may have served at any time.
 - f. No Barn Staff member may serve on Barn Staff for longer than a total of two years/four semesters.
 - g. No more than three team members may serve on Barn Staff at any given time. This is for logistical reasons.
 - h. It is strongly encouraged, but not required, that prospective candidates meet with current Barn Staff members to learn about what the Barn Staff positions entail prior to applying.
4. Evaluated factors of candidates
 - a. Ability to effectively and professionally carry out the job description of the applied-for position
 - b. No individual is entitled to be on Barn Staff. Individuals who demonstrate that they feel entitled to be on Barn Staff for any reason will almost never be selected.
 - c. In accordance with the Earlham College Governance, the Equestrian program recognizes the capacity of each person to carry significant weight and responsibility and also that every individual is equal to another in ability, knowledge, wisdom, or maturity.* The list of characteristics below reflect the strengths prevalent in successful Barn Staff members. While possessing these traits in their entirety is unreasonable, Barn Staff members must commit to actively working towards their mastery. **An applicant's embodiment of the**

following character traits will be considered first and foremost when selecting new Barn Staff members.

- i. Ability to:
 - I. Effectively and professionally lead a group of people without being easily dissuaded, too dictatorial, or too micromanaging.
 - II. Embody humility, apologize when necessary, and ask for help
 - III. Take initiative
 - IV. Work professionally with others regardless of personal feelings and in emotionally charged settings
 - V. Take the high moral ground in any circumstance
 - VI. Compromise
 - VII. Be jointly responsible for the management of a stable and all that this entails
 - VIII. Problem solve, seek out a “third option,” and otherwise expend large amounts of mental energy towards the betterment of the program
 - IX. Put personal feelings aside in order to see and act in accordance with what is best for co-op in the long term
 - X. Promote the program and show the program in a positive light
 - XI. Follow a schedule and punctually attend required events/activities
- ii. High level of maturity
- iii. Integrity
- iv. Strong organizational skills
- v. Passion for the program

*As adapted from Earlham’s Values and Standards found in the Essays on Earlham College Governance

d. Horse Experience

- i. An applicant’s character will be considered before their horse experience. Applicants without prior horse experience should not be discouraged from applying.
- ii. While Barn Staff must have *collective* horse experience, it is not necessary for every Barn Staff member to have ridden since toddlerhood. Generally, caring for horses is easier than managing people. As such, a Barn Staff with less collective horse experience but with superlative abilities to manage the rest of co-op is preferable to a Barn Staff with ample horse experience but a lack of people skills.
- iii. The Horse Care Manager should have previous riding and horse care experience.
- iv. Previous barn experience is helpful but not required for the Barn Director position.
- v. Horse experience will be considered for applicants of the Lesson Coordinator, Barn Director, Barn Correspondent, and Barn Manager positions if the applicants are equal in terms of ability to do the job and character traits.

- vi. Horse experience may be more or less considered depending on the carrying-over Barn Staff. For example, if three very experienced horse people will continue onto the next Barn Staff, horse experience of the applicants for the Lesson Coordinator, Barn Director, Barn Correspondent, and Barn Manager positions may be minimally taken into account.
 - vii. If the current Barn Staff determines that the next Barn Staff needs more collective horse experience, horse experience will be given more weight in the selection process.
- e. Other factors
- i. Other time commitments: being on barn staff is at least a ten-hour per week commitment. Applicants who are balancing schedules that are already extremely busy should keep this in mind.
 - ii. Previous job/work experience pertaining to skills and/or character traits necessary for being on Barn Staff will be considered.
 - iii. Length of time the applicant is able to be on Barn Staff: Barn Staff terms are one year in length, from January 1st-January 1st. Applicants who know that they are able to serve the complete term may be given preference over applicants who are only able to work for one semester. This is to ensure as much continuity as possible when Barn Staff turnover is already high due to the chaotic lives of college students.
 - iv. Ability of the applicant to work with the carrying-over Barn Staff: Barn Staff must be able to work well together and trust each other. If the carrying-over Barn Staff feels that they cannot work effectively with an applicant, the applicant will not be selected. However, Barn Staff may not reject an applicant for petty reasons or only select applicants whose views they agree with. A healthy Barn Staff should have a variety of viewpoints. Applicants should demonstrate that they are able to maturely communicate their opinions and work professionally with other Barn Staff members regardless of disagreements.
5. Application Process
- a. Barn Staff may not discriminate against any candidate on the basis of (including but not limited to) race, gender identity, sexual orientation, religion, ethnicity, disability, or socioeconomic status.
 - b. Candidates must email their cover letters and resumes to the current Barn Staff.
 - c. It is the responsibility of the Barn Correspondent to distribute cover letters and resumes to co-op in a timely manner.
 - d. Barn staff must offer a time in a meeting for candidates to introduce themselves and explain why they are qualified to be on barn staff.
 - e. Barn staff must make and distribute comments sheets to co-op and explain the confidence/no confidence system.
 - f. Completed comments sheets are returned to a non-returning Barn Staff member who compiles the comments.
 - g. Via comments and their own discretion, the current Barn Staff determines the continuing Barn Staff. This is a consultation process, not consensus.

- i. An advisor should be present as a third party observer in the Barn Staff meeting when the new Barn Staff is selected. The advisor must understand that the final decision is with Barn Staff. While Barn Staff must make reasonable attempts to have an advisor present, if an advisor is not able to be present, Barn Staff should give an advisor a recap of who was selected and why.
 - h. While Barn Staff makes the final decision, they must make every effort to understand and carry out the needs and wants of co-op.
 - i. Candidates, whether selected for the new Barn Staff or not, may meet with the current Barn Staff for details regarding why they were or were not chosen; however, information regarding candidates will only be shared with the candidates themselves.
 - i. Barn Staff must reach out to rejected applicants and inquire as to whether the applicant wishes to hear why they were rejected. If the applicant wishes to hear why they were rejected, Barn Staff must give honest, professional, and constructive reasons.
 - j. Barn Staff is encouraged to tell co-op publicly why certain candidates were chosen for Barn Staff, but may not publicly divulge negative traits/qualities of any applicant.
6. After Barn Staff determines the continuing Barn Staff, they must announce the new Barn Staff at the next co-op meeting and the co-op must consent to the new arrangement.
 - a. If consensus is not reached, (someone cannot live with the decision) Barn Staff must arrange a new Barn Staff and repeat the process.
 - b. Thus, while the Barn Staff arranges and decides the new Barn Staff, the co-op retains the power to reject the arrangement and have the Barn Staff present them with a new arrangement.
7. Sharing Positions
 - a. Two members of barn staff may formally share positions (i.e. two members of Barn Staff split the lesson coordinator and horse care manager positions).
 - b. To avoid confusion, it must be clearly communicated to co-op as to who does what for each position.
8. Assistants on Barn Staff
 - a. Assistants are defined as first-year co-op members who are enrolled in either Introduction to Equine Studies or Leadership and Barn Management.
 - b. Assistants who have passed Introduction to Equine Studies may be Barn Staff members.
 - c. Assistants who are Barn Staff members are still assistants and must remain on track to pass Leadership and Barn Management
 - d. Assistants on Barn Staff are not shift instructors. The exception to this is the Lesson Coordinator, who must be tested to be a shift instructor so that they may cover instructors' shifts.
 - e. Assistants on Barn Staff have the privileges outlined in part 9b of the course policy.
 - f. Assistant Horse Care Managers may jump the school horses.

- g. Assistant Horse Care Managers may give instructors permission to jump the school horses, but may not give permission for other assistants to do so.
9. Barn Staff members who quit
 - a. Depending on the circumstances surrounding the quitting, Barn Staff may do one of the following:
 - i. Notify co-op as soon as possible and conduct a new selection process as outlined in part 5 of this policy. Generally, this route will be taken in normal circumstances.
 - ii. Select a replacement from a pool of previous Barn Staff members if there is a compelling reason to do so.
 - iii. Select one member of the current Barn Staff to hold their current position and the vacated position. Typically this is only done if a Barn Staff member quits near the end of the semester when conducting a new selection process would be impractical.
 10. Grounds for a Barn Staff member to be asked to step down
 - a. Sharing confidential information with other co-op members (i.e. what is discussed in barn staff meetings).
 - b. Consistently failing to complete their job duties as described in this policy.
 - c. Abusing a horse (see Humane Handling Policy).
 - d. Four members of barn staff have the authority to request the fifth to step down.
 - e. Bigotry goes against the values of Earlham College and the Earlham College Equestrian Co-op. As such, if it becomes known that a Barn Staff Member committed an act of bigotry and/or discrimination including but not limited to racism, sexism, homophobia, or transphobia while serving on Barn Staff, they will be asked to step down. Such behaviors and mindsets are repulsive, unacceptable, and liabilities to the program.
 - f. Barn Staff members who have been asked to leave Barn Staff must wait at least one year before reapplying to be on Barn Staff. Should a Barn Staff member who was asked to step down re-apply to be on Barn Staff, the fact that they were asked to step down will be considered.

Barn Visitor Policy

Purpose

The Earlham College Stables is an interactive and communal environment that welcomes visitors in the form of prospective students, community members, friends, and other curious individuals. The following policy has been created to ensure a safe and enjoyable experience for all visitors during their time on the property.

Policy

1. Release and Hold Harmless Agreement
 - a. All visitors, or any individual on the barn property, must sign a release agreement upon immediate arrival of the facility. No visitor may move past the paved entryway of the barn without signing said agreement.

- b. Multiple members of the same family may all sign the same release agreement.
- 2. Formal barn tours
 - a. Scheduling: Tours are led by the Barn Correspondent and can be scheduled through the Admissions Office.
 - b. Appropriate location of barn tours:
 - i. Formal barn tours may not enter any pasture or arena where horses are present.
 - ii. Tours may walk on the boarder side of the barn only if there are no horses in the aisle.
 - iii. Co-op members should be thoughtful of visitors and should keep horses a safe distance from the tour group at all times.
- 3. Independent barn visitors
 - a. Independent barn visitors (such as friends or family of a co-op member) may enter a pasture or arena where horses are present only when accompanied by a co-op member.
 - b. If the visitor is a friend or relative of a co-op member, it is the co-op member's responsibility to ensure that the visitor is safe and respectful of all the humans and horses, and that he or she adheres to the barn rules and policies.
 - c. If the visitor has no relation to any co-op member and appears unannounced it is the responsibility of any co-op member present to ensure that the individual signs a waiver and is safe and respectful.
- 4. Barn Visitors who ride
 - a. Each co-op instructor may have up to two guests or assistants ride with them at any given time.
 - b. Assistants may not ride with guests unless an instructor is present in the arena.

