



2019

ANNUAL REPORT

Prepared for New Adventures!



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Occupying the intersection of the outdoor industry and outdoor recreation and education, the Association of Outdoor Recreation and Education (AORE) empowers individuals and organizations across the U.S. as they work to connect people to the outdoors in settings such as colleges and universities, for-profits, military agencies, and non-profit organizations.

Through AORE, members are able to connect and support each other, exchange insights, develop effective strategies, explore resource-sharing, and work collectively to advance issues that shape the industry as a whole. We provide a variety of professional development offerings throughout the year (both virtual and in-person) with deep-dive education sessions, interactive networking experiences, and expanded access to helpful tools and 1:1 feedback available for members during AORE's annual conference.

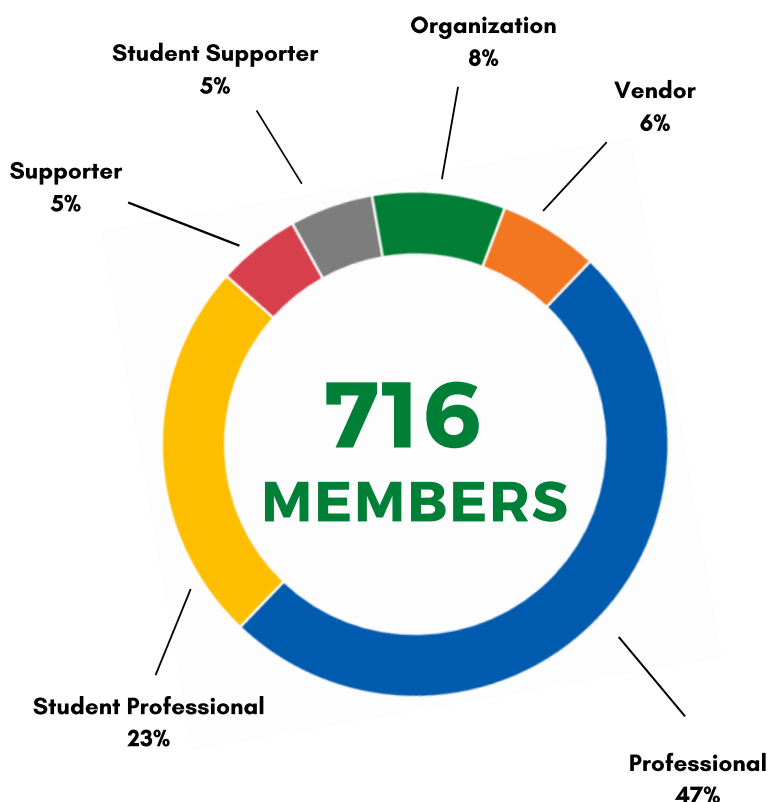
AORE MEMBER

"When I joined AORE five years ago, I was new in my career and to the industry. I was nervous about finding my place. But at the conference, there was an instant feeling of being welcomed into the community. People valued my thoughts, opinions, and experiences. I'm still inspired by the ideas, passion, and creativity of AORE members."

MEMBERSHIP AS OF DECEMBER 31, 2019

AORE serves several different types of members. Each one of them brings a unique set of strengths, ideas, and perspectives to our vibrant community!

At the end of the year, we had a total of 716 members engaged with the association. We're thankful for the chance to bring these exceptional individuals together through the programs and services we deliver.



HOW WE ANCHOR OUR WORK

Professional Development: AORE connects members to high quality programs, tools, trainings, and certification opportunities in a wide range of learning formats, ensuring that current and aspiring professionals have access to the education and resources they need to be relevant in their current job and achieve their goals.

Career Advancement: AORE provides a nurturing space for members to ask career questions and access the tools, education, and support needed to choose a focus area, navigate the job market, advance within the profession, and find the right environment that will allow them to flourish and become their best selves.

Networking: AORE offers opportunities for members to engage and form authentic relationships in a variety of different settings that are inclusive and accessible in order to grow a thriving, supportive community of diverse voices that will help enrich the field of outdoor recreation and education as a whole.

Advocacy: AORE leverages its national influence to advocate for critical issues impacting membership and ensures that current and aspiring professionals are informed on the latest industry news, research, best practices, and funding opportunities with the goal of advancing the outdoor recreation and education industry.

CONNECT. LEARN. GROW.



BOARD CHAIR STATEMENT

Hi AORE members,

In light of all of the challenges that 2020 has presented thus far, reflecting back on 2019 seems like an eternity ago. That said, I'm happy to take an opportunity to reflect back on "the good ol' days" when toilet paper was readily available and I wasn't being woken up by 5.7 magnitude earthquakes (in Utah, of all places...).

Joking aside, for this annual report, I was asked to consider our growth as an Association over the past decade from the perspective of my role as Board Chair. Conveniently, I'm about to celebrate my 10-year anniversary as a member of the Association, so the timing works out well. As I thought about how my AORE roles have shifted within the last ten years (member, volunteer, committee chair, board member, executive team member), I also realized that my perspective on how AORE serves its members has also expanded.

When I joined in 2011, I wanted to know, "What can AORE do for me?" which, after some time, was replaced with, "What can AORE do for my program?" then evolving to "What can AORE do for colleges?" to where I've landed now: "How can AORE help all outdoor leaders?" and "How can I help AORE?"

I attribute my evolving perspective and desire to serve the Association to an increasing understanding of how our entire industry operates. In the past ten years, we've grown our membership base to include individuals and programs not previously served by the Association. We all have so much to learn from and contribute to our growing community of outdoor leaders. As a professor, I rely heavily on---and am continually grateful for---the AORE contacts that I've made in state recreation offices, outdoor industry representatives, college programs, educational non-profits and for profits, and military programs because I can then bring these diverse perspectives into my classrooms to benefit my students.

While AORE has always been an organized, professionally-run non-profit, over the past ten years, we've gotten to experience and enjoy the benefits of enhanced technology (years of AORE zoom calls have prepped me for the 2020 quarantine), improved communication between different levels of volunteers and leadership, and new partnerships (Global University, for example) that engage and empower outdoor leaders.



I also reached out to the association's past presidents from the last ten years to hear their unique perspective on AORE's many accomplishments as it prepares to enter a new chapter of growth. Below, are reflections that were shared with me.

When I first joined the board, we, along with our committees were doing all the work of the Association, without the help of any full-time employees. This meant we had long discussions about things like the layout of the vendor hall and what type of food to provide at the conference. It left little time for more strategic work, like visioning, advocating, building coalitions, and expanding our reach. Over the years, successive boards have slowly transitioned to being more strategic—investing resources in paid staff who can deliver the day-to-day operations and help realize the vision of the board. Those years of work by successive boards (and, of course, by our paid staff) have given AORE a seat at high-level conversations about public lands, recreation policy, and the value of the outdoor profession to the well-being of society. We now have a much louder voice in debates about future directions for society's interactions with the outdoors through recreation and education.

Elizabeth Andre, Ph.D., 2012 AORE President

The greatest growth I have seen in our Association over the past ten years is our broadening impact. We are now a regular presence at Outdoor Retailer, attracted board members from the larger outdoor industry, co-hosted conferences, and had representation on national working groups. I am proud to see AORE grow in our ability to advocate for, and address issues common to college, university, community, military, and other not-for-profit outdoor recreation and education programs!

