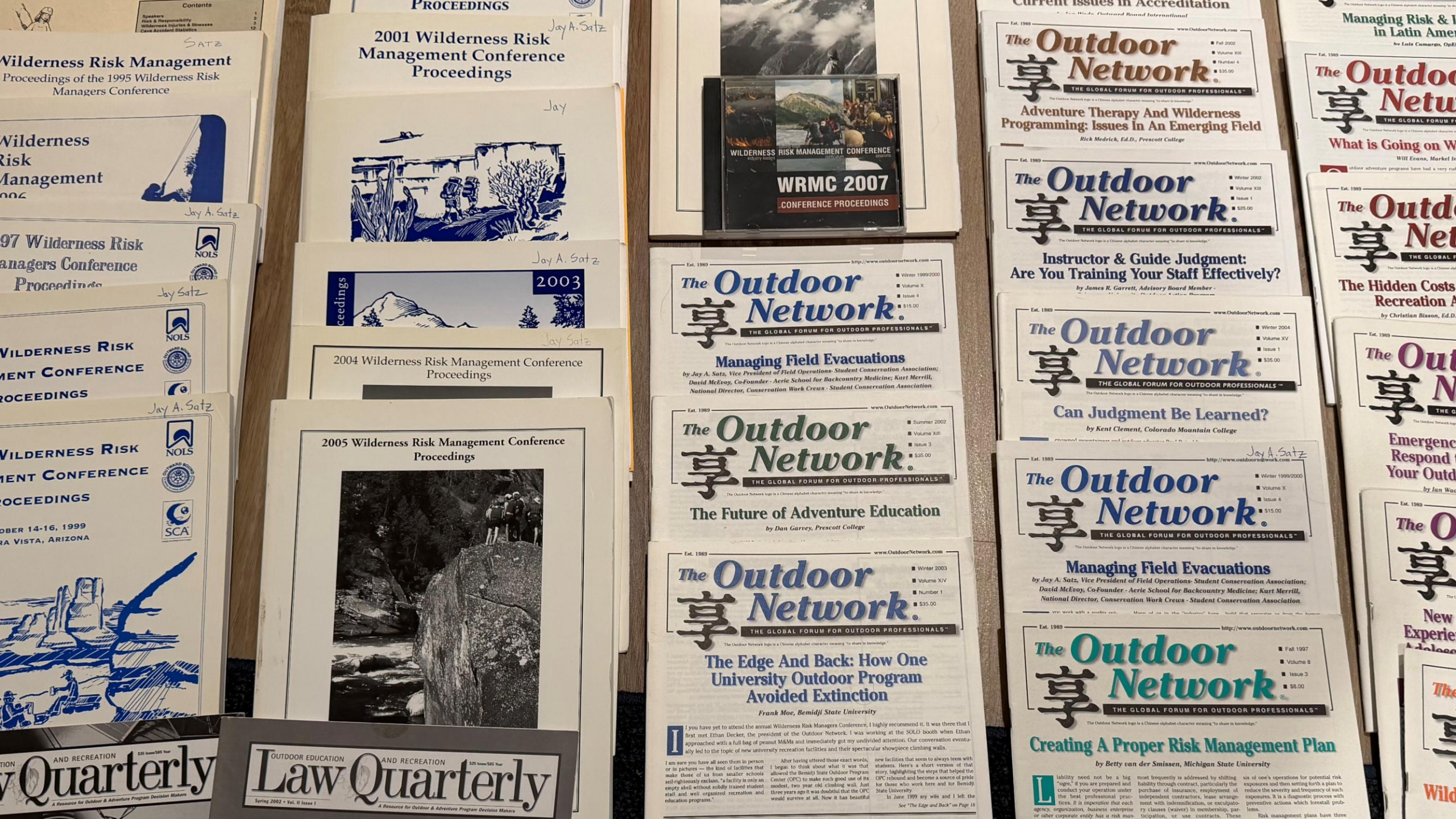


ADAPT OR FADE

The Risk of Staying the Same

Jay Satz, Jason Lane, and Ben Hoffman

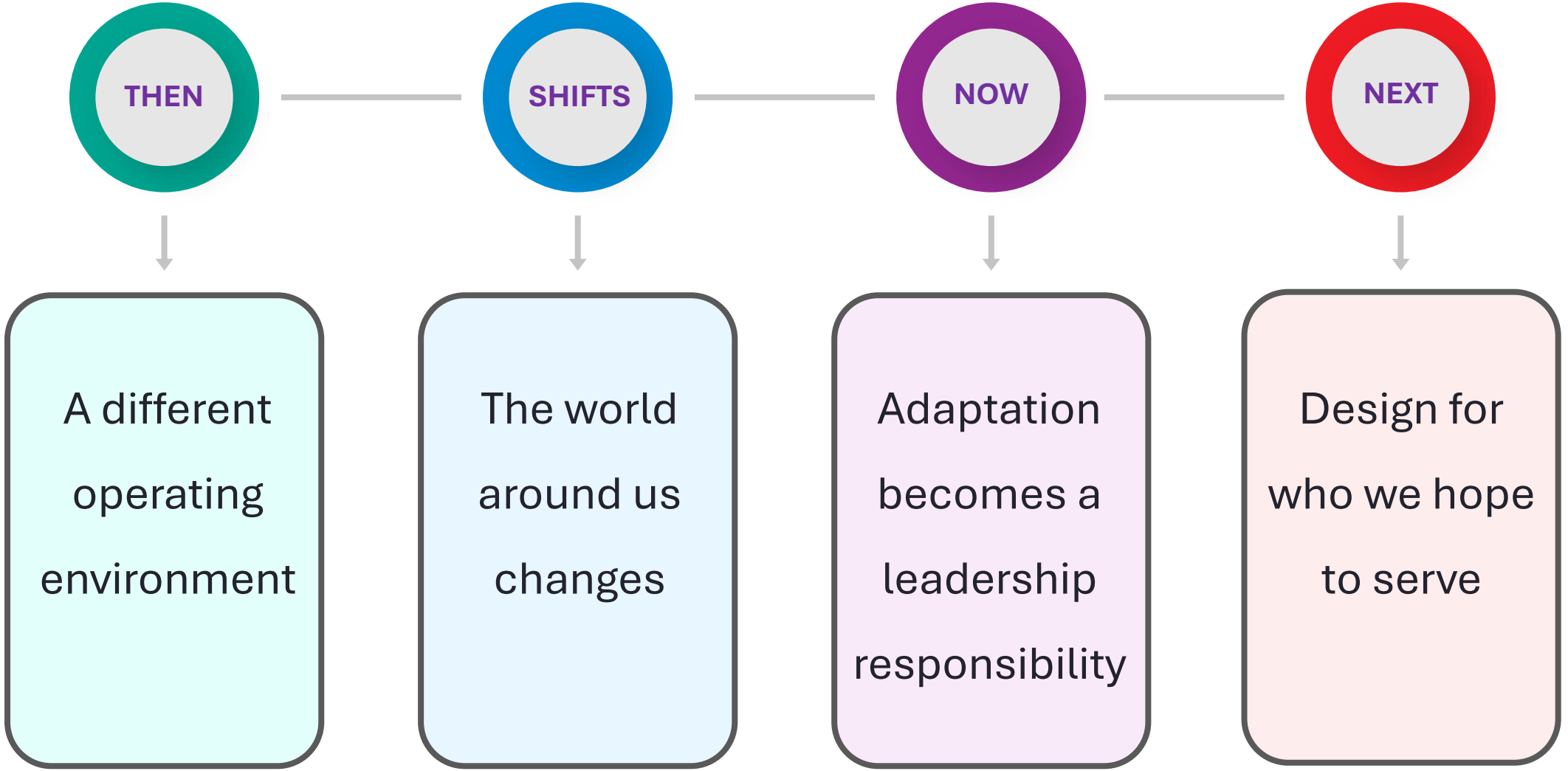

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Managing Field Evacuations
by Jay A. Satz, Vice President of Field Operations- Student Conservation Association; David McEvoy, Co-Founder - Aerie School for Backcountry Medicine; Kurt Merrill, National Director, Conservation Work Crews - Student Conservation Association
Summer 2002
Volume XIII
Issue 3
$35.00
The Future of Adventure Education
by Dan Garvey, Prescott College
Winter 2003
Volume XIV
Number 1
$35.00
The Edge And Back: How One University Outdoor Program Avoided Extinction
Frank Moe, Bemidji State University
If you have yet to attend the annual Wilderness Risk Managers Conference, I highly recommend it. It was there that I first met Ethan Decker, the president of the Outdoor Network. I was working at the SOLO booth when Ethan approached with a full bag of peanut M&Ms and immediately got my undivided attention. Our conversation eventually led to the topic of new university recreation facilities and their spectacular showpiece climbing walls.
I am sure you have all seen them in person or in pictures — the kind of facilities that make those of us from smaller schools self-righteously exclaim, "a facility is only an empty shell without solidly trained student staff and well organized recreation and education programs."