Blanketing and Turnout Policy

Purpose

Due to the variety of weather conditions experienced by the Richmond, IN area, the Earlham College Stables have set out a blanketing and turnout policy to ensure the safety and comfort of all the horses in the program.

Policy

- 1. Temperature Specifications
 - a. The temperature specifications for blanketing and turnout will be determined by the comfort index.
 - i. Am workers should blanket and turn out according to the comfort index for the high for the day.
 - ii. Pm workers should blanket and act according to the comfort index low for the night.
- 2. Blanketing policy for school horses
 - a. All school horses must have at least one waterproof turnout blanket.
 - b. These blankets must be provided by the Earlham College Stables.

- c. If none of the Earlham College owned blankets fit any given school horse, a blanket must be purchased for that horse at a reasonable cost.
 - d. Barn Staff is responsible for measuring, selecting, and ordering blankets in time for the winter months.
 - e. The blanketing specifications for school horses will be determined by the Horse Care Manager and posted on the horses' stall.
3. Blanketing Policy for Boarder Horses
- a. Boarders may choose the blanketing specifications for their horse to be indicated on their stall door.
 - b. While boarders may decide when they do or do not want their horse blanketed, any boarder horse that displays obvious signs of discomfort stemming from cold or wet weather (i.e. shivering) will be blanketed at the discretion of the shift instructor and/or Barn Staff. The boarder must be notified whenever their horse is not blanketed per their stall card's instructions.
4. Turnout Policy
- a. Temperature and weather must be taken into consideration in determining when horses should and should not be turned out, for the safety of both the horses and the workers.
 - b. If 40% chance or more of thunderstorms, horses should not be turned out unless specified by a particular boarder. No worker is required to turn out any horse during a storm if he or she feels uncomfortable.
 - c. With a comfort index of 16° F or above all horses are turned out unless specified by owners.
 - d. With a comfort index between 15 ° F to 0° F no worker is required to turn out any horse. Horses whose owners have designated them for turnout at these temperatures may be turned out if workers feel comfortable doing so.
 - e. If the comfort index is less than 0°, the barn holds to a locked door policy. No horse, whether school owned or boarder, may be turned out. No outside barn related activities may take place. All school horses should be blanketed.
5. Procedure for horses staying inside
- a. All workers must alert co-op and boarders via email.
 - b. Workers must give all the horses extra hay unless otherwise specified by the boarder.
 - c. Workers must make sure each horse has at least 2 full buckets of water.

Break Policy

Purpose

Two people work mid-semester, Thanksgiving, winter, and spring breaks and cover the feeding, turnout, blanketing, and care of the school horses and boarder horses as per a normal shift.

Policy

1. At least one person must be working break must be a current barn staff member, and the other should be a previous or current barn staff member.
 - a. In the event that no current or previous barn staff members are available to fulfill the aforementioned second position for any portion of a break, the Barn Staff may reach out to current members of co-op, or the greater equestrian community to fill this position. Priority should be given to co-op members when finding non-barn staff members to work breaks.
2. Those working over breaks are paid by Earlham College.
 - a. Current Barn Staff members working break should record break hours as normal.
 - b. Community members or Earlham students not on Earlham's payroll must arrange a meeting with Human Resources prior to working break in order to be added, and should record hours worked as instructed by HR.
3. The people working break must be receptive to requests by the Horse Care Manager and/or the rest of Barn Staff and boarders regarding care of the horses. For example, a boarder may request that their stall be given sufficient shavings or that their buckets are dumped daily.
4. The people working break are expected to accomplish some necessary tasks that are not typically done on a normal work shift.
 - a. These tasks may include:
 - i. Purchasing supplies as necessary
 - ii. Inspecting stalls and pulling out protruding nails, etc.
 - iii. Cleaning and organizing the school horse tack room, office, old classroom, and maintenance room
 - iv. Checking fences
 - b. Opening break must perform the following tasks:
 - i. Preparing stalls for the arrival of horses, pulling mats back into aisles.
 - ii. Inventorying hay, grain, and shavings, and receiving supplies ordered by the Barn Director.
 - iii. Receiving new schoolies and boarders, monitoring pastures to avoid conflict.
 - c. Winter break must perform the following tasks:
 - i. Washing all blankets and saddle pads in use during the year.
 - ii. Stripping schoolie stalls as needed.
 - d. Closing break must perform the following tasks:
 - i. Reseeding pastures as needed.
 - ii. Stripping stalls, pulling aisle mats into stalls so that aisles may be rolled.
 - iii. Cleaning and organizing maintenance, feed, and tack rooms.
 - iv. Washing all blankets and saddle pads in use during the year.
 - e. All breaks must dispose of all the trash in the barn
 - f. Additional tasks to be completed over break are to be determined at the discretion of those working breaks, in consultation with Barn Staff, Co-op and Boarders.
5. Members of barn staff who are not working break must still do their jobs, i.e. the Barn Director is responsible for ensuring the barn has shavings for the duration of break.

6. The people working break have the authority to make any necessary changes to normal routine, but these changes are only in effect for the duration of break.
7. Boarders may request that their horse's stall be cleaned daily for the entirety of or portions of break. Boarders must pay \$5 per day for stall cleaning, to be paid directly to Barn Staff.
8. Night check is not done during breaks.

Boarding/Stall Priority Policy

Purpose

Earlham College Stables relies on revenue from boarders to support the activities and needs of co-op and the running of the program. The Earlham College Stables constantly receives new members who wish to bring their horses into our community. This policy was designed to be used as a guideline for horse placement and stall priority for the Earlham College Stables.

Boarding Policy

1. Who may board
 - a. Earlham College students who are co-op members.
 - b. Co-op members who are not Earlham College students.
 - c. Community members who are not students of Earlham College.
 - d. Student community boarders: Earlham College students who are not co-op members but have passed Introduction to Equine Studies and Leadership and Barn Management.
2. Who may not board
 - a. Any student who has previously recorded, unresolved infractions which would invoke the Disciplinary policy will be denied boarding at Earlham College Stables.
 - i. If a boarder commits an act invoking the Disciplinary policy in March, they will be allowed to board their horse for the duration of the semester. If the issue is unresolved by the beginning of the following fall semester they will not be able to bring their horse back.
3. Protocol for becoming a student community boarder
 - a. Students who wish to become community boarders must demonstrate compelling reason(s) why being a part of co-op would negatively affect them. This may be for medical, time commitment, or other reasons
 - b. These reasons may be presented either to Barn Staff or to an advisor, who will then explain the student's reasons to Barn Staff.
 - i. If the reasons are extremely personal, medical, or otherwise sensitive (i.e. pregnancy) the prospective boarder may speak with advisors and have advisors speak with Barn Staff.
 - c. Discussions surrounding extenuating circumstances will be held between Barn Staff, co-op advisors, and the individual seeking an extenuating circumstance. This is for two primary reasons:

- i. Extenuating circumstances surrounding an individual's membership in co-op are in the realm of co-op membership.
 - ii. Extenuating circumstances are often by nature private and/or sensitive (medical conditions, academic probation, etc.). To protect privacy and/or stay within the law, it may be necessary to limit the number of people with knowledge of the details surrounding an extenuating circumstance. Barn Staff and co-op advisors are held to confidentiality (see 10a of the Barn Staff policy).
 - d. Details of the extenuating circumstance(s) may be shared with other relevant parties (i.e. team captains, academic advisors, etc.) at the discretion of the student. The student may choose to share details in a formal, confidential, meeting setting with any/all of Barn Staff, advisors, and other parties OR in another arrangement (i.e. on their own, etc.)
 - e. Typically only Juniors and Seniors are allowed to be student community boarders.
 - f. Student community boarders pay community member board rates.
4. Procedure for bringing a horse
- a. All prospective boarders must show a current (less than one year old), negative Coggins test from a licensed veterinarian for any and all horses they wish to board.
 - b. All horses traveling from outside of Indiana must have a health certification from a licensed veterinarian
 - i. Barn Staff must keep this information on record.
 - c. Prospective boarders must fill out a boarding application. Barn Staff must review this application in a timely manner and communicate to the prospective boarder whether their horse may board at Earlham College Stables.
 - d. If the horse's boarding application is accepted, Barn Staff must give the boarder a copy of the boarding contract. Barn Staff and the boarder must sign this contract either before or immediately after the horse arrives.
5. Boarding Prices
- a. Barn Staff, with weight (the "weight of authority" as defined in the Essays on Earlham College Governance) given to the Barn Director, determines board rates in consultation with advisors and the Friends of Earlham Stables.
 - b. Boarding prices may fluctuate each year due to inflation or other factors, but must remain the same throughout the academic year.
 - c. Before adjusting the price of board, Barn Staff must communicate via email the proposed rate to co-op prior to the Monday Meeting, at which time, co-op will have the chance to voice concerns on the proposed rates. If co-op doesn't want to voice concerns in public, they will have until the next Monday Meeting to communicate via email their concerns (one week).
6. Discounts
- a. Co-op member discount: this is typically at least \$50 below the community boarder board.
 - b. Barn Staff discount: this is typically \$100 below the rate that co-op members pay.
 - c. Other discounts: co-op members may negotiate for board discounts in exchange for other services, such as the use of their horse in lessons. The amount of the

discount will be determined through discussion with the co-op member, Barn Staff, and advisors.

7. Equipment
 - a. Each boarder is required to provide a halter and leadrope available exclusively for each horse they bring. This equipment may be rented from Earlham College Stables (see Equipment Rental Policy).
 - b. Each boarder must fill out a stall card for each of their horses, including the boarder's contact information, secondary contact information, and hay, blanketing, and turnout instructions. These cards are provided by Earlham College Stables and must be returned when the horse leaves.
 - c. Each stall is equipped with two water buckets, a feed bowl, and a blanketing. Boarders are responsible for the costs of any damage to these items that was not noted upon the boarder's arrival.

