



Safety Educations & Instruction Council (SEIC) Meeting

Date: Saturday, 27 February 2021

Location: Virtual

In attendance:

Voting Members

John Traendly
John Browning
Lydia Cardinal (*Wing*)
Beth Wiegandt
Crystal Skahan
Lynn Dominguez

Ashley Brown
Robin Pope*
Elisha Lynn McArthur
Mike Aronoff
Trey Rouss
Sam Fowlkes***

Anna Levesque
Matthew Murphy
Ge Wu**
Sandra De Ugarte
Jeff Atkins
Dale Williams

Non-voting Members: ACA Staff

Beth Spilman Kelsey Bracewell

Non-voting Members: Guests

Mary Pedrick Kyle Thomas Andrea White

* Robin was standing in for Prone Paddling.

** Ge Wu was not present for voting.

*** Sam Fowlkes left the meeting for Motions H&I.

Call to Order:

- The meeting was called to order at 9:02 am EDT by Chair John Traendly, followed by a welcome, introductions, explanation of conflicts of interest and declarations of conflicts of interest.
- A quorum was confirmed with 18 of 19 filled voting positions. See Appendix A for details.
- John Traendly provided tips on how best to participate in a virtual meeting.
- Each participant in the meeting introduced themselves.
- Meeting minutes from SEIC Meeting on October 16, 2020 were motioned for approval (*John Traendly*), seconded (*Sam Fowlkes*), and unanimously approved.

Board Committee Reports***Executive Director*** – Beth Spilman

Beth's report was accompanied by a PDF presentation. See Appendix B.

- Thank you to all of the SEIC members who have devoted time and energy to supporting the ACA.
- *Staffing Update*: some staff turnover as the ACA Office said farewell to LeighAnn Moore (Insurance Coordinator), Carrie Schlemmer (Grant and Education Coordinator), and Amy Ellis (Membership Coordinator) after many years of service to the organization.
 - Insurance Coordinator - Kristal Pastell
 - Assistant Membership Coordinator - Candy Patten (*former Insurance Coordinator with the ACA*)
 - Part of Amy's position (membership database and website support) will likely be broken into a separate part-time position (*vacancy*).
 - Grant and Education Coordinator position (*vacancy*).
- *Financial Highlights*: 2020 was a challenging year for everyone, prompting ACA to evaluate spending. Despite reduction of activity in 2020, the ACA was still slightly profitable for the year (no loss of money).
 - 2021 - dues increase. Belief that investment in new activity and people will lead to a surplus this year, which will allow for operating reserves / savings / "rainy day fund."
 - Increased funding from USOPC will enable ACA to support competition effort and additional COVID-19 expenses during an Olympic year.
 - Submitted request and was approved for a "second draw" of PPP loan.
 - Evaluation of projected revenue v expenses for 2021 is promising.
 - Nearly complete with a 3-year audit.
 - Membership Trends - unsurprisingly, 2020 did see a membership drop off of about 15-16%, especially in the instructor membership.
- *Properties Update*
 - Fredricksburg, VA: ACA owns 4-4.5 acres, donated several years ago with intent for ACA to build "world headquarters." Still have land, and there is intent to sell (membership agreed to sell back in 2019), but current proximal development is causing ACA to wait. Money will likely go to an endowment. Land is on balance sheet for about \$300,000, as of now.
 - Sugar Island: on Saint Lawrence River, bought in 1901. Tends to break even with very low expenses (maintenance, property taxes, insurance); fees are collected from users.
 - Lake Sebago: land is leased from Harriman State Park, NY and makes a bit of money each year. "Pretty well capitalized," and Lake Sebago operates fairly independently from the national office. Will require further evaluation as auditors brought this property up as a concern.
- *Technology Update*
 - John Traendly and team continuing to make updates and enhance the CMS.

