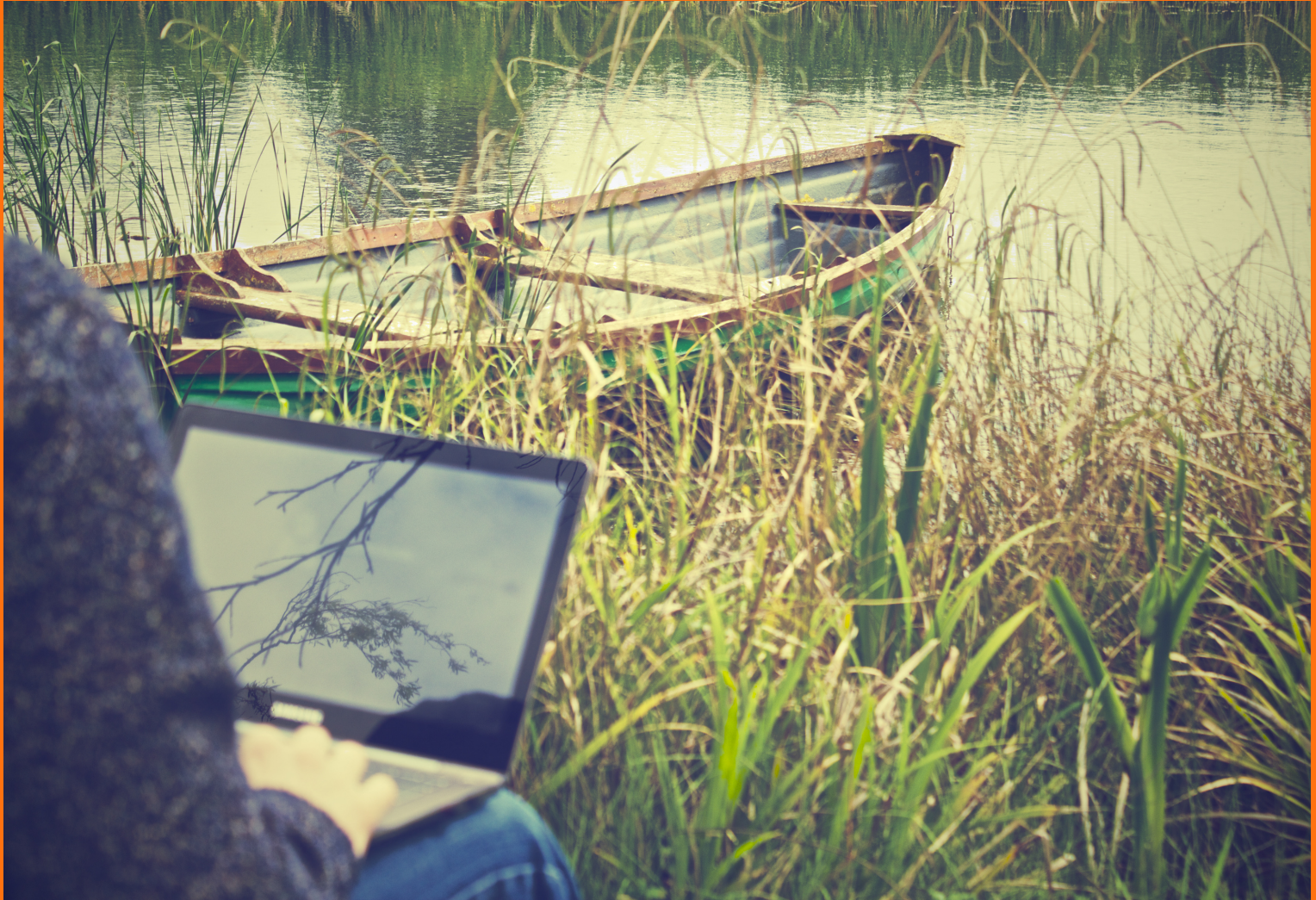




2020 ANNUAL REPORT



Organization Profile	2	Update on AORE's Working Committees	11
Board Chair Statement	4	Financial Report	12
Executive Director Letter	5	Vendor Thank-You	14
Bylaw Alignment Task Force Report	7	Partnering for a Purpose	15
Membership Overview + Impact	8	Development Spotlight + Donor Appreciation	16
Virtual Conference	10	Board of Directors + Staff	19



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.