After having uttered those exact words, I began to think about what it was that allowed the Bemidji State Outdoor Program Center (OPC) to make such good use of its modest, two year old climbing wall. Just three years ago it was doubtful that the OPC would survive at all. Now it has beautiful new facilities that seem to always teem with students. Here's a short version of that story, highlighting the steps that helped the OPC rebound and become a source of pride for those who work here and for Bemidji State University.
In June 1999 my wife and I left the
See "The Edge and Back" on Page 18
Fall 2002
Volume XIII
Number 4
$35.00
Adventure Therapy And Wilderness Programming: Issues In An Emerging Field
Rick Medrick, Ed.D., Prescott College
Winter 2002
Volume XIII
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Instructor & Guide Judgment: Are You Training Your Staff Effectively?
by James R. Garrett, Advisory Board Member -
Winter 2004
Volume XV
Issue 1
$35.00
Can Judgment Be Learned?
by Kent Clement, Colorado Mountain College
Managing Field Evacuations
by Jay A. Satz, Vice President of Field Operations- Student Conservation Association; David McEvoy, Co-Founder - Aerie School for Backcountry Medicine; Kurt Merrill, National Director, Conservation Work Crews - Student Conservation Association
Fall 1997
Volume 8
Issue 3
$8.00
Creating A Proper Risk Management Plan
by Betty van der Smissen, Michigan State University
Liability need not be a big "ogre," if you are prepared and conduct your operation under the best professional practices. It is imperative that each agency, organization, business enterprise or other corporate entity has a risk management program in place. Risk management is addressed most frequently by shifting liability through contract, particularly the purchase of insurance, employment of independent contractors, lease arrangement with indemnification, or exculpatory clauses (waiver) in membership participation, or use contracts. These