Stall Priority Policy

1. First Priority: third year co-op members and faculty advisor
 - a. These members are students who have been members of the cooperative for three years and are choosing to continue to be in the co-op for a fourth year (rising seniors). These members have a higher stall priority than members who have been in the program for less time.
 - b. The faculty advisor shares the first priority for a single stall.
2. Second Priority: Second year co-op members
 - a. These members are students who have been members of the cooperative for two years and are choosing to continue to be in the co-op for a third year (rising juniors). These members have a higher stall priority than members who have been in the program for less time.
3. Third Priority: First year co-op members
 - a. These members are students who have been members of the cooperative for one year and are choosing to be in the cooperative for a second year (rising sophomores).
 - b. It should be noted that if there are too many first year members and not enough stalls available for all of their horses, those who have successfully completed Introduction to Equine Studies and Leadership and Barn Management have preferential consideration over those who have failed to complete the course.
4. Fourth Priority: Incoming co-op members
 - a. These are incoming first year students who choose to be in co-op. Incoming first year students must have been accepted to Earlham and confirmed that acceptance before they can submit a Horse Application to gain a stall in the program.
 - b. Barn Staff will review the Horse Applications, taking any behavioral concerns into consideration to find the animals that best fit our program. If there are more suitable horses than stalls available, those who submitted their application first will receive a stall, but the decision is ultimately made by Barn Staff.
5. Fifth Priority: Earlham College community members
 - a. These are members of the Earlham community that choose to be in the co-op. These members may include faculty or staff of the College (not students).

- b. Earlham community members may only receive a stall if there are no students waiting for the space.
- 6. Sixth Priority: Richmond and surrounding community members
 - a. These are members of the Richmond community or surrounding area that choose to be in the co-op.
 - b. Community members may only receive a stall if no one listed in the above categories is waiting for the space.
- 7. Seventh Priority: Non-co-op boarder
 - a. These are students or community members who wish to board their horses without being a member of the co-op. All of the above mentioned categories hold a higher priority for obtaining a stall. The admittance of a non-co-op boarder is only possible when the barn is not full and there are no co-op members waiting for a stall. In order to board at Earlham, the boarder must be in good standing with the Co-op and Barn Staff with no previously recorded unresolved infractions that invoke disciplinary actions.

* All of these categories are limited to one horse per person, unless there is no interest from any of the below priority levels (i.e. a third year co-op member's priority extends to only one horse; they cannot bring a second horse if there are incoming first years wishing to have the space).

Changing Policies Policy

Purpose

No set of rules or policies is perfect and any successful organization must evolve and grow over time. As such, these policies must be changed and updated as the needs and wants of co-op and Barn Staff change.

Policy

1. A co-op member who wishes to change a policy must communicate this desire to Barn Staff.
2. Barn Staff must propose the change to co-op in a timely manner and lead co-op in discussion until co-op comes to consensus on the change.
3. Barn Staff may change policies without consensus from co-op only when consensus within co-op is impossible or otherwise not in the best interests of co-op.

Committee Policy

Purpose

Prior to the spring of 2014, Barn Co-op had several committees devoted to working on issues related to budget, scheduling, etc. This was ultimately unsuccessful and currently there are no committees in co-op other than Barn Staff. Nevertheless, committees have the potential to successfully accomplish goals, give co-op members an opportunity to tackle projects, and take

pressure off of Barn Staff. This policy refers to committees that are formed and maintained voluntarily. There is currently no basis for Barn Staff to force a committee to exist.

Policy

1. Any co-op member who wants to implement an idea within co-op (i.e. arranging for monthly clinics, organizing co-op lessons, arranging a fun show, finding solutions to frozen water troughs, etc.) may ask Barn Staff for permission to form a committee.
2. Barn Staff may not deny the existence of a committee unless there is reason to believe that the committee would violate any of the Barn Co-op policies, contracts, governance documents, or the Earlham College Principles and Practices.
3. Barn Staff may not force a committee to exist or force an individual to be on a committee.
4. Committees must abide by these policies at all times.
5. Committees must keep clear lines of communication with Barn Staff about any happenings that would affect realms that Barn Staff is responsible for. For example, a committee looking into hosting regular clinics that would use school horses must ensure that this is okay with the Horse Care Manager and/or Barn Staff.

Contract Policy

Purpose

School horses are under the School Horse Contract and boarder horses are under the Boarding Contract.

Policy

1. All people on the property of Earlham College Stables must abide by the terms of signed boarder and school horse contracts at all times.

Dangerous Horse Behavior Policy

Purpose

In order to maintain a safe environment the Earlham College Stables has designed a policy that classifies a dangerous horse and details a procedure in dealing with dangerous or potentially dangerous horses.

Policy

1. Classification of dangerous behavior
 - a. Horses are considered to be dangerous if they threaten the safety of other people or horses.
 - b. This includes behavior that causes or could potentially cause harm to people or other horses in the program.
 - c. Potentially harmful behavior includes but is not limited to kicking, biting, charging, or striking.

2. Dangerous school horses

- a. In addition to the above qualifications school horses are considered to be dangerous if they are a danger to the rider or other horses while under saddle.
- b. Potentially harmful behavior under saddle includes but is not limited to consistent bucking, rearing, spinning or bolting.
- c. The dangerous behavior and a course of action will be discussed in co-op.
- d. A school horse may be put on a probationary period for a minimum of two weeks, which is designed to give the Barn Staff a chance to work with and improve the horse's behavior.
- e. The horse's progress will be discussed by Barn Staff and co-op to evaluate the horse's behavior.
- f. The course of action may include the horse being placed on restrictive handling.
 - i. Restrictive handling of a school horse involves the horse being handled only by Barn Staff (primarily the Horse Care Manager). This includes turn in and turnout, any vet or farrier work, and any emergencies.
 - ii. When a horse comes off restrictive handling, it may be gradually reintroduced to co-op handling (for example only instructors may handle it for the first week).
- g. Medical causes for dangerous behavior should be investigated and taken into consideration in the decision making process.
- h. In extreme cases, when a horse has shown no progress or the horse is determined to be too dangerous and unsafe for the program, the horse may be asked to leave or not permitted to return.

3. Dangerous boarder horses

- a. Boarders may ride their horses at their own risk as long as they are not dangerous to other horses or people.
- b. Boarder horses that exhibit dangerous behavior will be discussed between Barn Staff, the owner, and administration if necessary.
- c. If a boarder horse exhibits dangerous behavior, they may be put on a probationary period for a minimum of two weeks. This period is designed to give the owner a chance to work with and improve the horse's behavior.
 - i. The owner may be asked to come up with a plan of action that must be approved by Barn Staff to help eliminate the horse's dangerous behavior.
 - ii. Barn Staff will be updated on the horse's progress and may determine that further action needs to be taken.
 - iii. The course of action may include the horse being placed on restrictive handling.
 1. Restrictive handling of boarder horses involves the owner being the sole handler. This includes turn in and turnout, any vet or farrier work, and any emergencies. This can be voluntary or required by Barn Staff.
 2. When a horse comes off restrictive handling, it may be gradually reintroduced to co-op handling (for example only instructors may handle it for the first week).

- d. Medical causes for dangerous behavior should be investigated and taken into consideration in the decision making process.
 - e. In extreme cases, when a horse has shown no progress or the horse is determined to be too dangerous and unsafe for the program, the horse may be asked to leave or not permitted to return.
 - f. Lack of cooperation in the creation or execution of the plan of action on the owner's part can result in the horse's removal.
4. All situations regarding the dangerous behavior of a horse will be evaluated on a case by-case basis and Barn Staff will make the final decision.

Deviation from Policies Policy

Purpose

Boarders may want to treat their horse in a way that deviates from the structure of shifts and/or routine, i.e. feeding their horse three times a day. To acclimate all of these requests would cause confusion and disruption on shift. This policy will mitigate mistakes and be mindful of the shift workers' time.

Policy

1. Any deviation in a boarder horse's care from shift routine or other routine (see Shift, Blanketing, and Turn in/out policies) must be taken care of by the boarder. For example, if a boarder wants their horse fed at noon, they must feed their horse at noon, or if a boarder wants their horse blanketed according to third-lowest temperature for the day or night, they must blanket their horse.

Disciplinary Policy

Purpose

The Earlham College Stables strives to maintain a safe environment. In order to protect the people and the horses in the program from behavior that is potentially dangerous or harmful to others, a policy has been designed to determine a course of disciplinary action to minimize this dangerous behavior.

Policy

1. Damage to Earlham College Stables property (including damage caused by horses)
 - a. Barn Staff must be notified immediately by either the person who caused the damage or a person who witnessed the damage.
 - b. Barn Staff will view the damage and will discuss the incident with the individual responsible.
 - c. If the damage is determined to have been accidental the individual responsible will discuss and create a plan with Barn Staff to help in the repair of the problem.
2. If the damage is determined to have been intentional

- a. Barn Staff will discuss with the individual responsible the options available to them to remedy the situation.
 - b. If necessary administration may become involved.
3. Endangerment or injury to other persons or horses in the program
 - a. Barn Staff must be notified immediately by either the person who committed the action or by a person who witnessed the action.
 - b. Barn Staff will discuss the incident together as well as meeting with the individual responsible.
 - c. If it is determined that the individual responsible acted negligently or with the intention of harming another person or horse:
 - i. Barn Staff will discuss and present a possible course of action to the individual responsible.
 - ii. If necessary administration may become involved.
4. Irresponsible participation
 - a. Barn Staff must be notified of any failure to comply with the Responsible Participation Policy.
 - b. Barn Staff will discuss the issue together as well as meeting with the individual responsible.
 - c. Barn Staff will discuss and present a possible course of action to the individual responsible.
 - i. If necessary administration may become involved.
5. Possible disciplinary actions (including but not limited to):
 - a. Payment for damaged property or work to pay off the cost of fixing that property
 - b. Work dedicated to fixing the problem caused by the individual
 - c. A letter of apology to any individual harmed by the situation or to the owner of any horse harmed by the situation
 - d. Revocation of the instructor title and privileges either permanently or for a set amount of time
 - e. Reduction of co-op privileges.
 - f. Expulsion from co-op.
6. It is the responsibility of Barn Staff to maintain accurate recordings of disciplinary offenses and actions taken. These records must be kept confidential. A confidentially kept, accurately recorded disciplinary log is absolutely imperative because the Barn Staff, Quitting/Rejoining, Boarding/Stall Priority, and Rental of Equipment policies contain stipulations that are contingent on this policy, i.e. someone who has previously-recorded unresolved infractions that would invoke the disciplinary policy is not able to board their horse at Earlham College Stables. Thus, to avoid confusion and misunderstanding, thorough recordings of disciplinary offenses and actions taken are vital.

