

## Help Princeton Build Tomorrow's Leaders



**We ARE the Summit!**

### What is the future of Leadership Development at Princeton?

I think a lot about leadership these days. After all, effective leaders are the bedrock upon which the entire Outdoor Action Program is built. Without the excellent skills of OA Leaders, we couldn't provide the transformative experience of Frosh Trip for so many incoming students.

We know that every student that graduates from Princeton will be in leadership roles throughout their lives. What can the University do to prepare students to take on this huge responsibility? This issue was highlighted in the Princeton University's Board of Trustees strategic planning framework issued in February 2016:

**"The University must sustain and enhance the quality of its residential life programs so that students continue to benefit from meaningful and rewarding experiences that prepare them to develop talents, assume responsibilities, and exercise leadership in their lives beyond Princeton."** (page 11)

### The Role for Outdoor Action

For over forty years, becoming an Outdoor Action Leader has been one of the ways that Princeton has prepared students to be leaders beyond Princeton. OA is the only program open to any student on campus that provides a comprehensive leadership education program. More importantly, we give people real world experiences with the challenges of leadership. There is no better place to learn to deal with challenges and develop your leadership than the outdoors. In this issue of Tiger Trails we are turning to some of our many Leader alumni to reflect on how OA has impacted their leadership throughout their careers. As you'll see from their statements, OA has had a huge impact

far beyond Princeton. For all of you who led trips for OA, **take a moment and think back to how those lessons have stayed with you throughout your life.**

We are at a time when teaching leadership has become more important than ever. What the next generation takes from their Princeton experience will impact the world for decades to come. I am constantly thinking about how to improve the leadership education we offer to Princeton students and how we can expand those learning opportunities to even more students. This is the goal that I aspire to, building the next generation of servant leaders. We absolutely need to do more to create opportunities through OA to inculcate the values of true servant leadership to as many students as possible. This means creating new avenues for leadership education within OA so that we can reach even more students, including those who do not have the time or inclination to become an OA Leader.

One example of how OA can have a broader impact on campus is a Leadership Speaker Series that we recently initiated with Majka Burhardt '98, a former Leader and Leader Trainer. In collaboration with the Keller Center, and funded by the Caroline and Helmut Weymar Fund, Majka came to campus and spoke on her experiences in leadership that led her to develop a conservation project in Mozambique (see her video on page 4). When asked for an example of how OA Leadership influenced her career, Majka put one hand over the top of her head and said, unequivocally, "leader radar. OA was vital for me in college. Going through the Leader Training Program made me slow down and understand how all the pieces came together."

### Leadership for Tomorrow

The elements we need are right in front of us. Outdoor Action has the vision and the drive to build a world-class leadership experience for the broadest set of students at Princeton. We offer the very best experiential learning laboratory for developing the grit and perseverance that this next generation of leaders needs—the outdoors and challenging adventures. We need the financial resources to implement this vision and create new opportunities for students to develop their leadership skills. Princeton needs to build strong, resilient leaders who can tackle the many challenging issues in society and your contributions to OA are critical. I hope you can help us build the next generation of great leaders.

Thanks for your support for OA!

Rick Curtis '79 h04 h13  
Director, Outdoor Action






# Alumni Leaders Reflect on OA's Impact

## Peter Bregman '89

My OA Leader Training trip should have been a disaster. I was wholly unprepared, with scant outdoor knowledge and poor personal equipment. I wore all cotton. It rained for six days straight.

But one by one the other budding leaders stepped in to help. One offered me his extra rain gear. Another offered advice when I was lost. Yet another offered simple comfort. No one shamed me. No one treated me as anything less than an essential member of the group. Together, we climbed a breathtaking peak, and returned accomplished and safe.

Now (and for the past 20 years) I run a company helping CEO's and senior leaders work more effectively together to get their most important work done. The leaders are not all prepared. Sometimes they lack direction. Their work relationships can be strained. They're often a little lost. But, step by step, with a little guidance, they become a high functioning team that leads their organization to a level of success they thought was not possible.

In other words, I'm helping the most successful, most powerful people in the corporate world act more like a group of Princeton students on an OA trip.

Peter is the CEO of Bregman Partners, Inc., a company that strengthens leadership in people and in organizations. Peter has advised CEOs and senior leaders in many of the world's premier organizations.

