



Who We Are

Mission

Since our founding in 2007, Project Horseshoe Farm has been dedicated to pursuing our mission of working with and building on the strengths of local communities, improving the health and quality of life of our vulnerable neighbors, and preparing community health and citizen service leaders for tomorrow's communities.

Horseshoe Farm, like all organizations, has an organizational culture shaped by its history, mission, values, leadership, governance structure, approach to organizational decision making, approach to making positive change, and approach to our work.

As part of our mission to help prepare tomorrow's citizen service leaders, we have developed the Horseshoe Farm Fellowship. We believe this **volunteer service and educational year** fills an important niche, but is not the right match for everyone.

No opportunity can meet the interests, circumstances, values, and goals of all applicants, and each person must decide for themselves which of the many excellent post graduate

opportunities best suits their interests, values, goals, and circumstances. We have prepared the following information so that you can carefully consider whether Horseshoe Farm is a good match for you and what you are seeking for the coming year.

Summary of Key Points (Please carefully read through the entire document since not everything of importance is covered in these Key Points)

- The Horseshoe Farm Fellowship is intended for individuals who are seeking a **rigorous, intensive, and immersive volunteer service and educational year** that will challenge them to grow through working in support of Horseshoe Farm's values, approach, and mission during their Fellowship year. It is very important to note that the Fellowship is a **rigorous, intensive, and immersive volunteer service and educational year focused on fostering habits of citizen service leadership and not a job**, nor paid employment, nor a circumscribed 8-5:30 Monday through Friday experience.
- Horseshoe Farm is foundationally a service organization. Though we believe that activism and political advocacy can be very important means for achieving positive change, activism and political advocacy are not part of the Horseshoe Farm culture -- we do not engage in activism or political advocacy work or take positions on political issues or other causes. Service grounded in building trusting, caring, and supportive relationships within and across our differences is Horseshoe Farm's path towards making positive change.
- Horseshoe Farm works with communities where local healthcare systems, education systems, community centers, nursing homes, and housing programs have welcomed and invited the involvement of Horseshoe Farm and our Fellows. Monitoring, maintaining, and building on these and other relationships is core to Horseshoe Farm's approach to engaging and working in healthy ways with local communities.
- As a one-year Fellowship, we cannot delve into all subjects (either through experiences or through readings and discussions) and we necessarily have made choices about areas of focus. We ask that applicants speak with current Fellows and Site Directors to help you determine ahead of time whether Horseshoe Farm's educational experience, content,

focus, and approach to training and teaching is consistent with what you are seeking in the coming year.

- Organizational decision making within Horseshoe Farm follows a hierarchy, and final decisions are made by the Director and Governing Board.
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What Are You Seeking

Past Fellows describe their experience as **hard, intense, draining, taxing, emotionally challenging, complex, and multidimensional**. They also describe it as being extremely meaningful and rewarding, filled with worthwhile challenges and responsibilities, and being one of the biggest growth experiences of their lives.

Different people are looking for different experiences with their “gap years.” Some are looking to take a break for a year, others to freely explore or pursue their own individual passions or their own personal missions, others to serve through a job or regular paid employment opportunity, others to maximize their earnings, pay off debt, or enhance their savings, and others to simply gain shadowing experience. These can all be worthwhile aims and there are many excellent opportunities to pursue these aims.

However, Horseshoe Farm is certainly not a break. It is a very intensive, rigorous, taxing, and challenging year of volunteer service and learning. It requires strong resilience and a mindset geared towards pushing and stretching ourselves through hard work, long hours, and full commitment.

Additionally, Horseshoe Farm is not an outlet for each of us to individually pursue our personal missions or passions. We work together as a team in pursuit of and support of Horseshoe Farm’s mission, approach, goals, and values.

Horseshoe Farm is not a shadowing experience. The Fellowship experience is a much deeper, richer, broader, and more active approach to volunteer service and learning than can be provided by almost any shadowing experience we have seen.

Finally, and **VERY** importantly, the Fellowship is not a job or employment and is not structured as a job or employment. This concept cuts to the very heart of Horseshoe Farm. One third of our mission is preparing citizen service leaders for tomorrow’s

communities. For Horseshoe Farm, this means working with young people who understand and embrace the opportunity to pursue an immersive and rigorous **year of volunteer service and education** that involves very hard work, stretching themselves, and personal sacrifice.