Guy deBrun, 2016 AORE President

I hope you'll join me in celebrating the accomplishments and growth that AORE has experienced in the last decade. Looking ahead to the next chapter, I'm excited by the direction provided by [**AORE's Strategic Framework**](#) that was developed in 2019, and I'm also optimistic with regards to the current work being done to strengthen governance policies and practices that will guide our association going forward. Your AORE board, committee chairs and members, and national office staff are working hard to serve you. Thank you for your continued support of our association and its members—here's to the next decade.

Cheers!

KELLIE GERBERS

Board Chair

BOARD VICE CHAIR MESSAGE

Hello AORE Friends and Colleagues,

As we take the time to reflect on the past year as an Association, there are so many things to celebrate and highlight as successes, plus some work that is “in-flight” and will continue to help us to build on the success of not just the last year, but the past decade. I will not attempt to list everything that we were able to accomplish but will focus on the Strategy and Governance work the Board has done on your behalf.

As I look back to the work and accomplishments, I feel inspired and ready for what is next! This past year, the major focus of our work has been on [AORE's Strategic Framework for 2020-2025](#), which was unveiled at the joint AORE-AEE conference in Spokane. This work provided us the opportunity to provide growth and focus on the Why (our Mission), the Who (you and others we serve), and the How (our Strategic Anchors).

AORE will continue to support and advocate on your behalf moving forward. We also reached outside our organization to provide a voice at a national level in regards to access and public policy.

The work of the board over this past year has been one of elevation of responsibilities and governance. Through your selection of the members of the board over the past 5 years, you have brought together a strong and diversified set of skills, experiences, backgrounds, and perspectives that enable us to make great strides and impacts in the greater outdoor education, recreation, and industry as a whole.





Having voices and thought leaders from college and university programs, state offices of outdoor recreation, outdoor industry vendors, and for-profit outdoor programs shows that we are working and striving to look beyond our current state, identify strategic approaches to increase support for our members, and DREAM BIG as we look to the future.

All of the work and focus of the Board is on how the association can best serve you, as well as future members. Without dedicated and passionate members, vendors, and AORE365 partners, we would not have a purpose.

My hope is that as we take the time to look at what has been accomplished and plan for the work in front of us, we also look to ourselves and those around us and think of what we can each do to keep the fire burning and help AORE continue to strive in its growth as an association so it can make even bigger impacts within the outdoor industry.

Hope to see you on the trail!

JEREMY OYEN

Board Vice Chair

EXECUTIVE DIRECTOR LETTER

Greetings AORE Community,

The future of AORE is now. AORE needs to feel the urgency to respond and lead. We have spent a greater part of the last decade preparing and positioning to be nimble, aware, and responsive to changes in the industry and the ever expanding needs of our membership. We have an opportunity to lead by occupying the intersection of the outdoor industry and outdoor recreation and education.



Over the past 10 years, both the outdoor industry and AORE have accelerated and matured dramatically. Bolstered by impressive economic impact numbers from an outdoor economy, there has been an uptick in legislation for access, calls for climate change action, solidarity around land protection countering extractive industries, and the organic roots of outdoor brands becoming increasingly influenced by Wall Street. In addition, there is attention on the startling decline in participation numbers for youth and an increased awareness of the systemic biases and barriers for participation for underrepresented, overlooked populations. As a result, new nonprofits, as well as state offices are emerging to address what AORE is positioned to help solve.

AORE has also matured over the last decade. AORE has not---and as an organization, should not---be static. There are many pivotal moments that marked our associations ever increasing capacity that appear in governance, annual conference, volunteer engagement, programs and services and technology. While no means exhaustive, I wanted to highlight what I feel have been the most impactful events and investments for AORE's success.

In 2010, AORE hired an executive director. Since that time, the board of directors and executive director have focused on building knowledge within the areas of governance, development, and implementation of non-profit and association management best practices. Today, the board and executive director have formed a winning partnership with clearly outlined roles and responsibilities and a plan for working effectively together in the future as a team.



AORE has incrementally increased the value and preeminence of its conference for the outdoor industry. Introduction of different learning formats such as Summit Series which allowed the conference to open its offerings beyond higher education and bring in industry leaders and subject matter experts on wilderness medicine, climbing, and biking; 30-minute SNAP sessions for high impact learning, and Collaborate meet-ups cultivating smaller communities for attendees. Event Garde, LLC was hired in 2013 to manage the conference, and under their leadership every aspect of the annual conference experience has been evaluated and elevated; technology, intentional design, engagement with vendors, and the elevation of the caliber of educational offerings and formats.

With our most recent joint conferences in 2018 and 2019, AORE continues to collaborate and partner with other associations through event programming and memorandums of understanding to offer members access to an even wider array of pertinent information and resources. AORE partnerships both include and transcend higher education affiliations- from NIRSA, where historically AORE members stemmed from to now working with Transforming Youth Outdoors, serving on the Coalition for Outdoor Access to involvement with the Wilderness Risk Management Conference. The investments to support other conferences and organizations has allowed AORE to become a more visible leader on a national stage, and ultimately connect members and AORE with information and perspective to help expand our thinking and impact on member programming.

Our budgets---past and present---reflect our ongoing evolution to serve you and our stakeholders even better. Our highly-qualified financial advisory committee makes sure we're responsible with every member's investment while helping AORE adapt for a successful future. We've intentionally invested and updated our association management software, website, online learning, and mobile app to make it easier for members to network, share, and learn all year.

As AORE continues to enjoy success and prominence on a national stage, member and volunteer engagement opportunities were modernized so members can appropriately influence AORE's programs, committees, and services throughout the year. Active members enjoy leadership roles on staff committees, action teams, task forces and the board and there is now an episodic volunteer process for short term projects and initiatives. There is a place for everyone to contribute and belong in AORE.

As we start the new decade, [AORE's strategic framework](#) offers a thoughtful long-term strategy developed jointly by board and staff that sets an inspiring vision and has alignment of resources and capacity. Responsive to the needs of the outdoor industry and leveraging its competitive advantage of effectively creating developmental and networking experiences for outdoor professionals, AORE embraces its strong, compelling, integrated, targeted, and highly visible external presence to empower all who facilitate outdoor recreation and education.

And finally, I hope that you are proud of what we are building together--this association, this industry, and a future where all can experience the outdoors.

Adventure On!

JEANNETTE STAWSKI

Executive Director



STRATEGIC PLANNING TASK FORCE

Dear AORE Members,

In 2019, I had the continued opportunity to serve as chair of the Strategic Planning Task Force (SPTF). This team was composed of several board members who had the role of supporting the work of the whole board in the development and launch of [AORE's 2020-2025 Strategic Framework](#). The team worked closely with La Piana Consulting at key points in the process to ensure the work was aligned with best practices of nonprofit governance.

Setting the direction of a nonprofit through strategic planning is one of the key functions of a Board of Directors. Much like a plan you would make for a backpacking trip, a strategic framework serves to point AORE in a planned direction and measure progress towards the objective. And much like a backpacking trip, nonprofit leadership must be able to move forward through an environment that is at times volatile, uncertain, complex, and ambiguous. I am proud of the work the board did this year to implement real time strategic planning to ensure AORE stays on course even if that requires an unexpected course correction.

The board and task force were set up well by the work that was completed in 2018. That year, the board identified AORE's competitive advantage, defined a compelling vision for the future, determined AORE's strategic position, created strategic filters to inform decision-making, reconfirmed our organizational values, and proposed an update to the mission statement. With this foundation in place, the SPTF and board pivoted the work in 2019 to put the strategy into practice and communicate the new strategic framework to AORE's membership.

