



OUTDOOR CENTER EXCURSIONS PROGRAM: TRAINING GRANT PROPOSAL

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WWU AS OUTDOOR CENTER VU 150



Foundations of the Outdoor Center

The Outdoor Program, now called the Outdoor Center, was founded in 1969 as an educational and recreational club when Western was still known as Western Washington College of Education. During the foundations of the Outdoor Program, John Miles looked to model it after other successful programs in the Northwest such as the University of Oregon and Idaho State University.

Similar to the present day, the program was designed to be both an educational and recreational experience for the experienced outdoors-people and the inexperienced student who wished to acquire skills and knowledge in outdoor recreation to understand and enjoy the outdoors at a low cost. As once stated, “one of the main reasons the Outdoor Program originated: out of the need for low cost, group-organized adventures without the red tape and bureaucratic hindrances of organized clubs, or restrictions of guided trips.”

From 1969 the Outdoor Program was only an AS Club and did not have a rental equipment program. They were only equipped with resources, presentations, and excursions. There was a separate program called Valhalla that rented out sports and outdoors equipment. This was until the early 1990’s when Valhalla and the Outdoor Program teamed up and officially changed the name to the Outdoor Center offering the resources similar to what we have today.

During the early years one of the greatest advantages that the students of Western Washington University saw over UO and ISU was their geographical proximity to so many amazing resources. Within a short distance in every direction, they could be engaged in outdoor activities including but not limited to hiking, bicycling, mountaineering, sailing, kayaking, scuba diving, and skiing.

In the early 70’s there’s a published statement that still holds true to our beliefs today. “Outdoor Program is not an organization, but an idea and a group. The idea is that the outdoor environment is a classroom where (People) can extend their experience and explore human values as well as wilderness. The group is merely the people involved, a heterogeneous group united by their desire to experience the outdoors and to learn about themselves and others.”

Built on the foundations of that similar to programs such as Outward Bound and NOLS, our program has always seen the benefits of utilizing the outdoors not only for recreational opportunities but also as a classroom where students can develop and refine their inter/intrapersonal, technical, and judgement skills. In an outdoor classroom you are presented with challenges and triumphs continuously in which the experiences can be translated directly into your everyday life whether that is a classroom setting or as you head out into the world where possessing these skills will help you excel in your everyday life.

The heterogeneous group in an outdoor setting is one of the most important elements of the outdoor experience. When participating in activities in which each person is solely relying on one another for their physical and emotional safety and well-being relationships are forged in an organic way which is becoming increasingly harder to create in a front country or urban setting.

In the wilderness there are no cell phone screens or ear buds to hide behind. You are faced with real challenges everyday which you must overcome to succeed with the help of those who are with you. Through these shared experiences it is demonstrated that the outcomes are invaluable part of the student experience which in turn can lead to greater retention of students, increased academic performance, more campus involvement whether that is getting involved in clubs or taking advantage of campus resources, as well as the continued development of student leaders here on Western's campus.

Throughout the 47 years of the Outdoor Center's existence the premise of leadership development has always existed to some extent whether this has been explicit or just implied through the experiences that we have always offered to the students. However, as we continue to grow and refine our programming, it is now imperative that we can measure our outcomes to show that what we are doing is contributing to a memorable and impactful Western experience.

In addition to our traditional Excursions programs, the Western Outdoor Orientation Trips was born in 2010. Through the power of outdoor recreation and education, WOOT has been designed to help new students build confidence and community before beginning their first quarter here at Western. The first trip consisted of 10 first-year students who participated in a week of backpacking, paddling and rock climbing in the Chuckanut Mountains and Bellingham Bay. This year we will be sending 18 trips out into the North Cascades. Serving over 150 students led by nearly 40 trip leaders, who will engage in a week-long backpacking trip allowing these students the chance to integrate into college with a strong support system and connection to the outdoors as a classroom and space to learn and grow.

Mission Statements and Outcomes

As stated previously, it is important that we are driven both through our mission and desired outcomes to provide the best experience possible for our students who choose to engage in our programs. Below we provide our programs missions and outcomes as they are currently framed.

Outdoor Center Mission Statement

The Associated Students Outdoor Center provides a variety of outdoor-related opportunities and activities for all students, faculty, staff, and alumni. Emphasis is placed on developing and refining skills, responsible environmental practices, fostering diversity, enriching the academic experience, and promoting life-long learning.

Excursions Mission Statement

Excursions trips are the best way to get outside connect with the local northwest lifestyle, while learning valuable leadership skills and outdoor knowledge. Our trips are designed by students, led by students and for students.

WOOT Mission Statement

WOOT aims to support, enhance and ease the transition into Western for first-year students through outdoor adventure.

Outcome	How WOOT/Excursions Supports These Outcomes
<p><i>1. Increase students' confidence and self-awareness</i></p>	<p>Students participate in new and challenging activities that give them opportunities to see their own potential and capabilities. Through reflection opportunities and guided activities, students learn more about themselves and set personal and academic goals. Trip leaders help provide an emotionally and physically safe learning environment with a challenge-by-choice philosophy and provide leadership and learning opportunities for students.</p>
<p><i>2. Develop meaningful relationships with peers and build a supportive community</i></p>	<p>Outdoor activities inherently challenge people to work together and form supportive groups. Students build meaningful relationships with their peers and feel a sense of belonging as they work together to complete camp chores and help each other overcome new challenges. Trip leaders</p>

	help students build community through team building initiatives, group exercises, group debriefs, and rituals.
3. Cultivate interpersonal communication and leadership skills	Students engage with others on trips in meaningful ways during leadership exercises in decision-making, goal setting and effective conflict resolution. These activities provide an opportunity for students to work through challenges, and teach and learn from one another. Trip leaders support students by demonstrating healthy communication and leadership skills, and by allowing opportunities for students to step into a leadership role.
4. Acquire environmental and cultural awareness of their surroundings	Excursions and WOOT provide students with the opportunity to explore many new and remote parts of Washington State. Through experiences in the wilderness and practicing Leave No Trace principles, students gain an awareness and respect of the environment they are surrounded by. Trip leaders support student learning through lessons about LNT, local ecology, and indigenous histories to create awareness and respect for the people, flora, and fauna of the PNW.
5. Gain a greater feeling of place in WWU culture	Students have the opportunity to meet and work with peers in a different setting to create a unique community that extends beyond the bounds of a trip. Students and trip leaders share knowledge and advice about campus resources and ways to get involved in school and around town. Trip leaders help to support a positive atmosphere around school and are supportive to students who express struggles or concerns.
6. Develop the technical skills in a wide variety of outdoor recreational activities	Trip leaders demonstrate and teach knowledge and ability needed to lead trips in a variety of outdoor activities. At minimum, participants learn the basics of backcountry living and gain awareness of the skill sets needed for each specific activity. Safety, judgement and decision making, and Leave No Trace principles are emphasized and taught by trip leaders throughout the trip.

Current State of Excursions Program

Currently the Outdoor Center Excursions program is going through an internal structural redesign. It has come to a point where changes are required to continue to offer the type of programming to the students, faculty, and staff of WWU that we have for the past 47 years. While these changes are not being initiated because of accident or incident, it is imperative that we take the preventative steps to restructure how our Excursions staff is hired, trained, and evaluated to both increase accessibility and to meet the industry standards set forth in the field of experiential education and outdoor recreation.

With the creation of the WOOT program in 2010 there was a double standard that has been created. Up until this year WOOT trip leaders and Excursions trip leaders were following very different practices, procedures, and guidelines. It has become a primary goal of the Outdoor Center to set forth a standardized method that is congruent with all of our programming needs.

Hiring Process Prior to Restructure in Winter 2016

WOOT:

Formal application through Novus and interview process that aligns with AS hiring practices which was developed in 2012. People are hired based off of inter/intrapersonal skills with a less focus on the technical skills. This allows for greater accessibility for student trip leaders as well as provides us with a staff who already has a foundation built on relational skills rather than technical skills. (Original Job Description drafted in 2012 Appendix A)

Excursions:

Non-formal written application to Student Excursions Coordinators (Trip Leader Application Appendix B). No interview process required for hire. Job description was not accessible to public and was not up to date. Did not align with AS hiring practices. In this model the size of the staff was not in control. Nearly anyone who came in was "hired". Some people were very active and led the majority of trips while others never actually had the opportunity to get out limiting the actual access and learning opportunities for people who did not come in with the technical abilities. In Fall of 2015 There were nearly 200 people on the staff roster many of whom were no longer active or had long since graduated and moved on from the program. The staff was built off of an exclusive group of people who were always in the know about the Excursions program. As well, these people were generally hired based on their technical skill and what they had achieved in various outdoor activities.

In the hiring processes there was a clear difference that needed to be augmented. Both programs were run through the Outdoor Center, both with very different hiring practices

and standards while the outdoor recreational experiences they were providing for the students were nearly identical.

Trip Leader Training Process Prior to Restructure in Winter 2016

WOOT:

The WOOT program targets specific outcomes with a big emphasis on community development. WOOT Trip Leaders were expected to not only be skilled in the outdoor disciplines in which they were leading but to also be able to focus largely on the interpersonal growth and development of their participants who are trying to integrate into the Western Community. In 2011 WOOT developed its first trip leader hiring and training practices.

Up until the merge of the WOOT/Excursions Program there was few Excursions trip leaders who went through the WOOT Training. This created a separation of Outdoor Center Trip Leaders as those who were doing WOOT were being held to a higher standard than those who were only doing Excursions.

2011 WOOT Training Outline (Appendix D)

2012 WOOT Training Outline (Appendix E)

2013 WOOT Training Outline (Appendix F)

2014 WOOT Training Outline (Appendix G)

2015 WOOT Training Outline (Appendix H)

Excursions:

Within the Associated Student's, given the freedom and autonomy to run the program as the coordinators wish, as the program evolved from a club and eventually to a student run program, the Outdoor Center Trip Leader Trainings have been designed around that which have been deemed necessary by the Excursions Coordinators year to year. This is a problematic approach for several reasons.

