

# Course Description

## University of Wyoming MBA Cohort Formation Leadership Expedition

### Features Of This Course:

- Elevations of 8,000' – 13,000'
- World-class fishing
- Travel near or above tree-line
- On and off-trail hiking
- Course length: 7 days
- Average pack weight: 40-50 pounds
- Peak ascent potential

### The Expedition

The University of Wyoming MBA Cohort Formation Leadership Expedition is a seven-day field-based intensive in Wyoming's Wind River Range. To develop leadership competence, University of Wyoming MBA Cohort Formation Leadership Expedition students will engage in the learning process whereby leadership and communication theories are grounded in repetitive practical experience and intentional reflection on leadership efficacy. A shared framework for critically examining leadership is essential for learning from experience. The University of Wyoming MBA Cohort Formation Leadership Expedition will establish learning habits in teamwork and communication skills that will serve as the framework to integrate theoretical models with school and work experiences for future leadership action.

There are technical and environmental challenges on every NOLS expedition. NOLS instructors provide structured briefing, debriefing, feedback, technical expertise, risk management, evaluation, and participant leadership and followership opportunities. Participants rotate serving as designated leaders, while others learn active followership to help make an optimal team. Time is prioritized for individual and group reflection about effective situational leadership.

The Wind River Range is the classroom for our wilderness course. It is a rugged, glacier-carved range renowned for its sheer granite walls and famous for fishing and climbing. For seven days, you will backpack in these mountains surrounded by towering peaks, glistening alpine lakes, and perennial snow. You'll work hard traveling over rocky, steep terrain, crossing rivers, and keeping yourself and others warm and well fed in a mountain storm.

Your course will begin with the basics: cooking, camping, stove use, map reading, and *Leave No Trace* techniques. You'll be living with two to four other students in a "cook group" during the course. These small groups help disperse our impact on the land and enable you to master the art of backcountry cooking and living. You will also travel in small groups, usually of four to six including an instructor.

Expeditions, unlike a classroom, are influenced by weather, terrain, and the group's health, as well as its skills, experience, and ability. We can't script our courses as precisely as your school, but to give you a sense of the experience, we'll describe what your days might be like.

You'll travel in small hiking groups so you have more opportunities to lead, make decisions, and map read as you move through beautiful wilderness. The days begin early when you light your stove, cook and enjoy breakfast, and then organize and pack your pack. You're usually hiking by mid-morning. Lunch on the trail might be bread you baked the day before, or a trail mix of nuts and dried fruits. You may stop for a short class on natural history, or to learn how to cross a river, travel through boulders or snow, or move over a high pass. When you arrive at your new camp location, you'll first spend time choosing a Leave No Trace site, organizing camp, then preparing and enjoying dinner. If the day was long, a short evening meeting may wrap up the day. If the hike was short, there may be a class or discussion.

Expedition behavior and leadership are an integral part of our curriculum. You'll learn how to live and work closely with your course mates while you travel through the mountains. Bring a tolerance for adversity and uncertainty, respect for other members, and a willingness to work hard. As your group gains leadership skills and experience working together, you can expect your instructors to give you more responsibility for leading yourself and your peers.



NOLS courses are designed for the learning to take place through experience. Your instructors are there to train, supervise, and provide feedback and advice, but ultimately, what you learn depends on what you practice.

### **Student Independence**

On all NOLS courses, students will be independent (unaccompanied by instructors) at various times. This will include time in and around camp such as while cooking or performing camp chores. Instructors may allow students to travel away from camp. Students often have independent unsupervised time, usually in town, before and after their course.

### **Weather and Other Challenges**

Mountain weather is capricious. On any given day, temperatures may range from below freezing to sweltering. Afternoon thunderstorms are common and can be violent. You may experience snow, hail, and rain, as well as long stretches of sunny, blue skies.

