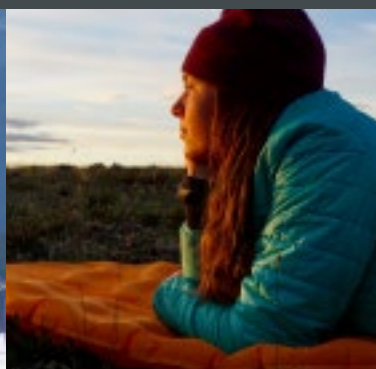
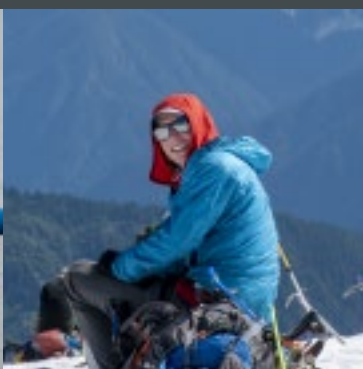




PRESIDENT

POSITION AND CANDIDATE SPECIFICATION



National Outdoor Leadership School



POSITION SUMMARY

NOLS's mission is to be the leading source and teacher of wilderness skills and leadership that serve people and the environment. Our community—staff, students, trustees, and alumni—shares a commitment to wilderness, education, leadership, safety, community, and excellence.

The National Outdoor Leadership School (NOLS) Board of Trustees seeks a president with a passion for its mission and history and exceptional executive experience to lead the organization with clarity, courage, and a deep sense of purpose. In collaboration with the Board and the Executive Team, the president will shape and execute the strategic plan underway and act decisively to chart a fiscally sustainable path for the school that reflects the excellence associated with NOLS. The next president will embrace the opportunity to leverage and expand the powerful brand, inspire and support a talented and diverse group of instructors and staff, and deepen its impact to students across the world.

NOLS seeks an experienced, innovative leader who is energized by the opportunity to direct an organization that makes a profound, transformative impact on its students and sets the standard for wilderness education and leadership development. A leader with an abiding passion for the outdoors and the environment, the next president will have

the vision and determination to set the school's trajectory; the humility to listen carefully and seek input from all members of the NOLS community; and the judgment and experience to be decisive in introducing program and operational change to enable the future evolution of the school. NOLS's next president will bring personal passion and commitment to skills learned in the wilderness and in classrooms and to the values of expedition behavior, including the importance of teamwork and collaboration, emotional intelligence, courage, and humility.

Reporting to the Board of Trustees, the president of NOLS is appointed by the Board of Trustees and responsible for all aspects of the school. Overseeing the members of the leadership team, the president is ultimately responsible for the fiscal, operational, programmatic, and fundraising health of the school. The president is the voice of NOLS and expected to nurture strong relationships with the Board, staff, faculty, donors, alumni, and constituencies.





CANDIDATE PROFILE

IDEAL EXPERIENCE

Significant Leadership Experience

A proven track record as CEO or president, including leading a complex organization with multiple stakeholders.

Operational Management

Extensive management experience with strong financial and organizational acumen. An effective communicator and connector with a track record that demonstrates data orientation, decisiveness, collaboration, transparency, effective risk mitigation, and a focus on solutions.

Community Building

Experience strengthening a deep sense of community in a global organization, building a healthy culture, and aligning stakeholders around common values and purpose. Demonstrated success at building and sustaining meaningful, trusting relationships.

Proven Impact on Equity, Diversity,

Demonstrated experience in leading equity, diversity, and inclusion initiatives in a multicultural, global environment and a track record of impact on organizational culture, systems, practices, and strategies that drive measurable progress on the dimensions of access, equity, belonging, and outcomes.

Commitment to the Outdoors and Environmental Sustainability

Demonstrated, genuine appreciation and passion for, and an understanding of, the NOLS mission, the outdoors, wilderness expeditions, and the sanctity of wild places. An advocate for the important skills learned and leadership developed in the backcountry and classroom.

Fundraising

A proven and eager relationship-builder with significant fundraising experience and success. A creative and ambitious advocate for philanthropic support, with a track record of representing an organization to a wide range of audiences in ways that inspire confidence, engagement, and partnerships.

Partnership with a Board

An ability to engage appropriately and collaborate effectively and transparently with the Board of Trustees.



CANDIDATE PROFILE

CRITICAL LEADERSHIP CAPABILITIES

Inclusive Strategic Leadership

At NOLS, building a financially sustainable, robust program requires an ambitious vision, clear strategic plan, and effective execution.

The next president will:

- Be a collaborative, results-driven leader who is ready to engage, listen, model respectful discussion/debate, set clear priorities and expectations, and be prepared to make change effectively. Have the judgment necessary to understand and evaluate current programs and new initiatives and the credibility, courage, and skills to gain support and make decisions.
- Ensure that the strategic plan in development reflects the goals of the organization, has received substantial community input, and is well understood by the broad range of NOLS stakeholders.
- Ensure that data underpins all decisions. Apply data analytics and marketing best practices to identify key markets and opportunities to expand participation. Consider the best way to deploy people, time, and resources to achieve the mission of the school.
- Embrace the opportunity to collaborate across the organization, inviting discussion and debate, leveraging the expertise of experienced colleagues, and creating an environment where a diversity of voices is invited.
- Inspire a culture that values collaboration and teamwork.