Facilities and School Horse Use Policy

Purpose

The Earlham College Equestrian Co-op manages fabulous facilities for riding and boarding horses as well as generous horse owners who provide us with school horses each year. The purpose of this policy is to avoid future confusion about facility and school horse use by clearly outlining who may use our school horses and facilities.

Policy

1. School horses are horses that are leased by the Earlham College Equestrian co-op whose owners have signed the school horse contract. Individuals who wish to use school horses for the purposes of riding and/or groundwork inside or outside of lessons must be any one of the following:
 - a. A member of co-op
 - b. The guest of a co-op instructor, with said instructor present in the arena
 - c. A non-member of co-op enrolled in AWPE 100 (riding lessons) who is taking a lesson with a co-op instructor. These lesson students may not ride school horses outside of riding lessons.
2. Earlham College Equestrian Co-op facilities are defined as the barn and its immediate surrounding areas, indoor and outdoor arenas, and pastures.
3. In order to use Earlham College Equestrian Co-op facilities and equipment for the purpose of riding or otherwise schooling a horse, boarding a horse, taking a riding lesson, etc. individuals must be any one or more of the following:
 - a. A member of co-op. Boarders who are students of Earlham college and Earlham students who want to be in the barn regularly (defined as more than once weekly—a greater commitment than simply taking one riding lesson a week or coming out to the barn occasionally as a guest) and participate in barn functions are expected to be in co-op. However, this may not be possible for a variety of reasons and as such this policy is flexible for extenuating circumstances (see #4).
 - b. A non-Earlham student community boarder
 - c. Enrolled in a riding lesson taught by a co-op lesson instructor or an outside instructor that has been approved by co-op.
 - d. The guest of a co-op instructor
 - e. The guest of a boarder
 - f. A non-boarder community member who pays the arena use fee and trailers their horse in to use the arenas (see Arena Use by Outside Riders policy)
 - g. An Earlham student community boarder who has been granted extenuating circumstances by Barn Staff in consultation with advisors. (see #3 of the Boarding policy and #4 of this policy)
4. The Barn Staff is committed to being as flexible, understanding, and accommodating as possible for individuals who wish to join co-op but due to various extenuating circumstances are unable to fulfill the standard duties of co-op members as defined in the Shift, Lesson, and Assistants' Course policies. Some of these extenuating circumstances may be academic, time commitment, medical reasons, etc. Individuals who are interested in being in co-op but for whatever reason do not think they can fulfill the standard duties

of co-op members should email ecstables@earlham.edu to work out an alternative arrangement. Below are some examples of hypothetical alternative arrangements; this list is not intended to be exhaustive or final.

- a. Co-op member cannot afford the course fee of Introduction to Equine Studies and/or Leadership and Barn Management
 - i. Barn Staff will work with the member on a case by case basis to find an affordable/free alternative.
- b. Co-op member is “half-time” meaning that they work fewer shifts in exchange for access to schoolies half of the week.
- c. Co-op member is unable to work shifts, so they commit a certain amount of time to the barn each week doing an alternative task(s) (e.g. cleaning tack, sweeping, decobwebbing, etc.) in exchange for a proportional amount of co-op member privileges.
- d. Co-op member has a medical condition that prevents them from riding, so instead of taking a lesson they might do groundwork, pasture observation, etc.

Framework for Who Makes Decisions Policy

Purpose

The relationships between Barn Staff, the rest of co-op, and advisors can be complicated. This policy clarifies who has the authority to make various decisions.

Policy

1. These policies can only be changed by the consensus of co-op or when barn staff determines that a change is necessary. Typically policies are changed by co-op consensus only, except for in extenuating circumstances.
2. Barn Staff selections are done by close consultation with co-op, not consensus (see Barn Staff Policy). For more information on consultation vs. consensus, see “The Role and Meaning of Consultation” from the “Governance Working Document”
3. Disciplinary decisions are made with Barn Staff in consultation with advisors.
4. Decisions which fall under the realm of the individual job descriptions of Barn Staff (i.e. the type of equipment used on a school horse, which grain provider to use, etc.) are made in consultation with Barn Staff with weight given to the appropriate Barn Staff member(s).
5. Decisions regarding major modifications to the program, barn, and/or facilities:
 - a. From the Governance Manual: “Major modifications are defined as: 1) the expenditure of \$1,000 or more, 2) the alteration of landscaping, and of the physical structure integrity and/or building systems of the facilities, and 3) any revisions in the management and/or governance of the program. The Earlham Barn Staff, Friends of Earlham College Stables and appropriate administrative offices must be in general agreement and provide a written sign-off on modifications to the physical structure or building systems such as heating, ventilation, plumbing or electrical for the various facilities.”

6. In any decision where Barn Staff has the final say, they must make every attempt to understand and carry out the needs and desires of co-op.

Friends' Weekend Policy

Purpose: The Friends of Earlham Stables (FOES) generously provide the barn co-op with guidance, support, and advice year after year. The FOES visit the barn one weekend per semester. This policy will outline the running of Friends' Weekend.

Policy

1. Friends weekend happens once per semester, typically on a weekend in October or November in the fall and March or April in the spring
2. Friends' Weekend typically consists of (in no particular order):
 - a. A dinner with current and past Barn Staff, the FOES, and advisors
 - b. A walkthrough of the barn with Barn Staff, the FOES, advisors, and other interested co-op members
 - c. A formal business meeting with current Barn Staff, the FOES, and advisors
 - i. The Barn Manager is responsible for outlining an agenda for the business meeting
 - ii. The Barn Director should have current copies of the budget and discuss financial matters
 - iii. The Lesson Coordinator should discuss co-op membership
 - iv. The Barn Correspondent should discuss recruiting measures and admissions
 - v. The Horse Care Manager should discuss the school horses
 - d. An informal meal with Barn Staff, other co-op members, and the FOES
3. The Barn Correspondent is responsible for communicating with and arranging Friends' Weekend with the FOES.
4. Approximately 2-3 weeks before Friends' Weekend, the Barn Director is responsible for arranging a walkthrough of the barn with advisor(s) and Maintenance.
5. Friends' shifts
 - a. The week before Friends' Weekend, every co-op member will work an extra 2-hour shift at the barn.
 - b. These shifts are for the purpose of cleaning the barn extra nicely in preparation for the walkthrough.
 - c. The Lesson Coordinator/Barn Staff is responsible for scheduling these shifts.
6. On the day of the walkthrough of the barn, boarders must clean their stall or arrange to have their stall cleaned prior to the walkthrough.

Gifts-in-Kind Policy

Purpose

Generous Alumni and other donors graciously donate to the program. This policy outlines the protocol for various types of donations. Gifts-in-Kind are gifts of tangible personal property that represent non-cash charitable contributions to the College. Acceptance of these gifts allow donors to make gifts of tangible property including (but not limited to) works of art, books, scientific equipment, furniture, appliances, vehicles, and other physical items that can be used by Earlham in its programs or to increase its holdings of artwork which may become a part of the Earlham College Permanent Art Collection.

Policy

1. The following provisions for accepting gifts-in-kind must be considered:
 - a. They should be useful to and related to the mission of the College. If the gift is not useful or related to mission it should be easily salable (see below for IRS regulations related to the sale of gifted tangible property).
 - b. Cost to the College of insuring, selling, storage and transportation, maintenance and repair of the item or items. Undue restrictions on the use, display, or sale of the property must also be taken into account.
2. All gifts-in-kind must be receipted through the Alumni and Development Office. In some cases, other representatives of the College may accept gifts-in-kind but only after informing the Office of Institutional Advancement about the gift and with the office's approval. Such gifts will still be receipted through the Alumni and Development Office. In the case of gifts to the Permanent Art Collection, gifts of art will only be accepted if the curator has reviewed the proposed donation prior to acceptance (this can be done through photographs, correspondence or visit to the prospective donor). All objects must be accompanied by the following documentation: appraisal; correspondence; catalogue entry or other publication; provenance information (chain of ownership; purchase receipts; and transfer of ownership documentation (i.e. a letter from the donor).
3. The College requires a transfer of ownership letter for all gifts-in-kind and a valid independent appraisal (at the donor's expense) for gifts valued at \$5,000 or greater.
4. The College issues receipts for all gifts-in-kind, describing the donation and the date it was received by the College but indicating no dollar amount for the value. It is the responsibility of the individual donor to obtain appraisals for their tax purposes.
5. Every donor should be informed of the IRS regulations governing gifts of tangible property. As a result of the Pension Protection Act of 2006 there are new rules that affect gifts of tangible personal property to qualified charities. Specifically, the new legislation affects gifts of appreciated tangible personal property such as art, jewelry, antiques and other collectibles for which a fair market value deduction of more than \$5,000 is claimed.
6. For gifts claiming a fair market value deduction of more than \$5,000, Earlham must send the donor the IRS Form 8283 with Part IV of the form completed by the College. In Part IV, the College is now required to state if the property will be used for an unrelated use.

As long as College indicates “no” to this question, donor is allowed to use the higher of the fair market value or cost basis for the charitable deduction. The new rules also require that, if the College disposes of the property within three years of the date of gift (previously two years), then donor is subject to an adjustment of the tax benefit to the extent that the charitable deduction exceeds donor’s cost basis. The College is required to file IRS Form 8282 at time of disposal or sale and provide a description of its use of the property. The statement must include whether the use of the property was related to the College’s exempt purpose, and a certification that College either used the property for such purpose or had intended to use the property for such purpose at the time of the gift, but that such use became impossible or infeasible to implement. If IRS does not accept College’s certification, the donor becomes subject to recapture. A \$10,000 penalty applies to a person who identifies applicable property as having a use that is related to the donee’s charitable purpose knowing that it is not intended for such use. Form 8282 must be signed by someone authorized to sign a tax return on behalf of Earlham.