From our beginning, a key reason why Horseshoe Farm's leaders and supporters have invested their time, energy, and resources into the organization is because we believe strongly in the vital role citizen service leaders play in contributing to the strength and health of local communities. We believe that habits of citizen service leadership need to be cultivated and developed in young people for a free society to remain healthy and strong. We therefore want to invest in talented and committed young people who want to stretch themselves, work very hard, and make sacrifices for a year of volunteer service and learning geared towards developing habits of citizen service leadership. We believe young people who seek out, live out, and learn about the ideals of citizen service leadership early in their lives tend to carry these habits forward with them for the rest of their lives.

To help support Fellows who embrace this path of hard work, volunteer service to others, personal sacrifice, and growth towards becoming citizen service leaders, we provide free housing and a modest educational grant. The free housing and educational grant are intended to help offset a significant portion of the costs (though not necessarily the total costs) of pursuing the volunteer service and educational year with Horseshoe Farm.

We believe that while valuable and worthwhile service can occur in an employment structure and setting, such employment opportunities are fundamentally different in character and nature from the Horseshoe Farm Fellowship and involve a different mindset as well as a different organizational orientation, organizational culture, and organizational structure than one dedicated to developing citizen service leaders. We ask that you carefully consider and understand the difference between a job and a year of intensive volunteer service and learning geared towards fostering habits of citizen service leadership.

We ask that applicants who at this point in their lives have an employment mindset or job expectation in relationship to their

service to others to please seek out some of the many other excellent opportunities that more closely fit this expectation and mindset. We have listed some of these opportunities at the bottom of this document.

Approach to Change Through Relationship Oriented Service and Building on Strengths

We believe that there are many different approaches to making positive change. Horseshoe Farm's approach to change focuses on volunteer service and building on and extending the strengths in local communities.

This begs a basic question -- what strengths in local communities is Horseshoe Farm building upon and extending? One of the greatest underappreciated strengths in nearly all local communities is the way many individuals acting as citizens quietly care for and provide volunteer service to their neighbors, including to children, the elderly, and people living with mental illness.

Horseshoe Farm aims to build on this wonderful strength in our partner communities. Horseshoe Farm does this by providing volunteer support to local teachers and schools by working with and serving individual and small groups of students in the classroom. We provide volunteer support to local healthcare providers and nonprofit organizations to extend their capacity to provide relationship-based service to vulnerable adults. We provide volunteer support to local community centers, nursing homes, and housing programs to help provide more individualized and relationship-based support and care to their participants and residents.

In combination, these efforts help improve the health and quality of life of our vulnerable neighbors, support and strengthen local institutions, build and strengthen constructive relationships between individuals and organizations, and contribute to the broader social fabric in local communities (for more on this, please see "Horseshoe Farm Biopsychosocial Model for Community Health" diagram and caption on Overview section of Website).

Though we believe activism and political advocacy can be very important means for achieving positive change, we want to emphasize that activism and political advocacy are not part of the Horseshoe Farm culture. Horseshoe Farm does not engage in activism or political advocacy or take positions related to political or other causes. In addition, it is not our aim or part of our culture to deconstruct, protest, or overthrow existing power structures or systems or to engage in identity group power struggles. Because of this, we encourage those who have a deep passion for or want to pursue, engage in, or learn more about activism, political advocacy, political struggles for group power, or other important related approaches to making positive change to consider other organizations where these methods are part of the culture, values, and mission.

What We Are Looking For in Fellows

We are looking for Fellows who are seeking to challenge themselves and grow, to work very hard, to push themselves and their teammates to go above and beyond, to provide volunteer service to others, to sacrifice, to invest in building meaningful relationships, and to become part of a community.

We have found that Fellows who are not seeking to stretch or push themselves through a deep commitment for the year, and at this point in their lives prioritize extensive “protected time,” or extensive personal time or time away from the Fellowship for any of a variety of reasons can become frustrated with the nature and demands of the Fellowship. We encourage those who have these expectations to seek other opportunities that would be a better match for their priorities at this point in their lives.

We are looking for Fellows who are positive and **grateful in their outlook**, and who are able to take on challenges while being positive, supportive, and contributing members of a team. A key part of this involves working well with others and maintaining good relations even with those with whom we may not share backgrounds, political views, or other views. At Horseshoe Farm, we put our healthy relations with our teammates and our shared work towards Horseshoe Farm’s mission above our personal political philosophies or areas where we may not all agree.