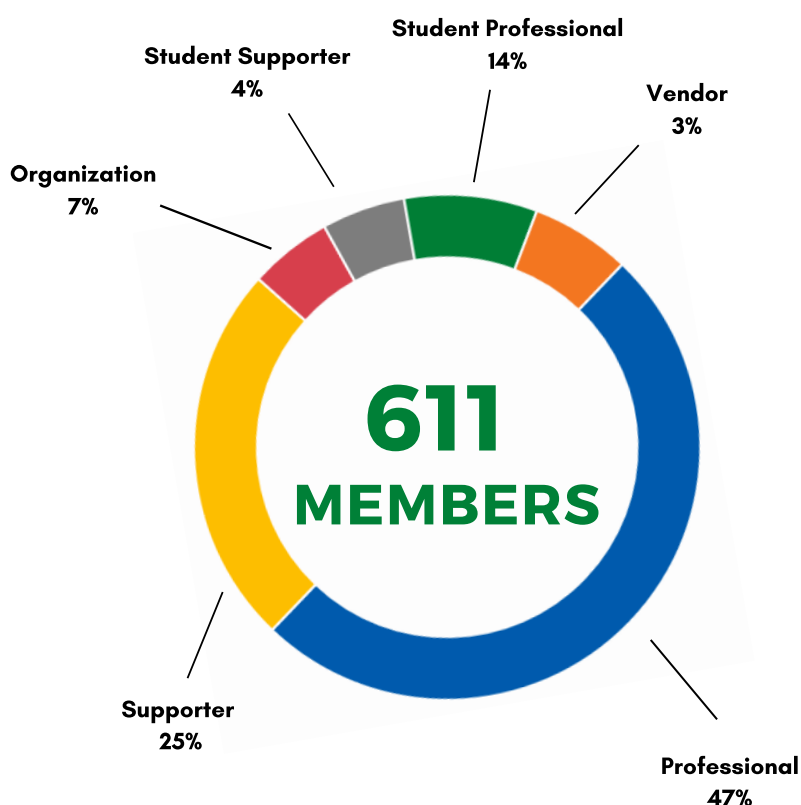
AORE MEMBER

"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, 2020

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 611 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

Greetings AORE,

While I don't want to ruin the "magic" of annual report writing, I want to acknowledge that this letter prefacing the 2020 annual report is actually being written in late January 2021. I note this because I am feeling hopeful for the first time in a long time, for reasons ranging from a new administration, to friends and family being eligible for the COVID-19 vaccine, to the first decent snowstorm that Utah has had in over a month, which might help us salvage our ski season in addition to providing much needed water to the area.

I'm honestly having a difficult time consciously putting myself back into "2020 mindset" in my efforts to reflect back on the last year for AORE. Call it pandemic dissociation. That said, with every challenge, and challenge on top of that challenge, and challenge on top of that challenge, does come opportunity for innovation, and I'm very proud of the efforts that our Association took last year to innovate--most notably converting our planned in-person annual conference into a technological marvel that brought hundreds of folks "together" from across the globe to listen and engage in meaningful conversations about the current and future state of our industry.

The challenges presented by COVID-19 are multiple and enduring. I don't want to underplay the impacts that our economic environment has had on the nonprofit landscape--threats to financial sustainability from which AORE is not immune. It will take a lot of work and reenvisioning of what AORE currently is and what it could be to weather this storm. Yet I'm hopeful. The work conducted by the AORE Board, La Piana Consulting, and the Bylaw Alignment Task Force has positioned AORE to expand its community and services to a much wider swath of leaders (and aspiring leaders) within our field.

I see the opportunity to plug in a metaphor about climbing a mountain, but I will spare you all from that cliché. Instead, I'll point out a few areas of growth, challenge, and opportunity that I experienced as a member of the Association in 2020:

- AORE made it a focus to evaluate individual and community assumptions, values, and actions as they relate to creating an accessible and inclusive community--this work is ongoing.
- AORE explored new methods of creating community and delivering educational content through a variety of virtual platforms.
- AORE successfully navigated a process to realign the Association bylaws with industry best practices.

I hope you'll join me in continuing to support this Association and its members. Thank you to our National Office staff, committee leads, board members, and volunteers for their continued efforts and service. While there was certainly much to lament in 2020, I hope we can all find some comfort and excitement in the innovations and accomplishments that took place as well.

Cheers!