7. Gifts of an undivided portion or fractional interest in property are deductible only if it consists of a fraction or percentage of each and every substantial interest or right owned by donor in such property and extends over the entire term of donor’s interest in such property. Gifts of partial (vs. fractional or percentage) interests are generally nondeductible. Donor may take a deduction for a charitable contribution of a fractional interest in tangible personal property (such as artwork), provided donor satisfies the usual requirements for deductibility, and in subsequent years makes additional charitable contributions of interests in the same property. The value of donor’s charitable deduction for the initial contribution of a fractional interest in an item of tangible personal property is based upon the fair market value of the artwork at the time of gift and considering whether the use of artwork will be related to donee’s exempt purpose.
8. The Gift Acceptance Committee shall make the final determination on the acceptance of tangible property gifts. Earlham maintains the right to decline any gift in kind. The following statement should appear in all tangible property acknowledgement letters:

Gift-in-Kind Check List:

- Appropriate department notified of gift and decision to accept gift made by department in consultation with the Alumni and Development Office, with the Associate Vice President for Institutional Advancement serving as the contact person in the office.
- Transfer of ownership letter from Donor.
- Copy of valid independent appraisal for gifts valued at \$5,000 or greater (at the donor’s expense)
- Gift-in-kind donation form completed by Development Staff and delivered to Receiving Clerk with letter of transfer of ownership attached (and qualified appraisal in needed)
- Photo taken of property for Central Files by Alumni and Development Office
- Gift receipted by Alumni Development Office
- Acknowledgement letter signed by the Director of Annual with 8283 Tax Form enclosed with Part IV of the form completed by the College.

- Gift delivered to appropriate department w/ contact info of donor for thank you.

Headphone Policy

Purpose

Electronic devices, music, and headphones are omnipotent in today's world. This policy covers headphone and earbud use in the barn.

Policy

1. Any person on the property of Earlham College Stables may only have one earbud in one ear at any given time

Health Policy

Purpose

Given the wide range of views regarding horse health and vaccinations, the Earlham College Stables has set forth the Health Policy to standardize the requirements for horses on the premises. This policy is intended to ensure the safety and well being of all the horses.

Policy

1. Vaccinations
 - a. Horses arriving in the fall are required to have had the same spring vaccinations as all the Earlham College Stables horses. If they are arriving in the winter (after fall shots have been done) they must have all the same vaccinations the Earlham College Stables horses received.
 - b. All horses stabled at the Earlham College Stables must receive specific shots in the fall and spring.
 - c. The required vaccinations may vary on a yearly basis, depending on the advice of Earlham's veterinarian.
 - d. Boarders may request that their horse receives different vaccinations, and they may do so if approved by Earlham's veterinarian.
2. Requirements for incoming horses
 - a. All incoming horses must have up-to-date vaccinations, health certificates, and recent Coggins in accordance with the requirements of the State of Indiana Department of Agriculture.
 - b. These health records must be given to the Barn Manager or Horse Care Manager at least 5 days prior to the arrival of the horse unless specifically arranged with Barn Staff. No horse will be allowed on the property without these documents.
3. Deworming
 - a. It is the responsibility of the Horse Care Manager and/or Barn Staff to ensure that the school horses are tested for worms and dewormed as necessary and according to the recommendations of Earlham's veterinarian.

Hierarchy of Safety Concerns Policy

Purpose

Safety of humans and horses is paramount at Earlham College Stables. However, there are times when interests of human, horse, and property safety conflict.

Policy

1. All people on the property of Earlham College Stables must always treat the safety of humans as paramount and the top priority at all times.
2. The safety and wellbeing of horses is extremely important, but must never be prioritized over human safety (see Dangerous Horse Behaviour Policy).
3. The wellbeing of the barn's property, equipment, and facilities is prioritized below the safety of horses and humans.
4. The safety and wellbeing of horses and equipment may only be sacrificed when to not do so would cause injury to humans.

Humane Handling Policy

Purpose

At the Earlham College Stables we strive to maintain a healthy and safe environment. We take pride in the well-being of our horses and hold them in the utmost respect. For these reasons, the Earlham College Stables developed a policy designed to outline what handling techniques are acceptable.

Policy

1. School Horse
 - a. No school horse (a horse that is owned or leased by the Earlham College Stables) shall under any circumstances be hit, kicked, or otherwise physically disciplined. Due to the nature of this program there are many inconsistencies in the handling of horses. For this reason, no physical discipline is permitted.
 - b. A jerk of the lead rope is acceptable, but should a co-op member find themselves in a position in which they are unsure how to proceed, they should ask for assistance and keep from placing themselves in danger.
 - c. Any co-op member who is observed physically disciplining a school horse should be reported to Barn Staff and their actions will fall under the Disciplinary Action Policy. It would be left to the discretion of Barn Staff as to what action should be taken.
2. Boarder Horse
 - a. While it is not the place of the Earlham College Stables to dictate how individuals choose to handle their own horses, it is strongly encouraged that boarders practice humane handling techniques.

- b. If there is evidence that a boarder is physically abusing their horse, Barn Staff reserves the right to intervene.
- 3. No co-op member is permitted to physically discipline a boarder horse. If this occurs, the member's actions will fall under the Disciplinary Action Policy.
- 4. Safe Equipment
 - a. School horses that are turned out in halters must wear breakaway halters.
 - b. When school horses are tied or cross-tied, the rope or cross tie should be attached to a breakaway material such as bailing twine.
 - c. Boarders are encouraged, but not required, to use breakaway halters if their horse needs to wear a halter while turned out and to tie their horses to breakaway materials.

Lesson Policy

Purpose

Riding lessons contribute to the financial wellbeing of the cooperative and more importantly, serve to introduce newcomers to the magic, beauty, and art of horses and horseback riding that is sacred to co-op members.

Policy

- 1. Length and frequency of lessons
 - a. A session of lessons is one semester long and must include a minimum of seven lessons. Instructors should offer a couple of extra lessons in case students must miss one.
 - b. Lessons are offered in the fall and spring semesters.
 - c. Each lesson is two hours in length, typically from 1-3 pm or 4-6 pm.
- 2. Lesson horses
 - a. Lesson horses are school horses that have been leased by Earlham College Stables.
 - b. Boarder horses may be used in lessons, but must be prearranged with the boarder.
- 3. Types of lessons offered
 - a. Beginner: these are for students with minimal to no prior horse experience.
 - i. Basic skills such as catching horses, grooming, tacking, untacking, mounting, dismounting, body language, steering, walking, and trotting are covered.
 - ii. It is generally expected that beginner lessons begin to cover trotting by the end of the session.
 - b. Intermediate: these are for students with some prior horse experience, typically students who are able to steer their horse at the walk and trot and ready to advance to cantering.
 - i. Skills such as steering at the trot, posting and posting diagonals, ground poles and cantering are covered.

- ii. It is generally expected that intermediate lessons introduce students to cantering by the end of the lesson.
 - c. Advanced: these are for students who are adept at cantering and are ready to begin jumping.
 - i. Skills such as cantering, jumping grids and courses, and lateral work may be covered.
- 4. Lesson instructors
 - a. Lesson instructors must have passed Leadership and Barn Management as well as the test to become a lesson instructor (see below).
 - b. Test to become a lesson instructor
 - i. Prospective lesson instructors are typically tested around the time of the Leadership and Barn Management final exam in the spring semester.
 - ii. The test consists of a mock lesson in which current lesson instructors are the “students.” Ideally there will be four or five “students,” at least one of which must be a Barn Staff member.
 - iii. The prospective lesson instructor must give the “students” a full-length lesson that involves catching, tacking up, riding, and untacking the horses.
 - iv. Each “student” should demonstrate a problem that typical lesson students have. These problems may be anxiety, lack of physical strength, being overly emotional, overly talkative, too tentative, disrespectful toward the “instructor,” etc.
 - v. The prospective instructor must demonstrate that they can teach all of the “students” and safely get them through the lesson.
 - vi. After the lesson, the “students,” in consultation with Barn Staff, will decide whether the prospective instructor passed or failed.
- 5. Lesson students
 - a. Lesson students may be first year co-op members who are currently taking either Introduction to Equine Studies or Leadership and Barn Management, Earlham students who are not co-op members, or non-student community members over the age of 7.
 - b. Depending on the available school horses, lesson students who weigh over 250 pounds may not take lessons. This is for the welfare of the horses.
 - c. No lesson may have more than five students.
 - d. Priority for lesson students each semester:
 - i. Co-op members enrolled in Intro to Equine Studies or Leadership and Barn Management
 - ii. Other co-op members who are paying for lessons
 - iii. Earlham students who are not co-op members
 - iv. Earlham faculty who are not co-op members
 - v. Non-student community members over the age of 7
 - vi. Co-op members who are auditing lessons
- 6. Lesson assistants
 - a. Lesson assistants are co-op members taking either Introduction to Equine Studies or Leadership and Barn Management. As part of these courses, assistants must

take one semester-long lesson and be a lesson assistant in another semester-long lesson.