The Excursions trainings were much more varied and erratic due to the skills and abilities of the Coordinators who were expected to plan and run these trainings. These trainings have been offered on an inconsistent basis and one of the greatest barriers was that there was no standardized training that all trip leaders were required to participate in. As well, there has not been a formalized curriculum developed for all of the trainings and activities that we offer. This was identified as a liability to both the Outdoor Center and Western as a whole. This has also created a large access barrier because there is no clear track for students about how to become a trip leader and what the expectations are in doing so.

Since 2014 the following trainings have been offered to trip leaders. They have all been optional and none of them have outlines or curriculums stored on file.

2014

October 25-26 Rock Training

2015

January 10-11 Winter Backcountry Refresher Training

October 10-11 Sea Kayak Training

2016

January 9-10 Winter Backcountry Refresher Training

Prior to 2014 other trainings that have been offered but no history exists of when they were ran include:

Mountaineering

Whitewater Rafting

Whitewater Kayaking

Backcountry Skiing

Winter 2016 Assessment of Trip Leader Training Program

With the continued growth of the WOOT program as well as the lack of consistency between the two programs, the outdoor center took proactive steps to render the issues around trip lead staff and training. In the assessment of the Excursion program, below are identified areas of concern.

Access and Professional Leadership Development

- Increasing access to Outdoor Leadership to students who do not possess all of the knowledge from the day they walk in the OC and providing the training that is necessary so they may thrive as leaders at WWU
- Paraprofessional student leadership development essential to improving Excursions program
- Better experience for participants if staff is adequately trained in Outdoor Leadership, Theory, and Methodology
- Enhancing WWU Experience for our trip leaders in turn enhancing the participants experience
- Devotion to core Trip Leader Group

Liability/ Risk Management

- Little structure exists around risk management making us vulnerable as an outdoor program
- Safety and Risk Management essential at all levels of Excursion for all parties
- Increase awareness and education and mitigation
- Activity Specific Policy and Procedures do not exist

Consistency

- High current turnover with Trip Leader's
- Lack of commitment as trip leaders come and go on irregular basis and are not held to any specific standards
- Clarify Expectations for trip leaders in all processes of running a trip
- Coordinators feel like job is learned and performing towards the end of term
- Trainings-lack of base training & development structure of trip leaders
- Information "trickle"
- Inter-departmental cohesion & support

Progressing Program/Potential

- Accessibility
- Debunking Cliques
- Student benefit (Greater number of students able to participate)

- Overall awareness of program
- Providing more consistent work for trip leaders
- Increase experiences offered for our staff

Improve Student experience

- Through staff training and structure
- Gear upgrade and knowledge and use of gear for trip leaders
- Safety and comfort of participants through increased knowledge and awareness
- Adhering to Student to instructor ratios
- Provide food for activities
- Perceived value VS actual cost of trip- not inclusive of food
- Deeper meaning from trips (creating the facilitated experience)

Loose operations

- Trip Leader expectations
- Gear usage/tracking/borrowing.... Trip Leaders and Coordinators
- Inventory tracking
- Driver training
- Overall training consistency
- Key management

High turnover-yearly

- Yearly Terms
- Burn out both student coordinators and trip leaders
- Actually takes more hours than paid
- Large work flow
- Trip Leaders- Lack of consistency, communication, expectations, lack of work, structure in training processes
- Knowledge of Student Trip Leaders VS Professional Guides

Implementation of new Trip Leader Structure

Creation of Trip Leader Job Description

During the 2016 Academic year the Outdoor Center Excursions and WOOT programs began a merging process that broke down the double standard that had been created. Working with the Personnel Office and AS Board, we reworked the job description and created a singular position that tied both of the programs together ([Trip Leader Job Description Appendix C](#)).

Standardize Hiring Procedures

As well, there is now a set standard for hiring new trip leaders. All people who wish to lead trips for us now go through the same process as all other AS positions. One of the greatest benefits to this standardization is the exposure and access that all Western students now have to becoming a trip leader for the Outdoor Center. Now any student looking for employment on the AS Personnel site will see the Outdoor Center Trip Leader as an option. In the first year of standardizing the hiring process we had 36 applicants and of those, 10 were offered a position as an Outdoor Center Trip Leader.

(Hiring Timeline for 2016 Appendix I)

Standardize Baseline Training Procedures

As well, we have begun to standardize our New Staff Training. This training has been developed to integrate all elements of outdoor leadership into its curriculum along with an evaluation system that is required for every trip leader on all trips offered. It is required that all new staff complete all elements of this training prior to ever leading a trip. This guarantees that all of our trip leaders are now going out into the field with the same baseline training and knowledge in regards to experiential education and fundamentals of outdoor leadership.

Theory and Methodology applied in the Outdoor Center Trip Leader Training Spring 2016:

Tuckman's Stages of Group Development

Maslow's Hierarchy of Needs

Foundations of Effective Leadership (Interpersonal, Judgment, and Technical Skills)

Kolb's Learning Styles and The Experiential Learning Cycle

Strengths Based Leadership: Strengths Quest

Mihaly Csikszentmihályi's "Theory of Flow"

Baseline Trip Leader Training Format

(84 Hours Total)

New hire night

2 weekends on campus/Lakewood

5 Days field training

(Appendix I: Outline of new hire night, Weekend 1 and Weekend 2 trainings)

(Appendix J: Trip Leader Training Field Packet 2016)

(Appendix K: Trip Leader Evaluation Form)

Standardized Pay scale

Another area within the Excursions that we worked on over Winter quarter of 2016 was standardizing our trip leader pay scale. Prior to this, there was not a system set in regard to what standardized trip leader pay was. It was simply decided by the Excursions Coordinators what the agreed upon wage would be based on their experiences and what the demands of the trip were. To do this we conducted a pay audit where we sent out the following message in (Appendix L: New Pay Scale and Message sent to NW Programs) to several programs in the Northwest. From this we were able to develop the pay scale that is now actively being used for our trip leaders.

University of Washington

Gonzaga

Central Washington University

Eastern Washington University

Washington State University

Pacific Lutheran University

Evergreen College

Puget Sound University

Seattle U

Boise State

Idaho State

University of Oregon

Oregon State University

Portland State University

**Programs highlighted in yellow responded to our request*

Moving Forward

Implementation of New Training format

This presents a large shift in the ethos of the Outdoor Center Excursions Program. Where we once relied upon the knowledge and skills that students walked into the Outdoor Center with, we are hoping to allow the opportunity for those who otherwise would not be able to engage in outdoor leadership opportunities the chance to do so. As the old saying goes “you can’t get the job without the experience but you can’t get the experience without the job”

Here at Western Washington University, working within the Associated Student’s, it is paramount that we are providing our students who wish to engage with the Outdoor Center Programs with the best possible co-curricular experience that will not only help them grow as leaders at Western but as leaders on a global scale.

The lessons learned through our co-curricular program design will directly translate into everyday leadership in and out of the classroom. If we are provided with the opportunity to enact on our new training practices, the Outdoor Center will be setting the bar high for programs across the nation.

We will also be creating a set of standards and evaluation criteria in which students will be able to experientially engage and reflect on their outdoor leadership skills and experiences enhancing the learning overall.

Accreditation through Association for Experiential Education for Adventure Programs

An additional step that we are beginning to actively move towards is the process of becoming an accredited program through AEE. This process can range from one to three years and provides organizations with several benefits. First and foremost, it assures that we are meeting a set of standards set forth for the field of adventure based organizations. As well, this process will prove to be both educational and beneficial to our program as we continue to adjust our programming to ensure that we are in fact meeting industry standards in all areas of outdoor recreational opportunities that we offer.

Through this process another benefit is the critical review that it provides for our risk management systems. In doing so we are supporting the well-being of our participants and staff as well as the longevity and success of the program as an extension of what the Associated Student’s has to offer to our community.

This process is organized into the following 6 sections that provide a critical examination including a self-study, site visit from accreditation board, verbal and written evaluation from review team, corrections to any problematic areas and once all is addressed and approved, the final accreditation approval happens at the Accreditation Council meeting at which time the accreditation status will be determined.

- Philosophical, Educational, and Ethical Principles
- Program Governance
- Program Management, Operations, and Oversight
- Technical Activities: Land
- Technical Activities: Water
- Technical Activities: Miscellaneous

Three Year Training Outline

Year One Trainings 2016-2017 Shadow/Apprentice/Assistant TL

Training	Dates	Description
New Hire Night	April 27	Meet and greet for new hires and returning staff, group bonding activities, with dinner provided. Required attendance from all staff members.
TLT Weekend 1	April 30-May1	Annual Trip Leader Challenge, Intro to policies and procedures, Intro to Group Facilitation, Best Self, StrengthsQuest, Fears and Hopes in a Hat, Community Guidelines. Required attendance from all staff members
TLT Weekend 2	May 21-22	Inclusive Communication, Lesson Planning, Campus Resources, Tuckman's Stages of Group Development, Maslow's Hierarchy of Needs, Foundations of Effective Leadership (Interpersonal, Judgment, and Technical Skills), Kolb's Learning Styles and The Experiential Learning Cycle, Vehicle Training. Required for first year staff members
WFA Certification Course	May 28-30	Providing all new hires with an baseline backcountry medical training certification (Average 7 staff per year)
New Hire Field Training	June 13-17	New Hire Field training trip with emphasis on teaching lessons specific to Leadership and Group Dynamics, Safety and Risk Management in the backcountry, and transferring the learning through experiential processing (Required New Staff Only)
Sea Kayak I	Sept. 27, 29, Oct. 1-2	Train TLs in the basics of boat terminology, become proficient in rescue techniques, chart reading, weather forecasting, route planning and paddle techniques (Optional 12 people max)
Rock Climbing	Oct. 21-23	Bottom site management, anchor building, belay techniques, introduction into lead climbing and repelling (optional 12 people max)
Level I AIARE	Dec. 10-12	AIARE Level 1 Avalanche Training (Required for all staff leading winter trips, average 12 people)
Winter Travel	Jan 14-16	Training on winter specific equipment, route planning, technique and instruction (optional 12 people max)
Orion WW Raft Training I	March 18-27	A week long training that fulfills the state mandated requirements to operate as a whitewater river outfitter. Takes place on the Deschutes River

		through Orion River Expeditions. (optional 6 people max)
Bike Trip	April 11, 13, 15-16	Teach the basics of bike maintenance, route planning and touring specifics, mountain bike safety and techniques(optional 12 people max)