Fellows live and work together with all of the challenges that come with this. Successful Fellows bring **flexibility**, a willingness to **extend grace and forgiveness**, a commitment to putting the team above any individual, and an ability to communicate in effective ways to successfully build, maintain, and navigate these and other relationships.

We are looking for Fellows who are strong, **internally resilient**, and have built internal skills to cope with hard work, time pressure, frustration and discomfort, competing demands, unexpected challenges or circumstances, stress, and encounters with human pain, suffering, and other sometimes difficult aspects of the human condition. Fellows should anticipate these as part of being a Fellow.

We are looking for Fellows who are able to see, understand, and effectively navigate nuance, complexity, and contradiction, and have the flexibility to maintain good relationships with a wide range of people with all of the good and bad that comes within each of us.

We are looking for Fellows who are more inclined to **see the good in things** and to build them up than to search for flaws, dissect, pick things apart, and take things down.

Finally, and very importantly, we are looking for Fellows who are interested and invested in Horseshoe Farm's values, approach, and mission. We ask that Fellows not come to Horseshoe Farm with the aim of trying to change Horseshoe Farm's values, mission, or approach or of trying to use Horseshoe Farm as a platform for their own personal advocacy, causes, or beliefs.

By choosing to join Horseshoe Farm, Fellows are making a commitment to participate in and agreeing to become part of a team (with their Site Directors, Directors, and other Fellows) working together in support of the values, mission, goals, and approach of Horseshoe Farm for their Fellowship year.

For those who find Horseshoe Farm's values, approach, goals, or mission in basic conflict with their own values or beliefs or who want to independently pursue their own individual missions or passions, we encourage you to seek out other organizations with

missions, values, and approaches that align more closely with your own.

Approach to Community, Engagement, and Service

At Horseshoe Farm, our relationship with local communities is foundational and at the core of who we are as an organization.

Horseshoe Farm works with communities whose local healthcare and education systems, community centers, nursing homes, housing programs, and other institutions have welcomed the involvement of Horseshoe Farm and our Fellows. We work hard on a sustained basis to build and maintain trust with these institutions, those they serve, and with other institutions and individuals in the broader community.

We believe that our path to earning trust is through our behavior, through volunteerism and selfless giving, through helping our vulnerable neighbors, through hard work and personal sacrifice, through the relationships we develop and nurture, and through how we treat others as individuals over time.

Our approach derives from our founding by Dr. Dorsey who in 2005 moved from southern California to rural Alabama where he had no previous connection. Though he had no previous ties or relationships, he worked hard and made sacrifices in the name of supporting individuals and the community. This allowed him to earn trust over time, and through building trust has had the opportunity to continue to help others and make a positive contribution to healthcare, education, and other areas in the community.

By following this approach, Horseshoe Farm has and hopes to continue to create a bridge for past, current, and future classes of Fellows from across the country to join Horseshoe Farm's efforts to engage with local communities and volunteer in support of local schools, healthcare clinics, nursing homes and housing programs, and community centers.

We understand that there are different approaches to working with communities and that our approach differs in emphasis from some effective community health models which stress being from a local community or sharing life-long lived experiences as prerequisite for effective service and community health work.

We do not see the two approaches as mutually exclusive and hope that both can work together in complementary ways to further shared goals. We are grateful to have consistently received positive feedback from our institutional partners, the individuals we work with and serve, and many others in the broader community. This feedback serves as a key guide to help us determine whether we are moving along a healthy and positive path in our work with local communities.

Fellows and Community Engagement

Community involvement, engagement, and immersion are integral elements of the Fellowship experience. We believe that getting out, getting involved, and getting to know people is the best way for Fellows to truly understand a community, the diverse people who are its members, and the diverse values in a community. Involvement, engagement, and immersion are also needed to build trust, to develop a mutual empathic understanding between Fellows and members of the community, and to learn how to get things done in a community.

The primary (**First Level**) way in which Fellows engage with the community is through their volunteer service with local schools, community centers, clinics, and nursing homes/housing programs. Fellows have the wonderful opportunity to meet, work with, and learn from community leaders and all of the staff and volunteers at these institutions. In addition, through their volunteer work with children, community center participants, health partners, and nursing home residents, Fellows have the opportunity to develop close relationships with a broad range of our vulnerable neighbors, their families, and others in the community who have relationships with or care for these individuals.