The board, with the support of the SPTF, defined four specific strategic anchors of advocacy, networking, professional development, and career advancement. These anchors provided the guidance needed by AORE's executive director and national office staff to operationalize the strategy. AORE was aligned behind a shared purpose and direction. This will continue to support the organization's health and efficiency that results in an enhanced member experience and expands the impact AORE has towards its mission.





The SPTF supported the board in providing timely and detailed communication to AORE members about the strategic planning process, the 2020-2025 Strategic Framework, and proposed change to AORE's mission statement. I am particularly happy with the several virtual and in-person "Town Hall" meetings we hosted to share the strategic framework, answer questions, and hear concerns.

Even though the proposed change to the mission was not approved by the membership at the Annual Business Meeting, I believe that 2019 was a success for the vital strategic role of the Board. In particular, as I listened to comments and concerns about the changes to the mission shared by members at the Annual Business Meeting, I took solace in the fact that all of the concerns raised by members were discussed by the Board over the two years of the Strategic Planning process. It demonstrated to me that the work the Board did was thorough and informed.

The SPTF completed its role for AORE as of December 31, 2019, and was dissolved, as defined in the Task Force Charter. I am thankful for the opportunity I had to serve as the Chair of the SPTF and am grateful that I could play a small part, like so many other volunteers in the Association, to ensure AORE achieves its vision of creating "a vibrant community where everyone can connect to the outdoors."

Cheers!

Bryan Karban
Task Force Lead

SPTF Members

Bryan Karban (Lead)
Mitch Hoffman
Sarah Harper Burke

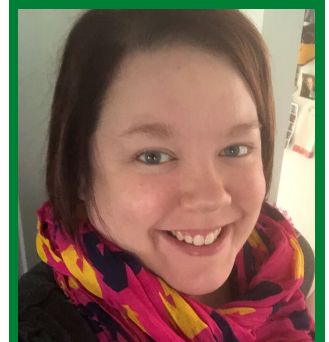
MEMBERSHIP OVERVIEW

Dear AORE Members,

In 2019, I made the transition from the manager of finance & administration to the manager of membership & administration. It felt like a somewhat natural progression--I was already communicating with members, and was at the ready to assist with any hiccups they came across. We as a team, also worked harder than ever to ensure that those hiccups became fewer and further between.

We revamped the website and the members' area--making them more user friendly and highlighting the resources members want and need. We wanted to offer more learning opportunities outside of the conference--so we dipped our toes in the webinar game, planning to host one webinar per quarter, however, we were able to provide nine in our first year! By far though, I'd say the biggest success for membership was the change in communication--gone are the days of a seemingly never-ending weekly digest, replaced with a streamlined view of the week's takeaways; an updated newsroom with relevant messaging from across the association and the industry; and an intentional thoughtfulness to the delivery of each message--through social media, an association or program update and our old pal, the weekly digest.

While I may have taken on the official title of membership manager, it was truly a full team effort by everyone here at the AORE national office, to implement all of these changes for the membership!



Jenny Hill
**Manager of Membership
& Administration**

Cheers!

Jenny Hill
AORE Membership Manager

**Learn more about AORE
member benefits by
contacting Jenny at
nationaloffice@aore.org**



MEMBER IMPACT

We strive to continually develop and share the tools and resources that our members need the most to be competitive and relevant in their work. In addition to the many programs and events we deliver throughout the year, members receive the latest updates on industry news, challenges, and trends. Career toolkits, resume reviews, mock interviews and industry job postings are designed to support members at all career levels. Multiple options exist for both in-person and virtual learning as well as networking opportunities, advocacy and support around public lands access, industry discounts, peer mentorship, and much more. Below are more highlights of what we offered to our membership in 2019.

Message Boards: Chat with members across the country on 13 message boards to gain insight, advice, and support on topics such as risk management, wilderness medicine, access & permitting, organizational programming, and diversity, equity, and inclusion.

Mobile App: Connect through member chatrooms, stay on top of advocacy and industry news, receive association updates, and enjoy quick access to member resources!

Online Learning Library: Watch conversations with leadership about the annual conference, industry challenges and trends, and year-round initiatives. Access webinars on everything from how to navigate AORE resources to information on advocacy issues such as the SOAR Act.

83

MESSAGE BOARD TOPICS

201

JOB POSTINGS

MEMBER TESTIMONIAL

"I use member message boards as a decision-making tool to determine best practices for issues I'm faced with at work. They also bring to light other relevant topics that were not on my radar, allowing me to strategize further."



PROGRAMS + SERVICES

AORE develops and delivers a variety of programs and services throughout the year. Our work is anchored within four core areas: professional development, networking, career advancement, and advocacy. The association's programming touches down in many ways---from informing members on critical legislation and land issues to expanding career supports and leveraging technology in new ways to enrich member networking experiences and online learning.

In 2019, AORE curated nearly 20 hours of learning, research, and other professional development and networking opportunities through its annual conference, and it also provided experiential education and travel adventure for women through the Global University program (sponsored by AORE365 partner, G Adventures). We also kicked off the association's first nation-wide Campus Challenge, continued to support the Outdoor Orientation Programs Symposium (OOPS), and offered numerous webinars in real-time as well as through AORE's new online learning library.

Through this wide range of programming, the Association empowers individuals and groups to serve themselves and their communities with programs and services that are relevant and impactful. We welcome diversity, aim to be accessible and inclusive, and work to remove barriers to participation. We strive to be a catalyst for new ideas, approaches, and creativity in everything we do with the purpose of supporting AORE members and enriching the larger outdoor industry as a whole.

AORE MEMBER

"The conference connected me to folks who are doing similar work around the country and expanded my professional network beyond the region where I work. It shook things up creatively, helping me to think outside of the box and consider new strategies for implementing ideas within my own programs."



PROGRAMS + SERVICES

AORE's programs and services are overseen by our national office staff with the support of many dedicated members who volunteer their time and expertise. This year, we'd like to thank our conference co-chairs, Olivia Steimle (AORE member) and Brian Croft (AORE and AEE member) as well as all of the volunteers on our conference action teams who played a key role in organizing the annual conference and those who helped out on-site at the event in Spokane, WA. We also want to show our deep appreciation to the following AORE members for their programmatic support:

AORE Board Member Victoria Lopez-Herrera (Women's Leadership Institute); Jill Sala, Lisa Lemler, and Erin O'Sullivan (Global University); Jordan Bruursema, Courtney Ignat, Michael Latour, Dominic Perez, Jenna Theisen, and Jayna Wekenman (Campus Challenge); and Brent Bell (Outdoor Orientation Programs Symposium).





Learning Expedition
A prescription for better health and wellness

AORE-AEE JOINT CONFERENCE



The annual conference is AORE's premier professional development program, providing a powerful mechanism for outdoor programmers and educators to invest in leadership development, build core competencies, exchange best practices and research, and broaden awareness of challenges and opportunities in the industry. The conference also offers extensive networking as hundreds of individuals convene to conduct association business, engage with vendors in our exhibit hall, make memories with old friends and colleagues, and forge new connections in the industry.

In 2019, AORE teamed up with the Association for Experiential Education (AEE) to deliver a joint conference on November 13 - 15, in Spokane, WA.