Year Two Trainings 2017-2018 Apprentice/Assistant TL

Training	Dates	Description
New Hire Night	April 26	Meet and greet for new hires and returning staff, group bonding activities, with dinner provided. Required attendance from all staff members.
TLT Weekend 1	April 29-30	Annual Trip Leader Challenge, Intro to policies and procedures, Intro to Group Facilitation, Best Self, StrengthsQuest, Fears and Hopes in a Hat, Community Guidelines. Required attendance from all staff members
TLT Weekend 2	May 20-21	Inclusive Communication, Lesson Planning, Campus Resources, Tuckman's Stages of Group Development, Maslow's Hierarchy of Needs, Foundations of Effective Leadership (Interpersonal, Judgment, and Technical Skills), Kolb's Learning Styles and The Experiential Learning Cycle, Vehicle Training. Required for first year staff members
WFA Certification Course	May 27-29	Providing all new hires with an baseline backcountry medical training certification (Average 7 staff per year)
Sea Kayak II	May 23, 25, 27-29	Refresher to fall Sea Kayaking training with emphasis on extended travel. Overnight at Viqueen. (max 12) Prerequisite: Sea Kayak I
New Hire Field Training	June 12-16	Not required for returning TLs, 10 new TLs
Mountaineering/Ice Climbing I, Alpine Ice Returning Staff Training	June 12-16	Comprehensive mountaineering course focusing on travel and risk management in glaciated terrain. Introduction to alpine ice climbing with bottom and top site ice climbing management, anchor building, belay techniques, lead climbing and repelling. (Max 10) Prerequisite: New Hire Field Training
Sea Kayak I	Oct. 3, 5, 7-8	Train TLs in the basics of boat terminology, become proficient in rescue techniques, chart reading, weather forecasting, route planning and paddle techniques. Returning TLs can re-take and

		assist instructors if they have completed Sea Kayak II. (Optional Max 12)
Rock Climbing	Oct. 27-29	Bottom site rock climbing management, anchor building, belay techniques, lead climbing and repelling. Returning TLs assist instructors if they have completed a sufficient number of personal climbing hours. (optional Max 12 people)
Level I AIARE	Dec. 16-18	Certified AIARE Level 1 Avalanche Training (Required for all staff leading winter trips, max 12)
Backcountry Refresher	Dec. 16-18	Yearly refresher course for all staff who have completed the AIARE Level 1 Course. (Optional Max 12 people) Pre-requisite: AIARE Level 1
Winter Camping	Jan. 13-15	Training on equipment, route planning, technique and instruction, snow cave construction. Returning TLs can re-take and assist instructors. (Optional Max 12 per year)
Ice Climbing II, Water Ice	Jan. 13-15	Refresher in bottom site ice climbing management, anchor building, belay techniques, lead climbing and repelling, emphasis on water ice. (Optional Max 12) Prerequisite: Mountaineering/Ice Climbing I
WW Training II, Kayak	March 3-4	An extension to our WW Rafting training covering paddle techniques, rescue techniques and route planning with an emphasis on Kayaking (Optional Max 12) Prerequisite: Orion WW Raft Training
Orion WW Raft Training I	Mar. 24-April 2	A week long thorough training on the Deschutes River through Orion River Expeditions meeting WA state guiding standards Optional for new TLs, max 6.
WFR Certification Course	Mar. 24-April 2	Bringing second-year trip leaders to an adequate backcountry medical level to take the head trip leader role. Required. (8 people average)
Bike Touring/Mountain Bike	April 10, 12, 14-15	Teach the basics of bike maintenance, route planning and touring specifics, mountain bike safety and techniques. Returning TLs can re-take or assist instructors if they have completed a sufficient number of personal field hours. (optional average 12 people)

Year Three (and beyond) Trainings 2018-2019 Head TL

Training	Dates	Description
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New Hire Night	April 25	Meet and greet for new hires and returning staff, group bonding activities, with dinner provided. Required attendance from all staff members.
TLT Weekend 1	April 28-29	Annual Trip Leader Challenge, Intro to policies and procedures, Intro to Group Facilitation, Best Self, StrengthsQuest, Fears and Hopes in a Hat, Community Guidelines. Required attendance from all staff members
TLT Weekend 2	May 19-20	Inclusive Communication, Lesson Planning, Campus Resources, Tuckman's Stages of Group Development, Maslow's Hierarchy of Needs, Foundations of Effective Leadership (Interpersonal, Judgment, and Technical Skills), Kolb's Learning Styles and The Experiential Learning Cycle, Vehicle Training. Required for first year staff members
WFA Certification Course	May 27-29	Providing all new hires with an baseline backcountry medical training certification (Average 7 staff per year)
Sea Kayak II	May 22, 24, 26-28	Refresher to fall Sea Kayaking training with emphasis on extended travel. Overnight at Viqueen. Third-year trip leaders may assist in leading if they have completed the course and have an adequate number of personal field hours. Optional max 12 people. Prerequisite: Sea Kayak I
New Staff Field Training	June 12-16	Not required for returning TLTs
Mountaineering/Ice Climbing I, Alpine Ice Returning Staff Training	June 12-16	Comprehensive mountaineering course focusing on travel and risk management in glaciated terrain. Introduction to alpine ice climbing with bottom site ice climbing management, anchor building, belay techniques, lead climbing and repelling. Third-year trip leaders may lead or assist in leading if they have completed the course and have an adequate number of personal field hours. Prerequisite: Backpack Field Training
Sea Kayak I	Oct. 2, 4, 6-7	Train TLTs in the basics of boat terminology, become proficient in rescue techniques, chart reading, weather forecasting, route planning and paddle techniques. Third-year trip leaders may assist in leading if they have completed the course and have an adequate number of personal field hours. Optional max 12 people

Rock Climbing	Oct. 19-21	Bottom site rock climbing management, anchor building, belay techniques, lead climbing and repelling. Returning TLs can re-take and help teach if they have completed a sufficient number of personal climbing hours. Optional max 12 people.
Backcountry Refresher	Dec. 15-17	Refresher avalanche awareness course for staff who have already completed AIARE Level 1. Required for returning staff who plan to lead winter trips. Pre-requisite: AIARE Level 1
Level I AIARE	Dec 15-17	Certified AIARE Level 1 Avalanche Training
Winter Camping	Jan. 19-21	Training on equipment, route planning, technique and instruction, snow cave construction. Returning TLs can re-take and/or instruct.
Ice Climbing II, Water Ice	Jan. 19-21	Refresher in bottom site ice climbing management, anchor building, belay techniques, lead climbing and repelling, emphasis on water ice. Third-year trip leaders may assist in leading if they have completed the course and have an adequate number of personal field hours. Prerequisite: Mountaineering/Ice Climbing I
WW Training II, Kayak	March 2-3	An extension to our WW Rafting training covering paddle techniques, rescue techniques and route planning. Third-year trip leaders may assist in leading if they have completed the course and have an adequate number of personal field hours. Prerequisite: Orion WW Raft Training
Orion WW Raft Training	Mar. 24-April 2	Not required for returning TLs.
WFR Certification Course	Mar. 24-April 2	Bringing second-year trip leaders to an adequate backcountry medical level to take the head trip leader role. Not required for returning TLs.
Bike Trip/Mountain Bike	April 9, 11, 13-14	Teach the basics of bike maintenance, route planning and touring specifics, mountain bike safety and techniques. Third-year trip leaders may assist in leading if they have completed the course and have an adequate number of personal field hours.
And so on.		Trip leaders continuing past four years of school continue to take new trainings, teach trainings they are competent and confident in, mentor new trip leaders, and work on gaining personal hours of field experience. Training outline repeats for new trip leaders, and second/third year trip leaders.

Cost Breakdown of Proposed Trainings

FY17 TL Cost Breakdown	
Number of People	40
Days of Training Provided	45
Trip Leader Pay for Required Trainings	\$11,600
Certification Cost Covered by WWU	\$7,720
Meal Cost	\$3,440
Transportation Cost	\$1,012
Instructor Pay	\$7,830
Total Cost	\$31,602

FY18 (and onward) TL Cost Breakdown	
Number of People	40
Days of Training Provided	57
Trip Leader Pay for Required Trainings	\$12,400
Certification Cost Covered by WWU	\$11,290
Meal Cost	\$3,380
Transportation	\$1,168
Instructor Pay	\$8,790
Total Cost	\$37,028

Cost Breakdown for Full Three Years	
Number of People	40
Days of Training Provided	159
Trip Leader Pay for Required Trainings	\$35,600
Certification Cost Covered by WWU	\$26,700
Meal Cost	\$10,380

Transportation Cost	\$3,484
Instructor Pay	\$25,530
Total Cost over 3 Years	\$109,830
Cost Per Trip Leader over 3 Years	\$2745.75

Original Job Description drafted in 2012 Appendix A

Associated Students of Western Washington University

AS Outdoor Center

AS Western Outdoor Orientation Trip (WOOT) Leader

About the Position

The purpose of the Western Outdoor Orientation Trip (WOOT) is to provide a unique transitional experience for incoming freshman to Western Washington University. Each trip will consist of approximately 8 to 12 incoming students, one head trip leader, one assistant trip leader and one apprentice. The trips are designed to help with the transition from high school to college life by building a supportive community, introducing them to opportunities in and around Western's campus and encouraging personal growth. These trips will run prior to the start of classes with activities including but not limited to; backpacking, sea kayaking, mountaineering, rock climbing, canoeing, bike touring and base camp trips.