- o There is also work being done on a new website utilizing WordPress. An outside firm is working on this, and nearly all pages have been built. Content will need to be transitioned from current site to new site, which will take a few weeks, but is well underway.
- o Currently using Your Membership for membership database with no intent to change.
- *Program and Services Update*
 - o Competition crowd is very busy. Team trials are occurring despite challenges of organization during COVID-19. Sprint trials will take place in Sarasota, Florida (19-21 March) and Slalom trials will take place in Charlotte (12-14 Apr) at the USNWC. Continental Qualifications in Brazil are a go despite Brazil being a COVID-19 hotspot, and more competition will take place in Europe late Spring ahead of Tokyo 2021 Olympic Games.
 - o State Directors Program: ACA staff has not done the best job in the last few years because of a lack of resources. Renewed interest and commitment to supporting this program moving forward. Brett Mayer, Public Policy Chief (staff) has offered to serve as a staff liaison to the State Directors in hopes of better supporting these volunteer leaders and their efforts.
 - Special thanks to Andrea White (TN) and all State Directors for their continued hard work to keep this program going.
 - o Insurance is under heavy review. This is a tricky program that the ACA needs to get more streamlined and better educate members on what they're purchasing when they invest in the ACA's insurance.
 - o Diversity, Equity, and Inclusion working group has been very active. Board recently voted to create a Board committee focused on DEI, and some funds were obtained by LL Bean to help support this program / initiative. Additional funds were also raised to support these efforts (December/January).
 - o Stewardship & Public Policy continues to be as active as possible given limited resources; big play is partnership with Outdoor Alliance.
 - o Board Focus during upcoming meeting, especially financial support for DEI initiative. High Performance Director is investigating the initiation of paddling leagues to help garner interest and growth of youth paddlers (modeled after NICA). How can we get more kids interested in paddling, for fun and for competition?
 - Also exploring potential for a paid Community Engagement staff position to help support clubs, instructors, State Directors, regional grassroots events/efforts, etc.
 - Should we invest in social media marketing to drive interest in membership?
 - Reevaluating Paddlesport Safety Facilitator course and its relevance to general public. Can this be "repackaged" or marketed differently to appeal to the many people who became interested in paddling in 2020 but may not have taken classes?
- *Shares mockup of new website. "Much more modern, user friendly."*
 - o **Trey Rouss** (via chat): Will the new website be more intuitive, flowing, guided?
 - o **Beth Spilman**: That is our goal - 100%. If you have any specific suggestions, I would love your input. I am actively working on the site map now.
- **Andrea White**- Will you advertise the Community Engagement position to the general public?

- **Beth Spilman**- Yes.

SEI Department Report – SEI Department Manager, Kelsey Bracewell

Kelsey's report was accompanied by a PDF presentation. See Appendix C.

- Thank you to all ACA Office Staff for support during COVID-19, and staff that has departed (LeighAnn, Carrie, Amy).
- *Office Update* - ACA Office has moved! Please do not send anything via USPS if you don't have to.
 - 2010 College Ave, Fredericksburg, VA 22401
 - New Staff: Kristal Pastell (*Insurance Coordinator*), Candy Patten (*Membership Support*), Stanton Collins (*Compliance/Competition*), (*Grand & Education Coordinator vacancy*)
 - Website update is in progress!
- *Grants - 2021* one active USCG grant that is in progress ("Education through Geofencing, Phase 2"); this project was approved May 2020 and concludes September 2021.
 - Partnered with JSI Research, the organization responsible for the national lifejacket wear rate study. Enabling geofences (targeted ads based on a user's physical location) in areas where JSI is conducting observational studies; users will see ads and messages regarding safe lifejacket usage as well as engage with created messaging, and end goal is to observe change in user behavior regarding lifejackets. Fencing is 15% of JSI's observational areas (other sites to be used as control).
 - End of January 2021, four USCG grants were submitted for the coming fiscal year and will be determined end of April / beginning of May.
 - Online course development centered around PSF concepts (built into CMS).
 - Refinement of kayak fishing curriculum with execution of pilot courses.
 - Conducting certification workshops in underserved communities (both populations and areas). Opportunity for instructor candidates and instructor trainer candidates to become mentored and certified throughout this process with the intent of leaving those instructor resources in those areas after the grant concludes.
 - Extension of Geofencing, Phase 3: inviting users to complete free, educational online coursework.
 - Proud recipient of LL Bean Charitable Giving Grant. LL Bean shifted focus from stewardship to community building. Grant title, "Club Fostered Community Grant."
 - Stewardship events are still accepted, but now community / competition are accepted as well.
 - Andrea White: Kelsey, in a typical year how many grant applications do we approve under the LL Bean program?
 - Beth Spilman: I can answer that for Kelsey... generally between 10 and 15.
- *Member Communications* author monthly / quarterly newsletter and manage social media channels; ongoing.
- *Education / Instructional Programs* recent tasks include IT/ITE applications, waiver requests, curriculum document updates, grievances, and IT/ITE candidate support, providing extensions, etc.
- *CMS Update* teaching records from 2017 - CMS birth (January 2020) were imported to CMS (both taught and participated in). CMS is allowing ACA to better enforce policy (ie: not accepting course reports for members who have not paid dues, etc).
 - Review of CMS and membership statistics.
 - International members do a significant amount of skills assessments.