sis of one's operations for potential risk exposures and then setting forth a plan to reduce the severity and frequency of such exposures. It is a diagnostic process with preventive actions which forestall problems.
Risk management plans have three
Quarterly
A Resource for Outdoor & Adventure Program Decision Makers
OUTDOOR EDUCATION AND RECREATION Law Quarterly
$25 Issue/$85 Year
Spring 2002 • Vol. II Issue 1
A Resource for Outdoor & Adventure Program Decision Makers

HISTORICAL INCREMENTAL ISSUES & RISKS

- USE OF SAT PHONES
  USE OF EPI
- STAFF TRAINING
- MEDICAL SCREENINGS
- 15 PASSENGER VAN SAFETY
- ASSUMPTION OF RISK WAIVERS
- MEDIA MANAGEMENT
- WILDERNESS MEDICINE STANDARDS
- INDUSTRY VS. ORG LEVEL STANDARDS
- SHARING OF INCIDENT DATA

LEARNING FROM THE PAST

Informing the Future



Respond at
pe.app/adapt

Poll Everywhere

What is THE challenge or risk that keeps you up at night?



4

Edit

Results

Lock

WHAT IS CHANGING?

PARTICIPATION

More activity options, closer to home, decline in availability, volunteerism decline.

ECONOMICS

Staffing economics and participant affordability are moving in different directions.

VALUE PROPOSITION

Rates and Vision. A walk in the local park is seen as being as rewarding and less $ than a guided summit.

CLIMATE

Wildfire and other disruptions make conditions less predictable, create apprehension, and is more time consuming.

FAMILIES

Family demographics, comfort level with outdoors, fears, and commitments are changing.

TECHNOLOGY

New tools and new expectations change how we schedule life, select programs, and communicate.