To help complement this foundational level of community engagement, we have incorporated a **Second Level** community engagement structure into the Fellowship. Fellows generally spend a half a day a week volunteering with a **Second Level** community engagement site – ie a local business, non-profit, civic group, community organization, etc. that has welcomed the involvement of a Horseshoe Farm Fellow. Fellows have typically enjoyed the opportunity to contribute to and learn about different

parts of the community, gain a broader view of how the community is tied together, and build wonderful relationships.

We also emphasize the importance of **Third Level** community engagement (familiarity, acquaintance, relationship, but not necessarily direct volunteer service or partnership). We regularly invite guest speakers who are leaders in the community to come speak with the Fellows and to share their experience, their role in the community, and their views about the community. Fellows participate in “P.O.R.T.C.H.” Fridays (**P**eople, **O**rganizations, **R**elationships, **T**eam Building, **C**ommunity/**C**ulture, **H**istory) where they go to meet and learn about different organizations and people in the local community and region. Fellows also devote some time each week (including sometimes on their own on evenings and weekends) going out to meet different individuals, organizations, groups, institutions, etc. to help them get an even broader sense of the community.

All three levels are important parts of the Fellowship and of the successful function of Horseshoe Farm. For some Fellows it can be very tempting to retreat to the comfort of the companionship of their team of Fellow peers or the homes of a few close friends, families, or acquaintances who can sometimes be the most welcoming members of the community. There is nothing wrong with this feeling, but we are looking for Fellows who are seriously invested in taking the time (including sometimes on evenings, weekends, or holidays) to step out and to get to know and become part of their local communities in broader ways. We want Fellows who are interested in and want to become part of the lives of their neighbors, to build relationships, to build trust, to become involved in activities, and to learn about their local communities.

Almost anyone who has been involved with community work will tell you that community based non-profit organizations with great service programs without serious community involvement, outreach, and engagement efforts will ultimately suffer. Conversely, community non-profit programs with strong community outreach and engagement efforts tend to thrive. We want Fellows who want to stretch and challenge themselves and to help us to thrive.

Approach to Education and Training and Educational Content

No teacher or singular educational experience is capable of providing all things to all students. Over the course of their lives it is up to students to make choices about which teachers, courses, experiences (including internships and fellowships), fields of study, etc. should make up their liberal education and training. For interested students the Horseshoe Farm Fellowship can be an important and influential part of their educational journey.

Horseshoe Farm's educational philosophy and approach emphasizes learning through experience and doing. Fellows participate in volunteer service, work with a range of individuals and organizations, participate in ongoing community engagement activities, and provide hands on contribution to Horseshoe Farm's operational and administrative activities. They engage in and learn from all of these activities while operating in a real world setting and working with an organizational team.

Fellows' experiences are then complemented by readings, discussions, regular team meetings, and one-on-one mentorship to help them hone their developing skills, amplify their learning, and reflect on the broader context related to their experiences. We believe that this approach of doing blended with coaching, reflection, teaching, and mentorship is one of the deepest, most enduring, and most effective forms of learning.

As a one-year Fellowship, we cannot delve into all subjects (either through experiences or through readings and discussions) and we necessarily have made choices about areas of focus and emphasis. We have worked very hard over many years to develop a carefully considered and balanced volunteer service, educational, and training program that has helped many Fellows develop habits, skills, and understanding of citizen service leadership. Because of this, we ask that Fellows understand that the bulk of the curriculum and approach to training is set in its goals, structure, and content.

Our choices have been shaped by the experience, expertise, and knowledge of our leadership (1), our three-

part mission, our core values, and our time-tested approach to contributing to positive change.

As such, the Fellowship may not emphasize subjects or experiences that some students feel are important. Further, the Fellowship's approach may not be consistent with some students' held philosophies or ideas or goals for change.

Regardless of whether the Fellowship resonates with or challenges students' ideas and beliefs, those who are open to understanding, investing in, and learning from Horseshoe Farm's time-tested approach can benefit and grow from the opportunity.

Though much of the training and educational content and structure is established, we deliberately maintain flexibility through our monthly Friday Lunchtime Fellow Choice discussion series in order to provide room for Fellows to explore and discuss topics that are of particular interest or importance to them but that might not be covered in the established curriculum.

