



## **Q&A with Board-endorsed at-large nominees Brandon Pearce and Elizabeth Limerick**

**1) Based on what you know about our organization, what are some future opportunities for the Eastern Division of PSIA-AASI relative to increasing the value to our membership? What do you see as possible challenges to achieving an increase in perceived value or future growth of our membership?**

### **Brandon Pearce**

"Given the opportunity, I would like to share my considerable amount of insight on the experience of membership. I would like to advance ways the organization can be more responsive. I work in healthcare and there is a resurgence, in these pandemic times, of taking to heart the work of the ""front-line"" workers. I think there is a need to examine the current state of communication and marketing to get in a new posture, one that shares more common member stories, ones that shares the joy and fun of our front-line contributors. I think departing from mainly promoting our esteemed colleagues' views and distinctions, could make room for content spotlighting mentorship and individuals that are making waves within their own schools or recognized by their own team. I think blending slightly different storylines, may broaden the pool of submitters and give an avenue for us to naturally have a wide range of people visible in the pages of our print and online materials."

### **Elizabeth Limerick**

"I believe that the Eastern Division provides an exceptional value to members. As a member, I have access to some of the best educational and training opportunities available in any profession. Of the professional memberships and certifications I maintain, our organization is the best value by a ridiculously huge margin. When you have an exceptional product, as we do, opportunities for improvement lie in two areas. Those are access/affordability and faculty quality. In other words, we can provide membership benefits to a larger group by making the cost more affordable and providing more access points for it. To be in a position to accomplish this, our faculty – the members of the ed staff – need training opportunities to stay abreast of industry trends and be able to continue providing good value in on-hill and on-line education to our members."

**2) What personal skills or attributes do you possess that will help you in becoming an engaged and productive member of the Board of Directors? How and why will they be of an advantage to you in your role as a board member and ultimately a benefit to our membership?**

### **Brandon Pearce**

"I have been a devoted student of effective teaching for over 25 years. I first started to teach at Windham Mountain in the Catskills of New York. I found critical mentors at the time, but I feel the partnerships I created with other new instructors that were side-by-side in my development, made the journey fun. I was encouraged by many along the way. I would love to see our organization continue to give outstanding guidance and support to new members. I was encouraged by some, and discouraged by others. Given my rabid enthusiasm for the sport, I never was able to grasp the undertones of their

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discouragement. I am a Level 3 Alpine certified Instructor and have studied with exciting mentors that knew me as an individual and recognized my strengths and weaknesses. I have been a mentor to many who are aspiring to higher understanding of the craft. I have been a member of the PSIA-AASI Diversity Equity and Inclusion Task Force and want to see others feel there are opportunities in this organization to shine and grow in leadership. I am the Director of Academy for my school and hope to keep growing new enthusiasts. I own the task of making sure every new coach feels welcome in our small corner of the Snowsports Instruction world. As an industry, we need to take a “cottage” approach to ensuring that every individual team is strong across our Industry.

I have been mentored by Joan Heaton on connecting with students on a meaningful level to validate their motivations and their journey. My initial inspiration to become a teacher was sparked by seeing the steady hand of mentors like this. I have been the lead in developing youth focused curriculum at Winter4Kids in Vernon NJ for the last 5 years. During this time, I have found ways to bring inactive PSIA-AASI members back into the active dues paying organization. The way to do this is to have a mission.”

### **Elizabeth Limerick**

“I have several decades of cumulative board service, including two ten-year+ stints as a committee chair and board officer. I have served in many different organizations, some grassroots and some with multi-million dollar budgets, including the PSIA/AASI National Education Foundation, where I serve on a committee dedicated to enhancing revenue streams through charitable giving. My professional background is in finance and fundraising, so most often I have chaired and/or served on the development and finance committees. I also have experience with board governance and am an enthusiastic champion of the Ends concept. I believe that my experience in board service will allow me to come up to speed quickly. My personal and professional qualifications as a fundraiser will also allow me to provide advice and counsel on the growth of additional revenue streams. I have also been a member since 1992-93, currently hold a Level 3 Alpine certification and am actively teaching, which gives me a deep familiarity with the organization and the challenges and issues facing members. I can make a strong contribution to the sustainability and potential future growth of the organization, which will benefit members and staff.”