- Instructors automatically extended as a result of COVID-19 even if they did not request it.
- **Sam Fowlkes** - Thank you, Kelsey. Guessing ACA Office (Kelsey, Beth) is aware that the insurance event membership fee increase (double) is causing a lot of angst amongst PACs. Hopefully this will be addressed because people are bailing on the ACA as a result.
- **Beth Spilman** - This decision was not was not made lightly. The ACA has experienced an increase in underlying insurance cost, which is part of this increase; the other part of the increase is the administrative cost of handling the insurance paperwork and waivers, which is not insignificant. There may be a lot of misunderstanding regarding the ACA's insurance v another provider, and the ACA needs to do a better job of educating its membership, especially larger clubs, on coverage. The ACA's coverage is better, more comprehensive than other providers. After talking to some club leaders, it appears that the complexity of waivers is also playing a role in disinterest in ACA insurance (multiple waivers, cumbersome process). We are looking at this intently to improve user-friendly quality of this process for everyone. (**Action Item**)
- **Sam Fowlkes** - Clubs are looking at the bottom line, not what all is included in the actual coverage, so people do need to be communicated with and educated on what is offered.
- **Beth Spilman** - Been talking with Mike Schillinger, who is trying to reinvigorate talkings to create a network of PAC leadership. For the next meeting, there is discussion of having the ACA's insurance broker or even me (Beth) to give an in-depth, educational presentation on what PACs get through the ACA's insurance program.
- **Andrea White** - Opportunity for solution lies in the difficulty that the ACA is having communicating with and educating clubs, which goes beyond insurance. It would be great to repurpose the intent of the aforementioned insurance clinic for clubs and include a "help for clubs" blurb in the monthly newsletter that is themed toward issues that clubs are currently facing. The information being gathered re: insurance can be repurposed to inform a larger audience.
- **Beth Spilman** - This is a great idea. There is a huge gap of information between perception and reality re: insurance.
- **Mike Aronoff** - Clarify event increase... does this mean this fee goes from \$5 to \$10 a head?
 - **Beth Spilman** - Yes. We did evaluate our competitors and this was still a competitive fee by comparison.
 - **Mike Aronoff** - Exploration into other coverage shows that the ACA's coverage is still a great deal compared to paying out of pocket.
- **Beth Spilman** - There is an active claim out west where the ACA's insurance is actually protecting a PAC and the instructor. Liability claims do happen.
- **Lydia Cardinal** - Thank you for your attention to this. Club instructors are critical to the health of the ACA and PACs are a feeder program for our membership. Losing the value of insurance to this pool is a huge hit to our potential membership and needs to be addressed through better communication of how the coverage actually works
- **John Traendly** - A long conversation at the Board meeting reflects the issues and concerns expressed here. When looking at insurance rates being charged by other clubs, the ACA is at the very low end of that range, even with the increase in event membership fee. Even with the increase, the insurance is still forecasted to be a break even service from the ACA, not highly profitable.

Chat Discussion

- **Anna Levesque:** Kelsey, could we reach out to the folks who haven't submitted their courses in CMS to find out why? I think it would be really good information for the ACA. Also, to ask why folks aren't completing the process for certification etc.
- **Kelsey Bracewell:** Anna, we do send out periodic reminders and instructions for how to submit course reports, upload waivers, where to find course evals, etc. We respond to everyone who needs assistance, but there is a very large 'no response' rate, which is a large issue that we haven't been able to resolve yet.
- **Anna Levesque:** Yeah, perhaps reaching out to those folks to have a quick conversation with them to find out why could be really helpful for the ACA in terms of engaging folks long term and also optimizing the completion numbers - which is good for paddling and good for the ACA.
- **Ashley Brown:** Anna/Kelsey - I wonder if the incomplete info was shared to discipline committees there would be a more natural progression.