PUBLIC LANDS

Impacts of public lands management: Reduced staffing impacting permitting, access, maintenance of facilities, and available classroom.

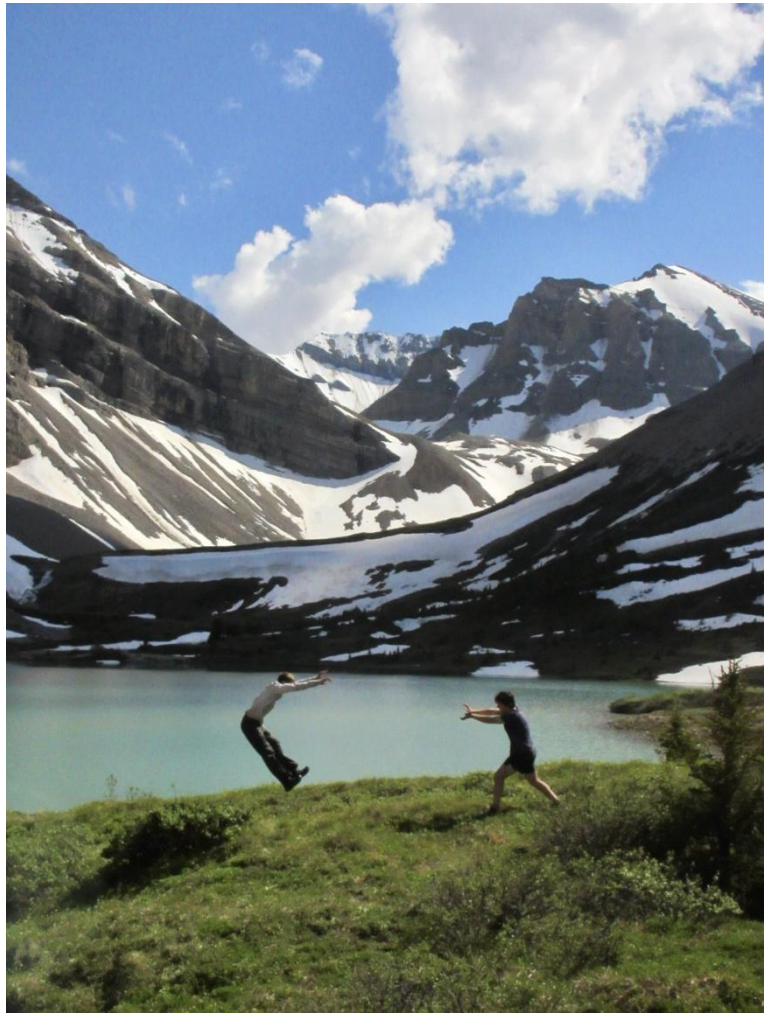
GOVERNMENT

Federal policies, enforcement practices, lower funding, and administrative dysfunction impact participants and programs alike.