Finally, it is important to note that in their readings, discussions, volunteer service, and day-to-day experiences, Fellows will inevitably be exposed to experiences and topics that are emotionally challenging, painful, distressing, and disturbing. Exposure to these topics is part and parcel at multiple levels of the Fellowship and these topics often arise in unpredictable ways throughout the Fellowship experience, including in discussions. Fellows should be prepared and expect to be exposed to a wide range of topics, including to topics that are emotionally challenging, painful, distressing, and disturbing as part of their Fellowship year.

Horseshoe Farm's approach to teaching, education, and citizen service leadership development **does not include providing trigger warnings**. Our current Fellows or any of our Directors would be happy to share specifics about our educational and training content, focus, and approach. We would also be happy to share our syllabus with you upon request (2).

To avoid mismatched expectations, we ask that you determine ahead of time whether the Horseshoe Farm educational experience, philosophy, content, readings/discussion topics, focus, and approach is consistent with what you are seeking in the coming year. Please ask questions.

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- (1) *The educational and training program for the Horseshoe Farm Fellowship was developed by Dr. Dorsey. It is grounded in practical experience and lessons learned from more than 20 years of providing direct care to thousands of patients in a range of healthcare and community settings, successfully working on the ground in partnership with local communities and organizations, providing leadership in multiple healthcare, education, and community organizations, teaching hundreds of Fellows, medical students, residents, and other health professions students, and founding, developing, and leading a successful nonprofit organization.*
 - (2) *The syllabus does change slightly year to year with some addition and subtraction of readings and content every year.*
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Gratitude, Stewardship, Efficiency, Operations, and Management

As they approach their Fellowship year, we ask each class of Fellows to take time to reflect on the hard work, sacrifice, and commitment it has taken to build Horseshoe Farm from the ground up over many years.

As a non-profit organization, we firmly believe in our responsibility to be strong stewards. Stewardship is taking care of something that has been entrusted to us, but does not belong to us.

We are stewards of the hard work and sacrifice of the many people who have built and supported Horseshoe Farm since its founding in 2007. We are stewards of the relationships and trust that Horseshoe Farm has built over time with communities and our partners. We are stewards of Horseshoe Farm's reputation and good name in our partner communities. We are stewards of the culture and values of Horseshoe Farm. We are stewards of the facilities and property that we use. And we are stewards of the donations, gifts, and financial support that has been entrusted to us to help us pursue our mission.

As good stewards, we believe in taking care of, strengthening, and not bringing harm to those things we are entrusted with. As stewards we also believe in efficiency and effectiveness in pursuing our mission and achieving results. This requires effective management, organization, teamwork, and hard work. It also means going above and beyond the call of duty to achieve goals.

Our efforts and involvement as citizen service leaders are often called for outside of a regular 8 to 5:30, Monday through Friday

schedule. At our Greensboro site, this specifically means Fellows regularly provide support to women at our two enhanced independent housing programs on weekends. We do what it takes and volunteer when we need to to get the job done.

We also believe that no one is above any task. Fellows help with dishes, cleaning, maintenance, and regular work/repair projects at our houses, at our facilities, and in our communities. We believe that this work is important to maintaining a stewardship mindset (gratitude, humility), and to more deeply understanding all that goes into the operations of a community based non-profit organization.

Technology, Community, and Citizenship

When we started the Horseshoe Farm Fellowship, we recognized that Fellows' past life experiences increasingly would involve immersion in technology (at home, at work, at school, in social settings, etc). We believed that reflecting on and actively managing the role of technology in our lives was an important part of the Fellowship educational experience and of becoming citizen service leaders. As an organization, we strongly prioritized engaging with our teammates and the broader community in ways that are not mediated by technology.

We carry these values forward with us today. When Fellows first arrive, each Fellow team reflects on and decides how they want to manage their technology use to prioritize in-person interactions with each other and the broader community. Each quarter, Fellows reflect and make any changes that they believe will help them pursue deeper in-person relationships with each other and the broader community.

Most past Fellows have found this aspect of the Fellowship to be valuable. We ask that applicants who are not seeking strong prioritization of in-person involvement with others or who strongly prefer or feel more comfortable in the digital and technological world to seek out other opportunities that are more consistent with their interests.

***Wifi is available at Horseshoe Farm's offices as well as a various public and private spaces around town, and Fellows have 24/7 access to Horseshoe Farm office spaces.*

Technology, Relationships, and Communication

Technology has opened many new ways of communicating and thereby has changed how many of us communicate with one another. At Horseshoe Farm we emphasize the importance of in-person communication (augmented by telephone voice communication) as means of building relationships and communicating with others.