About the Department

The purpose of the Outdoor Center (OC) is to enhance opportunities for members of Western's community to involve themselves in outdoor recreation activities. The OC provides a spectrum of programs, resources and services to enable the students, faculty, staff and Alumni Association members to safely participate in a variety of activities, develop and refine skills, practice environmental responsibility, and interact with each other and members of the community. Outdoor Center Excursions helps Western's community discover the Northwest's outdoor recreational opportunities through trips and instructional clinics. It does this in order to cultivate community, reduce stress, achieve personal growth, and foster an appreciation for the environment.

Term of Position

All WOOT! Leaders are required to participate in an Outdoor Leadership Training Series that will occur during spring quarter. This series will include weekend training session in addition to night classroom workshops. Additionally, WOOT! Leaders will need to be available for pre-trip preparations and be available during the dates of the trip. (Dates will be subject to change each year) The dates WOOT! Leaders need to be available this year: The weekend of April 6-8, April 18th, May 2nd, and May 23rd from 6-8PM, and September 13-23.

AS Employment Qualifications (exceptions can be made for recent graduates)

- Maintain a minimum credit load throughout term of position of 6 credits for undergraduates and 4 credits for graduates.
- Maintain a minimum of a 2.00 cumulative grade point average.
- Ability to complete the entire term of the position.

Preferred Qualifications

- First aid certification: First aid/CPR, Wilderness First Aid, Wilderness First Responder, Wilderness-EMT, or equivalent
- Must be a current student at Western Washington University (or alumni/private contractor based on trip type)
- Knowledge and skill in the safe practice of specific outdoor skills i.e. backpacking, sea kayaking, mountaineering, rock climbing, and/or canoeing
- Group facilitation skills i.e. ropes courses and/or team building activities
- Experience in instruction and training of outdoor activities
- Familiarity with Associated Students and Outdoor Center practices
- Sensitivity and awareness of identity-based issues
- Knowledge and familiarity with campus resources

Position Responsibilities

- Ensure that WOOT participants are safe through the entirety of the trip by:
 - Follow safety guidelines appropriate for the activity of the trip.
 - Making responsible decisions to ensure group safety.
 - Providing appropriate first aid when needed.
 - Reviewing and being aware of participant medical records.
 - Supervising all participants for duration of the trip.
- Follow University and Outdoor Center policies and procedures by:
 - Providing clear guidelines and stating policies and procedures to the group.
 - Explaining and enforcing the Alcohol and Drug policy.
 - Ensuring completion of all required Outdoor Center and other university documents for each participant and leader and bringing a copy to take on the trip.
- Create an inclusive, safe, and accepting community by:
 - Getting to know all participants.
 - Modeling and using inclusive language and behavior.
 - Leading icebreakers and facilitating conversations related to group development.
 - Helping ensure that WOOT participants experience a smooth transition to WWU
- Ensure that WOOT is properly planned and implemented by:

- Attending and participating in all WOOT! Leader Training Sessions.
- Reviewing trip itinerary and notifying supervisor of any changes made.
- Signing for and maintaining group equipment needed before, during and after excursions.
- Cleaning and returning gear to the Outdoor Center.
- Participating in logistical preparation before the trip including, but not limited, packing gear, purchasing food, creating itinerary.
- Conduct pre trip meeting and doing an individual gear check and signing out gear to individuals who need it.
- Participating in post-trip evaluation and debrief.

Wage

This position will receive a stipend and be paid upon WOOT's completion. Head WOOT leaders will receive \$275, assistant WOOT leaders will receive \$225, and WOOT apprentices will receive \$75.

Reportage

This position reports directly to WOOT! Coordinator.

This job description is subject to change in accordance with the AS Employment Policy. The Associated Students is an Equal Opportunity Employer. Revised July 28, 2016.



WWU AS OUTDOOR CENTER TRIP LEADER APPLICATION

PERSONAL INFORMATION:

NAME _____
NUMBER _____

PHONE

STUDENT WWU EMAIL _____

ADDRESS _____

WWU STUDENT? _____

YEAR IN SCHOOL _____

LEADERSHIP INTEREST:

MARK TRIP IN WHICH YOU ARE INTERESTED IN LEADING

- HIKING
- BACKPACKING
- SEA KAYAKING
- WHITE WATER KAYAKING
- WHITE WATER RAFTING
- BACKCOUNTRY SKIING
- ROCK CLIMBING
- ICE CLIMBING
- MOUNTAINEERING
- MOUNTAIN BIKING
- FIRST AID
- SNOWSHOEING
- BICYCLE TOURING
- AVALANCHE TRAINING
- SURFING

OTHER: _____

COVER LETTER EMPLOYMENT QUESTIONS (PLEASE ANSWER ALL QUESTIONS)

1. *Why are you seeking employment as a trip leader?*
2. *Explain your outdoor ethics and views on groups in the wilderness.*
3. *What attributes do you find most important in a trip leader and why?*
4. *Briefly touch on your leadership experience either academic, outdoor, or both*
5. *Please describe an experience in the outdoors where your judgment and skills were tested, how you dealt with it and how it could have been dealt with more effectively? How has your approach to the outdoors impacted this experience?*

Please attach a complete outdoor Resume for the activities you are interested in leading

If we do not already have them on file, please attach copies of relevant credentials/certifications (first aid, guide training, avalanche, ect.)

Please include three references (Name, Email, & Telephone NUMBER)



Associated Students of Western Washington University
AS Outdoor Center
Trip Leader

About the Position

Outdoor Center Trip Leaders are responsible for leading a wide variety of excursions offered through the Outdoor Center including Western Outdoor Orientation Trips, hiking, backpacking, bike touring, white water rafting, kayaking, climbing, and other outdoor recreation activities. Responsibilities include trip planning, outdoor leadership development, safety and risk management, evaluation of self and peers, communication with Excursions Coordinators, and actively participating in outdoor leadership trainings offered throughout the year.

About the Department

The purpose of the Outdoor Center (OC) is to enhance opportunities for students and members of Western's community to involve themselves in outdoor recreation activities. The OC provides a spectrum of programs, resources and services to enable the students, faculty, staff and alumni association members to safely participate in a variety of outdoor activities, develop and refine skills, practice environmental responsibility, and interact with each other and members of the community.

Outdoor Center Excursions offers a fun, accessible and affordable way to get outside for students, faculty, staff and alumni. Emphasis is placed on developing and refining of outdoor recreation skills, personal and community growth, leadership development, responsible environmental practices, fostering diversity, enriching the academic experience, and promoting life-long learning.

Term of Position:

This is a four quarter position on a per job basis. This position begins with a mandatory internship consisting of 2 weekends during spring quarter followed by a field training the week before summer quarter begins where you will participate in a 5-day field training. Based upon successful completion of the internship, once hired as an Outdoor Center Trip Leader, there is an expectation that you will have at minimum one year commitment to the Excursions Program, with the opportunity to return based upon yearly staff evaluation. There will be several opportunities to engage in trip leader development and training opportunities as well as Excursions throughout the year.

AS Employment Qualifications

- Maintain a minimum credit load throughout term of position of 6 credits for undergraduates and 4 credits for graduates.
- Maintain a minimum of a 2.00 cumulative grade point average.
- Ability to complete the entire term of the position.

OC Employment Qualifications

- All Trip Leaders are required to participate in the Outdoor Center Trip Leader Training that occurs over the course of two weekends during Spring Quarter as well as the first week after spring quarter.
- Required to take trip leader role in at least one Western Outdoor Orientation Trip (WOOT!) prior to fall quarter.
- Possess valid driver's license.
- Be able to complete AS/OC vehicle training and comply with all vehicle policies
- Must be at least 18 years of age

Preferred Qualifications

- Desire to lead outdoor recreation activities
- Knowledge of outdoor recreational equipment.
- First aid certification: First aid/CPR, Wilderness First Aid (WFA), Wilderness First Responder(WFR), Wilderness-EMT, or equivalent
- Group facilitation skills (i.e. ropes course and/or team building activities)
- Basic knowledge and skill in the safe practice of specific outdoor skills i.e. backpacking, sea kayaking, mountaineering, rock climbing, canoeing, etc..)
- Knowledge and familiarity with campus resources including but not limited to Disability Resources for Students, library services, tutoring centers, recreation center, counseling services, academic advising, Student Health Center, Student Business Office, Student Outreach Services
- Organizational and time management skills.
- Ability to communicate and work effectively with a wide variety of people on Western's campus and in the Bellingham community.
- Ability to work over weekends and term breaks.
- Ability to articulate a general understanding of the Pacific Northwest's topography and regional outdoor recreational possibilities.

AS Employment Responsibilities

Serve the diverse membership of the AS in a professional and ethical manner by:

- Being familiar with and upholding the AS Charter, all WWU policies, and all AS policies including the Employment Policy, Code of Conduct, and Program Standards.
- Being knowledgeable of the AS organization and its general operations.

Outdoor Center Responsibilities

Ensure the Outdoor Center serves the needs of the Associated Students by:

- Working closely with the Outdoor Center Excursions Coordinators to design, implement, and promote a variety of outdoor excursions and instruction.
- Performing other duties as needed or assigned by the Outdoor Center Coordinator.

Uphold Outdoor Center mission statement, norms, and expectations by:

- Providing availability for Outdoor Center promotions, events, and speaking engagements.
- Participate in training conducted by the Outdoor Center Staff.
- Assist in training for the incoming Trip Leaders during spring quarter.

- Establishing and maintaining a respectful working relationship with all other members of the Outdoor Center Staff.

Trip Leader Responsibilities

Ensure that participants are safe through the entirety of the trip by:

- Following safety guidelines appropriate for the activity of the trip.
- Making responsible decisions to ensure group safety.
- Providing appropriate first aid if needed.
- Reviewing and ensuring confidentiality of participant medical records.
- Supervising all participants for duration of the trip.

Follow University and Outdoor Center policies and procedures by:

- Providing clear guidelines and stating rules to the group.
- Explaining and enforcing the Alcohol and Drug policy.
- Ensuring completion of all required Outdoor Center and other university documents for each participant and leaders.