By combining resources, connections, and expertise, we collectively offered a holistic approach to programming with a focus on health and wellness and expanded opportunities to learn, network, and grow both professionally and personally. Offerings included everything from inspiring keynotes and member stories to education sessions, activities, and discussions designed to broaden perspectives, encourage collaboration, and link strategies and goals with what is going on in the larger industry as a whole.

We welcomed 992 individuals to the conference, which is the largest number of attendees in AORE's history.

This year's immersive learning expedition would not have been possible without the tireless efforts of the AORE and AEE volunteers who provided onsite support as well as the core group of 28 individuals who served on our 15 conference action teams to plan and execute an incredible roster of programming and events for both of our memberships as well as the larger outdoor recreation and education industry. We extend a special thanks to our conference chairs, Olivia Steimle (AORE member) and Brian Croft (AORE & AEE member), who provided guidance to these teams and engaged directly with leadership from both organizations to achieve our shared vision, goals, and objectives for the experience.

Attendees hailed from all over the world, including the U.S., Australia, Canada, China, Costa Rica, Germany, Guam, Japan, Mexico, Singapore, Taiwan, and the United Kingdom.

992
CONFERENCE
ATTENDEES

12
COUNTRIES

49
STATES

400
VOLUNTEER
HOURS

ENRICHING THE OUTDOOR INDUSTRY



Education: We delivered 72 general sessions, 15 collaborate sessions (*informal opportunities to discuss industry issues, exchange ideas, and share expertise*), six SNAP sessions (*rapid-fire education on a range of topics*), and 11 deep-dives. Subjects covered include: facilitation & methodology, leadership & organizational development, social & environmental justice, research & theoretical application, risk management, technical & outdoor living skills, professional development, and advocacy. Additionally, attendees had the opportunity to take one of the more intensive 14 pre-/post-conference workshops, which deliver everything from industry trainings to certification renewals.

AORE-AEE Research Symposium & Poster Presentations: Over the course of one day, academics and practitioners in the outdoor industry convened to exchange ideas and share research---theoretical and applied---creating an amazing opportunity for attendees to bridge research and practice. Additionally, attendees viewed informal poster presentations, engaging directly with researchers in a smaller setting.

Keynotes: Our Activate keynote showcased powerful personal stories of AORE and AEE members as they shared thought-provoking insights and lessons from the field. In the closing keynote, Harvard-trained psychiatrist, neuroscience researcher, and bestselling author, Dr. Shimi Kang illuminated research-based methods for wellness, connection, and lasting success.

125
PRESENTERS

128
**EDUCATION
SESSIONS**

14
**PRE- & POST-
CONFERENCE
WORKSHOPS**

24
**RESEARCH & POSTER
PRESENTATIONS**

DISCOVERING NEW POSSIBILITIES



WOMEN'S LEADERSHIP INSTITUTE (WLI)

In its second year, this popular event convened an enthusiastic group of women before the conference to discuss the Centered Leadership Model and how it intersects with leading from a place of wellbeing. An emphasis was placed on viewing these topics through a diverse lens, especially in regards to women's leadership. Other ideas examined include: how to create a culture of wellbeing within an organization through intentional leadership; examining the impact and value of leading from "where you're at" (positional leadership); and the benefits of leading from "who you are" (authentic leadership). Afterwards, participants had additional opportunities to engage both onsite throughout the conference and at local establishments around Spokane, fostering a built-in network for those that attended the institute.

CAREER HQ

Career HQ offered opportunities for individuals to submit resumes online for feedback, participate in a mock job interview, and search through a database of industry job openings---from seasonal, part-time, and full-time positions to internships and graduate assistantships---and submit an application. This year, we also held our inaugural career fair, where attendees networked in-person with 32 industry employers over the course of three different sessions.

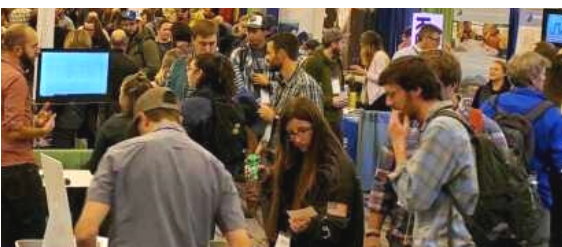
EXHIBIT HALL & DEMO DAY

Situated in the heart of it all, our Exhibit Hall is packed with equipment outfitters, training companies, and other vendors. Attendees were able to explore what these organizations have to offer as well as engage with booth representatives to ask questions, compare price points, and use that information to negotiate opportunities for their programs.

38
OPEN JOB
POSTINGS

32
EMPLOYERS AT
CAREER FAIR

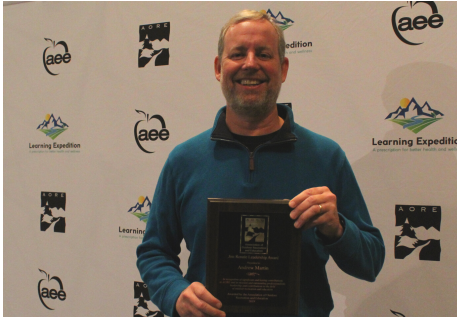
54
EXHIBITOR
BOOTHS



AWARDS & SCHOLARSHIPS

CONGRATULATIONS TO AORE'S 2019 AWARD WINNERS!

Each year, AORE recognizes members who have made a lasting impact on the association and its mission through their programs and leadership. In 2019, three awards were given out at the AORE-AEE joint conference to honor the outstanding contributions these passionate individuals have made to the field of outdoor recreation and education.



Jim Rennie
Leadership Award
Andy Martin



Patsy Kott
Service Award
Paul Sanford



Bill March Student
Achievement Award
Michael Riley

In 2019, AORE's conference scholarships invested in diversity, equity, and inclusion, emphasizing needs-based support for accessing professional development opportunities within outdoor recreation and education. A total of 10 scholarships were awarded to AORE members for the purpose of attending the AORE-AEE joint conference in Spokane, WA.

It would not be possible for AORE to provide this critical funding support to its members without the generous contributions of donors who have helped the association to expand access to industry-specific learning for both professionals and students.

Visit aore.org/giving.php to make a gift!

2019 SCHOLARSHIP WINNER

"An AORE scholarship allowed me to connect with another organization that was leading the way in POC leadership and programs. From those conversations, I am now pursuing a dissertation topic researching barriers to campus recreation, and looking at race differences within those barriers. This experience will have impacts on my life for the next three years in my doctoral program and professional career. I hope to empower the programs and people I work with long into the future because of it."

122
SCHOLARSHIPS
AWARDED SINCE 2006

2019 RECIPIENTS:

Elena Brazee	Audrey Krimm
Deidra Goodwin	Dyana Metheny
Jason Gosch	Shaine Middleton
Sam Hensold	Dani Ruffing
Hailey Hester	Jen Siliko

GLOBAL UNIVERSITY: COSTA RICA



Exploring the Intersection of Health and Wellbeing and Outdoor Education through a Women's Leadership Lens

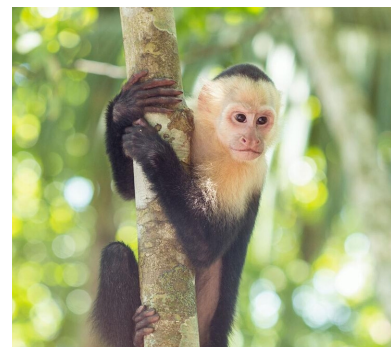
Global University 2019 took place in Costa Rica on May 21 - 29, offering a once-in-a-lifetime learning expedition for women-identifying leaders working in outdoor recreation and education. Thanks to the generous support of AORE365 partner, [G Adventures](#), this experience was available at a fraction of the cost, ensuring that women of all backgrounds were able to access the same opportunities for growth and connection.