We ask Fellows to follow our policy of not using text, email, social media, or other means of electronic communication with Horseshoe Farm participants (with a few limited exceptions outlined in our policy). We are looking for Fellows who are strong with non-electronic means of connecting, communicating, and relating to others. If you prefer electronic forms of communication, you may consider other opportunities where electronic means of communication and connecting are emphasized and prioritized.

Charges for Programs

As with all non-profit organizations, Horseshoe Farm has had to make decisions about pricing for its programs. Because so much of what we do is grounded in a spirit of volunteerism and teaching citizen service leadership, we rely on the generosity of donors who share our commitment to and want to support our mission, including developing habits of volunteerism and citizen service leadership among our Fellows.

In Greensboro and Marion, we do not charge for participation in our community center programs. At our Pomona Site, we volunteer at community center programs that set their own charges for participants. We do not charge these centers for the volunteer support we provide.

We do not charge individual patients or families for the extra volunteer support we provide to individuals and families through our "Health Partners" program.

We also do not charge children, families, or schools for the extra volunteer support we provide students in Horseshoe Farm's youth programs.

For our housing programs, we charge residents to help partially cover Horseshoe Farm's costs for residents' housing, food and supplies, utilities, maintenance, and insurance. In Greensboro we have a standard monthly price for residents. However, we often try to work with prospective residents on a case-by-case basis based on their individual financial circumstances. Frequently, we are able to discount the price to between 85-90% of an individual's monthly income. We try to negotiate prices that allow residents sufficient money to pay for their medicines as well as for small discretionary expenses each month.

Where we provide volunteer support to nursing homes, supported housing programs, and other housing programs, these organizations set their own prices for their residents and programs. We do not charge these organizations for the volunteer support we provide.

We offer the Fellowship without charge to Fellows. As noted above, with few exceptions Horseshoe Farm derives little or no substantial revenue directly from the volunteer services Fellows provide to individuals and partner organizations. We are able to offer the Fellowship without charge to Fellows and provide a modest educational grant and free housing/utilities because our donors and supporters believe in and want to support young people who show a willingness to work very hard, stretch themselves, and make sacrifices for a year of volunteer service and learning.

It is important to note that the educational grant is provided to help Fellows **partially** offset some of their costs (including **partially** offsetting some of the transportation costs related to the significant use of their own cars for driving participants and for driving themselves) associated with participating in the Fellowship. We ask that applicants carefully consider **before** deciding to pursue the Fellowship whether the Fellowship is a good match for their financial circumstances, needs, and priorities for the coming year – our Fellows or Directors would be happy to answer any questions you have.

Organizational Governance and Approach to Organizational Decision Making

A key aspect of any organization is how decisions are made. At Horseshoe Farm responsibility for governance and organizational decision-making follows a hierarchy and final decisions lie with its Director and Board of Directors.

In making organizational decisions, the Director and Board of Directors take into consideration the Fellowship program generally and the perspective of Fellows (3). Decisions are also made with consideration of the interests and suggestions of our participants and our many partners in our partner communities. Most importantly, decisions are made with consideration of the organization's values, long-term strength, and ability to fulfill its mission.

The Director and Board of Directors weigh all of the above in conjunction with a gained understanding of the intricacies of the organization in efforts to make reasoned and thoughtful organizational decisions.

- ***The Director and Board of Directors have the longest-term view of and investment in Horseshoe Farm -*** Directors generally serve in their roles within Horseshoe Farm for multiple years. They have invested in the organization, have the benefit of understanding the organization's history and context, and have responsibility for ensuring the organization's long-term strength and health. Decision making that takes into consideration this longer-term perspective is important in and of itself, but also helps to ensure year to year continuity of structure, operations, and programs of the organization. Paying attention to continuity is particularly important to working successfully with community partners, building and maintaining relationships, building and maintaining programs, and building towards longer term organizational strategic goals in light of yearly transitions of groups of Fellows.
- ***The Director and Board of Directors bring extensive experience gained from working with and/or leading successful organizations -*** Directors and Board members

are selected in part based on their past leadership, management, and/or operations experience and success working with a range of organizations. Horseshoe Farm organizational decisions draw on this deep reservoir and are aided by this extensive real world, practical experience.