**3) Given the new governance model we are operating under, what do you as a potential board member believe are key areas that should be addressed for the health of our organization? Please pick 1 or 2 and share your reasoning.**

### **Brandon Pearce**

"I remember as a 17 year old on a high school program, I had the fortune of meeting a dedicated PSIA instructor who stimulated an interest in winter sports I never knew I had. I believe that the energy of the membership is the source that drives the priorities of the BOD. The Executive level is the engine that creatively achieves this mission. I think I would explore ways the organization can proactively show it remains relevant in a way that appeals to those no longer teaching, or who have not yet committed to teaching.

Mentorship, I believe there is a need to create alignment around mentoring and development. I think programs can be stashed within each school that assigns a mentor to every new hire. I believe this could be spearheaded in partnership with the Area Reps. This type of program would be the data collection

arm of the organization. Data could be collected as every new staff member is walked through many milestones in their first year of teaching. Youth I like to have input in training and fresh ideas in programming all the time. I am sure that is because I work at a ""Kids"" mountain. However, I think the younger generation is a spring of re-invention that PSIA-E can never get enough input from. Initiatives like the Next-Gen really are game changing, there is much feedback that can be channeled for the greater good."

**Elizabeth Limerick**

"The new policy governance model has led us to the Ends, which are the key areas of our work. Of them, the individual members' section is of most interest to me. End 1.1 "Members have access to, utilize and receive value from relevant and inspirational education" resonates strongly with me, carrying on the theme of access and affordability. We have an outstanding product, so it follows that the more people have access to it and can afford it through scholarships or dues waivers for the segments we most want to retain, the stronger the organization will become. End 1.5 "Individual members will experience and realize high perceived value through communication, collaboration and consolidation between PSIA-AASI Eastern Division and our PSIA-AASI National and divisional partners" seems key in maintaining the quality of our experience. Members and ed staff benefit from the relationship with National and our sister divisions both through educational collaborations and an expanded community, both of which are key to the richness of the member experience."

**4) What positive change you would like to see in our organization in the next five years?**

**Brandon Pearce**

"I think of PSIA-E as the home that my mentors found a tremendous resource and wanted me to see the value of being in it. In my circle, there is a disconnect with people that just have busy lives and see teaching as not sustainable, yet they are still members. I believe there are many out there that are no longer paying dues that would be glad to be dues paying again if there was messaging focused in their direction. Things like friends and family participation in events may be just one avenue that would affect members decisions to return by making it easy to build community around them as they participate in the organization. I like to bring the voices of the many instructors in my organization, I would also like to invest time and planning to promote the activities of the junior instructor programs out there and make a network within the division of the milestones achieved by young instructors. In the next 5 years we would have schools that are reinventing themselves from the core in each generation."

**Elizabeth Limerick**

"Financial experts agree that the country is in the early phase of what will be a multi-trillion dollar inter-generational transfer of wealth that's expected to unfold over the next 20 years. The Boomer generation will transfer wealth to their children. More importantly for us, they are also funding increasingly larger charitable legacies as part of their estate plans. I would like to see the organization be well-positioned as a potential recipient of this sort of largess from our membership. Significant bequest revenue expectations, disclosed in advance, can mean the difference between success and failure for organizations with relatively undiversified revenue streams.

I like to share the cautionary tale of Nasson College, which was (note the use of the past tense) a small college in Springvale, ME. Today, their former campus houses the Nasson Community Center because

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the college was forced to close due to lack of funds. A few years after they shut their doors, it came to light that they had been named the beneficiary of a 7-figure bequest. The bequest was ultimately distributed elsewhere, as Nason was gone. Nobody wants to be Nason. A robust legacy outreach program can only bring about good things for the organization – increased long-term financial stability in the form of realized bequests and short-term improvements in outright charitable giving that result from legacy engagement would make us strong and sustainable against the uncertainties that we will face as the climate changes.”