This immersive experience fostered professional development and encouraged networking, providing paths for women to transcend organizations and form authentic bonds as they learned from each other and grew professionally and personally. Delivered in a thoughtful, non-judgmental environment, our curriculum empowered participants to explore the intersection of health and wellness within the outdoor industry, examine best practices through a women's leadership lens, and unpack topics such as diversity and inclusion, social determinants of health, and the need to build multi-cultural competency.

Global University 2019 kicked off in San José, the capital city of Costa Rica. Participants then made stops in La Fortuna, Sarapiquí, and Tortuguero to meet with residents and learn about local landmarks, history, art, culture, cuisine, and the economy. Activities included paddle boarding, kayaking, hiking, and swimming as well as trips to see local wildlife, tumbling waterfalls, majestic volcanoes, pristine lakes, lush jungles, and sunny beaches.

Jill Sala ([G Adventures](#))

"Travel is not a reward for working, it's an education for living! Travel can broaden perspectives, open eyes and break down barriers. Through Global University we're helping to increase access to these transformative travel experiences."



G Adventures
Program Lead
Jill Sala



G Adventures
Program Support
Aryeri Herrera



AORE
Executive Director
Jeannette Stawski



AORE
Education
Lisa Lemler



NIRSA
Education
Erin O'Sullivan

WOMEN ARE NATURE-BORN LEADERS



Jeannette Stawski (AORE Executive Director): "When I started out in my career, I encountered numerous obstacles as a woman, and I'm sure many others in the field did as well. When the road to success got rocky, I often longed for the support, time-tested insights, and comradery of other women. But unfortunately at the time, these resources came in limited supply. This dynamic has slowly changed thanks to the collective efforts of countless pioneering women and now, we are seeing more opportunities for connection and role modelling. I am proud of how our organization has contributed to this important shift in awareness through Global University. Making space for diverse perspectives and leadership styles will have a lasting positive impact on the outdoor industry and the people it serves."

Madina Behori (2019 Participant): "I was spell-bound watching the water flow down with a force strong enough to transform into a mix of mist and wind. I thought about how this trip was preparing us to become like this rushing water. As women, we can get roughed up by rocks of self-doubt and criticism. Often, we're pushed into spaces that are unfamiliar and uncomfortable. However, by channeling our collective power and working in tandem we're strong enough to create a wind of change so forceful that nothing can stop us!"

Allie Bogard (2019 Participant): "Global University marked my first time back to Costa Rica since 2013. My deep love for the place and its people hasn't wavered one bit. There truly is something to be said about the abundance of joy and happiness that this country's people embody and radiate to everyone who visits. While experiencing the breathtaking beauty of La Fortuna Waterfall again, I wept as I reflected on how the beginning of my journey of self-discovery and acceptance was inspired by this place, which helped me understand that happiness begins with embracing your identity and feeling comfortable in your own skin. Global University helped me continue my personal learning and growth while being surrounded by empowering, intelligent women who are equally passionate about who they are and what they do. I've made deep connections here."

PARTICIPANT REFLECTIONS

[Madina Behori](#)

[Julia Bair](#)

[Allie Bogard](#)

[Adrienne Fike](#)

[Haley Gouine](#)

[Jaimie Hilton](#)

[Nicole LaRocque](#)

[Victoria Lopez-Herrera](#)

[Genevieve Marchand](#)

[Elizabeth Milkas](#)

[Nicole Pokorney](#)

[Christine Ticehurst](#)



CAMPUS CHALLENGE

The Campus Challenge program takes place in the fall and encourages young people from more than 100 schools across the country to get active outdoors. By logging points each time they do an outside activity, students can step up as a leader on their campus as well as on this national initiative to inspire others, compete for titles, prizes, and recognition for their schools. In 2019, AORE held its first Campus Challenge, which it inherited from the Outdoor Foundation. This signature program elevates traditional on-campus engagement, serving as a mechanism for organizations to engage their respective campuses in outdoor pursuits, showcase the value of nature, foster awareness of year-round programs, and easily collect contact information, student engagement numbers, and anecdotal stories. These valuable insights can then be used by participating schools to better understand the needs and interests of students, increase enrollment for activities and trips, and advocate for their program to decision-makers in ways that have not been possible before.

The 2019 Campus Challenge ended with 98 registered universities, over 13,000 participants, and 68,000+ entries.

The following awards and titles were given out this year: Texas Woman's University (Most Outdoorsy D1 School); St. Francis University (Most Outdoorsy D2 School); Caeley Grady at St. Francis University (Individual Overall Champion & Most Outdoorsy Champion); Sierra Yost at the University of Maine (Environmental Champion); Josiah Leonard at Grand Canyon University (Health & Wellness Champion); and Adrienne Graybill at Grand Canyon University (Developing Skills & Personal Growth Champion). [A huge thanks to our sponsor Osprey for donating gear to our challenge winners.](#)

This pioneering program acted as an easy entry point into outdoor recreation for a broader range of people with different perspectives and backgrounds. Campus Challenge also allowed administrators and educators to learn more about those they serve, develop strategies from a more informed place, and drive new growth for their programs.



OUTDOOR ORIENTATION PROGRAMS SYMPOSIUM (OOPS)

OOPS convenes programmers, school administrators, student leaders, researchers, and land managers in one place to discuss strategies for supporting students in wilderness pre-orientation programs. Through a series of events hosted throughout the year, members are able to connect with peers and experts in the field to share best practices, access new research, discover program management strategies, and gather critical information designed to help established and aspiring programs reach their goals and ensure their sustainability. OOPS has hosted 40 professional development events since 2002.

In 2019, OOPS hosted two day-long symposiums. The first took place on April 12th in Becket, MA prior to the Association for Experiential Education's Northeast Regional Conference and the second was held on November 11th in Spokane, WA before the start of the AORE-AEE Joint Conference. Nearly 100 individuals benefitted from attending one of our OOPS events this year. Both symposiums featured a combination of education sessions, group discussions, panels, case studies of members' work, and keynote presentations. Just a few of the topics covered during our two OOPS events include: Unpacking Our Backpacks (Diversity and Inclusion Training for Outdoor Leaders), Results of the Outdoor Orientation Programs Census, Clinical First Aid (Creating Emotional Safety), Route Planning in a Digital World, Managing the Impact (Land Use Along the Appalachian and Green Mountain Trails), Key Psychological Concepts that Relate to Outdoor Orientation, and Creating Openness through OOPS (A Neuroscience Perspective). Participants had time to network in both structured and informal settings throughout both events as well.

Since OOPS began there has been a tripling of peer-reviewed research, a growth in the number of outdoor orientation programs overall, and sustained research demonstrating how outdoor orientation programs act as a powerful retention strategy for colleges and universities.

AORE MEMBER

"As one of the only people on my campus that runs outdoor orientation programs, I found the professional community and peer support I needed at OOPS, which I've attended now for nearly 10 years. Because we work on the same types of programs, we can talk about best practices and common struggles. Some of the best program advancements that I've made have been inspired by the ideas shared within this community. There was even one time where I called upon an OOPS connection for last-minute assistance with equipment and as a result, we didn't have to cancel a program."