KELLIE GERBERS

Board Chair



EXECUTIVE DIRECTOR LETTER

Greetings AORE Community,

When thinking back to 2020, membership may want to know how AORE led through crisis and uncertainty. AORE members were navigating varying challenges at work including different access outdoor places and opportunities to program, reduced or eliminated travel, facilities closed. Globally, everyone was and still does not know the lasting impact of the virus on physical, emotional and mental health. Finally, there was a tremendously dynamic political environment and the continued elevation of social and racial injustices on the news, and in local communities.

Leading a national non-profit organization through an ongoing pandemic required strategic thinking, difficult conversations, relationship building, curiosity and decision making. Every aspect of AORE was impacted – including changing the annual in person conference to virtual, renegotiating staff and conference related contracts and financial commitments, forecasting models for financial discussions and decision making, record keeping and submission for PPP loans and fiscal relief, production of COVID-19 specific resources and introduction of new programming to support members.

Sustainable financial models

We have been good steward's of AORE's finances and leadership had frank conversations about AORE's financial picture and what things look like because of COVID-19. We knew that we would have to make some hard decisions. Working with the treasurer, financial advisory committee, and financial advisor, we developed models to see where we are and where we may be in 6 months, 12 months, 18 months for informed decision making. Providing three scenarios to the board – hibernation, reduction of staff and programming, and status quo, we were able to share and advocate with an informed assessment of membership associations during a pandemic, and observation and relationship building relative to industry trends to propose a recommended path forward. We made difficult decisions to remove staff, pivot an in-person conference to virtual, and add new programs such as Association Chats and webinars while at the same time building viable capacity for 2021 and beyond.

In addition to this work, AORE was able to secure AORE's largest donation to date. The generous gift AORE received was a result of ongoing and trusted relationship, enabled by AORE's demonstrated commitment with the previous gift AORE had received. The continued learning, openness to change, admission of gaps and missteps on both personal and association diversity, equity, and inclusion work is a testament to my leadership and ultimately will assist AORE's fiscal standing.

Educating new & existing members of evolving member benefits and increasing utilization

We messaged to membership why members should pay out of pocket, knowing that members were citing loss of professional development as a barrier to their participation with AORE. We know that often, when looking to answer this question, members focus on the cost – rather than on the return on investment in themselves. Staff helped message that this return may come in the form of a job opportunity, a connection made, or an expanding knowledge base which could advance their career. In addition, using the benefits would offer a community to gain that helps bolster members' professional network, the various educational opportunities that help improve their own program or the additional resources that help them be a better leader.

EXECUTIVE DIRECTOR LETTER

Vision and game plan in place to expand accessibility

A vibrant community where everyone can connect to the outdoors is essential. To do that, we were candid in reaching out to members who empower others through outdoor recreation and education. The virtual conference was at a price point at almost half of what AORE in-person events have been, with no additional costs of travel and lodging, all while providing over 80 sessions of relevant outdoor industry education. AORE also provided access to relevant information to assist members in navigating outdoor recreation during COVID-19. AORE introduced Association Chats in 2020, to allow for leadership and members to come together to discuss with curated industry leaders' current events, challenges, and address member questions. AORE launched a members DE&I resource page to support members and member programs to leverage their positions, programs, and roles to foster inclusivity both where and for who they serve. In leveraging the donation from the Rowe Foundation and working with Everybody Outside, other ED's and thought leaders, AORE offered access to over 250 individuals' access to the virtual conference and two-year membership for free.

AORE to become a more diverse, equitable and inclusive organization

On the demonstrated leadership side of DE&I at AORE, we have worked to co-lead with the chairs, as we are eager to explore how we can co-create an association together, in partnership, in effort to be of better service to all. This includes understanding how we can be inclusive in our policies, procedures, and operations, and truly live this value. To that end, AORE is working toward greater diversity, equity, and inclusion both internally, as an organization, and externally - how our members can help facilitate change in their programs and practices. Inside AORE, we have sought to make sure we promote involvement, innovation, and expanded access to leadership opportunities that maximize engagement across identity groups and professional levels. Outside of our association, we are advocating on diversity-related public policy issues that affect AORE member programs' operations. We provide tools and resources to cultivate a culture of inclusiveness, collaborative practice, and innovation in the outdoor recreation and education field.

The pandemic provided perspective and a pause and allowed AORE to try new ways to elevate discussions, support and empower members. It is with clarity and excitement we move to 2021 - and AORE's ever expanding membership and reach to fulfill its vision where everyone can access the outdoors.