## Lisa Newman-Wise '05

In my adult life, I've defined myself in a variety of professional and personal ways, sometimes multiple at once: an Air Force Officer, a nonprofit board member, a strategy consultant, a mom. In each of these roles, I've prioritized and relied upon coaching and problem solving skills to advance towards a goal. It was during my time participating in OA that I began to hone these skills, and, more importantly, learned that I could always get better at them. I've drawn from my training, which started with OA, to address challenges as complex as a multi-stakeholder, never-been-done-before chemical hazard assessment and cleanup and as "simple" as modeling behavior that I want my toddler to emulate. OA's ability to develop empathetic, engaged leaders, and its teaching that these soft skills matter just as much as hard skills, makes it a program that I wish all young adults had the opportunity to engage in. I think we'd all be better leaders, friends, and citizens as a result.

Lisa is a strategy consultant with Monitor Institute (a part of Deloitte) and is focused on social change, partnering with nonprofit, foundation, and corporate clients to address pressing community, education, and environmental issues.

## Glenn "Merc" Morris '72

For nearly ten years, I would join a Frosh Trip Outdoor Adventure group for a day hike in the Delaware Water Gap National Recreation Area with classmate Daryl English. We



Exploring the Delaware River



Base camp in Harriman State Park

## Leadership When it Matters: Majka Burhardt '98



# Leadership When It Matters

Former OA Leader and Leader Trainer Majka Burhardt '98 came to campus to help inspire the next generation of leaders on how to impact the world through social entrepreneurship.

What happens when a team of rock climbers, biologists, and conservationists sets off on an unconventional expedition into one of the world's least explored and most threatened habitats—Mount Namuli, Mozambique? Majka—author, professional climber and social entrepreneur—shared her story of unlikely collaborators and unconventional leadership in a multimedia presentation about her life and work as a full-time climber and the head of an international organization creating thriving futures for mountain communities.

Watch Majka chronicle her leadership journey to develop this global conservation initiative in one of the most remote parts of Africa online at Vimeo.

Watch Majka's talk at <https://vimeo.com/240039558>

introduced ourselves as “walk-along, talk-along” alums, there to answer any questions matriculating students might have about Princeton then and now.

From the first trip it was apparent how well prepared the leaders were for the mental and physical rigors of helping young people grow in a place far from the comfort zone they had left behind. All of the trips finished well; there were occasional literal bumps and bruises easily and effectively handled by leaders who drew quickly on their first aid training. Less overt, but more important was the evident exchange of trust between leaders and their charges, an interaction built on respect given and granted. Each of these day trips followed a characteristic pathway beginning as a disconnected aggregation of individuals that coalesced into a group uniformly eager about the launch of their four-year Princeton experience. It is impressive to see leaders only a year removed from being followers accomplishing this task. What I have witnessed is that OA Leaders are top notch individuals capably trained for the task to which they are entrusted: take someone's child to a place they have never been and return them safely with a firm foundation for striding into their Princeton Experience. Nobody does it better.

Merc is a freelance writer and the Reunions Campus Tree Tour Guide!

## Ryan Miller '17

When I went on my Outdoor Action leader training trip at the end of my freshman year, I remember feeling frustrated at my Leader Trainers' (LTs) style of delivering feedback. I wanted them to lay it out for me plainly. What did I do well? What did I need to work on? How could I become a better OA leader? They, on the other hand, seemed more interested in having me answer those questions myself. At first, I didn't get it: Weren't they the more experienced leaders? Shouldn't they be telling me?

As I spent more time with OA, however, the lesson became increasingly clear. More important than learning to lead university students through the woods was learning to reflect on my own behavior and identify growth areas myself. On my training trip, the LTs could have simply told me how to improve. But in the real world, there isn't someone waiting to give me honest, quality feedback at the end of every day. They were asking me to do that myself by building a habit of reflection. Any feedback they could have given me as a freshman would likely be long forgotten, but that habit of reflection is something I'll carry with me for the rest of my life.

Ryan graduated from the Operations Research & Finance Engineering Department in May, and is now serving as a Princeton-in-Asia Fellow in Chang Mai, Thailand.

