3/29/2026

Position Statement of Grant Fullman,
Candidate for Re-Election as Eastern Division Director

Nearly two years after being elected Eastern Division Director, I see significant progress in the Division as well as much work ahead to meet evolving needs. The Division has vibrant Programs with dedicated, talented instructors and leaders. Our financial position is strong, which gives us the flexibility to try new things and confidence to face adversity. We are the largest Division in the NSP and our members have a strong presence on both the National Board and leading National Programs (OEC, OET, Nordic/Backcountry, Instructor Development, Historian, Women's Program, and Telecom). Credit for this belongs to these dedicated individuals – not me! Their achievements and contributions exemplify what Eastern Division people have always done: lead from the front. And individually and collectively we must continue to do so.

Two years ago, I noted several growing challenges that affect our long-term success and sustainability; e.g. *aging patroller demographics*, *evolving expectations* of volunteers and industry views of their service (a two-way street), and the *impact of technology* on program delivery and member interactions with the National office – to name a few. Although I believe we have made progress in these and other areas, many challenges remain and the work to meet them needs to continue. Here's a very brief perspective on some major themes that I cited in 2024, when I first ran for Division Director:

- Reputation and Relevance: NSP's reputation and relevance within the ski industry remains strong, based on our outstanding educational programs that meet ski area needs. NSP's CEO, Stephanie Cox, has begun exploratory discussions with ski area operators about new sources of revenue for National – such as recruiting them as sponsors / partners. This initiative is in its early stages but has already attracted considerable attention and caused some consternation – especially among small ski areas. I have been working with the National Board and other Division Directors to provide feedback and guidance, since the Divisions are where the action is.
- Relationships with Ski Areas: NSP's Joint Statement of Understanding (JSOU) with the National Ski Areas Association (NSAA) expired nearly five years ago and is unlikely to be replaced in-kind; however, in August 2024, NSP published "Roles and Responsibilities of Volunteer Patrollers" on the National website. This unilateral statement should be helpful in lieu of the JSOU, since our actions need to reflect that *NSP is an educational organization and does not operate ski patrols; management operates ski patrols*.
- Leadership Sustainability: Every leadership team needs a pipeline of future leaders whose development is shaped by purposeful growth opportunities. When done effectively, this ensures there are "ready now" backups and inspires people at every level to learn and grow. Where we fail to do this, we risk having gaps in our programs and losing high potential individuals.
- Financial Strength and Stability: The Division has a strong financial position and has never failed to deliver outstanding educational programs due to a lack of money – and we need to ensure this remains so. This starts with how we plan and budget for our Programs, and ends with how we pay for them and reimburse our members for expenses. As stewards of member funds, we need to ensure that our policies reflect our values and that we comply – or revise our policies if needed. Improvements in financial controls began prior to my term as DD, and I am working with the Finance Committee to streamline our processes to ensure approved expenses are paid more promptly and efficiently.

  Member dues and Division reserves are used to support our Programs' existence (think staff development, refreshers and specialized equipment), while we strive to "break even" on the courses we deliver – recognizing this isn't always possible for every course. During my first term as DD, we have improved how

we track course revenue and expenses within each Program, to help us make better-informed decisions about the number and location of events, how to staff them, and how much to charge. All of this is necessary to support the planning and budget process. This hasn't been simple or easy, and there is more work to do, but aiming for "break even" is fair to both the participants who pay for a course and those who choose *not* to participate and shouldn't have to pay.

- Growth Opportunities: NSP's history with the Army's 10th Mountain Division began with our shared founder, Minnie Dole. Starting this month at Fort Drum, Eastern Division instructors will deliver the first of two MTR-1 courses, customized to align with the Army's needs. This is the latest in a long series of joint activities with the 10th Mountain Division and should help position NSP for larger roles in the future. The Eastern Division was also well represented at the Army's rededication of the 10th Mountain Division Museum at Fort Drum in honor of Minnie Dole this past January.

In my first year as Division Director, I focused on learning the job and dealing with issues that needed prompt attention. NSP has eleven Division Directors and we work as a team to learn from one another, help identify national issues, and guide effective solutions. The DD Team elects a Chair who interacts directly with the National Board Chair and CEO. I was elected DD Team Chair in early 2025, and this has provided me (and the Eastern Division) with a seat at the table at National Board meetings and frequent conversations with the National Chair and CEO. While this is extra work, it also represents an opportunity to be heard early and often, and to influence outcomes.

National Board members should be primarily focused on the goals of the entire NSP, rather than the Division they come from. Eastern is the largest Division and it is logical that a proportionate share of the National Board might come from our Division or at least represent our best interests. I am very pleased that all eight National Board candidates endorsed by the Eastern Division during my two-year term as DD were elected and are serving with distinction.

Leaders should work for *everyone* in their organization. Everyone has the right to expect to be treated with dignity and respect, and leaders need to ensure this happens. Members also deserve to get prompt, honest answers from their leaders – even when, and especially when, they may not entirely like the answers. We need to take time to understand each situation, use common sense and then act decisively. Doing so allows us to deal with problems while they are smaller and easier to resolve. Problems rarely get better with age or on their own; leaders need to do the work to solve them.

I am extremely grateful as I reflect on the past two years. I had ankle surgery a year ago after an on-the-hill injury that left me wondering about walking, let alone skiing. While confined to our basement for ten weeks, I had time to reflect on our "patrol family" – people who stepped up to help when I needed it the most. I will be always be grateful, and look to your actions as an example of what we can do for one another. Many thanks to the leaders at every level who make our programs possible and the instructors who deliver them in the field. Thank you for the opportunity to be your Division Director; this has been a privilege and a great learning experience. While I don't *have* to have this job, I would be honored to continue to serve.

Thank you for your support.

Sincerely,

Grant Fullman

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Objective: Combine 40+ years of engineering leadership with 32 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. Continue to enhance the depth and sustainability of Division leadership team through succession planning and individual development.

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 – 2018 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 – 1979 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 Division Director 2024 – Present
  - National Finance Committee 2024 - Present
  - Division Director Team Chair 2025 – Present
- Eastern New York (ENY) Region Director 2019 – 2024
- 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 (IT) 2001 – Present
- Senior OET Trainer / Evaluator (T/E) and OET Instructor Trainer (IT) 1999 – Present
- OEC Instructor and OET Instructor 1996 – Present

1998 – Present Gore Mountain Ski Patrol, North Creek NY (~247,000 skier visits/year)

- Olympic Authority (ORDA) Corporate Employee Satisfaction and Retention Team 2022 – 2024
- Incident Investigator 2021 - Present
- Seasonal Full-time Pro Patroller 2018 – Present
- Volunteer patroller 1998 – 2018

1994 – 1998 Scotch Valley Ski Patrol, Stamford NY

- Team Leader / "Hill Captain" 1996 – 1998
- NSP Alpine Senior Patroller 1997 – Present

Awards:

2024	Blue Merit Star	2009	Blue Merit Star
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

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

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