Adventure On!

JEANNETTE STAWSKI
Executive Director

BYLAW ALIGNMENT TASK FORCE

The Bylaws Alignment Taskforce was created to conduct a review of the AORE Bylaws and make a recommendation for changes to the bylaws to the Board of Directors and Executive Director. In June, the taskforce completed it's work and the Board of Directors endorsed the recommendations. The taskforce and Board of Directors hosted three town hall discussions to review the changes to the bylaws and the impact on the evolution of the Association. In September, the membership voted to approve the newly aligned bylaws.

The taskforce accomplished something quite amazing while navigating work, life, and social upheavals. Because of the work of the taskforce and the will of the membership, the AORE is poised to step into its new governance phase with confidence.

Taskforce Members

Victoria Lopez-Herrera, Chair

Onuka Ibe, La Piana Consultant (non-voting)

Bryan Karban, BOD

Kellie Gerbers, BOD

Dani Ruffing, BOD / Student Director

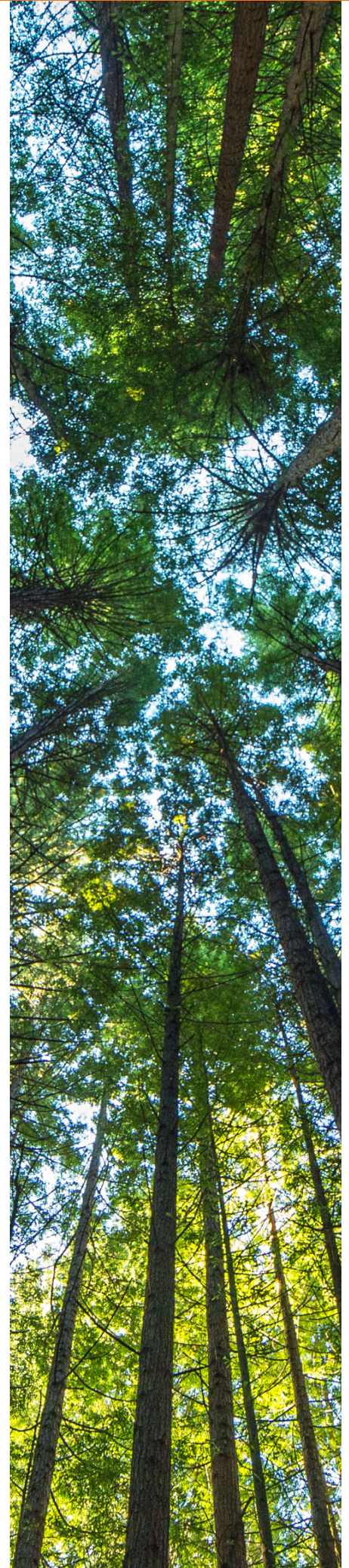
Lance Haynie, Past President 2017

Guy DeBrun, Past President 2015

Jason Kurten, Past President 2014

Elizabeth Andre, Past President 2012

Jeannette Stawski, ED (non-voting)



MEMBERSHIP OVERVIEW

Dear AORE Members,

What a _____ year. I'll let you fill in the blank as appropriate. 2020 was a year that produced *SO MANY* "unprecedented times" emails (I too am guilty of this - this acknowledgment serves as my formal apology). It also brought forced innovation to AORE - in order to continue to serve our members we had to expand what we offer.

AORE had the challenge of bringing people - who love being outside, connecting with nature and leading others - inside and in front of their computers. We recognized shortly after the majority of the country went on lockdown and into quarantine that people craved and needed community. Our members also needed information about what the future of their work would look like. To combine these two needs AORE introduced virtual Association Chats. These chats allowed leadership and members to come together, with curated industry leaders, to discuss current events, challenges and address member questions. In just nine months we held 23 association chats and had over 550 registrations.

Additionally, to aid in accessing industry wide information AORE curated a COVID-19 resource page with current information from industry leaders and associations to help members navigate their individual program needs to change and adapt.

AORE also launched a members Diversity, Equity and Inclusion (DE&I) resource page to support members and member programs to leverage their positions, programs, and roles to foster inclusivity both where and for who they serve.