OUR WORKING COMMITTEES ENRICH OUR MEMBER BENEFITS

AORE's six working committees are overseen by national office staff, co-chaired by volunteers, and supported by a host of other members behind-the-scenes. In total, 113 members served on these committees in 2019.

Guided by our executive director and national office team, these dedicated individuals help to operationalize the work plan through a variety of annual and standing projects that are designed to advance the association toward its strategic goals. Their collective efforts play an integral role in supporting our staff as they develop and outline AORE's next chapter of growth within the outdoor recreation and education space.

We appreciate the diverse perspectives, backgrounds, and expertise that each one of our committee volunteers brings to the work. They truly enrich our community, allowing AORE to extend even more opportunities, information, and resources to members.

COMMITTEE CHAIRS

- **Access & Permitting:**
Pat Langendorfer & Ryan Murphy
- **Diversity, Equity, & Inclusion:**
Deidra Goodwin & AnnMarie Hingley
- **Environmental Stewardship:**
Steven Koster, Dylan Blaskey,
& Sandra Townsend
- **Professional Development:**
Andrew Lyburn & Jen Siliko
- **Recognition Committee:**
Sasha Griffith & Alex Perronne
- **Research & Publications:**
Andrew Szolosi & Erik Rabinowitz

113

COMMITTEE MEMBERS





Access & Permitting: Volunteers continued to maintain a presence on the Coalition for Outdoor Access, advocating for member issues related to public lands access. The committee also disseminated critical information to members on key legislation such as the Simplifying Outdoor Access for Recreation (SOAR) Act, which is designed to increase public lands access for all and improve the ability of AORE members to plan and execute their programs. Volunteers also worked to draft a step-by-step guide for permitting with the National Parks, National Forests, and Bureau of Land Management. They also delivered advocacy webinars and in-person educational sessions at the AORE-AEE joint conference.

Diversity, Equity, & Inclusion: Volunteers continued to research, assemble, and share DEI resources with members as well as supporting DEI programming at the AORE-AEE joint conference, advocating for pronouns on conference registration badges, creating a FAQ document on DEI and the outdoors, and engaging regularly on the DEI member message board.

Environmental Stewardship: Volunteers provided recommendations to the board of directors and national office on matters relating to environmental stewardship as well as driving sustainability efforts at our annual conference. The committee also advocated on environmentally-related public policy issues that affect the operations of AORE member programs and promoted member engagement in AORE's National Service Day in the fall.

Professional Development: Volunteers continued to assist members with their career advancement goals by delivering a variety of resources and services in 2019---from resume reviews, cover letter critiques, and 1:1 practice interviews to in-depth learning and networking sessions at the AORE-AEE joint conference through the Career HQ. The committee also evaluated its mentorship program, gathering member feedback in order to expand and strengthen its future offerings.

Recognition Committee: Volunteers focused on year-round member appreciation, introducing a number of initiatives in the process. This included the creation of an online member survey to facilitate the easy collection of future media and interview content from members as well as launching a new monthly "Members in Motion" series in our online newsroom to highlight AORE members and their stories, successes, best practices, and lessons learned.

Research & Publications: Volunteers drafted a census questionnaire to better understand the programs and services offered by campus outdoor programs across the U.S. The survey results will be released in 2020, providing members with a future point of comparison for leverage when advocating for program dollars and increased staff capacity.

DECADE IN REVIEW

It's incredible to realize that 10 years ago AORE did not have an executive director, or an office space and business hours, or even full-time staff! AORE's story began with the seed of an idea in the 1980's, an aspirational vision in the 1990's, and the insights and dedication of countless people. Over the last decade, this fertile ground nourished amazing growth for our association, resulting in a mission-centric organization that is equally ready to meet any opportunity or face any challenge.

With expanded education and a targeted recruitment plan, we've ensured AORE has a strategic, informed board that partners effectively with staff to fulfill AORE's mission. Our leadership also prioritized good governance and the association's financial health, laying the foundation for long-term stability. We also identified opportunities for growth within existing programs and introduced new offerings; sunsetted services that did not align with members' needs or only served the few; invested in technology to increase AORE's capacity for connecting members and sharing knowledge; and added staff capacity and streamlined operations overall.

AORE has developed a compelling, integrated, and highly visible external presence within the outdoor industry. One of the most significant achievements has been the launch of our new strategic framework, which was developed jointly by the board and staff to outline a thoughtful, long-term strategy for the association's future growth and sustainability. This incredible work is the culmination of 10 years of building, collaboration, learning, and a consistent commitment to reaching for the big vision we saw for the association. On the next page is a timeline marking AORE's major milestones during this journey. It's fitting to use a tree---life-affirming, with roots beneath it, rings to mark years of dedicated growth, and multiple branches extending outwards---to highlight the creativity and connection we've cultivated over the past decade.



2019

Board Chair: Kellie Gerbers
Joint Conference with AEE: Spokane, WA

2018

Board President: Jeremy Oyen
Joint Conference with WEA: Snowbird, UT

2017

Board President: Lance Haynie
Annual Conference: Roanoke, VA

2016

Board President: Russ Watts
Annual Conference: Minneapolis, MN

2015

Board President: Guy deBrun
Annual Conference: Atlanta, GA

2014

Board President: Ian Brown
Annual Conference: Portland, OR

2013

Board President: Jason Kurten
Annual Conference: College Park, MD

2012

Board President: Elizabeth Andre
Annual Conference: Snowbird, UT

2011

Board President: Tim Mertz
Annual Conference: San Antonio, TX

2010

Board President: Steve Thompson
Annual Conference: Keystone, CO

ADVOCACY

PROFESSIONAL DEVELOPMENT

NETWORKING

CAREER ADVANCEMENT

2018

- Created AORE's strategic planning task force to guide how the Board's strategy should evolve to increase alignment, impact, and engagement.
- Streamlined the partnership between AORE's board and executive director, clearly defining roles for more effective leadership.
- Expanded partnerships to continue positioning AORE as a effective leader within the outdoor industry, amplify member voices on key issues, and provide members with increased access to resources and information.

2016

- Overhauled AORE's website and member portal to improve functionality and access to tools and resources.
- Created specialized experiential learning opportunities through the establishment of AORE's Global University program.
- Hired a development consultant to increase the Board's knowledge of fundraising practices, launch a cumulative donors initiative, and expand a culture of philanthropy within AORE.

2014

- Developed the 2015-2020 Strategic Plan to clearly articulate AORE's mission, vision, messaging, programs, and services.
- Joined the Outdoor Access Working Group (OAWG) alongside other facilitated user groups to address members' common issues of access to public lands.

2012

- Published AORE's first textbook, "Outdoor Program Administration: Principles and Practices codifying knowledge," to support the learning of seasoned and emerging professionals.
- Created a Technology Task Force to review AORE's technology needs and propose solutions to better serve membership and administration.

2010

- Commenced a national search for the hiring of an executive director.

2019

- Revealed Strategic Framework to guide AORE's work with its members and within the outdoor industry.
- Hosted AORE's first Campus Challenge program to showcase member program engagement and encourage participation in outdoor pursuits nationwide.

2017

- Invested in mission-aligned programming, resulting in the establishment of the Emerging Leaders Program and women's professional development offerings.
- Advanced governance initiatives, including the creation of charters for AORE's working committees, revised board policies, more transparent board recruiting, and the incorporation of annual board assessments.

