



OUTDOOR CENTER  
EXCURSIONS PROGRAM:  
TRAINING GRANT PROPOSAL

Stephen Magnuson

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.

<b>Outcome</b>	<b>How WOOT/Excursions Supports These Outcomes</b>
<b><i>1. Increase students' confidence and self-awareness</i></b>	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.
<b><i>2. Develop meaningful relationships with peers and build a supportive community</i></b>	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.</p>
<p><b><i>3. Cultivate interpersonal communication and leadership skills</i></b></p>	<p>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.</p>
<p><b><i>4. Acquire environmental and cultural awareness of their surroundings</i></b></p>	<p>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.</p>
<p><b><i>5. Gain a greater feeling of place in WWU culture</i></b></p>	<p>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.</p>
<p><b><i>6. Develop the technical skills in a wide variety of outdoor recreational activities</i></b></p>	<p>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.</p>

# 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 C1.](#)

## 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

Mihály 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 3 0-May 1	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 <b>Leadership and Group Dynamics, Safety and Risk Management in the backcountry, and transferring the learning through experiential processing</b> (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**

<b>Training</b>	<b>Dates</b>	<b>Description</b>
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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. j		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

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

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

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

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