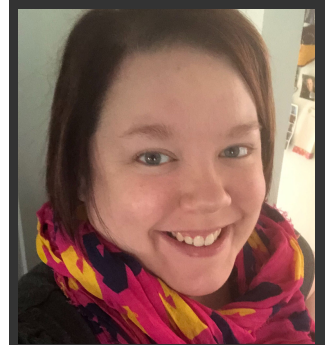
Another unforeseen challenge AORE members were facing was the significant decrease (if not total removal) of professional development funds from employers. AORE had to encourage out-of-the-box thinking by offering payment plans for membership dues, encouraging temporarily moving membership tiers and by providing an updated justification letter for employers that highlighted the importance their AORE membership played in the work that they do.

2020 was a year of seemingly daily "pivots" (another dirty word from the year), but it also brought AORE somewhere it couldn't have predicted - in the right direction. By offering virtual programming throughout the year, we provided our members connection to their community all year long, not just at an annual conference.

Thanks!

Jenny Hill

AORE's Manager of Membership & Administration



Jenny Hill
Manager of Membership & Administration

[Learn more about AORE member benefits by clicking here or contacting Jenny at \[jhill@aore.org\]\(mailto:jhill@aore.org\).](#)



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 2020.

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.

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.

Association Chats: These sessions were created so that both AORE leadership and members could come together to discuss industry current events, challenges and member questions. The first half hour is designed to have a thought leader present information on the topic of discussion. The second half hour of the chat is an open forum.

162

MESSAGE BOARD TOPICS

87

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.”





VIRTUAL CONFERENCE



We never would have thought that AORE would host a virtual conference. Hosting an in person, indoors, annual conference for outdoor facilitators has often been an easy joke, but AORE's conference in any format the intention is the same; broaden collaboration and articulate the value of outdoor education, offer high quality education opportunities, and broaden networks.

Our 2020 virtual conference did achieve those outcomes, and we were able to provide this information and build these connections with a robust virtual platform, a week's work of education - over 100 sessions - that was not limited to what an in person attendee could make. With reduction of travel, housing, and food, and a significantly lower registration fee, we were able to remove other historically cited barriers for participation.

As members become increasingly more proficient in offering on-line programming, much of the credit of our conference goes to presenters who worked to accommodate presenting digitally/remotely. Knowing attendees need timely and relevant information, we were able to host many conversations with industry leaders as well as two panels addressing white supremacy in outdoor recreation and the future of wilderness medicine certification in an time of Covid-19.

Mikah Meyer brought his story to life with the 2020 Keynote session. Attendees connected via networking sessions and socials. Vendors shared their videos and made themselves available with unlimited access.

We're thankful for all those who had a hand in building and delivering the 2020 virtual conference - and we want to especially acknowledge Kate Pojeta whose expertise not only in technology, but in designing and orchestrating this conference led to it's ultimate success. We were delighted to see the feedback from those who attended, and we are confident that future events will continue to be well received.

Our top 5 highest viewed education sessions overall were:

1. Dismantling White Supremacy in the Outdoors
2. Risk Management for Outdoor Programs
3. The Stories We Tell Ourselves: Narratives as Tools for Transformational Leadership
4. Keynote: Mikah Meyer
5. Building Inclusive Connections with Wellbeing and Resilience: Program Development, Research and Facilitation

300
CONFERENCE
ATTENDEES

6
COUNTRIES

38
STATES

OUR STAFF LED COMMITTEES ENRICH OUR MEMBER BENEFITS

AORE's six staff led committees are overseen by national office staff, co-chaired by volunteers, and supported by a host of other members behind-the-scenes. In total, 75 members served on these committees in 2020.

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:**
Ryan Murphy & Christina Spohn
- **Diversity, Equity, & Inclusion:**
Deidra Goodwin & Kelsey Brackley
- **Environmental Stewardship:**
Steven Koster & Sandra Townsend
- **Professional Development:**
Jen Siliko & Kyle Kraft-Culkin
- **Recognition Committee:**
Alex Perronne & Kaileigh Hennard
- **Research & Publications:**
Andrew Szolosi & Erik Rabinowitz

75

COMMITTEE MEMBERS



YEAR IN REVIEW

AORE's intention in 2021 was to focus on membership engagement and serving to connect members to people, programs, and professional development they need to be successful in their work. An increase in AORE's fund development capacity will allow for future strategic communications and rebranding efforts to broaden AORE's appeal beyond its current membership composition and to connect and collaborate with wider, and more diverse individuals and organizations.

