

Position Statement of Grant Fullman, Candidate for Eastern Division Director

The Eastern Division is at a crossroads. We have dedicated instructors delivering outstanding educational programs that support our members and the ski industry, our financial position is strong, and we have capable leaders at every level – Patrol, Section, Region and Division. The Division also faces growing challenges that affect our long-term success and sustainability: NSP membership is aging, volunteerism is declining, and the ski industry's view of volunteers has changed. Patrollers joining NSP have different expectations regarding program delivery, technology and leadership opportunities. NSP programs need to continue to evolve to align with changing industry needs. Everyone has the right to expect to be treated with dignity and respect, and leaders need to ensure this happens.

Leaders work for *everyone* in their organization. As the Eastern New York Region Director for the past five years, I've had the privilege to work for about 700 patrollers. While it has been an honor to have this opportunity, Region Director has been a *job* – and a job that needs to be done right. For my part, that means take time to understand each situation, think before you act, use common sense and then act decisively. It also means facing problems while they are small, rather than letting them get bigger and more difficult to solve – while hoping they just go away. Problems rarely get better with age or on their own. Building and growing a strong team of leaders within the ENY Region has been key to our success – and several ENY Region leaders have grown to fill Division positions and beyond. The prospect of becoming the next Division Director means that I need to be ready to work for 10,000 patrollers, and do team building and problem solving on a much larger scale; I believe that *I can*. While I don't *have* to have this job, I believe that I can do it well if elected.

I believe the Division is in an enviable position in most respects; however, I believe there are several areas that would benefit from greater leadership focus:

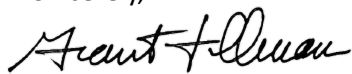
- **Reputation and Relevance**: We need to preserve and enhance NSP's reputation and relevance within the ski industry. Central to this is delivering top quality educational programs that align with ski area management needs. NSP programs have historically focused on *post-loss activities*; e.g. OEC, OET, Nordic/Backcountry, MTR, and Avalanche (to some extent) – and their importance will not change. The ski industry has become more focused on *pre-loss activities*, and NSP's new Outdoor Risk Management (ORM) program addresses this need and will be essential to maintaining our relevance. We need to promote the ORM program with ski area management, in addition to our members.
- **Relationships with Ski Areas**: NSP's Joint Statement of Understanding (JSOU) with the National Ski Areas Association (NSAA) expired in October 2021. The JSOU was an essential agreement that defined the roles of NSP and area management. NSP is an educational organization. NSP does not *operate* ski patrols; management operates ski patrols and assumes the associated liabilities. These concepts are foundational to our existence, yet most patrollers don't think much about them – at least not until there is a claim or threat of legal action. In the absence of a renewed JSOU with NSAA, I believe NSP needs to pursue a unilateral statement of understanding that documents how NSP will act.
- **Leadership Sustainability**: No leadership team lasts forever. While the Division has many talented leaders, every key position needs a "ready now" back-up and a pipeline that develops future leaders by purposeful participation in growth opportunities. Knowing there are opportunities for new leaders also inspires people at every level to learn and expand their horizons.
- **Financial Strength and Stability**: The Division has a strong financial position thanks to the efforts of our Finance Committee and favorable investment market conditions. As a member of the Division's Long Range Planning Committee for five years, I have seen financial challenges emerge due to inflation and

volatile markets. The Division has never failed to deliver outstanding educational programs due to a lack of money – and we need to ensure this remains so. As stewards of member funds, we need to maximize the positive impact and value received by members. In-person leadership meetings are expensive but essential; we need to ensure these meetings are viewed favorably by the members whose dues pay for them.

- Growth Opportunities: NSP’s history with the Army’s 10th Mountain Division began long ago with our shared founder, Minnie Dole – and we are fortunate to have the 10th’s Fort Drum headquarters and Minnie Dole’s gravesite located within the Eastern Division. The Eastern Division’s growing relationship with the 10th is accelerating as we explore mutually beneficial opportunities; e.g. enhanced training of soldiers (principally OEC, OET, and MTR) as well as opportunities for transitioning soldiers as patrollers or in other roles in the ski industry. Having been on the Eastern Division committee that delivered joint NSP/10th MD activities such as the 2022 Minnie Dole gravesite re-dedication and the 2023 relay run from Fort Drum to the summit of Whiteface Mountain, I am encouraged by the prospect of new and larger efforts with the 10th.

I am excited by the opportunity and would be honored to serve as your next Division Director. Thank you for your support.

Sincerely,

A handwritten signature in black ink that reads "Grant Fullman". The signature is written in a cursive, flowing style.

Grant Fullman

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Objective: Combine 40+ years of engineering leadership with 30 years of ski patrol experience to lead the Eastern Division as Division Director. Apply knowledge, experience, sound judgement, high energy and proven leadership skills to ensure success. Enhance the depth and sustainability of Division leadership team through succession planning and individual development assignments.

Education:

Union College, MBA 1992
Union College, MS Mechanical Engineering 1984
Thayer School of Engineering, Dartmouth College, BE Mechanical Engineering 1977
Dartmouth College, BA Engineering Science 1976

Engineering:

1979 – Engineering Manager / Senior Advisory Engineer – General Electric / Westinghouse / Bechtel Corporation, Schenectady NY. Prime contractor to the US Navy for nuclear propulsion systems. Provided equipment, procedures and field support to refuel all classes of US submarines. Refueled / defueled over 50 reactors at naval shipyards and prototypes. Retired January 2018.

1977 – Engineer – AMCA International Corp., Wiley Manufacturing, Port Deposit MD. Fabricated barges, tunnel tubes and self-propelled steel vessels up to 400' long. Continuously upgraded and maintained all shipyard facilities and equipment.

Ski Patrol: NSP Leadership

- Eastern New York (ENY) Region Director 2019 – Present
 - Appointed/promoted 24 new ENY Region leaders (>40% diverse)
 - Eastern Division COVID-19 Task Force 2020 – 2022
 - NSP National Business Process Team 2019 – 2022
 - Southern Adirondack Section Chief 2017 – 2019
 - ENY Region Outdoor Emergency Transportation Advisor 2008 – 2018
 - OEC Instructor-Trainer 2001 – Present
 - Senior OET Trainer / Evaluator (T/E) 1999 – Present
 - Alpine Toboggan Instructor-Trainer (IT) 1999 – Present
 - OEC Instructor and OET Instructor 1996 – Present
- 1998 – Gore Mountain Ski Patrol, North Creek NY (~247,000 skier visits/year)
- Present
- Olympic Authority (ORDA) Corporate Employee Satisfaction and Retention Team 2022 – Present
 - Incident Investigator 2021 - Present
 - Seasonal Full time Pro Patroller 2018 – Present
 - Volunteer patroller 1998 – 2018
- 1994 – Scotch Valley Ski Patrol, Stamford NY
- 1998
- Team Leader / "Hill Captain" 1996 – 1998
 - NSP Alpine Senior Patroller 1997 – Present

Awards:

2021	Yellow Merit Star	2001	ENY Region Outstanding Patroller
2019	Blue Merit Star; Green Merit Star; Yellow Merit Star	1996	Scotch Valley – Outstanding Patroller
2013	National Appointment #11358	1995	Scotch Valley – Outstanding Candidate
2009	Blue Merit Star		

Other Proficiencies:

- Commercial Pilot – Airplane, Single & Multi-Engine Land, Instrument 1978 – Present
- FAA Certified Flight Instructor, 1978 – 1994
- Adirondack 46er #932
- Duanesburg Central Schools, Board of Education, 1990 – 1993