2015

- Established a Diversity, Equity, and Inclusion Task Force to help align volunteers and build awareness to expand capacity and support for AORE's evolving membership.
- Elevated delivery of professional development offerings through the hiring of Event Garde for annual conference management.

2013

- Established the Board's Financial Advisory Committee.
- Hired the association's first full-time support staff person, allowing AORE's national office to operate 40 hours per week for 50 weeks each year.

2011

- AORE hires first executive director (Jeannette Stawski)
- Established scholarship fund for professional development.

YEAR IN REVIEW

In 2019, AORE continued to mature as an association, leverage existing infrastructure (financial, staff, volunteers, and partners), and invest in strategic planning and increased capacity to support member services and programs over a longer period of time. The association invested its resources in two major initiatives this past year---first, the [strategic framework](#) and second, the joint AORE-AEE joint conference, building upon the many achievements of the last decade and laying the groundwork for empowering even more people in the future within the outdoor recreation and education space.

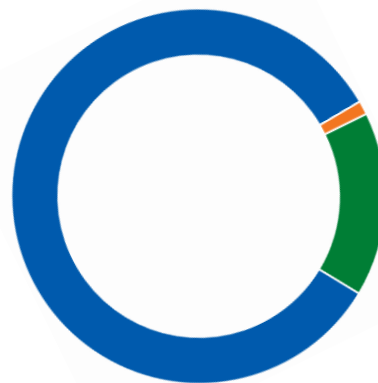
Through the strategic framework, AORE will continue to serve its membership with high quality programs, services, and products. It will also broaden its impact on the industry and create more opportunities for current and future members. AORE will use its financial and talent resources in a sustainable and focused manner to yield positive outcomes as well. And, AORE will be more nimble to adapt to changing circumstances and opportunities that define the current context.

The annual conference delivered more than 20 hours of education to attendees, which included inspiring keynotes, robust panel discussions, interactive workshops, and a research symposium. Identified goals and outcomes included: broadening collaboration within the fields of experiential education and outdoor recreation; creating higher-quality educational opportunities; building professional skills and knowledge; strengthening professionalism within both of their memberships; broadening networking opportunities; leveraging both communities in advocacy and public policy efforts; and raising awareness of the value and impact of experiential education and outdoor recreation.

TOTAL INCOME \$898,458

AORE's income includes membership, donations, conference, and interest.

\$744,788
Programs
& Services



\$10,589
Investments

\$143,081
Contributions
& Membership

TOTAL EXPENSES \$880,201

AORE's expenses include staff, infrastructure, direct costs related to programming, and operational costs.

\$118,243
General

\$30,922
Fundraising



\$731,036
Programs &
Services

STATEMENT OF FINANCIAL POSITION

ASSETS

JANUARY 1

DECEMBER 31

Cash	\$196,903	\$270,508
Savings	\$157,424	\$158,131
Accounts Receivable	\$5,000	\$250
Prepaid Expenses	\$12,765	\$13,276
Depreciation	\$349	\$0
Investments	\$218,971	\$246,436
Total Assets	\$591,412	\$688,601

LIABILITIES

JANUARY 1

DECEMBER 31

Accounts Payable	\$19,741	\$69,044
Other Liabilities	\$16,596	\$25,760
Total Liabilities	\$36,337	\$94,804

NET ASSETS

JANUARY 1

DECEMBER 31

Unrestricted Net Assets	\$555,075	\$593,797
Total Net Assets	\$555,075	\$593,797

NET LIABILITIES & ASSETS

JANUARY 1

DECEMBER 31

Total Liabilities & Net Assets	\$591,412	\$688,601
-------------------------------------------	------------------	------------------

View AORE's
990 Form for 2019:
aore.org/governance.php

THANK YOU TO OUR AORE365 ALLIANCE PARTNERS!

AORE365 Alliance Partners enjoy special benefits, including a distinctive presence at our annual conference and invaluable access to AORE members throughout the year. This unique opportunity is a **two-year commitment designed to help industry leaders develop genuine, lasting relationships with AORE members and the outdoor recreation and education community as a whole.** Contact our national office at aore.org to learn more!

Our programs and services would not be possible without the generosity of our 2019 partners!



G Adventures

Marmot



OUR VENDOR MEMBERS STRENGTHEN OUR COMMUNITY

When vendors maintain a strong and consistent presence within our community, they foster authentic connections with members and build loyalty for their brand over time. We extend our deepest thanks to the loyal vendors we've partnered with for many years and are humbled to also welcome so many new faces into our AORE family in 2019. We couldn't do it without you!

- Acadia Mountain Guides
- ACE Adventure Resort
- Adidas
- Adventure Cycling Association
- ALPS Mountaineering
- American Alpine Institute
- Asana Climbing
- Backpacker's Pantry
- Bay Area Lyme Foundation
- BIC Sport
- Big Agnes
- Black Diamond Equipment
- Camp Chef
- Cascade Designs
- Challenge Towers Aerial Adventures
- College Outside
- Desert Mountain Medicine
- Deuter
- Eldorado Climbing Walls
- Entre-Prises Climbing Walls
- Everlast Climbing
- Farm to Feet
- Futurist Climbing
- G Adventures
- Glide SUP
- Gregory Mountain Products
- GSI Outdoors, Inc.
- Haro Bikes
- Head Rush Technologies
- Kelty
- Kokopelli Packrafts
- Liberty Mountain
- LOWA Boots
- Mad Rock Climbing
- Marmot
- Mountain Hardwear
- Mountainsmith
- MTI Life Jackets
- National Outdoor Leadership School (NOLS)
- NAUI Worldwide
- NRS
- Oboz Footwear
- Osprey
- Oware
- Pacuare Outdoor Center
- Petzl
- Professional Climbing Instructors Association (PCIA)
- R&W Rope
- REI
- Rocky Mountain Outdoor Center
- Rocky Mountain Rafts
- Rocky Mounts
- Sailing Adventures in the Bahamas
- Sawyer Paddles & Oars
- Sterling Rope Company, Inc.
- USC Spirit
- Wholesum Food Calculator
- Wilderness Education Association
- Wilderness Medical Associates
- Wilderness Medicine Training Center



Thank you to the **2019 Sponsors** of
the **AORE-AEE Joint Conference:**

LEADER

COLUMBIA SPORTSWEAR MOUNTAIN HARDWEAR REI

ADVOCATE

DEUTER BLACK DIAMOND

SPOTLIGHT ON DEVELOPMENT

In 2019 AORE Board Chair, Kellie Gerbers, and AORE member, Austin Dyer, both organized fundraisers on their personal social media. Additionally, AORE board member, Mitch Hoffman, organized an in-person event last spring called "Pints with a Purpose" at a local brewery with support from Mountain Hardwear. In addition to a silent auction, one dollar from every pint sold went to support AORE. In total, these three individuals collectively raised more than \$3,000 for AORE through their fundraisers.

AORE member (and former Board President), Russ Watts, also held an online fundraiser, in which he asked his network to donate money for every mile he covered during an eight-day trip up into the Alps. In total, Russ ran 170 miles and climbed 16,416 meters in elevation, raising more than \$1,500 for AORE.

In addition to the one-time and recurring donations made to the Association by members and other individuals throughout last year, we also raised over \$1,500 during AORE's formal Giving Tuesday campaign on social media in 2019.