Liaison Reports***U.S. Coast Guard*** – Tom Dardis

Tom was not on the SEIC call.

Boy Scouts of America - Andrea Watson

Andrea was not on the SEIC call.

USCG Auxiliary, Boy Scouts of America – Robin Pope

Robin's report was accompanied by a PDF presentation. See Appendix D.

- As Chair of Board of Directors, thank you to everyone for being at this meeting, training instructors, educating students; this is the heart of the ACA
- *US Coast Guard Auxiliary*, focused on boater safety (especially power boating).
 - AuxPad is the Auxiliary's Paddling component that focuses on basic safety messages, including dry-land safety instruction and a small on-water safety instruction program. Goal is "no more preventable deaths."
 - How does the Auxiliary interact with the ACA? Paddling participation is increasing (recreational kayaking) but so are incidents. Paddling accidents are not like boating accidents, and a lot of education is written around powerboats.
 - Regulators are noticing that small paddle craft do not pay into the same taxes as motorboat fuel taxes that support access, waterways, stewardship, etc. which has people's attention.
 - Dichotomy: generally uninterested in ACA members / instructors, etc. because this population is already getting instruction; however, most boating fatalities involve inexperienced boaters, and the ACA is the group that can educate users to prevent accidents.
 - Auxiliary's Paddlecraft Safety Division is not planning on reaching out to ACA Clubs, etc. because these are not the people that need education, support.
 - Current work is focused on a risk-based curriculum for paddlers
- *Boy Scouts of America*, ACA has significant contributions having written merit badge pamphlets for canoeing, kayaking, whitewater, and SUP as well as all content for the Sea Scout manual and Sea Scout program.

- o Data shows that paddling related merit badges are incredibly popular.
- **Elisha McArthur:** I work with a number of troop leaders for raft instructor certifications, though new requests have centered around becoming a guide to facilitate BSA award programs.
- **Robin Pope:** Scouting has strict venue guidelines regarding certification requirements v commercial facilitation depending on venue.
- **Mike Aronoff:** We work primarily with Girl Scouts. It seems we should have a greater priority with the Girl Scouts given the opportunity there.
- **Robin Pope:** One of the challenges in working with Girl Scouts is that they do not have a national structure the way BSA does; requires liaising with individual chapters.
- **John Traendly:** Thank you to Robin for many years of service and support.

SEIC Chair Report / Update from Board of Directors

Standards Committee Report / Chair Report – SEIC Chair, John Traendly

See report in pre-meeting packet, [link here](#).

- Standards Committee is the Executive Committee with occasional support from relevant discipline committee chairs; a recent meeting included Ashley Brown (CKC Chair) because there were a number of issues pertinent to CKC.
- Instituted regular monthly meeting to continue work on projects / tasks identified during semi-annual SEIC meetings.
- Expedited IT / ITE application review process with new goal for resolution within 30 days of receipt or 60 days should there be complexities / issues.
- Two motions on the table for SEIC's consideration.
- CMS is providing more visibility on courses and instructors/trainers/educators adherence (or lack thereof) to policy and procedure. Standards Committee is now more aware of these issues than before, but does not necessarily have an expressed mechanism to address these issues.
 - o Certifications when venue requirements have not been met.
 - o Certifications when course requirements (ie: no IDW) have not been met.
 - o Courses open to L1-4 candidates, promotion questions of quality and effectiveness.
 - o ITs running 3 concurrent courses: IDW, ICW, & Update, and assistant is receiving 3 separate teaching credits, all in 3 day period. Not technically against policy.
 - o Courses with more teaching assistants than students; 2 candidate minimum exception being used extensively.
 - o IT / ITE applications that are significantly deficient of required documentation; Standards Committee does not have enough information to approve.
- Existing policy / procedure is not designed to allow for follow up action for IT / ITEs with repeated policy infractions. Current measures are more punitive ie: addressing grave missteps that threaten life / limb of participants. New disciplinary policy and procedures are being developed by the Executive Committee, led by Lydia.
 - o **Lydia Cardinal:** Issues on Standards are less about egregious errors on the part of the IT / ITE and more often dealing with policy / procedure infractions that raise questions about the quality of experience.
 - o New approach will be progressive in nature, focusing on education / rehabilitation of bad habits / behavior first, then working through more punitive measures.