- b. Lesson assistants must follow the directions of the instructor at all times.
7. Community Members in Lessons
- a. Adults may be added into regularly running student lessons appropriate for their skill level.
 - b. Children over 7 but under 14 will be sorted into children-only group lessons which will be scheduled into the regular lesson schedule.
 - c. Teens aged 15-18 will ideally be grouped into their own lesson, but if there are not enough within the age bracket to create their own lesson, they will be included into regularly running student lessons.
 - d. Lesson instructors must be able to select whether or not they are comfortable teaching children.
 - e. Fees for community members:
 - i. Lessons must be paid for up front at the beginning of the semester.
 - ii. Lessons are \$210 per semester (\$30 per lesson).
 - iii. If 2 children from the same family sign up together, they will have a discounted rate of \$350 for both children for the semester (\$25 per lesson). The rate of \$25 per lesson per student can be applied for as many children as the family is registering.
 - f. If lesson instructors are doing a lesson outside of the normal lesson time slots, or are performing an extra lesson then they will be paid.
 - i. For 3 or less participants they will receive \$15 per lesson from the barn.
 - ii. For 4-5 participants instructors will receive \$20 per lesson from the barn.
8. Cancelling lessons
- a. Lesson instructors are required to offer at least seven lessons, but may cancel lessons without finding a cover for the following reasons:
 - i. There are not an adequate number of school horses that are fit for use at the scheduled time of the lesson.
 - ii. The real feel temperature per accuweather is below fifteen degrees fahrenheit, or other extreme weather conditions prohibit the use of school horses.
 - iii. There is a scheduled lesson which no students are able to attend.
 - b. If a lesson instructor is unable to teach a lesson for a reason not listed under 8a, such as personal, academic, or athletic commitment, it is the responsibility of the instructor to find a substitute for their lesson. If the instructor has already taught nine lessons, then they may cancel without finding a replacement.
 - i. In the event that a lesson instructor finds themselves in extenuating circumstances that necessitate cancelling their lesson, they should contact Barn Staff as soon as possible to avoid being charged.
 - 1. We refrain from defining the exact terms of what makes a cancelled lesson excused or not excused, as there are infinite possibilities for extenuating circumstances which could not adequately be described in this policy. So we leave it to the discretion of Barn Staff, as a confidential party, to decide.

- c. It is the responsibility of the instructor to provide their students with adequate notice when they need to cancel a lesson. In non-emergency circumstances, instructors must notify students of a cancellation a minimum of 48 hours in advance.
- d. Instructors that are unable to do the items listed above will incur a \$15 fee billed to their student account.

Meeting Policy

Purpose

Regular all-member co-op meetings are vital to proper communication amongst, Barn Staff, other co-op members, and advisors. This policy outlines the format of these meetings.

Policy

1. Co-op meetings
 - a. Co-op meetings are held once per week and are typically one hour in length.
 - b. During the first part of meeting, Barn Staff, co-op members, community members, and advisors share any news, reminders, ideas, or other issues with the rest of the group.
 - c. During the second part of meeting, consensus or consultation discussions are held as necessary.
2. Missing meetings
 - a. Members with a lasting conflict with meetings must communicate that conflict with Barn Staff in order for it to be considered excused.
 - b. In order for a meeting to be excused, the party missing must contact all members of Barn Staff, either by emailing ecstables@earlham.edu, or contacting all members individually, prior to the beginning of meeting, and barn staff must deem it an excused absence.
 - i. Examples of excused absences: conflicts with an academic course, being out of town, illness, etc.
 - ii. Examples of unexcused absences: homework, hanging out with friends, etc.
 - iii. We refrain from defining the exact terms of what makes an absence excused or not excused, as there are infinite possibilities for absence which could not adequately be described in this policy. So we leave it to the discretion of Barn Staff, as a confidential party, to decide.
 - c. Those who miss meeting, excused or unexcused, must read the meeting minutes in order to be up to date on the happenings of the barn.
 - d. If a member misses more than two unexcused meetings, they will be charged \$5 per missed meeting to their student account.
 - e. After two charged meetings, Barn Staff must reach out to the individual to see how to support them further.
3. Role of barn staff in co-op meetings
 - a. The Barn Correspondent takes minutes.

- i. The Barn Correspondent and/or Barn Staff must email the minutes out to co-op members, community boarders, advisors, and the FOES promptly after meeting.
 - b. The Barn Manager leads the discussion and calls on those who wish to speak.
 - c. The Horse Care Manager, Lesson Coordinator, and Barn Director give any pertinent updates regarding the school horses, scheduling, equipment, etc.
 - d. During consensus discussions, one member of Barn Staff or predetermined co-op member will take minutes and another will lead the discussion. In accordance with Quaker principles, the other three members must sit amongst other co-op members, not in the front of the room.
4. Community member participation in co-op meetings
 - a. Community members are welcome to attend co-op meetings.
 - b. During the non-consensus parts of meeting, community members may give updates about their horse and/or other logistical information.
 - c. Consensus and consultation discussions are for co-op members. As such, community members may not participate (either verbally or with thumbs, knocks, etc.) in consensus and consultation discussions.
5. Barn Staff meetings
 - a. The members of Barn Staff meet once per week for two hours at a time.
 - b. These meetings are for Barn Staff to discuss any barn-related current or upcoming events, happenings, issues, or problems with each other and with advisors as necessary.
6. Etiquette in meetings
 - a. Co-op meetings are a safe space. Everyone present is expected to conduct themselves in a manner that upholds a safe space.
 - b. In accordance with Quaker principles, everyone in meeting is expected to try and be fully present.
 - c. Everyone in meeting must speak and act with respect at all times. Eye-rolling, mean-spirited laughter, or any other non-respectful attitudes will not be tolerated.

Miller Farm Policy

Purpose

This policy outlines the relationship between the Barn Co-op and Miller Farm.

Policy

1. The relationship between Miller Farm and the Barn Co-op is governed and outlined in the Memorandum of Understanding (MoU).
2. The Barn Manager and the Barn Director will primarily be responsible for liaising with Miller Farm
3. Barn Staff must review and re-sign the MoU upon its expiration at the beginning of every spring semester, making changes as necessary.
4. Barn Staff must keep co-op up to date on happenings with Miller Farm.
5. Barn Staff must keep the best interests of co-op in mind when working with Miller Farm.

Pasturing Policy

Purpose

Regular turnout in compatible groups is crucial to the health and happiness of horses.

Policy

1. Barn Staff, with weight given to the Horse Care Manager and Barn Manager, determines which groups of horses will be turned out in which pastures.
2. If particular pastures are dangerous for shifts to turn in/out and/or dangerous for lesson students to catch, it is the responsibility of Barn Staff to rearrange pasturing as necessary.
3. Barn Staff must write pasture arrangements on a whiteboard that is visible to co-op and community boarders.
4. Barn Staff must notify the owners of boarder horses affected by pasturing changes promptly after pastures have been changed.
 - a. Boarders concerned with new pasturing arrangements must contact Barn Staff. Barn Staff must be receptive to concerns of boarders.
5. Co-op members and community boarders are encouraged to keep an eye on the pastures and report any conflicts to Barn Staff, who must respond accordingly.
6. Horses who are a persistent danger to other horses and/or humans may be turned out alone in the holding pen or denied turnout.

Private Lessons and Outside Professionals Policy

Purpose

In order to maintain the integrity of our student run program the Earlham College Stables designed a policy detailing the appropriate procedure regarding private lessons and outside professionals.

Policy

1. Outside instructor for lessons on a boarder horse
 - a. Any co-op member has the right to bring in an approved outside instructor for lessons on a boarder horse.
 - b. These lessons may not interfere with the Earlham College Stables lesson program.
 - c. These lessons must adhere to the Responsible Participation Policy.
2. Outside instructor for lessons on a school horse
 - a. If a co-op member wants to bring in an outside instructor for a private lesson on a school horse, that outside instructor must first be approved by the co-op in meeting.
 - b. Outside instructors may not ride the school horses unless permission has been granted by the co-op.
 - c. The co-op member can pay for these lessons but must do so through their own negotiations with the instructor. Payment for these lessons must be arranged between the co-op member and the outside instructor.

- d. A co-op instructor must be present in the arena when assistants ride school horses with outside instructors that have been approved by co-op.
- 3. Private lessons taught by a co-op member
 - a. Teaching private lessons to individuals on a privately owned horse
 - i. It is the right of any boarder to teach private lessons on their own horse as long as there is no monetary transaction and is consistent with the college's insurance policy.
 - ii. The facilities of the EC Stables may be used for these private lessons as long as they do not interfere with the Earlham College Stables lesson program.
 - b. Teaching private lessons to individuals on a school horse
 - i. An Earlham College Stables instructor can give private lessons on a school horse, but they may not charge the individual when using a school horse.
- 4. Other outside professionals
 - a. If a boarder wishes to bring in an outside professional, such as a different vet or farrier for their horse, they must ask Barn Staff's permission to do so.

Quitting and Rejoining Co-op Policy

Purpose

Co-op members may choose to quit co-op or rejoin co-op after quitting for a variety of reasons. Going abroad is not included in the definition of quitting co-op: co-op members who go abroad are assumed to remain in co-op after their return unless otherwise stated. Quitting co-op is defined as a co-op member expressing their desire to no longer participate in co-op activities and fulfill their duties as a co-op member OR when a co-op member does not show up for any meetings or their shifts or lessons for a month or longer.

Policy

- 1. Quitting Co-op
 - a. Co-op members who wish to no longer be a part of co-op must notify Barn Staff at least two weeks before ceasing to participate in co-op activities (i.e. shifts)
 - b. An exception to this will be made if the person wishing to quit is physically unable to work shifts.
 - i. If a member needs to quit due to injury or illness, they must work together with Barn Staff to get their shifts covered for the next two weeks.
 - ii. If a co-op member quits for very personal and/or medical reasons (i.e. pregnancy) and does not wish to share these reasons with Barn Staff, they may notify an advisor who will notify Barn Staff of the person's quitting.
 - c. Barn Staff has no authority to prevent any co-op member from quitting co-op.
 - d. It is the responsibility of the Lesson Coordinator and/or Barn Staff to schedule replacement co-op members in the shifts and/or lessons of the quitting member.
 - e. People who have quit co-op do not have the privileges of co-op members.