- ***The Director and Board of Directors bear ultimate responsibility*** – Serving as the Director and as member of the Board of Directors of Horseshoe Farm comes with the responsibility assuming and bearing final responsibility for all of the activities of the organization and for the consequences of all organizational decisions.
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For these reasons, organizational decisions are hierarchical and final organizational decisions lie with Horseshoe Farm’s Director and Board of Directors.

- (3) Site Directors and Horseshoe Farm’s Director are interested in hearing and want to understand the views of individual Fellows seeking to strengthen and improve the organization in ways that are consistent with Horseshoe Farm’s mission and values, but Fellows are not directly involved in most organizational decisions.
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We have found that Fellows who take the first semester of their Fellowship to understand some of the intricacies of Horseshoe Farm’s approach and the reasons for why Horseshoe Farm does what it does are able to contribute more meaningfully to discussions about how to improve Horseshoe Farm and/or the Fellowship. We have found conversations with Fellows at the early part of the second semester of the Fellowship very informative and constructive and believe that Fellows have also found these conversations very helpful. In addition, as with most organizations, we tend to give more weight to input and suggestions from Fellows who show outstanding performance, consistent hard work, willingness to go above and beyond, and commitment to the organization’s values, mission, and long-term strength. We take the input given by Fellows in their year-end survey seriously, and consistently have made changes and improvements to the Fellowship in response to trends we see in this feedback.

Though we make an effort to listen and want to understand the views of Fellows, we are not always able to implement suggestions. We try to make reasonable and appropriate efforts to be transparent about the “why’s” of decisions so that Fellows can learn about organizational decisions and decision-making processes.

To further help Fellows to learn and develop as future service leaders and to learn about the intricacies and complexities involved in organizational decision making, we have a reading and discussion module that teaches Fellows about management and leadership, strategy, finances and budgeting, fundraising and development, staffing, volunteering, community relations and partnerships, organizational structure, and board relations within a nonprofit organization.

Conclusion

We hope you find the above helpful in making the decision about whether the Horseshoe Farm Fellowship is right for you. To avoid mismatched expectations, we believe that it is extremely important for Horseshoe Farm to be transparent about and for

prospective Fellows to understand the values, mission, culture, and approach of Horseshoe Farm. Mismatched expectations are not in the best interest of anyone involved. We believe that Horseshoe Farm can be an extremely valuable part of your educational journey, but also understand that it is not the right match for everyone. **Please ask questions!**

A video of Dr. Dorsey describing some aspects of Horseshoe Farm's mission and approach, of the Greensboro site, and of our partnership with the Auburn University Rural Studio can be found in the following link beginning at 43:00:

<https://aptv.org/watch/spotlight-agriculture/rural-studio-ecirc7/>

See Other Gap Year Opportunities Below

Other Gap Year Opportunities

- Peace Corps
- Americorps Vista
- Teach For America
- City Health Works
- Masters of Science in Community Medicine – Keck Graduate Institute
- City Year
- Justice Fellowship, Equal Justice Initiative
- U.S. Schweitzer Fellows Program
- Jesuit Volunteer Corps
- Partners in Health Internships
- Research Assistant, Center for Health and Technology, University of Rochester School of Medicine

-If you are looking for employment or job opportunities in healthcare rather than a year of volunteer service and education, you might consider**:

- Becoming an EMT (Emergency Medical Technician)
- Becoming an LPN (Licensed Practical Nurse)
- Becoming a Scribe
- Becoming a Medical Tech/Patient Care Technician (PCT)
- Becoming a Mental Health Tech (MHT)
- Becoming a Sitter or Home Health Aid for elderly or disabled individuals
- Becoming a “Papa Pal” (mobile social visits with elderly or isolated individuals) www.papa.com
- Working in a research lab or with a research organization

***To demonstrate your level of commitment and willingness to make personal sacrifice on behalf of others, you might consider pursuing any of these employment/job opportunities while also pursuing any of a variety of volunteer service opportunities in your community. This will likely help you develop additional skills and habits of citizen service leadership and make you an even stronger applicant for medical and/or graduate school.*

-Many other excellent opportunities:

-List of Gap Year Opportunities from University of Chicago

<https://careeradvancement.uchicago.edu/files/docs/prehealth-gap-year-opportunities.pdf>

-List of Gap Year Opportunities from Johns Hopkins University

<https://studentaffairs.jhu.edu/preprofadvising/pre-medhealth/after-graduation/gapbridge-year/>

-List of Gap Year Opportunities from University of Iowa

<https://careers.uiowa.edu/students/gap-year-opportunities>