- Call for resources from other organizations that have disciplinary procedures for membership. Code of Conduct is a common component in other organizations and will likely be an important part of new policy / procedure to give leverage over member behavior.
- Executive Committee will be evaluating areas of policy where policy is (a) unclear or (b) omitted; will return SEIC with recommendations for changes / adjustments during Fall meeting. Goal is to clarify best practice and also give SEIC additional scope to hold IT / ITEs to ACA standard. Nothing will happen without SEIC approval. (**Action Item**)
 - **Lydia Cardinal:** Messaging to membership will be important so that these changes do not come across as punitive but empowering and positive.
- **Dale Williams:** Glad this is being addressed. Punitive measures may be less necessary if policy is clear and well advertised across many channels and membership has a clear opportunity to be educated about what is acceptable and what is not.
- **Crystal Skahan:** If a Code of Conduct is created, perhaps this could be paired with membership renewal so that this is revisited by members annually.
- **John Traendly:** This is a great idea; noted.
- **Dale Williams:** Federal employment law probably gives pretty good guidelines for how to communicate misbehavior and in what sequence.
- **Mike Aronoff:** Could draft messaging that goes out to instructor candidates detailing what they should experience in an ICW in way of venue, assessment, etc. Candidates would be put in a better position to be critical of ITs during evaluations. Would need bail out clause to address discretion of ITs.
- **John Browning:** Prerequisites simply need to be followed. It is unconscionable for an IT to conduct a class without assuring the prerequisites of instructor candidates (*example of an instructor candidate not having completed a required IDW*). Some of this can be addressed in the instructor resources that are being developed, but SEIC Policy Manual may need to be changed as well.
- **Elisha McArthur:** Have recent experience with several instructor candidates asking to omit IDW component. Emphasis on educating instructor candidates on process and requirements... but how?
- **Trey Rouss:** Feeling conflicted; if an instructor candidate shows up to an ICE and performs, meets standards, why does it matter if they haven't taken an IDW?
- **Elisha McArthur:** Misses emphasis on instructor development / teaching side of things.
- **Trey Rouss:** Agree that IDWs are important, but if the instructor candidate passes the ICE, including teaching / instructor, and is certified by the IT that they've met the requirements, what is the problem? Why does the instruction development side have to come from the ACA?
- **Lydia Cardinal:** Circumvention of IDW speaks to larger issues being seen by Standards Committee regarding policy / procedure infractions. The IDW is the papertrail for IT / ITEs that policy, procedure, and best practice has been appropriately imparted to the instructor candidate.
- **Mike Aronoff:** There is more time for review, assessment of all skills when IDW and ICE are combined, and the IDW is not omitted.
- **Ashley Brown:** Policy works for most everyone; we have mentorship process and waivers for the people that policy does not work for. CMS and policy is new and needs time to review whether or not it's actually working.
 - Question for John Traendly: If something is against the spirit of policy (ie: getting multiple teaching credits for one class) but not expressly prohibited in policy, is there some way that those behaviors can be discouraged until policy is adjusted?