Building Institutional Capacity

A global organization with a wide range of programs both in the field and in classrooms, NOLS needs to build robust operational systems, develop processes and practices that inform decision-making, drive effectiveness, and manage risk.

The next president will:

- Bring strategic, financial, and operational acumen to the role. Steward the organization's resources, balancing short-term needs and long-term responsibilities.
- Establish efficient and effective processes, systems, and protocols to ensure that the organization has the structure, infrastructure, and resources essential to drive the success of the strategic plan objectives and to support NOLS's programs and people.
- Lead in the assessment of the performance of current marketing practices, and determine the most appropriate path forward to increase enrollment, revenue, and philanthropy.
- Attract, retain, mentor, delegate to, and empower a strong collaborative team. Encourage an environment and culture that values and expects exceptional management, supports professional growth, and holds people accountable.
- Model expedition behavior as a fundamental value.
- Continue to lead in the development of best-in-class risk mitigation practices.
- Develop staffing models for instructors that leverage and reward expertise. Explore and implement practices that provide key instructional and support staff with an employment framework that recognizes their experience and their evolving needs.
- Communicate widely, in a clear, timely, and inspiring manner.



CANDIDATE PROFILE

Community Engagement & Building

In an organization whose members are eager to unify in support of the mission and common purpose, the next president of NOLS will:

- Be a visible, inspiring, trusted, and culturally competent leader and convener who has demonstrated experience fostering an inclusive community where all may thrive, contribute, and feel a sense of belonging, equity, and respect.
- Strengthen a sense of community that is deeply vested in student learning and development.
- Engage with all members of the organization around the world and participate actively in all aspects of the school. Develop strong, authentic relationships and look for opportunities large and small to make and deepen connections and build community.
- Build and nurture strong relationships with donors who share a commitment to NOLS's values and work.
- Execute an ambitious fundraising program to support the organization.
- Recognize the power of the role to make a meaningful difference in the organization and the lives of its current and future members.
- Seek opportunities to speak publicly on outdoor education, the preservation of wilderness classrooms, the impact of a NOLS course, and the leadership of its graduates across the globe.



Other Personal Characteristics

The next president will:

- Be a deeply passionate outdoors enthusiast and environmental advocate with good judgment and a strong moral compass.
- Be warm, self-aware, and engaging with sincere humility.
- Genuinely interested in the lives of instructors, staff, students, and all who engage with the extended NOLS community.
- Have exceptional verbal and written communication skills – thoughtful, inspiring, and authentic.
- Be an enthusiastic traveler, eager to engage regularly in-person with colleagues in NOLS classrooms and locations around the globe.
- Be confident to invite dialogue, listen carefully, make decisions, and share credit.
- Find joy in this work and has an authentic spirit for adventure



The Search Process

NOLS does not discriminate on the basis of race, color, religion, national origin, sex, sexual orientation, gender identity, age, genetics information, disability unrelated to job or admission requirements, or status as a protected veteran. The school's nondiscrimination policy applies to all phases of its employment process, its admission and financial aid programs, and to all other aspects of its educational programs and activities. Retaliation directed to any person who pursues a discrimination complaint or grievance, participates in a discrimination investigation, or otherwise opposes unlawful discrimination is prohibited.

NOLS is being assisted in this recruitment by the international leadership advisory firm Spencer Stuart and welcomes nominations or expressions of interest. To submit comments, nominations, or expressions of interest, please send an e-mail with any supporting materials to the confidential address: NOLSpresident@spencerstuart.com.





ABOUT THE SCHOOL



The National Outdoor Leadership School (NOLS) is an international wilderness school that seeks to help individuals build skills as leaders. The scope of NOLS's mission and impact is far and wide with 14 campuses across six countries and operations around the world. The school enrolls more than 28,000 students and employs over 1,000 full-time and part time staff and instructors with an annual budget of approximately \$40 million in a typical year. NOLS currently has more than 360,000 active alumni.

Founded in 1965 in a small cabin in Sinks Canyon, Wyoming, NOLS was a school primarily focused on teaching outdoor skills and exploring what leadership lessons could be learned in the backcountry. Today, NOLS is a multifaceted wilderness school supporting thousands of students in their leadership and technical skill development. NOLS offers a range of programming and training across five major areas: Wilderness Medicine, Wilderness Expeditions, Custom Education, Alumni Expeditions, and Risk Management. The programmatic offerings range from courses that last a few hours in the classroom to several months in a wilderness setting. NOLS continues to focus on nurturing individuals who want to live and lead responsibly in our global community.