Create an inclusive, safe, and accepting community by:

- Creating an inclusive environment and experience for participants through engaging and connecting with all members of the excursion
- Modeling and using inclusive language and behavior.
- Leading activities and facilitating conversations related to group development.
- Understanding challenge by choice and accommodating participant's varied comfort levels by ensuring that you are creating a safe learning environment to increase overall accessibility

Ensure that trips are properly planned and implemented by:

- Reviewing trip itinerary and notifying coordinators of any changes made.
- Signing for and maintaining group equipment needed before, during and after trips.
- Cleaning, returning and checking in gear to the Outdoor Center.
- Participating in logistical preparation before the trip including, but not limited to, creating itinerary, packing gear, purchasing food.
- Conduct pre-trip meeting and an individual participant gear check as well as signing out gear to participants who need it.
- Participating in post-trip evaluation and debrief.

Wage

This position will receive payment on a per job basis.

Reportage

This position reports directly to the OC Excursion Coordinator and the OC Assistant Coordinator.

(Appendix D) 2011 WOOT Training Outline

WOOT! Trip Leader Training 2011

Detailed Schedule

Date	Who	Time	What
Thurs. Sept. 8 th	Climbing Trip Leaders Begin Training	9am	Arrive at OC Paperwork with AS – Sign Contracts
Eric Leads Climbing Training		9:30am	Go over gear and equipment in the OC Pack gear for Mt. Erie
		10:30am	Drive to Mt. Erie
		11:15am	Arrive at Mt. Erie Go over safety concerns for climbing site Set up climbs Expectations for Co-Leaders Roles/Communication Style Who will teach what?
		4pm	Arrive back at the OC
Date	Who	Time	What
Friday. Sept. 9 th	Backpacking Leaders Begin Training	9am	Arrive at OC Paperwork with AS – Sign Contracts
Eric Leads Backpacking Training		9:30am	Go over gear and equipment in the OC Pack up for long day hike
		10:30am	Drive to Oyster Dome Trailhead
		11am	Arrive at Trailhead Go over any lessons you will be teaching within the first 24 hrs. <ul style="list-style-type: none"> • Hiking as a group

			<ul style="list-style-type: none"> • Foot care • LNT Expectations for Co-Leaders Roles/Communication Style Who will teach what?
		4pm	Arrive back at the OC
Friday. Sept. 9 th	Climbing Trip Leaders	9am	Arrive at OC Plan detailed trip itinerary Go over routes and maps Plan menu Pack gear
Marli Leads Climbing Training		12-1pm	Lunch Break
		1pm	Go to Fred Meyer to Purchase Food Store food at Trip Leaders house
Date	Who	Time	What
Sat. Sept. 10 th	ALL TRIP LEADERS	9am	Arrive at OC Kayaking Trip Leaders fill out AS Paperwork
Marli, Eric & Katy Lead Training	EDGE Staff	10am	Learn new games/activities EDGE Training
		12-1pm	Lunch Break
	Marli	1pm	Go over WOOT! curriculum Logic Model Expectations of a WOOT! Leader Set goals
		5pm	Trip Leader Potluck at Marli's House
Students that need a place to stay	Alana Schachtel Sean Andersen Kaitlynn Cafferty		

Date	Who	Time	What
Sun. Sept. 11 th Marli or Eric Leads Training	Backpacking Trip Leaders	9am	Arrive at OC Plan detailed trip itinerary Go over routes and maps Plan menu & Pack gear
		12-1pm	Lunch Break
		1pm	Go to Fred Meyer to Purchase Food Store food at Trip Leaders house
Eric or Marli go with Kayakers	Kayaking Trip Leaders	9am	Leaders get Kayaks from Sinclair Island Drive down to Anacortes and take a Ferry to Sinclair Island BRING KEY TO GET THE KAYAKS!!! Kayak back
Students that need a place to stay	Sabrina Sanchez Jasper Gibson		
Date	Who	Time	What
Mon. Sept. 12 th Marli or Eric Leads Training	Kayaking Trip Leaders	9am	Arrive at OC Plan detailed trip itinerary Go over routes and maps Plan menu Pack gear
		12-1pm	Lunch Break
		1pm	Go to Fred Meyer to Purchase Food Store food at Trip Leaders house
Students that need a place to stay	Stephanie Little Theresa Keates Graeme Campbell		

(Appendix E): 2012 WOOT Training Outline

WOOT! Trip Leader Training Overview 2012

Overall Objective:

As a result of this the WOOT! Leadership Training Series students will have the knowledge, skills, and abilities to lead a fun, effective, and safe WOOT! experience for incoming freshman.

Components of Training

Training	Dates	Goals & Objectives
All WOOT! Leader Training Weekend	April 6-8 th Outdoor Center Chuckanut Mountains	<ul style="list-style-type: none"> ▪ Build a sense of community for the WOOT! Leadership Team ▪ Gain an understanding of the WOOT! experience and expectations as a trip leader
Facilitating the WOOT! Experience Classroom Session	April 18 th 6-8pm Carver 110	<ul style="list-style-type: none"> ▪ Understand their role in facilitating the WOOT! experience ▪ Understand the overall role of WOOT! in enhancing the transition experience for incoming freshman ▪ Understand the components of the WOOT! Curriculum
Leadership & Group Dynamics Classroom Session	May 2 nd 6-8pm Carver 110	<ul style="list-style-type: none"> ▪ Understand and identify their leadership role in their co-leader team and on the trip ▪ Discover strengths and areas of growth regarding leadership skills ▪ Enhance knowledge of stages of group development
Managing Safety in the Backcountry Classroom Session	May 23 rd 6-8pm Carver 110	<ul style="list-style-type: none"> ▪ Identify the main risks associated with their activity and group travel ▪ Understand what will happen in the case of emergency or evacuation ▪ Be familiar with response protocols for emergencies
Weekend Skills Training with Trip Team	Choose a weekend that works best for your team – check to see when	<ul style="list-style-type: none"> ▪ Develop skills necessary to safely and effectively lead the activity ▪ Recognize strengths and areas of growth regarding technical skills

Marli, Katy or Eric will be available to join you

WOOT! Leader Training/Prep Schedule

September 13-16th 2012

Thursday Sept. 13th

Time	What	Where
9am	Welcome Back! – Summer Snapshot Training/Prep Schedule Overview	Viking Union 567
10am	AS Hiring Paperwork w/ Sara Richards Driver Training/Paperwork	
11am	Review Trip Leader Handbook WOOT! Curriculum & Activities	
12pm	LUNCH	OUTSIDE
1pm	Group Game/Activity Group Tarp Prep Cut Ground Tarps	Outdoor Center
2pm	Tarp Building Competition	Old Main Lawn
3pm	Check Group Gear List Fill up Fuel Bottles Check Gear	Outdoor Center
4pm	Closing for the day Plans for tomorrow	

Friday Sept. 14th

Time	What	Where
9am	Games/Activities	Viking Union 567
10am	Emergency Protocol & Scenarios Review Medical Kits	
12pm	LUNCH	OUTSIDE
1pm	Review/Update Trip Itinerary in Small Groups Figure out who is teaching what & when Print out Itinerary and give to Marli	Computer Lab
2pm	Juliet Drops off Keys at Outdoor Center	
3pm	Review Participant Med Forms Look for Food Allergies & Restrictions Food Planning/Prep	Viking Union 567
4pm	Closing Plan for tomorrow	

Saturday Sept. 15th

Time	What	Where
9am	Food Planning Conversation Menu Planning Show Marli your Menu before going shopping Bring Purchase Order with you to Fred Meyer	Outdoor Center/Computer Lab
12pm	LUNCH ON YOUR OWN	
1pm	Food Packing	Outdoor Center
3pm	Any Last Minute Preparations	

Sunday Sept. 16th

Time	What	Where
9am-11am	Final Trip Preparations	Outdoor Center
11am-12pm	Set-up check-in table with KEYS	
12-4pm	WOOT! Check-in	
5-6:30pm	WOOT! Welcome & Dinner	Ridgeway Lounge
6:30 – 8pm	Small Group Meetings with trip Get to know you activities Community Flags – Group Expectations GIVE FLAGS TO MARLI BY 8pm!! Plan for tomorrow	Spread Out in the Commons area
8-10pm	Ultimate Frisbee/Yard Games	Rec Center Turf
11pm	Lights Out	Residence Halls

WOOT! Parking Info

Intersession Parking Pass is \$20 – Can pick up at Parking Services at 7:15am on Monday morning

2013 WOOT! Trip Leader Training

Detailed Schedule

Overall Objective: As a result of this the WOOT! Leader Training, students will have the knowledge, skills, and abilities to lead a fun, effective, and safe WOOT! experience for incoming freshman.