## OA Reunions Panel 2017



# Exploring Foundations of Effective Leadership

As part of OA's mission to foster leadership development across the campus, at Reunions 2017 we hosted our annual panel on **Exploring Foundations of Effective Leadership** that brought together a distinguished group of alumni from academics, business, government, and the non-profit sector, as well as current student leaders, to talk about leadership. This year's panel included: **Wendy Patten '87**, senior policy analyst at the Open Society Foundations; **Peter Bregman '89**, founder Bregman Partners LLC; **Kristen Rainey '97** Global Procurement & Resource Utilization Manager for Google; **Sarah Apgar '02** Director of Expansion at Groups, a venture-backed company developing a national network of clinics to treat opiate addiction; **Alex Peerman '12** a second-year law student at Columbia; **Ryan Miller '17** a graduating senior in the Operations Research & Finance Engineering Department and an OA Leader Trainer. It was a great event and we've posted it for you online.

Watch the video at <https://vimeo.com/220978919>

Help us build a year-round Program! Contribute to Outdoor Action.

# OA Alumni Trip: The Mont Blanc Circuit



## Join Us July 23 - August 2, 2018

Princeton Journeys and the Outdoor Action Program are pleased to offer active travelers the chance to explore the majesty of the Alps during the brilliant European summer. Join your fellow Princetonians and experience one of the world's classic treks, the Mont Blanc Circuit. Alongside Outdoor Action Director Rick Curtis '79, sample the flavors and cultures of the three different countries that share the massif: France, Italy and Switzerland. The trek is dominated by spectacular views of the premier peaks in the Alps and remarkable Mont Blanc, the highest mountain in Western Europe reaching 15,781 feet. You'll be trekking on ancient pack animal routes, over high passes and through small villages and alpine pastures with experienced mountain guides who bring the wonderful added history, geology and local color to every aspect of the trip. After vigorous days of hiking, you'll welcome the creature comforts of quaint European mountain inns and comfortable hotels—all featuring excellent mountain cuisine and local wines.

The Tour du Mont Blanc is an 11-day trip with nine vigorous days of hiking covering a 110-mile circumnavigation of the Mont Blanc massif. The trip is fit for active people who are prepared to hike five to seven hours per day with an elevation gain of between 2,000–3,000 feet per day. You will be joined by expert trip guides who are all members of the Compagnie des Guides de Chamonix—the oldest and biggest guide company in the world. The Mont Blanc trek is “must do” for every mountain hiker, and we hope you can join this beautiful walk with its clear, clean air, dark pine forests, gleaming glaciers, soaring rocky peaks and of course, your fellow tigers!

Register at: <http://alumni.princeton.edu/learntravel/journeys/roster/montblanc18/>

**Day 1:** Arrival Geneva, Switzerland transit to Chamonix-Mont-Blanc, France

- **Day 2:** Mer de Glace [France] - *Hiking time:* 5hrs. *Ascent:* 2,400ft.
- **Day 3:** Col de Voza to Les Contamines-Montjoie [France] - *Hiking time:* 6 hrs. *Ascent:* 1,850ft. *Descent:* 2,900ft.
- **Day 4:** Trekking the Savoie Region [France] - *Hiking time:* 7 hrs. *Ascent:* 4,000ft. *Descent:* 2,500ft.
- **Day 5:** Into Italy - *Hiking time:* 6hrs. *Ascent:* 2,000ft. *Descent:* 2,000ft.

- **Day 6:** Mont Saxe [Italy] - *Hiking time:* 7 hrs. *Ascent:* 3,000ft. *Descent:* 2,450ft.
- **Day 7:** Into Switzerland - *Hiking time:* 6 hrs. *Ascent:* 2,200ft. *Descent:* 2,400ft.
- **Day 8:** Trekking the Alpine Pastures [Switzerland] - *Hiking time:* 6 hrs. *Ascent:* 2,000ft. *Descent:* 1,800ft.
- **Day 9:** Over the Smuggler's Route [Switzerland-France] - *Hiking time:* 6 hrs. *Ascent:* 2,800ft. *Descent:* 2,100ft.
- **Day 10:** The Chamonix Valley [France] - *Hiking time:* 6hrs. *Ascent:* 2,800ft. *Descent:* 1,000ft.
- **Day 11:** Depart Chamonix, France transit to Geneva, Switzerland



## Help us Expand Outdoor Action into a Year-round Program

These are some of the goals for OA and the funding we will need to secure OA for the future:

- **Build an Outdoor Leadership Alternative Break Program for students.** (\$100,000 needed annually)
- **Create permanent funding to support the OA Climbing Program and Climbing Wall.** (\$35,000 needed annually)

You can help us reach these goals by giving to Outdoor Action. Just like the impact of OA, your gift will ripple out across the campus and beyond.