

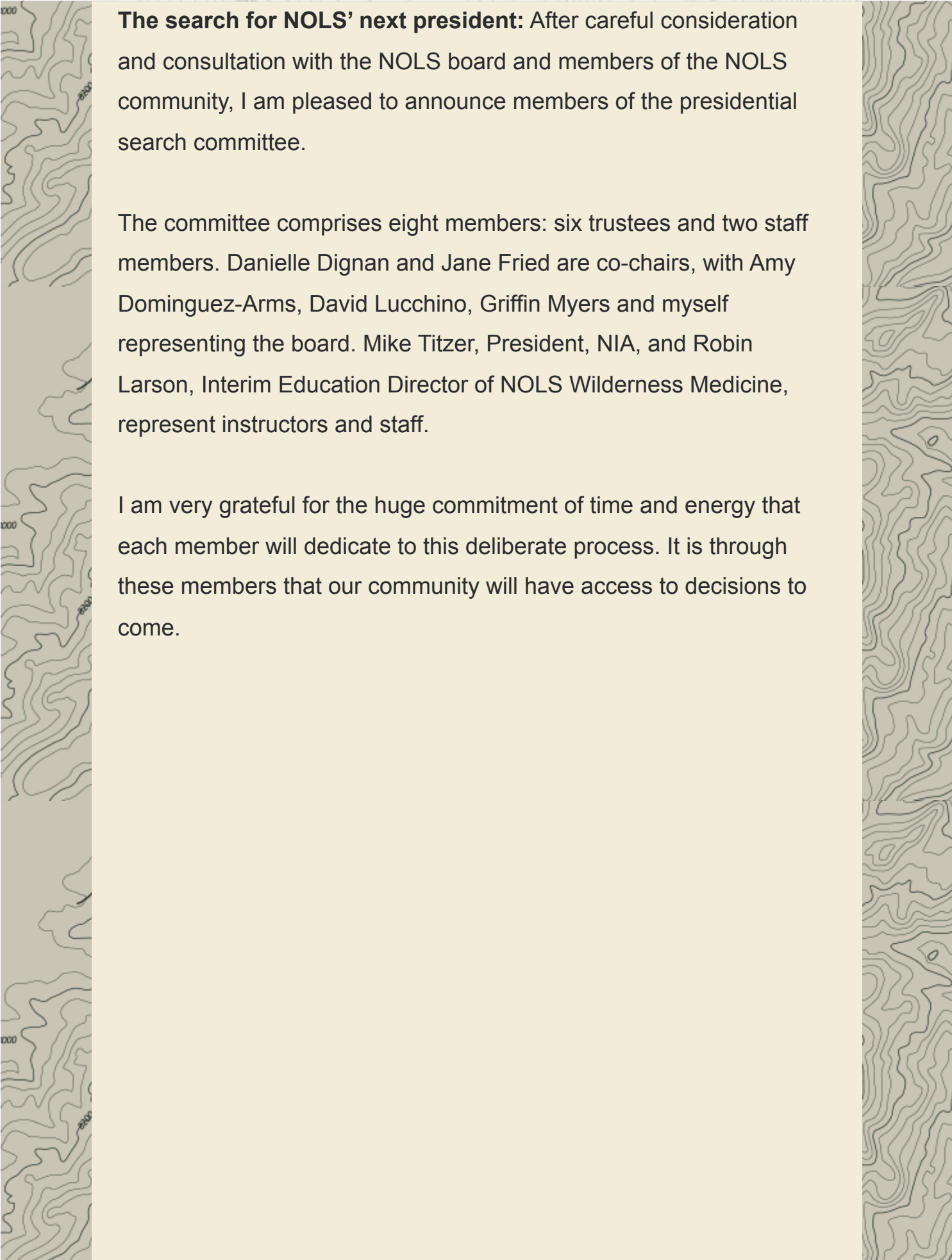
Dear NOLS Community,

My warm greetings. I'm sorry not to have been in touch more frequently. The last three years have felt like a flood run on a steep whitewater creek. Eddies are few and far between. You have been in my thoughts but the paddle has been in hand.

We have seen much change over the last three years and also over the last three weeks. The pandemic has been a stress test for us all, and for our school. I am grateful to Terri for her hard work and professionalism as we have addressed gathering challenges. We are very appreciative to Sandy for his service and enthusiasm. If there is one thing a NOLSie does well, it's navigating uncertainty with poise, skill, and grace. You all have continued to prove that true. Thank you!