2. Rejoining Co-op
 - a. People who have quit co-op in the past and wish to rejoin may do so, provided that they have no previously recorded unresolved infractions that would invoke the Disciplinary Policy with either co-op or Barn Staff.
 - b. People wishing to rejoin co-op must contact Barn Staff and announce their desire to rejoin.
 - c. Barn Staff may not in any way prevent anyone from rejoining co-op unless the person wishing to rejoin has previously recorded unresolved infractions that would invoke the Disciplinary Policy.
 - d. Rejoining co-op members who have been out of co-op for longer than one year must take and pass the final exam for Leadership and Barn Management and be retested to be a lesson instructor to renew their shift instructor and lesson instructor privileges/status respectively.
 - i. Rejoining co-op members who have been out of co-op for longer than one year and who have passed Leadership and Barn Management but do not wish to retake the final exam for the course may rejoin co-op with the privileges of an assistant who has passed Introduction to Equine Studies. This is not meant to be punitive, but rather to ensure that every instructor is up to date on how the barn is run.
 - e. Rejoining co-op members who have not passed Leadership and Barn Management must resume taking either Introduction to Equine Studies or Leadership and Barn Management as appropriate as soon as possible. For example, someone who has passed Introduction to Equine Studies, quit during the spring semester, and rejoined in the fall should resume Leadership and Barn Management in the spring. In the meantime, they would have the privileges of someone who has passed Introduction to Equine Studies.
3. Going Abroad
 - a. Co-op members who go abroad (but do not quit co-op) for one semester or less are considered co-op members at the time of their return and have the same status/privileges when they return that they had prior to leaving.
 - b. Co-op members who have passed Leadership and Barn Management and go abroad for between one semester and one year must retake and pass the final exam for the Leadership and Barn Management to renew their instructor privileges at the time of their return.
 - c. Co-op members who have not yet passed the Leadership and Barn Management must resume taking the Leadership and Barn Management when they return if they wish to remain co-op members.

Rental of Equipment Policy

Purpose

Earlham College Stables typically has extra saddles, bridles, saddle pads, blankets, and other horse-related equipment that is not in use. This policy outlines the use of this equipment by co-op members and boarders on non-school horses.

Policy

1. School horses leased by Earlham College Stables have the first priority for the use of any equipment owned by Earlham College Stables
2. Co-op members and/or boarders who wish to rent equipment must ask for Barn Staff's permission.
3. Grounds for Barn Staff to deny permission to rent equipment:
 - a. The equipment is unavailable due to its use on a school horse.
 - b. Barn Staff has compelling reasons to believe the prospective renter will damage and/or not return the equipment.
 - c. The prospective renter has previously recorded unresolved infractions that invoke the Disciplinary policy.
4. All rented equipment is due promptly at the end of the school year.
 - a. If the equipment is not returned by the end of the school year, the renter will be charged the value of the equipment.
5. Costs to rent equipment
 - a. Saddles may be rented for \$30 per saddle per semester or \$50 per saddle per school year.
 - b. Blankets may be rented for \$30 per blanket per winter season.
 - c. The cost to rent other equipment must be mutually agreed upon by the renter and Barn Staff.
6. Damage to equipment
 - a. Renters are responsible for the costs of any and all damage to the rented equipment occurring during the period of their rental.
 - b. It is strongly encouraged that renters note any prior damage to the equipment to Barn Staff.

Responsible Participation Policy

Purpose

The effective operation of the Earlham College Stables and Cooperative depends on the responsible participation of all its members and the greater community. Responsible participation includes safe, responsible, and respectful membership in the program through attendance, horse care, ring manners, as well as general etiquette and respectful interaction with horses and other individuals. The following policy describes the elements of respectful and responsible participation and how these must be carried out.

Policy

1. No person is allowed to smoke, be under the influence of alcohol and/or illicit substances, or carry alcohol or illicit substances while on the property of Earlham College Stables.
2. Attendance and duties
 - a. All members of co-op are expected to attend weekly co-op meetings and fulfill their weekly barn duties.
 - b. If a co-op member cannot attend their barn shift for any reason, they are expected to find another co-op member to fill in for their shift. In the case of such a switch,

the co-op member should notify the Lesson Coordinator as well as the Instructor of the work shift.

- c. If the co-op member cannot attend a barn meeting for any reason, they must notify Barn Staff in advance to inform them of their absence and reason.
 - d. If a co-op member has an unexcused absence for barn work they will be charged a fee of \$15 to their student account to compensate for the lost time.
 - e. If a co-op member has more than two unexcused absences for meeting they will receive a \$5 fee charged to their student account.
 - f. If a co-op member misses five (or more) meetings or work shifts without adequate notice or reason, the member's behavior falls under the Disciplinary Action Policy. At this point the action to be taken will be left up to Barn Staff to decide, and the course of action may include suspension or expulsion from the program.
3. Comments Book
 - a. There is a notebook near the front entrance of the barn that has been designated as a place for co-op and community members to write any relevant notes about horses and/or goings on at the barn, i.e. if a boarder wants their horse left in because the farrier is coming.
 - b. The AM shift should write which stalls they cleaned in the comments book.
 - c. Every co-op member must look at the comments book upon entering the barn and read any notes that have been written since they were last at the barn.
 - d. Co-op members must follow all reasonable requests written in the comments book.
 4. Ring manners and riding etiquette
 - a. All co-op members, community members, boarders, and guests must wear a helmet any time they are mounted on a horse on Earlham College Stables property
 - b. All co-op members are expected to follow standard ring manners when riding and to be respectful of other riders and horses in the arena. Standard ring manners include passing left shoulder to left shoulder, calling out where you are going, and leaving adequate space between horses.
 - c. If an individual wishes to ride in an arena where a lesson is taking place, the individual must ask the Instructor of the lesson prior to riding and if permitted must be respectful of the lesson's space and safety.
 5. Responsible and respectful behavior
 - a. It is expected that all individuals involved in the program will treat each other with respect.
 - b. No member of co-op or participant of any barn-related activity may attend barn meeting, barn work shifts, riding lessons, or any other barn related or sponsored event under the influence of alcohol or any illicit substance.
 6. Disciplinary action
 - a. If any individual does not adhere to this policy, the issue will be taken to Barn Staff and the ensuing action will be determined with regard to the Disciplinary Policy.

Safe Footwear Policy

Purpose

The Earlham College Equestrian Program strives to create a safe environment for all of its members. The Safe Footwear Policy outlines the correct footwear to be worn at the facility in an attempt to insure the highest degree of safety.

Policy

1. Co-op members
 - a. While mounted: Co-op members must wear riding boots or similar footwear while riding.
 - i. With a saddle/stirrups: When riding with stirrups, appropriate footwear is something narrow enough that it slides easily out the back of the stirrup and will not become stuck. Shoes must also have a small heel that will keep the foot from sliding through the stirrup. Sneakers are appropriate only when they meet these requirements.
 - ii. Riding bareback or without stirrups: When riding without stirrups, co-op members must wear closed-toed and closed-heeled shoes. They are encouraged to wear riding boots or other shoes with a hard toe to ensure their safety.
 - b. When unmounted: While in the barn or on the barn property but not riding, co-op members must wear closed-toed and closed-heeled shoes. These shoes need not be riding boots.
2. Lesson Students
 - a. Lesson students are required to wear appropriate footwear at all times while at the barn.
 - i. Appropriate footwear includes riding boots or other similar shoes, and is narrow enough that it slides easily out the back of the stirrup and will not become stuck.
 - ii. Shoes must also have a small heel that will keep the foot from sliding through the stirrup.
 - iii. Sneakers are appropriate only when they meet these requirements. Sandals of any kind are not permitted.
 - b. Lesson students are not required to purchase their own boots, but they must wear shoes that fit these requirements.
 - i. Extra boots can be found in the school horse tack room, and lesson instructors should assist lesson students in finding appropriate shoes.
 - ii. If a lesson student does not agree to these terms, they may ride only without stirrups. If they refuse, they must sit out of the lesson.
 - iii. Instructors are responsible for ensuring that their students wear appropriate footwear.
3. Working students

- a. Working students must wear closed-toed and closed-heeled shoes while working at the barn and around horses. Appropriate shoes include paddock boots, sneakers, muck boots, etc. Sandals or other open-toed shoes are not permitted.

School Horse Policy

Purpose

The Earlham College Equestrian Program leases school horses for co-op members to ride, learn from, and enjoy. These “schoolies” are the heart and soul of the program.

Policy

1. Frequency of use
 - a. School horses may be ridden twice per day and/or a maximum of three hours per day.
 - b. School horses typically have one day off per week, but this depends on how busy a particular semester. Barn Staff, with weight given to the Horse Care Manager, ultimately decides how many days, if any, school horses will have off.
2. Jumping
 - a. School horses may be jumped in advanced level lessons taught by an instructor who has been certified to teach jumping (see Lesson Policy), by an outside instructor who has been approved to by co-op to teach jumping, by the Horse Care Manager, or with permission from the Horse Care Manager only.
 - b. See parts 8f-g of the Barn Staff policy regarding assistant Horse Care Managers and jumping.
3. Bareback
 - a. School horses may be ridden bareback at the discretion of the Horse Care Manager and/or in consultation with the Barn Staff.
4. Trails
 - a. School horses may be ridden on trails unless the Horse Care Manager and/or Barn Staff determines otherwise.
 - b. It is strongly encouraged that co-op members who wish to ride on trails check with the Horse Care Manager and/or Barn Staff to ensure that the horses are safe on trails.
 - c. School horses may not be cantered, galloped, or jumped on trails.
 - d. School horses must wear halters over their bridles and riders should carry leadropes when trail riding.
5. School Horse Use Board
 - a. There is a whiteboard located outside of the school horse tack room that is designated for recording the use of school horses.
 - b. Whenever co-op members ride or otherwise use the school horses they must write the following on this board for the day that they rode:
 - i. Their name
 - ii. The horse’s name

- iii. What gaits they rode at (“W” for walk, “T” for trot, “C” for canter, “J” for jump, and “GW” for ground work)
 - iv. How long they rode
 - v. Any other relevant notes: for example, if an instructor gets the Horse Care Manager’s permission to jump a school horse outside of a lesson they should write something along the lines of “WTCJ with permission from HCM”
6. Treats
- a. School horses may not be hand-fed treats unless explicit permission from the Horse Care Manager and/or Barn Staff has been granted.
 - b. Owners of boarder horses may give permission for others to hand feed their horse.
 - c. A bucket of grain may be used to bribe horses to be caught, as long as the horses are not hand-fed grain.
 - i. Anyone using grain to catch a horse should ensure that they use the type of grain the horse gets fed for meals.
7. Turnout
- a. School horses that are turned out in halters must wear breakaway halters.
 - b. When school horses are tied or cross-tied, the rope or cross tie should be attached to a breakaway material such as bailing twine.

Schooling Policy

Purpose

In hopes of maintaining consistency for the school horses, the responsibility of training and schooling lies with the Horse Care Manager. For this reason, the Schooling Policy was created to better define the role of individual co-op members in regards to the school horses.