- **John Traendly:** Individuals have been provided with feedback regarding appropriateness and clarification of policy. Unfortunately, lack of clarity in policy means it is difficult for Executive Committee to make definitive calls to IT / ITEs if it is not explicitly stated in policy.
- **Dale Williams:** Two issues are (1) some policies need shoring up for clarity. Separate issue (2) is how to discipline people who do not abide by policy / procedure. Program needs to be predictable so that individuals can expect consequences.
- **John Traendly:** That's what Lydia is working on; we need more granularity. We cannot suspend someone's certification because someone has a minor policy infraction, but we need more tools to address those issues.
- **Kelsey Bracewell:** Staff perspective sees a lot of confusion from membership about which parts of policy is required of them, specifically, and which isn't. Only 4 of hundreds of IT candidates have answered all policy / procedure questions on IT candidate quiz correctly. Critical for IT / ITEs to educate candidates about policy, what it is, who it pertains to, and why it exists. Message should be value over policing.
- **Dale Williams:** Education will be the way to go if we want to change behavior; punishment should be the last resort. How do we define what we want them to do? Separation of creative problem solving and cutting corners... sometimes creative problem solving allows for courses to be offered (ie: an update within an ICW) that may otherwise not be available.
- **John Traendly:** Summary of this discussion is that policy education is critical and communication will be very important if policy changes do occur. Close perception gap that certain policies are suggestions rather than requirements. Further, suggested changes need to come out to SEIC for review and discussion much more in advance of Fall meeting to allow for more discussion.
- **Lydia Cardinal:** Closing comment... disciplinary procedures will be tiered, like a flow chart, allowing for educational opportunities first before moving into more stringent responses. May address minor to severe infractions, repeat offenses, or behavior that escalates in severity. Education happens first, then individuals are worked through a progression.
- **John Traendly:** Required documentation for IT / ITE candidates are now in CMS. This process can (and should) be reviewed to reduce paper / documents when information exists in CMS. Need to setup a workgroup of IT / ITEs to review existing policy to become an IT / ITE and potentially simplify the process. Please contact me if you'd like to be a part of this workgroup. (Action Item)

CMS Update – SEIC Chair, John Traendly

- Most recent update allows for automating and uploading of liability waivers. Now offering annual liability waivers to be signed online via CMS dashboard, which can be checked before participants arrive at course. Also available to non-members.
 - Current waiver compliance rate is not high.
 - **Andrew White:** Is a COVID-19 liability waiver required for ACA insured courses?
 - **John Traendly:** No; only ACA waivers are required.
- Capability coming to author online courses (authoring tool) to be offered virtually (ie: PowerPoint slides, quizzes, etc). Authoring tool will allow online modules to be hosted through the CMS to supplant traditional classroom material, allowing for more on-water time, teaching, and assessing.
 - Hopefully ready early-mid summer.
 - After the building of the authoring tool, content will need to be developed for those online courses.

- Analytical capabilities now that there is more course history: marketing analytics (SEIC members) to show gaps in course types, levels, and area offerings; instructor analytics to show trends and geographic penetration; candidate and course evaluation analytics.
- Working toward “support mode” where new additions to the CMS stop happening so frequently. This will require update of user guide with release bulletins.
 - Request for “starter guide” for a quick start of using basic functions of the CMS. Will include short videos.

USOPC & Board Update – Board of Directors Chair, Robin Pope

- Ted Stevens Act is the congressional act that governs Olympic national governing bodies, including the ACA.
- In response to issues with USA Gymnastics, etc., there has been a push to change the way that NGBs are structured.
- What this means for the ACA is that the bylaws will need to be changed if we would like to stay the NGB for performance paddlesport. Big changes center around increasing athlete representation on the board from 20% to 33 ⅓ %, mandating some of the people who have to sit on the board ie: Athletic Advisory Council member.
- Board discussion will focus on if the ACA wants to do this, and if so, how this will impact the ACA as an organization.
 - This will also affect athletic representation on committees, but understanding is that this is only for committees that are governing (finance, audit, etc); informed that under current model, athlete representation per requirements should occur on all committees, including SEIC. Will not have to do this moving forward as there are only about 50 ACA members that meet qualifications to serve as athlete representatives.
 - Board will also be discussing how best to support DEI initiatives, including Heather Davis Miller. Special thanks to her and the work that has been done by her team.
- **John Traendly:** SEIC has 215 available positions; only 135 are filled, and only 2 are engaged athletes.
- **Beth Spilman:** USOPC did recognize that not all NGBs are the same. ACA for example, has been around for a long time prior to becoming NGB as opposed to other NGBs which exist specifically to serve the sport. As a result, a process has been developed and is available to request exceptions. (ie: athlete representation on SEIC)
- **John Traendly:** Changes must be implemented by 31 December 2021 (restructuring of board or any other part of organization). Athlete representatives that are currently serving should be able to finish out terms (end of calendar year).