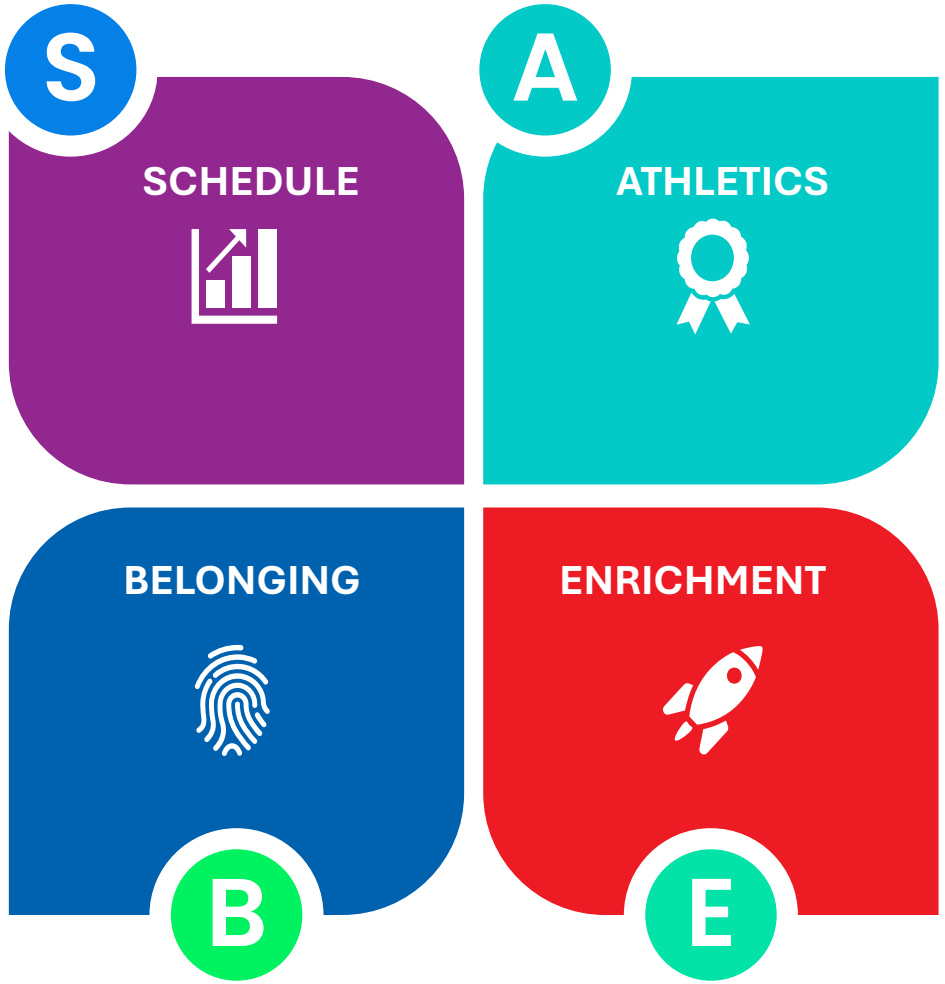
RISK TOLERANCE

Parental and participant expectations around safety, independence, fear, grit, and identity are changing.

WHAT FAMILIES ARE WE SERVING and WHAT DO THEY WANT?



EXPECTATIONS OF THE CUSTOMER EXPERIENCE ARE EVER CHANGING...



Caregivers are making participation decisions through a different set of expectations.

DO NOT CONFUSE TRADITION WITH MISSION

MISSION

Why we exist.
The impact and outcomes we are here to create.



PROGRAM

How we currently pursue that mission.
A model that can evolve.



TRADITION

What we have learned to do over time.
Valuable, but not automatically permanent.



THE QUESTIONS WE SHOULD BE WILLING TO ASK

WHAT MUST WE PROTECT?
What is so central to our mission that we cannot afford to lose?

WHAT CAN WE CHANGE?
What needs to change because the world around us changed?

WHAT SHOULD WE STOP?
What are we continuing simply because we have always done it?

WHAT HAVE WE NOT TRIED?
What have we avoided because we were afraid it would not work or because we have a blind spot?

WHAT DOES ADAPTATION ACTUALLY LOOK LIKE?

- PROGRAMS
- ALUMNI
- ACCESS
- STAFFING
- BOARDS
- PARTNERSHIPS
- SCHEDULE
- LOCATIONS

Respond at
pe.app/adapt

Poll Everywhere

What is an adaptation your program has tested?

2



Edit

Results

Lock

PROTECT

What is central to our mission that we cannot afford to lose?

EXPERIMENT

What have we never tried because we were afraid it would not work?

LET GO

What are we continuing simply because we have always done it?

WHEN YOU GET HOME...

DESIGN FOR YOUR COMMUNITY 5 YEARS FROM NOW

ADAPT

What needs to change because the world around us has changed?

THE COLLECTIVE EXISTENTIAL CHALLENGE

LET'S NOT FADE.

This conversation barely scratches the surface. We have a room full of curious innovators who can help drive change forward.

1
JOIN THE NEXT CONVERSATION

2
SHARE WHAT YOU'RE TESTING

3
BRING SOMEONE ALONG

Sign Up to Receive Invitation:
ADAPT or FADE Workshop
90 Minutes | First week of December 2026

THE WORK CONTINUES TOGETHER…

THANK YOU!

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Jason Lane: jasonlane@seattleymca.org

Ben Hoffman: ben.hoffman@ymcanorth.org