AORE invested its financial, staff, and volunteer resources, as well as reserves, in intentionally creating and deepening connections, and networks for membership. As a convener of ideas and resources, AORE provided developmental and networking experiences for outdoor professionals.

Membership Engagement consisted of new messaging to current members and seeking new audiences to convene. We focused our work on:

- Helping current members better understand and use the tools, resources, and networks that are available to them
- Intentionally supporting professional development needs through virtual programming
- Connecting with, listening to, and supporting the new AORE supporters from 2020 affinity invitation

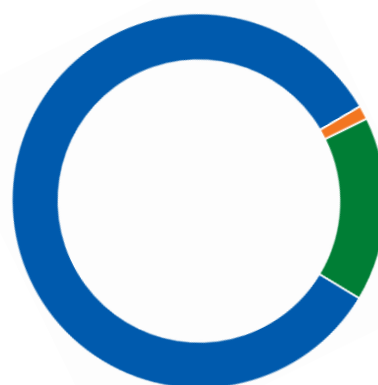
Our 2020 virtual conference brought together 300 people from 126 different organizations across 6 different countries in our first virtual annual conference – this includes attendees, speakers and exhibitors. Within the United States alone, 38 states were represented. With many presenters collaborating on a variety of sessions throughout the week, we offered 109 scheduled sessions (everything from breakouts to socials). 63% of those were educational in nature (including research and discussion sessions/panels). With reduction of travel, housing, and food, and a significantly lower registration fee, we were able to remove other historically cited barriers for participation.

As members become increasingly more proficient in offering on-line programming, much of the credit of our conference goes to presenters who worked to accommodate presenting digitally/remotely. Knowing attendees need timely and relevant information, we were able to host many conversations with industry leaders as well as two panels addressing white supremacy in outdoor recreation and the future of wilderness medicine certification in an time of Covid-19.

**TOTAL
INCOME**
\$426,583

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

\$255,890
**Programs
& Services**



\$82,087
Investments

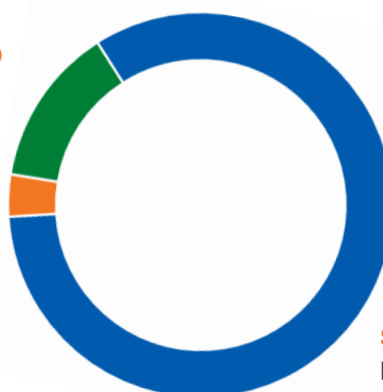
\$88,606
**Contributions
& Membership**

**TOTAL
EXPENSES**
\$389,781

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

\$96,040
General

\$25,320
Fundraising



\$268,421
**Programs &
Services**

STATEMENT OF FINANCIAL POSITION

ASSETS

JANUARY 1

DECEMBER 31

Cash	\$270,508	\$105,123
Savings	\$158,131	\$138,201
Accounts Receivable	\$250	\$514
Prepaid Expenses	\$13,276	\$8,458
Depreciation	\$0	\$80
Investments	\$246,436	\$378,870
Total Assets	\$688,601	\$631,246

LIABILITIES

JANUARY 1

DECEMBER 31

Accounts Payable	\$69,044	\$21,999
Other Liabilities	\$25,760	\$18,710
Total Liabilities	\$94,804	\$40,709

NET ASSETS

JANUARY 1

DECEMBER 31

Unrestricted Net Assets	\$593,797	\$590,537
Total Net Assets	\$593,797	\$590,537

NET LIABILITIES & ASSETS

JANUARY 1

DECEMBER 31

Total Liabilities & Net Assets	\$688,601	\$631,246
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View AORE's
990 Form for 2020:
aore.org/governance.php

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 2020. We couldn't do it without you!

- Acadia Mountain Guides
 - ACE Adventure Resort
 - Adventure Cycling Association
 - ALPS Mountaineering
 - American Alpine Institute
 - Asana Climbing
 - BIC Sport
 - Big Agnes
 - Black Diamond Equipment
 - Camp Chef
 - Carhartt
 - Challenge Towers Aerial Adventures
 - College Outside
 - Desert Mountain Medicine
 - Deuter
 - Eldorado Climbing Walls
 - Entre-Prises Climbing Walls
 - Everlast Climbing
 - Futurist Climbing
 - G Adventures
 - Gregory Mountain Products
 - GSI Outdoors, Inc.
 - Kelty
 - Kokopelli Packrafts
 - Liberty Mountain
 - LOWA Boots
 - Mad Rock Climbing
 - Marmot
 - Mountain Hardware
 - Mountainsmith
 - Mustang Survival
 - National Outdoor Leadership School (NOLS)
 - NRS
 - Oboz Footwear
 - Osprey
 - Oware
 - Pacuare Outdoor Center
 - Professional Climbing Instructors Association (PCIA)
 - R&W Rope
 - REI
 - Sawyer Paddles & Oars
 - Springfield College
 - USC Spirit
 - Wholesum Food Calculator
 - Wilderness Education Association
 - Wilderness Medical Associates
 - Wilderness Medicine Training Center
-

Thank you to our Conference Keynote Sponsor!