Date	Where	Time	What
Friday Sept. 6th NOTE: Bring your Backpack with all your gear Theme: Training Trip Prep	Viking Union 567	9am	Welcome Back Overview of Training Review WOOT! Leader Handbooks Life Stories Info
	Viking Union 567	10am	Driver Training Overview w/ Greg McBride
	Viking Union 567	11am	Courtney Kuhl – NOLS Food – Ration Planning/Training
	Outside	Noon	Lunch Time
	VU Multi-Purpose Room	1pm	Cultural Awareness Training WOOT! Flags Organizing Group Gear and Food Packing your pack
	VU Multi-Purpose Room	3pm	Who will teach what? – Assign lessons Lesson Prep Facilitation Skills Giving and Receiving Feedback Expectations for Training
	Viking Union 567	5pm	Wrap-up

NOTES:

Date	Where	Time	What
<p>Saturday Sept. 7th</p> <p>Theme: The First 24 Hours</p>	Outdoor Center	8am	Pack up Vehicles Drive to Trailhead
	Arrive at Trailhead	10am	Entering the Wilderness Hiking Lesson Foot Care
		Noon	Lunch on Trail Nutrition Info Hygiene while Hiking LNT Info
		3pm	Arrive at Camp Selecting a Campsite Camp Arrival Water Filtration/Hydration Lesson Tarp Lesson Pooping in the Woods
		5pm	Stove Set-up Cooking Lesson Bear Hang Set-up
		7pm	Chow Time Cleaning Your Dishes
		8pm	Evening Chat Rose, Bud, Thorn

NOTES:

Date	Time	What
Sunday Sept. 8th Theme: Leadership & Group Dynamics	7am	Wake-up Stretch Circle
	8am	Breakfast
	9am	Plan for the day Partner Share Activity Leadership Lesson
	10am	Pack-up Camp
	11am	Hiking Lessons WOOT! Curriculum Activities
	12pm	Lunch
	2pm	Hiking Group Dynamics Lesson Games/Activities
	4pm	Set up Camp Dinner

	8pm	Evening Chat Fear & Hope in a Hat
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NOTES:

Date	Time	What
Monday Sept. 9th Theme: Managing Safety in the Backcountry	7am	Wake-up Stretch Circle
	8am	Breakfast
	9am	Plan for the day Scenarios
	10am	Pack-up Camp
	11am	Hiking Risk Management Lessons WOOT! Curriculum Activities
	12pm	Lunch
	2pm	Hiking Using your SPOT Device – Scenarios
	4pm	Set up Camp

		Dinner
	8pm	Evening Chat Appreciation Circle

NOTES:

Date	Where	Time	What
Tuesday Sept. 10th Theme: Transferring the Learning/Transition		7am	Wake-up Stretch Circle
		8am	Breakfast
		9am	Plan for the day Lesson – Transferring the Learning Using Metaphors
		10am	Mini Solo Letter to Self Appreciation Circle
		11am	Pack Up Camp
		12pm	Lunch
		2pm	Arrive at Trailhead Leaving the wilderness

	Outdoor Center	4pm	Arrive Back to campus Unpack & Clean all WOOT! Gear
		6pm	Go home! 😊

NOTES:

Date	Where	Time	What
Wednesday Sept. 11th			DAY OFF!! → Rest & Relax
Thursday Sept. 12th	Viking Union 567	10am	Review Participant Information Review Routes & Check Trail Conditions Determine Emergency Locations Create Detailed Trip Itinerary
Friday Sept. 13th	Viking Union 567	10am	WOOT! Preparations & Trip Planning Submit Final Itinerary to Marli by 4pm
Saturday Sept. 14th	VU Multipurpose Room	Noon	10am Food Pick-up at NOLS Food & Gear Packing
Sunday Sept. 15th	Outdoor Center Old Main Lawn	9am	Prep for Participant Check-in Check-in Large group activities

	VU MPR		Small group activities Pack Check Dinner Movie/Games
Monday Sept. 16th	VU Multipurpose Room	7am	Grab packs and breakfast Hit the road
Saturday Sept. 21st	Outdoor Center	4pm	Return to campus by 4pm
Saturday Sept. 22nd	Outdoor Center	10am	Debrief De-issue all WOOT! Gear

2014 WOOT! Trip Leader Training

Train the Trainer Detailed Schedule

Overall Objective: As a result of this the WOOT! Leader Training, students will have the knowledge, skills, and abilities to lead a fun, effective, and safe WOOT! experience for incoming freshman.

Date	Where	Time	What
<p style="text-align: center;">Friday Sept. 5th</p> <p style="text-align: center;">NOTE: Bring your Backpack with all your gear</p> <p style="text-align: center;">Theme: Training Trip Prep</p> <p style="text-align: center;">(Have everyone come up with 1 group activity/game for course)</p>	VU 567	9am	Welcome Back Overview of Training Finish Paperwork and Contracts
	Old Main Lawn	10am	Large Group Activities
	VU 567	12pm	Lunch (provided) Fears/Hopes in a hat
	VU567	1pm	Full Value Contract/WOOT Flags
	Old Main Lawn	2pm	Pages 1-10 Trip Leader Handbook
	Old Main Lawn	3pm	Split into Training Groups United Front
	Old Main Lawn	3:15pm	Who will teach what? – Assign lessons Lesson Prep Facilitation Skills Giving and Receiving Feedback-p.6 Conflict Management Expectations for Training

	Viking Union 567	5pm	Split up group gear/food Pack Packing p.16 Wrap-up
	Enterprise Rental Car	5:30pm	Pick up Rental Vehicle
Date	Where	Time	What
Saturday Sept. 6th Theme: The First 24 Hours (Colonial Creek Camp to McAllister Camp) 6.8 Miles	Outdoor Center	8am	Pack up Vehicles Drive to Trailhead Car Games/Riddles Fitting Packs-p.15-16
	Arrive at Trailhead	10am	Entering the Wilderness Hiking/pace setting-p.35 Foot Care-p.56-57
		Noon	Lunch on Trail Nutrition Info Backcountry Hygiene/female consideration
		3pm	Arrive at Camp Camp-craft/Selecting a Campsite p.13 Water Purification/Hydration Lesson p.38 Tarp Lesson p.18 Pooping in the Woods p.13&36
		5pm	Stove Set-up p.45 NOLS Cookery Bear Hang Set-up p.14
		7pm	Chow Time Cleaning Your Dishes p.37
		8pm	Evening Chat p.6&10 Mini-Solo-p.35

NOTES: 2 life stories a day
Policies and Procedures couple day

Date	Time	What
Sunday Sept. 7th Theme: Leadership & Group Dynamics (McAllister Camp to Junction Camp) 4 Miles	7am	Wake-up Stretch Circle
	8am	Breakfast- Plan for the day
	9am	Partner share activity Leadership Lesson-Stephen
	10am	Pack-up Camp Maps 101
	11am	Hiking
	12pm	Self-care Lunch LNT Lesson
	2pm	Hiking Participants Needs & Group Dynamics Expedition behavior- Games/Activities
	4pm	Set up Camp Dinner

	8pm	Evening Chat Rose/Bud/Thorn
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NOTES:

Date	Time	What
Monday Sept. 8th Theme: Managing Safety in the Backcountry (Junction Camp to Cosho Camp) 5.1 Miles	7am	Wake-up Check-in Stretch Circle
	8am	Breakfast-Plan for day
	9am	General Protocols-Stephen Emergency Protocol/Response-Stephen Scenarios-Stephen
	10am	Pack-up Camp
	11am	Hiking Risk Management Lessons-Stephen
	12pm	Lunch-Give out case studies and come up with a SOAP note
	2pm	Repair Kit Hiking Using your SPOT Device – Scenarios -Stephen Go over case studies as large group

	4pm	First aid kit contents Set up Camp Dinner
	8pm	Evening Chat

NOTES:

Date	Where	Time	What
Tuesday Sept. 9th Theme: Campus Support/Bellingham Resources (Cosho Camp to Fisher Camp) 4.1 Miles		7am	Wake-up Stretch Circle
		8am	Breakfast Bellingham Bucket List
		9am	Plan for the day Creating a supportive environment
		10am	Pack Up Camp
		11am	Hiking
		12pm	Lunch Interacting with Professors
		2pm	Hiking Sharing Personal Information w/participants

		4pm	Set up camp
		6pm	Dinner Appreciation Circle
		8pm	

NOTES:

Date	Where	Time	What
Wednesday Sept. 10th Theme: Transferring the Learning/Transition (Fisher Camp to Easy Pass Trailhead) 5.6 Miles		7am	Wake-up Check-in Stretch Circle
		8am	Breakfast
		9am	Plan for the day Lesson – Transferring the Learning-Stephen
		10am	Mini Solo Letter to Self
		11am	Pack Up Camp
		12pm	Hike out

		4pm	Back in Bellingham
NOTES:			

Date	Where	Time	What
Thursday Sept. 11th			DAY OFF!! → Rest & Relax
Friday Sept. 12th	Viking Union 567	10am-4pm	Review Participant Information Review Routes & Check Trail Conditions Create an Emergency Response Plan Create Detailed Trip Itinerary WOOT! Preparations & Trip Planning Submit Final Itinerary to Marli by 4pm
	Viking Union 567	10am-4pm	Food Pick-up at NOLS

Saturday Sept. 13th			Food & Gear Packing All final preparations
Sunday Sept. 14th	VU Multipurpose Room	9am	Prep for Participant Check-in Check-in Large group activities Small group activities Pack Check Dinner Movie/Games
Monday Sept. 15th	Outdoor Center Old Main Lawn VU MPR	9am	Grab packs and breakfast Hit the road
Saturday Sept. 20th	Outdoor Center	7am	Return to campus by 4pm
Sunday Sept. 21st	Outdoor Center	12pm	Debrief De-issue all WOOT! Gear

(Appendix H): 2015 WOOT Training Outline



2015 Training
Slideshow.pptx

Before April 11th	Campus	TBD	WWU Paperwork & Contracts / Read TL Handbook
Saturday April 11 th	Lakewood Lounge	8:45 AM	Arrive
	Outside	9:00 AM	Introduction Activity
	Lakewood Lounge	10:00 AM	Intro to WOOT! 2015
		10:30 AM	Break
	Lounge / Outside	10:45 AM	Introduction to Best Self with LEADS Staff
	Lounge / Outside	12:00 PM	Lunch
	Challenge Course	1:00 PM	Low Ropes Activities
	Lakewood Lounge	4:00 PM	Fears and Hopes in a Hat
	Depart	5:00 PM	End of Day
Sunday April 12 th	Viking Union 567	8:45 AM	Arrive
	Old Main Lawn	9:00 AM	Opening activity
		10:00 AM	History of WOOT!
		10:30 AM	Reflections
		11:15 AM	Pages 1-10 TL Handbook
		12:00 PM	Lunch
		1:00 PM	Intro to Facilitation
	Depart	5:00 PM	End of Day