Policy

1. Classification of schooling
 - a. Any attempt to correct significant behavioral issues a horse may be having under saddle or on the ground (unless by not doing so the horse poses an immediate danger to itself or others) is considered schooling.
2. Lessons
 - a. It is inappropriate for the instructor to ask a student to dismount so that they can mount and school the horse.
3. Co-op pleasure riding
 - a. It is not appropriate to school or train the horses.
 - i. Minor behavioral issues may be corrected, but no attempts to teach horses to jump, collect, etc. should be made.
4. Proper schooling
 - a. In the event that a school horse is behaving badly, the Horse Care Manager and Barn Staff should be made aware of the problem.
 - b. It is the job of the Horse Care Manager and/or Barn Staff to resolve behavioral issues.

- c. An individual may volunteer their skills and services to the Horse Care Manager and/or Barn Staff to help correct the problem.

Shift Policy

Purpose

Daily work shifts are essential to proper care of horses. This policy outlines the nature of these shifts.

Policy

1. Frequency and times of shifts
 - a. Shifts occur every day from when the first horse moves in the fall to when the last horse moves out in the spring.
 - b. It is Barn Staff's responsibility to work shifts when there is no formal shift schedule, i.e. in late August or after finals week.
 - c. There are morning and night shifts. The morning shift is from 6-8 am and the night shift is from 4-6 pm.
 - d. Night check happens every day except for on breaks. Night check is conducted by one member of Barn Staff and must be completed between 9:00 pm and 12:00 am
2. Shift workers
 - a. Co-op members work shifts at the barn
 - b. An instructor is a co-op member who has passed Leadership and Barn Management.
 - i. Instructors who are sophomores or juniors must work a total of two shifts per week.
 - ii. These two shifts may be any two of the following: teaching a weekly lesson, teaching the Introduction to Equine Studies or Leadership and Barn Management, or working a shift.
 - iii. Instructors who are seniors must work one shift per week.
 - c. An Assistant is a co-op member who is currently taking the Introduction to Equine Studies or Leadership and Barn Management OR who has not passed Introduction to Equine Studies or Leadership and Barn Management.
 - i. Assistants must work a total of one shift per week.
 - d. AM shifts must consist of at least two co-op members
 - i. At least one of these workers must be a shift instructor.
 - e. PM shifts must consist of at least three co-op members.
 - i. At least one of these workers must be a shift instructor.
 - f. PM shifts with two co-op members are allowed, but at least one person must be either currently on Barn Staff or a previous member of Barn Staff.
3. AM shift (in approximately this order)
 - a. Check the high temperature for the day (see Blanketing and Turnout policy) and update the weather whiteboard
 - b. Toss AM hay to each horse as indicated on individual stall cards

- c. Dump either the left or right water bucket in each stall and record which bucket was dumped. If the previous AM shift dumped the right bucket, the left bucket must be dumped the next day
 - d. Give grain to each horse as specified by the whiteboard in the feed room
 - e. Feed the cats
 - f. Water the indoor arena only if any riders currently in the arena are comfortable with the arena being watered while they ride and/or if the temperature is not so cold that the arena would freeze
 - g. Thoroughly muck out the appropriate number of school horse stalls
 - h. Blanket each horse according to the high temperature and chance of precipitation for the day (see Blanketing and Turnout policy)
 - i. Plug in the electric fence
 - j. Turn horses out to their respective pastures as specified by the pasture board
 - k. Break up any ice in the water troughs in the pastures
 - l. Sweep the rubber mats in the aisle
 - m. Sweep the wash stall
 - n. Open windows if the high temperature for the day is 32°F or higher
 - o. Ensure that lights are off and that the tack, feed, and front doors are locked.
4. PM shift (in approximately this order)
- a. Check the low temperature for the night (see Blanketing and Turnout policy) and update the weather whiteboard
 - b. Toss PM hay to each horse as indicated on individual stall cards
 - c. Fill up all water buckets in each stall
 - d. Clean any school horse stalls that the AM shift did not clean
 - e. Sweep the concrete in the front of the barn
 - f. Lead in horses from pastures (two-person PMs may run horses in as long as anyone riding in the outdoor arena is comfortable with horses being run in)
 - g. Unplug the electric fence
 - h. Sweep the rubber mats in the aisles
 - i. Rake the aisles and pick up piles of what has been raked
 - j. Sweep the tack and feed rooms
 - k. Give grain to each horse as specified by the whiteboard in the feed room
 - l. Blanket each horse according to the low temperature for the night (see Blanketing and Turnout policy)
 - m. Close windows if the low temperature for the night is 32°F or lower
 - n. Ensure that the lights are off and the front, tack room, feed room, and back doors are closed and locked prior to leaving
5. Night Check
- a. The Barn Staff member should go to each stall and check that:
 - i. The stall latch is completely latched
 - ii. The horse has at least a bucket and a half of water
 - iii. The horse does not appear to be colicking or otherwise ill
 - iv. The horse is blanketed appropriately
 - b. Ensure that all doors are shut and locked, the lights are off, and the windows are open or closed as necessary

- c. Feed the cats
6. Paid Shifts
- a. When every member of co-op is working their required number of shifts and there are still not enough workers (defined in part B of this policy) to cover all shifts, co-op members may be paid for working extra weekly shifts.
 - b. Co-op members working extra shifts will be paid \$7.25 per hour.
 - c. In the interest of saving money, it is the Lesson Coordinator's responsibility to ensure that the number of paid shifts is minimized each semester.
 - d. It is the Barn Director's responsibility to ensure that co-op members working paid shifts regularly fill out timesheets in order to be paid.
7. Respectful etiquette during shift
- a. Co-op, boarders, and community members in the barn during shift should take care to stay out of the shift workers' way.
 - b. Boarders and/or co-op members may not cross tie a horse in the barn aisle while shift workers are turning horses in or out.
 - i. Lesson instructors who are teaching a lesson are exempt from this.
8. Missing Shifts
- a. For non-emergency shift covers, it is the responsibility of each co-op member to find an appropriate substitute. Members who find themselves in need of a shift cover should follow the procedure detailed below.
 - i. Email barnco-op@earlham.edu at least 48 hours before the scheduled time of the shift.
 - 1. Indicate what shift needs covering.
 - 2. Indicate whether or not an assistant may cover the shift.
 - 3. Let co-op know how you are able to compensate someone covering your shift, such as trading shifts, paying in food, money, or doing stalls.
 - ii. If the previous item was unsuccessful, individually text or call co-op members that are available during the time of the shift at least 24 hours before the scheduled time of the shift.
 - iii. Text or call the lesson coordinator at least 12 hours before the shift if the previous items were unsuccessful.
 - b. If a member cannot find a cover for a non-emergency related missed shift, and has not done every item listed in 8a, their student account will be charged \$15. If a member should miss more than 2 shifts, Barn Staff must arrange a meeting with the individual to determine how to support them further.
 - i. In the event that a co-op member finds themselves in extenuating circumstances that prevent them from working a shift, they should contact Barn Staff as soon as possible to avoid being charged.
 - 1. We refrain from defining the exact terms of what makes a missed shift excused or not excused, as there are infinite possibilities for extenuating circumstances which could not adequately be described in this policy. So we leave it to the discretion of Barn Staff, as a confidential party, to decide.

Tractor Policy

Purpose

The Barn Co-op owns a tractor that is used for dragging the arena, managing the manure pile, and other miscellaneous farm chores. This policy outlines the use of the tractor.

Policy

1. The tractor may be used only by individuals who have been trained to operate it.
 - a. It is the responsibility of Barn Staff to oversee tractor use and the training of those who wish to operate it.
2. It is the responsibility of the Barn Director and/or Barn Staff to liaise with Maintenance in order to ensure that the tractor is properly maintained.
3. Anyone wishing to use the tractor for miscellaneous farm chores (arena dragging, etc.) should give Barn Staff notice beforehand.
4. Nobody may operate the tractor under the influence of alcohol or illicit substances.
5. The tractor may not be used for non-barn related purposes unless explicit permission from Barn Staff has been granted
6. Miller Farm may designate trained individuals to operate the tractor for purposes that Barn Staff and Miller Farm have mutually agreed on (see Memorandum of Understanding for more)
 - a. Miller Farm's use of the tractor must not conflict with the Barn Co-op's use of the tractor.
 - b. It is the responsibility of the Barn Manager and/or Barn Staff to communicate with Miller Farm about the use of the tractor.

Turn in/out Policy

Purpose

Earlham College Stables does not have shelters in its pastures. As such, horses must be turned in during nights and inclement weather. Co-op turns horses out in the morning, in at night, and in during severe weather.

Policy

1. AM shift runs horses out (as opposed to leading out horses individually) unless a boarder or the Horse Care Manager requests that particular horses are lead out
2. PM shifts with three or more people lead horses inside.
 - a. One person may lead up to two horses if they feel comfortable doing so.
 - b. PM shifts with two people must have one member of current or previous Barn Staff. These shifts are allowed to run horses in.
 - i. A shift worker should check with anyone riding in the outdoor arena prior to running in. If the person riding indicates that they are uncomfortable with horses running in, shift must lead horses in.
3. Inclement weather

- a. It is the responsibility of Barn Staff to compile an emergency contact list in the event of severe weather (i.e. thunderstorms) that requires horses to be brought in.
 - b. In the event of severe weather, Barn Staff must contact the people who have indicated their availability for that time period on the contact list. Those people must go out to the barn and turn horses in.
4. 24 Hour turnout
- a. Boarders and the Horse Care Manager and/or Barn Staff may request that their horses and the school horses respectively be turned out 24/7.
 - i. Horses on 24/7 turnout may not be turned out if the comfort index is below 0 or during thunderstorms.
 - ii. The AM shift will bring horses on 24/7 turnout in to be fed and then turn them back out with the other horses.
 - iii. The PM shift will bring in all horses and then turn the horses on 24/7 turnout back out.
 - b. Typically horses on 24/7 turnout will be turned out in the Holding Pen at night.
 - c. No horse may be pastured by itself for the night. Thus boarders interested in 24/7 turnout for their horses must find another horse for their horse to be turned out with at night.