Standards Committee Report / Chair Report (continued) – SEIC Chair, John Traendly

- DEI Proposal has been presented to the board by Heather Davis Miller and her team. Anna Levesque is one of the representatives from the SEIC on the DEI Board Committee; John Traendly is the other SEIC representative. Objective is to make DEI initiatives part of the ACA's ongoing process and culture.
- New website on the way (see ED report).

- Cash balances look good, still closely monitoring expenses. Do have some limited but available funding; board to help determine how best to deploy those funds (*see ED report*).

Nominations Committee Report – SEIC Past Chair, Trey Knight

- Trey was not present for this call, and there is nothing to report re: nominations.

Instructional Committee Report – SEIC Vice Chair & Instructional Committee Chair, John Browning
John's report was accompanied by a Powerpoint presentation. See Appendix E.

- At the last meeting, big talking point was revisions to the existing Instructor Manual. Rather than have a large committee to review the manual, a smaller workgroup (5) of willing individuals was formed; this will likely be how relevant issues are tackled in the future as opposed to tasking Discipline Committee representatives with the responsibility.
 - Workgroup includes John Browning, Wiegandt, Mike Aronoff, Lynn Dominguez, Greg Wolfe
- First task involved revisions to manual, but “manual” became contentious. Reworded to be called “Instructor Resource.”
- ACA Mission includes aim to provide instructional resources. Question remains: what should be included as instructional resources?
 - Sent out survey to SEIC members → retain existing units from current manual + potentially new material.
- Develop a long term and short term vision for instructional resources. Must be interactive.
 - Long Term: all materials will be available for completion virtually.
 - Estimate of 4-6 hours of time recouped by hosting resources virtually.
 - Short Term: create ‘common’ material ASAP for hosting on ACA website.
- What material do we need to develop, and what are the prerequisites? General material required for all candidates v material that is discipline / level specific.
- Many IT / ITEs already have handouts / resources they supply to instructor candidates. Such resources may potentially be collected and hosted as resources fairly quickly.
- Phase 1 - Development of Virtual Classroom
 - Can be scored, tracked on CMS. Affirmation of knowledge for each topic.
- Key is that all material will be accessible on ACA's website. Challenges include barriers to web access and non-English speaking or visually impaired members (DEI initiative).
- Survey: a few questions need to be tweaked to finalize survey, and then will be sent out to all ACA instructors in the next 10 days. Plan is to have responses back no later than 20 March to begin getting an idea of what content needs to be included and how to move forward.
- **Kelsey Bracewell:** No preference on which topics are covered first, but would be wise to reach out to professional educators / online learning experts. Fear is that online resources will become the next iteration of an outdated instructor manual.
- **John Browning:** Agreed. First priority is developing content, but will need professional help. How much money will this cost us?
- **Andrea White:** Suggests connecting with Brent Roth, who is on the Rafting Committee / WA State Director. Has a passion for online pedagogy and has done a lot of relevant study in this arena.
- **Matt Murphy:** When it comes to discipline specific material that gets shared with the ACA as a resource, does it become property of the ACA? How do you see the copyright issue being handled?
- **John Browning:** This bridge has not been crossed yet. Will certainly need to consider this moving forward.

- **Elisha McArthur:** Work closely with Brent Roth; his background is in curriculum / education in the US Navy. Great resource!
- **John Traendly:** World is moving virtual, and ACA needs to adapt and change, not optional. Part of this project will include developing a style guide to ensure cohesive standard when presenting information. Outside resources will be very helpful here.
 - Some board discussions have been had around putting some instructional resources behind a paywall; many other organizations do this. This element may appear down the road as online resources are further developed.

Curriculum Committee Report – SEIC Secretary, Lydia Cardinal

- Nothing to report. Historically, Instructional Committee and Curriculum Committee has been made up of Discipline Committee Chairs or representatives. Executive Committee has discussed the power of forming specific workgroups with willing members as opposed to inherent participation.
- Lots of interest in smoothing out language inconsistencies across criteria; a huge undertaking. Sandra de Ugarte has pointed out these kinds of inconsistencies make translation out of English very difficult.