Travel in the mountains can be tough. At times you may bushwhack through thick forests or scramble around boulders the size of refrigerators. Rivers are icy from snowmelt and can be difficult or impossible to cross. You'll traverse steep slopes of snow, loose rock, or grass, and grunt up high-mountain passes. There will be times when you will wish you were somewhere else, but the hard work is worth it! There's nothing quite like taking your pack off at the top of a pass, feeling the wind dry the sweat off your back, and looking down at miles of new country opening up before you. It's exhilarating!

Camping may involve dealing with swarms of mosquitoes and hanging your food to keep it away from bears or other animals. You'll be miles from the amenities of civilization. Telephones, ambulances, and hospitals may be several days away.

Bear avoidance techniques while camping and traveling will be integrated into this course. Note that precautions against bear encounters may decrease the opportunities for solitude and privacy on this course. This course will protect all food and attractants from bears. Other bear avoidance tactics include meticulously maintaining cleanliness at the cooking sites and making loud calls to warn bears of your presence.

Identifying and managing mountain hazards — falling rock, weather, animals, moving water, and steep terrain will be a constant theme in our instruction. Managing risks and being responsible for yourself and your colleagues will help make your expedition in these wild mountains healthy and fun.

### **University of Wyoming MBA Cohort Formation Participant Outcomes**

Each NOLS course varies according to environmental challenges presented by the year and specific route conditions. Working with these variables, University of Wyoming MBA candidates will practice and develop competence in the curriculum areas described below.

### **Leadership and Teamwork**

The 21<sup>st</sup> century economy is an environment that demands competencies beyond technical expertise in business systems. Successful business leaders must also be masters of team leadership. The 21<sup>st</sup> century executive must not only create an environment that supports collaboration, but also possess team supervision and communication abilities to lead a team through adversity and uncertainty to achievement.

NOLS teaches situational leadership that demands different decision-making styles depending on group skill, task urgency, and outcome predictability. At NOLS, expedition behavior involves commitment to the group, acceptance of others, and cooperation to achieve goals. Graduates will be able to:

- Function effectively in all four leadership roles: self-leadership, active followership, designated leadership, and peer leadership
- As a leader
  - Clearly address expectations, roles, and responsibilities.
  - Use strength and knowledge of other group members to solve problems.
  - Recognize interpersonal dynamics and facilitate teams to realize their full potential.
  - Possess basic skills to lead team debriefings.
  - Use appropriate decision-making and leadership styles dependent on the situation.
  - Provide effective oral feedback to peers and team members.



- As a team member
  - As an active follower, seek clarity, give input, and work towards team goals.
  - Apply self-awareness to facilitate differentiated communication through stress and conflict.
  - Communicate clearly. Listen well. Speak up appropriately. Speak for themselves.
  - Display a productive and focused attitude in a sustained performance environment.
  - Demonstrate the behaviors and habits of self-leadership. Influence others in a positive way.
  - Support others in leadership roles.
  - Support a positive team environment to get along with others.
  - Do his/her share. Show initiative.
  - Help others when they need it and ask for help.
  - Demonstrate the ability to care for self while serving a team.
  - Speak up clearly and directly around risk concerns and be solution-oriented.
  - Effectively communicate ideas, perceptions, and concerns on an individual and group level.
  - Demonstrate accurate self-awareness around strengths and areas for growth and impact on team.

### **Risk Management**

NOLS teaches wilderness users to practice responsible habits that promote the health and safety of self and others. Each participant is expected to:

- Recognize and consistently perform appropriate techniques to reduce or avoid hazards in a remote mountain environment, e.g., rockfall, weather, river crossings, etc.
- Practice effective peer decision-making to mitigate hazards.
- Display sound judgment and an awareness of team and self-limits.

### **Wilderness Skills**

NOLS students learn to live and travel in the mountains within a framework of personal safety and care of the environment. Each participant will develop skills to:

- Live comfortably in a mountain environment; learn to camp, cook, and dress for a variety of conditions.
- Travel competently in mountain terrain using map skills, hazard evaluation, route-finding techniques, bear camping and basic river-crossing techniques.
- Accurately assess skills, strengths, and endurance in self and others and conservatively apply those limits to given situations.
- Practice Leave No Trace™ minimum impact camping skills.