For AORE, donations make a very large impact on our ability to serve members and advance the outdoor recreation and education industry as a whole. These unrestricted funds allow us to: 1) establish innovative new programs and expand existing services; 2) create and deliver accessible, industry-specific tools and resources; 3) expand opportunities for underserved groups through scholarships and other assistance; 4) invest in strategic planning and organizational infrastructure to ensure AORE's future growth and sustainability; and 5) advocate on key industry issues such as public lands access, permitting, and environmental stewardship.

We're grateful for the many people who support AORE through these generous gifts as well as those who take time to act as an ambassador for the association through the creation of fundraising events as well as generating awareness of our programs and services online and in-person within their networks. These passionate individuals truly help to make AORE a special place to connect, learn, and grow within the outdoor recreation and education profession. [Visit us online at \[aore.org/giving.php\]\(https://aore.org/giving.php\) to learn more about the different ways you can support AORE.](https://aore.org/giving.php)



"Earning an AORE scholarship got me where I am professionally. It allowed me to attend the annual conference, which introduced me to the world of military recreation, helped me to build my network in that area, and ultimately, find and successfully apply to a job in Germany, where I still work today."

"An AORE scholarship allowed me to attend the annual conference. While there, I was able to foster professional relationships while learning how other organizations build their programs. I realized quite a few folks are doing equity and inclusion work in the outdoor industry, with tangible opportunities for collaboration and idea-sharing. Now, whether it's working with youth or collaborating on first generation and transition programs, I leverage what I've learned at AORE to deliver strong program outcomes."

THANK YOU TO OUR GENEROUS DONORS!

Ambassador (\$10,000)

Anonymous
Patsy Kott

Advocate (\$2,500)

Matthew Marcus
Tim Moore
Jeannette Stawski
Russell Watts

****Bold text denotes AORE
Board Members who
have given to the
association in 2019.***

*****List reflects cumulative
donor giving histories.***

Sustainer (\$1,000)

Mackenzie Brady
Karen Dyer
Jason Gosch
Kent Grier
Todd Grier

Sasha Griffith

Gregory Hawkins

Mitch Hoffman

Jason Kurten

Genevieve Marchand

Heather Martin

Eric Neumann

Jeremy Oyen

Abigail Rowe

Paul Sanford

Jim Wall

Friend (\$500)

Tom Adams
Elizabeth Andre
Todd Bauch
Evan Bollig
Christopher Bullard
Silvia Chan
Guy deBrun
Mike Doyle
Taylor Freeman

Kellie Gerbers

Sarah Harper Burke

Bryan Karban

Rodney Ley
Tim Mertz
Bill Pierce
Erin Rausch
Brian Shirley
Jenn Velie



PARTNERING FOR A PURPOSE

Vendors and Sponsors

AORE is a leader in supporting professionals and students who work in outdoor recreation and education with professional development, career advancement, networking, and advocacy. With its diverse membership, our association has a strong voice on issues related to the larger industry. We leverage this national influence to advance critical improvements in areas where we feel there is potential to deepen the benefits for our members and those they serve. This established presence also allows us to provide immense value to companies who wish to invest in long-term, multi-faceted partnerships with AORE and take their own visibility to the next level within this growing field.

Our vendors and sponsors are an important part of AORE's framework. We collaborate with companies to tailor opportunities so that they meet their varying needs. This might be as simple as promoting special deals to our membership and exhibiting at our annual conference or it could develop into something more robust like sponsoring specific events and programs, broadening access to opportunities for members through the funding of scholarships, or investing in AORE's institutional capacity so that it can strengthen operations and infrastructure. We also partner with organizations who wish to help advance the association's strategic initiatives because they see direct alignment between our respective missions.

Vendors have personally told us how much they value the face-to-face interaction they are able to have with members through our programs and how loyal those individuals are to the brands they know. It is an exciting time to engage with our vibrant community. We look forward to exploring new partnerships in the years to come as AORE continues to expand its reach in the outdoor community.



LEARN MORE ABOUT OPPORTUNITIES FOR PARTNERSHIP AT [AORE.ORG](https://aore.org)!

DONORS DRIVE AORE'S VISION TO NEW HEIGHTS

Unrestricted donations are critical for AORE's continued success. Funding of this nature allows us to invest in the organization's health and encourage growth--from adopting new best practices, identifying new skillsets and perspectives to seek out in future board candidates, and streamlining association governance. We're also able to advocate for critical industry issues through research, advancing diverse perspectives, and strengthening connections and communication between national practitioners. Donors are also helping us to establish endowed funds to increase access to industry learning and development opportunities for professionals and students.

SMALL EFFORTS ADD UP!

Has AORE helped you professionally? Consider making a small gift to help other members experience the same success. Our donors fund a variety of goals and initiatives, including:

- Support AORE's Board in furthering the mission and vision of the Association, including the rollout of its new strategic framework.
- Support AORE's programming on issues of public lands access, permitting, and environmental stewardship.
- Maintain endowed funds for student and professional development and a general contribution fund for distribution to various projects and campaigns as determined by the association.
- Contribute to a Memorial Fund that provides scholarships in the name of past members who have made a lasting impact on AORE and the industry as a whole.



VISIT [AORE.ORG/GIVING.PHP](https://aore.org/giving.php) TO MAKE A ONE-TIME GIFT OR SET UP A RECURRING DONATION!



BOARD OF DIRECTORS

AORE's board of directors follows a strategic model where our volunteer leadership sets the association's high-level priorities and the executive director and national office staff then determine the best tactics for achieving those priorities. AORE's board of directors consists of an executive team, regular board members, and three specialized internal committees that are chaired by a current board member and advise the board chair on matters relating to financial advisory, governance, and development.

Our Board of Directors is elected by AORE's membership. These volunteers are practitioners, academics, and supporters who represent a range of skills, perspectives, and backgrounds that have been identified as critical for achieving our association's goals for future growth within the outdoor recreation and education space. We are thankful for all that these committed volunteers have done to help AORE embark on a bold new path with a strong vision for leading the industry.

EXECUTIVE TEAM

Chair

Kellie Gerbers

Treasurer

Sarah Harper Burke

Vice Chair

Jeremy Oyen

Secretary

Genevieve Marchand

BOARD MEMBERS

Tom Adams

Paul Dreyer

Mitch Hoffman

Bryan Karban

Rodo Leone

Tyler Owen (Student)

MEET AORE'S NATIONAL OFFICE STAFF

Our national team is responsible for the development and delivery of AORE's programs and services as well as day-to-day operations, marketing and communications, member engagement, volunteer management, and taking the lead on aligning stakeholders around concrete strategies and goals.

There is much to celebrate as we look to the future and embark upon the next decade of growth and achievements. This forward momentum wouldn't be possible without the dedication of these passionate individuals who advance AORE's strategic goals!



Executive Director
Jeannette Stawski



Director, Strategy
Aaron Wolowiec



**Director, Meetings
& Technology**
Kate Pojeta



**Manager, Marketing
& Communications**
Sara Krueger



**Manager, Vendor
Relations**
Lisa Aukward



**Manager, Membership
& Administration**
Jenny Hill



Bookkeeper
Amy Stevens

27 YEARS OF EXCELLENCE



EMPOWERING LEADERS IN OUTDOOR RECREATION AND EDUCATION

1100 North Main Street, Suite 108
Ann Arbor, MI 48104

CONTACT US:

(810) 299-2782

nationaloffice@aore.org