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)!

AORE RECEIVES IMPACTFUL GIFT FROM LONGTIME MEMBER

AORE is elated to announce we have received a generous donation from Abby Rowe and her family's foundation. Abby served on AORE's Board of Directors and is a long time champion for diversity, equity and inclusion in and for AORE and the outdoor field. AORE wants to recognize the time, energy, financial support and leadership that Abby provides to help AORE improve its ability to be an impactful and mission driven association.

With this gift, AORE has an opportunity to provide an incredible value to not only its current members, but also to a vast array of other outdoor facilitators that historically have not had access to professional development resources. Abby's investment will support AORE's emphasis on diversity -

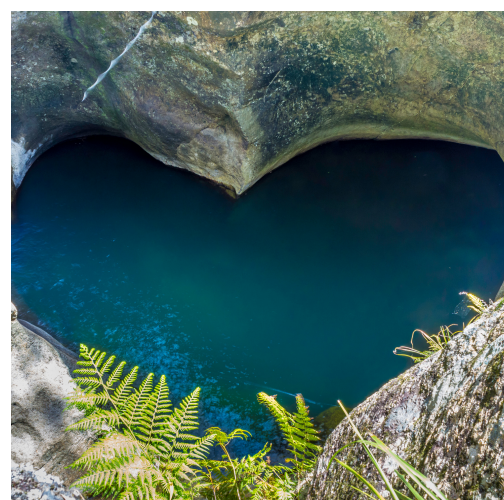
"We welcome diversity, aim to be accessible and inclusive, and work to remove barriers to participation. We strive to be an organization that is reflective of the current and expanding community."

The intention is to expand access to individuals for both professional development and career advancement tools and trainings, as well engage members in networking and advocacy work to add value to their work leading others. We intend to collaborate with these individuals to help inform, lead, and engage as members which will allow AORE to see what new programs and member services are needed to develop a more inclusive outdoor community .

Simultaneously, for many current AORE member programs, we have identified a barrier for some current members and their organizations challenges in understanding how to build a more inclusive program or redesign or re-imagine where they currently work and lead. AORE would like curate/co-create programs that would help those member members improve their current organizations and as a result the participants they serve.

AORE will need to collaborate with many other organizations and individuals to support more diversity in the outdoors. Since receiving the gift, AORE was quickly able to identify over 20 non-profits that facilitate outdoor experiences and connect with the individuals who lead volunteer and staff training and invite them to attend AORE's Virtual Conference.

AORE intends to use this gift to support AORE's effort to include and engage a more diverse audience of outdoor leaders and organizations. AORE is working to empower both diverse leaders and leaders who are actively promoting inclusivity in the outdoors.



THANK YOU TO OUR GENEROUS DONORS!

Ambassador (\$10,000+)

Anonymous
Patsy Kott
Abigail Rowe

Advocate (\$2,500)

Sasha Griffith
Matthew Marcus
Tim Moore
Jeannette Stawski
Russell Watts

Sustainer (\$1,000)

Mackenzie Brady
Karen Dyer
Jason Gosch
Kent Grier
Todd Grier
Gregory Hawkins
Mitch Hoffman
Jason Kurten
Genevieve Marchand
Heather Martin
Eric Neumann
Jeremy Oyen
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

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



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

Mitch Hoffman

BOARD MEMBERS

Paul Dreyer

Sasha Griffith

Bryan Karban

Rodo Leone

Victoria Lopez-Herrera

Joey Parent

Rachel VandeVoort

Dani Ruffing (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, Programs
& Technology**
Kate Pojeta



**Manager, Membership
& Administration**
Jenny Hill



**Manager, Marketing
& Communications**
Sara Krueger



**Manager, Vendor
Relations**
Kara Nacarato



Bookkeeper
Amy Stevens

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