In summary, the NOLS curriculum is designed to develop more resilient, confident leaders who work better in teams and are able to function effectively under difficult or uncertain circumstances.

### **Course Location and Logistics**

The University of Wyoming MBA Cohort Formation Leadership Expedition is a backpacking expedition in the Wind River Mountains from August 24-30, 2010. Forty-five years ago, NOLS launched the school with courses in the Wind River Mountains. The University of Wyoming MBA Cohort Formation Leadership Expedition takes place in the same wilderness setting that was handpicked by NOLS founder Paul Petzoldt back in 1965.

NOLS holds a special use permit from the Bridger-Teton National Forest to access appropriate operating areas for the expedition. This permit is valid through December 31, 2019. NOLS will supply vehicles capable of transporting participants and their gear during the program, including re-supplies of food/fuel, if needed.

The program begins and ends at NOLS Rocky Mountain in Lander, Wyoming. On August 23 students should arrive in Lander, for a 6:30 p.m. course orientation. Participants can spend that night at NOLS' Noble Hotel. The morning of the first day will be spent preparing for the expedition by issuing all necessary equipment and rations for the course. The course will leave for the mountains on the afternoon of the August 24. On August 30, NOLS will pick up the course and transport everyone back to NOLS Rocky Mountain headquarters in Lander to deissue equipment and celebrate with an end-of-course barbeque banquet. Participants will spend that night at NOLS facilities. Participants can leave Lander any time on August 31.

### **Personal Electronics**



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A key element to a NOLS education is time spent in wilderness. The benefits of this include being closer to nature, time away from society and civilization, and being in an environment where natural forces predominate and students have the opportunity to develop good judgment and practice self-reliance. NOLS does not permit students to use personal cell or satellite phones or other communication devices including personal tracking devices (e.g. SPOT), while in the field. Additionally, students are not permitted to take personal music players (iPods, MP3 players, CD players, etc). Instructors will be carrying sufficient communication equipment (usually a satellite phone) to handle any emergencies that may arise.

### **Equipment**

NOLS uses only high-quality equipment that has withstood the test of time. Manufacturers such as Lowe, Black Diamond, and Mountain Hardware produce much of our equipment to our own specifications. Some items you receive might be new, and others will be used. NOLS will also supply a detailed list of personal items and equipment to be supplied by participants.

NOLS will supply all group gear including:

- Group camping equipment: shelters, fuel, stoves, and cookware
- Other necessities such as topographic maps, field reference materials, basic first aid kits, a standard NOLS drug kit, and emergency communication devices

Included in course tuition is a personal equipment package of \$180 that covers the specialized gear needed for the expedition. Participants need to bring their own ball caps, t-shirt, shorts, raincoats, and sunblock. If participants need hiking boots, they can purchase boots from NOLS for an additional fee. NOLS will provide a detailed equipment list. Participants should bring whatever of their own equipment they have from the list, and instructors will inspect it prior to going into the field.

### **Meals**

NOLS will provide meals both in town and in the field for the duration of the course. While in the field, everyone participates in cooking. Proper nutrition and good cooking are essential to any expedition. Cooking and baking in the backcountry are important outdoor skills emphasized in our curriculum—it's a critical part of being independent and successful on expeditions. NOLS has a reputation for eating well by backcountry standards. We use ample amounts of simple foods and prepare them well.

### **Health Screening**

NOLS will use self-screening medical forms to determine the appropriateness of each participant for this expedition. The NOLS Professional Training office will do routine follow-ups and usually ask some participants to provide additional information. NOLS reserves the right to medically screen people who we feel are being put at high risk by being in remote areas. We realize that the intent of this program is leadership and team building and that a basic goal includes participation by all team members.