The role of the board can seem mysterious, but it is very simply defined by its charge. We have two primary responsibilities: 1) a fiduciary responsibility for the school's long-term well-being (it is our job to make sure we are still here and thriving in 50 years) and 2) the hiring and supervision of our president.

In the coming weeks, we will kick off two processes critical to laying a foundation to address both of these responsibilities and to fully involve the entire NOLS community:

The background of the page features a light gray topographic map with white contour lines. The map is oriented vertically, with the top of the page at the top. The contour lines are more densely packed in some areas, indicating steeper slopes, and more spread out in others, indicating flatter terrain. The map covers the entire page, with the text blocks placed over a light beige rectangular area in the center.

The search for NOLS' next president: After careful consideration and consultation with the NOLS board and members of the NOLS community, I am pleased to announce members of the presidential search committee.

The committee comprises eight members: six trustees and two staff members. Danielle Dignan and Jane Fried are co-chairs, with Amy Dominguez-Arms, David Lucchino, Griffin Myers and myself representing the board. Mike Titzer, President, NIA, and Robin Larson, Interim Education Director of NOLS Wilderness Medicine, represent instructors and staff.

I am very grateful for the huge commitment of time and energy that each member will dedicate to this deliberate process. It is through these members that our community will have access to decisions to come.

NOLS PRESIDENTIAL SEARCH COMMITTEE



Danielle Dignan
NOLS Board of Trustees,
Committee Co-chair



Jane Fried
NOLS Board of Trustees,
Committee Co-chair



Amy Dominguez-Arms
Vice Chair, NOLS Board of Trustees



N. Stuart Harris
Chair, NOLS Board of Trustees



David Lucchino
NOLS Board of Trustees



Griffin Myers
NOLS Board of Trustees



Robin Larson
Interim Education Director of NOLS
Wilderness Medicine,
NOLS Staff Representative



Mike Titzer
President, NIA,
NOLS Staff Representative

These committee members share a deep passion for NOLS' mission and a commitment to craft and lead a search process that is rigorous, inclusive and attracts excellent candidates for the board's consideration.

In that spirit, the committee will invite every member of the NOLS community to provide input on the attributes desired in the next NOLS president, as well as to nominate specific candidates. The charge of the committee is to oversee a search process that yields strong

candidates for the board's review, discussion and vote. It is the board's responsibility to choose the next president.

The committee's work will get underway as soon as the search firm is selected. Interviews with the search firm are scheduled during the week of March 20.

We will keep the community updated on the search, being mindful of the constraints imposed by strict candidate confidentiality requirements and the desire to be as transparent as possible. In addition to sending email updates, we'll also be posting information on IkoWapi and the external NOLS website.

Thank you for your support as we undertake this important and exciting mission so critical to NOLS' future.

The development of NOLS' Strategic Plan: NOLS last undertook a strategic planning process in 2013 resulting in [Vision 2020](#) (a six-year plan concluding in 2020). It's time to create our next strategic plan, and we are pleased to share that [Ian Symmonds](#) will help facilitate this work. We will share the anticipated timeline and more specifics about our intended process with you shortly.

The pandemic has forced challenges on all of us and certainly on our beloved school. In any time of substantive change, a calm, deliberate, and decisive approach is indicated. As my kids joke, they will carve on my headstone, "As Dad says 'from the Latin.'" In that spirit, Festina lente ("make haste slowly") will be our motto. Our community understands better than almost any other that critical decisions are best addressed in quiet, methodical, and decisive fashion. Together as a team, we will 'hasten slowly' to follow a thorough, inclusive, and

methodical path forward for the school, recognizing that a deliberate process will best serve the mission and the needs of the community. We will look forward to sharing a timeline with specifics on ways community members can get involved.

We invite your questions about these processes—please feel free to reply to this email and we will get back to you. The mission matters, and so do each of you. Our shared expertise is the source of what we do.

I am honored to be a part of this time in NOLS' history. We, as a board, celebrate you as individuals and as a community, your service to the mission, and your excellence in helping us deliver safe, transformative student experiences every day.

In service,
Stuart Harris



N. Stuart Harris M.D., M.F.A., F.R.C.P. Edin.

Chair, Board of Trustees

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