Saturday May 9th	Lakewood Lounge	8:45 AM	Arrive
	Outside	9:00 AM	Opening activities
		9:30am	Framing the day
		9:45 AM	Split Group up into training groups
		10:00 AM	Low Ropes Training
		10:30 AM	Name game and stretching activity
		10:45 AM	Introductory Activity
		11:00 AM	Tag Game
	Lakewood Lounge	11:30 AM	Lunch
	On Challenge Course	12:30 PM	Puzzle/Collaboration Game
		1:00 PM	Low Element
		1:30 PM	Large Group Debrief
		2:00 PM	High Elements
	Depart	5:30 PM	End of Day
Sunday May 10th	Viking Union 567	10:00 AM	Arrive
		9:00 AM	Opening Activities
		9:30 AM	3 foundations of effective leadership
		11:00 AM	Duffle Shuffle
		12:00 PM	Lunch
		1:00 PM	Scout Inclusive language Training
		2:30 PM	Lesson Planning
		3:00 PM	Lesson Assignment
		4:00 PM	Frame Train
	Depart	5:00 PM	End of Day

Friday June 12th	VU565 A/B	2:30-5:00	NOLS Introduction to food
Monday June 15th	Fred Meyer	7:00 AM	Food Shopping
	Lakewood	8:45 AM	Arrive
		9:00 AM	Frame the day
		9:15 AM	TL Led Activities
		11:45 AM	Setup Camp
		12:00 PM	Lunch
		1:00 PM	TL Led skills
		3:30 PM	Full Value Contract / WOOT Flags
		4:30 PM	Free Time
		6:00 PM	Dinner
		7:00 PM	Movie
		9:00 PM	Bedtime
	ALPHA TEAM	BRAVO TEAM	CHARLIE TEAM
Tuesday June 16th	Hike to Pine	Hike To Cedar	Drive to PNWNST Hike to L&L
Wednesday June 17th	Hike to L&L	Hike to L&L	Hike to Pine or Cedar
Thursday June 18th	Hike to Cedar	Hike to Pine	Hike to L&L
Friday June 19th	Hike Out	Hike Out	Hike Out Drive Home
Lessons		WOOT Curriculum	
	Name		Name
Hiking / Pace Setting		Creating a Supportive Environment	
Cleaning Dishes		Interacting with Professors	
LNT		Life Stories	

Water Treatment		Reflections - solos, silent hike, debriefing groups	
Pooping in the Woods		Letter to Self	
Backcountry Hygiene		Rose/Bud/Thorn	
Bear Hangs		Appreciation Circle	
Camp Craft		Campus Resources	
Tarps		Bellingham Bucket List	
Foot Care		Fears and Hopes in a Hat	
Self Care		WOOT Flags	
Repair Kit			
Stoves			
Map and Compass			
Native Plants of PNW			

*All Lessons/curriculum in bold will be delivered on day one at Lakewood

(Hiring Timeline for 2016
Appendix I)

WOOT! 2015 Application Process	
Feb 16th	Application Opens as.wvu.edu/personnel
March 1st	Application Closes
March 7th- 11th	Interviewing period
March 16th	Notify all applicants of position decisions

April 27th New Hire Night		
Time	Location	Activity
5pm	Outdoor Center	Meet and Greet

5:30pm	N Garden Park	Welcome and induction to Outdoor Center and Excursions Program Overview of weekend trainings
5:45pm	N Garden Park	Ultimate Frisbee
6:30pm	N Garden Park	Pizza Dinner
7:00pm	Group Bike Ride to Boulevard Park	Slacklining/Frisbee/Boardwalk jump
8:00pm	Outdoor Center	Return Bikes to OC if needed!

April 30th Challenge Course-Group Bonding		
Time	Location	Activity
10am	Lakewood Lounge	Introductions
10	Lakewood	1st annual Trip Leader Challenge
12	Lakewood	
1	High/Low Course	Challenge Program
4	Lounge	Day End

Time	Location	Activity
10:00-11:00	VU 462A/B	Large Group Activity
11:00-12:00		Excursions Outcomes
12:00-12:30		Lunch (please bring, will not have time to go out)
12:30		Academic Advising Center
12:45		Registrar's Office
1:00		Counseling Center
1:15		ResLife
1:30		Library/Learning Commons

1:45		
2:00-3:00		Introduction to Outdoor Leadership
3:00-4:00		Participant Needs/Group Dynamics

Time	Location	Activity
10:00-12:30	VU 462A/B	Joanne & Leader Corps Team (Strengths Quest & Intro to Facilitating Courageous Conversations)
12:30pm		Lunch (please bring, will not have time to go out)
12:30-1:00		Field Training Groups
1:00		Assign Lessons Review Route
2:00		TLT Goal Setting
3:00-4:00		Lesson Planning 101



Weekend 2
Powerpoint 2016.pp

(Appendix J): Trip Leader Training Field Packet 2016)



Dates: June 13th-June 17th

Location: North Cascades National Park

Price: No Cost to Trip Leaders

Pre-Trip Meeting: May 22nd

Registration Deadline: May 20th

Location

North Cascades National Park Complex spans the Cascade Crest from the temperate rainforest of the wet west-side to the dry ponderosa pine ecosystem of the east. The park encompasses landscapes with over 9,000 feet of vertical relief. There results a high diversity of plants, over 1,600 species so far identified, and many other organisms adapted to a wide spectrum of habitats.

The relatively new mountains, glaciers and streams of North Cascades lie near a dynamic interface of tectonic plates and provide an opportunity to study geologic processes unfolding through time. Geologists and others seek answers to questions of global climate change, mountain building and erosion, volcanism, glaciation, stream dynamics, and more.

Personal Preparation

The Outdoor Center trip leader training field section will be physically, mentally, and emotionally challenging. You should be prepared to hike between 4-12 miles per day with a pack weighing 35-50lbs. To get the most out of the field training we strongly encourage you to get out and prepare as much as possible. This includes backpacking, hiking, and running as well as any other physical training that you like to incorporate into your daily routine.

Given the nature of this being a training trip, expect long days which will push your personal comfort zones both mentally and physically. While on this trip you will be asked to engage in learning new skills, providing feedback to peers and self, creating lesson plans, keeping a journal and stepping up into a leadership role. While we will challenge you every day, we are confident that this trip will be fun, educational, and rewarding for all.

Transportation

Transportation will be provided by the Outdoor Center. We will be utilizing both of the Outdoor Center Expeditions and rental vehicles from Enterprise Rentals. All drivers must have completed the AS Student Driver Training online.

Weather

During this time of the year the weather can vary from sunny and warm (70 degrees and no wind) to cold and stormy (30 degrees and rain/snowing). It is important to recognize that with weather being unpredictable until the dates are closer that you are preparing for the worst possible conditions. Ensuring that you have all the equipment on the provided list will help ensure your comfort level while we are in the backcountry.

Camping/Accommodations

We will be camping within the North Cascades National Park in designated camping areas. Our shelters will consist of group tarps. For the purposes of this training there will not be any other shelter methods approved. All trip leaders will stay together.

Food

For this trip we will be utilizing NOLS rations similar to those used for all of our WOOT Experiences. Generally, the rations consist of dehydrated fruits and vegetables, a variety of snack mixes, pasta and rice combinations, cheese, bagels and tortillas, and more. The meat provided is usually tuna and sausage. These rations are easily adapted to any specific dietary needs. Dietary information will be gathered during our training on May 22nd.

Leave No Trace

All Outdoor Center Excursions promote Leave No Trace principles. With Excursions we offer several trips throughout the year which has a high impact in the environments that we are entering. While we are in the field this means that we will actively be practicing and teaching all LNT principles that apply to our groups.

Expedition Behavior

Expedition behavior means taking care of yourself and other group members. It means staying hydrated, not unnecessarily endangering yourself, and communicating concerns to group members.

Characteristics such as respectfulness, flexibility, tolerance of others, courtesy, direct communication, self-awareness, and teamwork become critical when traveling in small groups in remote areas. Proper expedition behavior can be the difference between an average experience and a great one!

Smoking, Alcohol, and Illegal Substances

All Outdoor Center Programs are substance free. The use and or possession of any drugs or alcohol on the trip can compromise the safety and experience for the entire group. We have a zero tolerance policy for drugs and alcohol on our trips. Any person found to be in breach of this policy will be subject to university consequences and/or criminal charges depending on the circumstances.

What is provided by the Outdoor Center

All group equipment, food, and transportation will be provided by the Outdoor Center. You will be responsible for all items on the equipment list provided.

Leaders of the Day

There will be 2-3 LOD's per day. The role as the leaders of the day is to take on the responsibility of planning the daily itinerary, logistics, navigation, lessons, group management, safety, time management, and group briefings and debriefings. In your leadership team you will want to prepare the night before so you are able to brief the group on what to expect for the upcoming day. Things that should be discussed so you can adequately brief the group include a full itinerary, time we are getting up, time management plan, what lessons need to be delivered, and what your roles will be within the leadership team. As well, you will be expected to debrief the group at the end of your day with some form of reflection activity. Some of these activities could include Rose Bud Thorn, High Low, readings, quotes, Partner Share, journaling, metaphors and more. Feel free to get creative and plan ahead.

Teaching Topics

Every day we will be addressing a range of topics that are pertinent to travel in the backcountry including, policy and procedures, risk management, leadership, technical skills, and reflection/transference of skills. Some of these topics will be taught by your leadership team while others will be assigned to you so you can practice teaching.

With each topic that is taught by the students, we will allow time for you to reflect on the delivery of your lesson as well as there will be one person assigned to provide peer feedback. One of the most important roles as a trip leader is having the ability to reflect and grow from our experiences. Giving feedback can feel difficult at times but it is important to have the ability to give and receive feedback!

Peer Evaluation

Along with providing self and peer verbal feedback, you will also be introduced to our Peer Evaluation Forms. These are expected to be completed for every trip that you are a part of. These allow you to set goals specific to each trip that you lead. These goals will be set on May 22nd. There are 2 parts to these Peer Evaluations. There is a self-evaluation as well as a peer evaluation side to them. This allows for more detailed feedback in regard to specific areas of

growth. On this trip your leadership team will provide the peer feedback and on your normal trips, this will be done with your co-leaders!

Resources

North Cascades National Park <https://www.nps.gov/noca/index.htm>

Leave No Trace <https://lnt.org/>

Outdoor Center <http://as.wvu.edu/outdoor/>

Backpacker's Field Manual <http://www.amazon.com/Backpackers-Field-Manual-Revised-Updated/dp/1400053099>

NOLS Cookery <http://www.amazon.com/Cookery-National-Outdoor-Leadership-Library/dp/0811731081>

AMC Guide to Outdoor Leadership http://www.amazon.com/AMC-Guide-Outdoor-Leadership-Management/dp/193402841X/ref=sr_1_1?s=books&ie=UTF8&qid=1463077529&sr=1-1&keywords=amc+guide+to+outdoor+leadership

Trip Leader contact information

Group 1

Stephen Magnuson-
36-961-4802

Outdoor Center Field Training

	Friday June 10th	
11am	Meet at Outdoor Center FOOD Packing in Conway	
Sunday June 12 th		

6pm	Outdoor Center Gear distribution/packing			
Monday June 13th				
	Leader of the Day: Stephen			
5:30am	Arrive on Campus Breakfast, Vehicle Inspections Depart from campus to NCNP Wilderness Permit Station Begin Hiking		Notes	
6:00am				
7:30				
9am				
Lessons:	Student Led	Peer Feedback		
Hiking/Pace Setting	Stephen			
Self-Care/Backcountry Hygiene	Kayla			
Blister/Foot Care	Summer			
Water Purification	Tanner			
Camp Craft	Amina			
Backpacking Stove Use and Safety	Jack			
Tarps	Gloria			
Bear Hangs	Gloria			
Refection Activity	Stephen			
Pooping in the Woods	Gus			
Behavioral Case Study	Stephen			
LNT Topics:				
Disposing of Waste Properly	Katherine			
Travel & Camp on Durable Surfaces	Kelly			

Tuesday June 14th			
Leaders of the Day: Jack Gloria Amina			
Lessons:	Student Led	Peer Feedback	NOTES
Rose/Bud/Thorn	Kayla		

Bellingham Bucket List	Roslyn		
Creating Rituals	Stephen		
Repair Kit	Stephen		
Map and Compass	Stephen		
Reflection Activity	LOD's		
Environmental Case Study	Stephen		
LNT Topics:			
Leave What You Find	Roslyn		
Minimize Campfire Impacts	Kelly		

Wednesday June 15 th			
Leaders of the Day: Tanner Kelly Gus			
Lessons:	Student Led	Peer Feedback	Notes
Partner Share	Summer		
Native Plants of the NW	Katherine		
Reflection Activity	LOD's		
Vehicle Case Study	Stephen		
LNT Topics:	.		
Plan Ahead and Prepare	Amina		

Thursday June 16 th			
Leaders of the Day: Ana Katherine Roslyn			
Lessons:	Student Led	Peer Feedback	Notes
Med Kits/Medical Scenarios	Stephen		

inReach	Stephen		
Solo/Letter to Self	Tanner		
Medical Case Study	Stephen		
LNT Topics:			
Be considerate of other visitors	Katherine		
Respect Wildlife	Gus		
Friday June 17th			
Leaders of the Day: Summer Kayla			
Lessons:	Student Led	Peer Feedback	Notes
Appreciation Circle	Jack		
Transference	Ana		

(Appendix K: Trip Leader Evaluation Form)

Staff's Name:	Position:	Name of Trip/Training:	Dates of Trip/Training:
Development Goals (Collaboratively determined professional development goals prior to trip or training):			
DEFINITIONS:	<input checked="" type="checkbox"/> X 1 2 3 4	Did not observe Development Area: An area in which to focus improvement Competent: Demonstrates consistent ability Strength: Demonstrates ability to develop colleagues' ability Significant Strength: Demonstrates mastery and mentors colleague	

LEADERSHIP SKILLS	SELF					CO-LEADER				
	X	1	2	3	4	X	1	2	3	4
Motivates and inspires; presents with poise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrates approachability, humility, honesty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Role models and teaches honest & open communication, effective feedback, and active listening	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assesses colleagues' professional development areas: coaches and provides effective feedback	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Builds and maintains healthy rapport with co-leaders and participants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manages personal needs and energy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-Assessment – Strengths/Development Needs:										
Co-Leader Assessment – Strengths/Development Needs										
FACILITATION SKILLS	SELF					CO- LEADER				
	X	1	2	3	4	X	1	2	3	4
Structures and executes trip according to OC standards (lesson plans, activities, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Meets learners' needs through a variety of teaching styles, balancing participants' immediate needs with progress towards trip outcomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Facilitates relevant skill acquisition, assesses comprehension, and revises teaching strategy to support trip outcomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Designs lessons considering framing, content, delivery, progression, and closing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Utilizes effective timing, voice, tone, pacing, and position	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-Assessment – Strengths/Development Needs:										
Co-Leader – Strengths/Development Needs										

- DEFINITIONS:
- X Did not observe
 - 1 Development Area: An area in which to focus improvement
 - 2 Competent: Demonstrates consistent ability
 - 3 Strength: Demonstrates ability to develop colleagues' ability
 - 4 Significant Strength: Demonstrates mastery and mentors colleague

PARTICIPANT AND SAFETY MANAGEMENT SKILLS	SELF					CO- LEADER				
	X	1	2	3	4	X	1	2	3	4
Builds and maintains rapport with participants that furthers trip outcomes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Structures and facilitates trip to create and maintain a caring and positive group culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Holds conversations with participants regarding their expectations and goals for the trip	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effectively oversees participants' well being and teaches self care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Utilizes and manages appropriate risk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prevents injury and illness, demonstrates ability to assess and treat participants at WFR/WFA level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Designs management plans that consider the abilities and limitations of self, group, and terrain; and subjective and objective hazards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrates professional and safe driving (if applicable)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-Assessment – Strengths/Development Needs:										
Co-Leader– Strengths/Development Needs										

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- DEFINITIONS:
- X Did not observe
 - 1 Development Area: An area in which to focus improvement
 - 2 Competent: Demonstrates consistent ability
 - 3 Strength: Demonstrates ability to develop colleagues' ability
 - 4 Significant Strength: Demonstrates mastery and mentors colleague

GENERAL OUTDOOR SKILLS	SELF					CO- LEADER				
	X	1	2	3	4	X	1	2	3	4
Maintains organization when traveling and camping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Teaches pertinent LNT; facilitates student acquisition of necessary skills; holds self and others accountable to LNT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintains fitness necessary to meet requirements of job including possible management of evacuations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Teaches techniques needed for expeditionary travel: camping, route planning, navigation, food preparation, water purification, group management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Teaches equipment use and care (and repair as necessary)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effectively manages gear issue and de-issue	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-Assessment – Strengths/Development Needs:										
Co-Leader– Strengths/Development Needs										

DEFINITIONS:

- X Did not observe
- 1 Development Area: An area in which to focus improvement
- 2 Competent: Demonstrates consistent ability
- 3 Strength: Demonstrates ability to develop colleagues' ability
- 4 Significant Strength: Demonstrates mastery and mentors colleague

(Appendix L New Pay Scale and Message sent to NW Programs)



Trip Leader Pay Scale.pdf

Greetings,

I am reaching out today on behalf of Western Washington University’s Outdoor Center Excursions Program. We are currently doing an in-house review of our trip leader pay scale and we are hoping to gather information from other institutions in our region as a comparison. The Outdoor Center at WWU is ran through our student union known as the Associated Students and is primarily ran by student coordinators and trip leaders with the oversight and advisement from 1 fulltime professional staff member. We have 2 coordinators that are specifically dedicated to our Excursions program. Their duties include but are not limited to scheduling, hiring, trip leader training, trip planning, budgeting, promotion, and staff meetings.

Within our current structure and yearly turnover of student coordinators, it has allowed for a fair amount of variance in the consistency of the pay for trip leaders. For paying trip leaders it is a one-time trip leader contract in which they receive a set amount based off their time serving the OC, certifications, knowledge and ability, as well as technical variance in trips. For example, a trip leader on an ice climbing trip would normally make more than a trip leader leading a day hike.

What we initially did to assess our pay scale was pull all our trip leader contracts from the past several years to check our consistency and to see what our average pay range was. What we found was that all trips averaged about the same pay regardless of the technical ability that trip leaders need to run certain trips. With the variance in pay appearing to not be as much as we initially thought, we have been assessing whether or not to move to a fixed pay scale like the one below or to create a pay scale based off the type of trip that is being ran.

			Assis tant			Assis tant #2			Shadow Non pay volunteer position		
Head											
Full Day	Half Day	Hourl y	Full Day	Half Day	Hourl y	Full Day	Half Day	Hourl y	Full Day	Hal f Day	Ho url y

\$	\$	\$	\$	\$	\$	\$	\$	\$				
80.	48.0	12.0	65.0	40.0	10.0	65.0	40.0	10.			0.0	0.0
00	0	0	0	0	0	0	0	00	0.00		0	0

Our program runs a wide variety of trips including the following:

- Hiking
- Backpacking
- Mountaineering
- Ice climbing
- Rock Climbing
- Backcountry skiing
- Cross country skiing
- Winter camping
- Sea kayaking
- White water kayaking/rafting
- Snowshoeing
- Mountain biking
- Bike touring

My questions to your program are as follows:

- 1. Are your trip leaders volunteers, paid, or both?**
- 2. Are they students, faculty/staff, community members, outsourced?**
- 3. How is your trip leader pay rate determined?**
- 4. What is your programs range of pay for trip leaders?**
- 5. Do you have a different pay scale for differing activities?**
- 6. Any additional feedback/questions**

I really appreciate your time and consideration to share information regarding your program details. If you have any questions at all or would like to have any additional information about our Outdoor Center, please do not hesitate to ask as I feel we will only strengthen outdoor recreation programs in our region with the ability to share and grow from one another.

Best Regards,



Stephen Magnuson | Outdoor Center Coordinator |

Outdoor Center | **Pronouns:** he/him/his

VU 150A | 360.650.2306 | Stephen.Magnuson@wwu.edu

Western Washington University | Bellingham, Washington

From this we were able to develop the pay scale that is now actively being used for our trip leaders. (Appendix L)