Discipline Committee Reports

Introduction to Paddling Committee – Beth Wiegandt

- See report in pre-meeting packet, [link here](#).
- *Motion on the table for review.*
- Individuals interested in supporting development of content have been identified and assigned tasks; workgroups are being formed.
- **Dale Williams:** Is there a descriptor that could define the difference between the IPC levels and the discipline-specific levels?
- **Beth Wiegandt:** There isn't one now; until the CMS made IPC a category that is not attached to particular disciplines, this wasn't an issue. It may be an issue now because of this categorization, and should have a fairly simple course to rectify.
- **Dale Williams:** Coastal is looking at using descriptors internally to show the differences between levels. This work will need to segue in with whatever descriptors IPC may use to differentiate between levels.

Universal Paddling Committee – Crystal Skahan

- See report in pre-meeting packet, [link here](#).
- UPC meeting regularly, working to put rescheduled events from 2020 on the 2021 calendar.
- Working with a number of nonprofit, grant-funded partnerships; hoping for more opportunities in this arena in the coming year.
- Foam kits are being re-evaluated; folks that have been managing supplies are hoping to move on, and reached out to UPC about what such a program might look like in the future. Storage, shipping, measurements, user specs, and long-term solutions for this resource are being re-evaluated.

- Discussing update or creation of a new adaptive / universal manual with support from Joe Moore.

Canoe Touring – Lynn Dominguez

- *Not available for report.*

Coastal Kayaking Committee – Ashley Brown

- See report in pre-meeting packet, [link here](#).
- *Motion on the table for review.*
- Leadership changes: John Browning to SEIC Vice Chair position.
- Cycle has been busy with creation of L5 Skills Assessment (*on the floor for vote today*).
- Committee has changed meeting schedule to meet every other month.
- Some members are now working on curriculum alignment projects.

Prone Paddling Committee – Robin Pope

- See report in pre-meeting packet, [link here](#).
- *Motion on the table for review.*
- Discipline is small, and we're trying to make it bigger; feeling the challenge of having a very limited number of instructor trainers that limits the growth of the discipline.

Rafting Committee – Elisa Lynn McArthur

- See report in pre-meeting packet, [link here](#).
- *Motion on the table for review.*
- During recent work on big curriculum projects, focus has been on consistency of language.

River Canoeing Committee – Mike Aronoff

- See report in pre-meeting packet, [link here](#).
- *Motion on the table for review.*
- Training that was postponed in 2020 is now being rescheduled, causing a lot of busyness for river canoe trainers.
- Everyone can benefit from checking in with local Girl Scout chapters to see if there are needs for training (PSF, ICWs).
- *Request to discuss NOLS published guidelines for operation during COVID19 tabled for New Business.*

River Kayaking Committee – Trey Rouss

- See report in pre-meeting packet, [link here](#).
- *Motion on the table for review.*

- Focus is currently “Challenge 2021,” an effort to learn more about the needs and requests of the at-large instructor community; reached out to all River Kayak instructors to ask what they would like RKC to be working on. Received close to 70 responses; a work group has been established to sort and identify responses, which include curriculum/documentation/language alignment.
- **Crystal Skahan:** Is the #Challenge2021 initiative solely within River Kayak or do you envision that this effort become more global to the ACA?
- **Trey Rouss:** Currently just within with River Kayak, but have heard from other committees that there is interest in a similar approach.

River Safety & Rescue Committee – Sam Fowlkes

- See report in pre-meeting packet, [link here](#).
- Very active monthly group, working to analyze and discuss river fatalities to determine if there is anything that should change about how we teach.
- Flush drownings have been current focus but there is not much definitive information despite being in the top 3 mechanisms for fatalities.
- Finding that the ACA is becoming a harder sell (*reference earlier discussion regarding insurance*); insurance is a selling point for the ACA and should be kept at a reasonable price.
- Members that provide professional services to Fire, Rescue, EMS, etc. have seen business picking up; recreational side is still a bit slow.
- Discussing focusing more on single day classes to address uptick in recreational users and accidents related to that user group.
- Coast Guard has approved a change: rafts no longer need to carry throwables as throw bags are now okayed to supplement this previous requirement. Thank you for work on this, Robin!
 - **Robin Pope:** Previous rule required that any craft over 16ft carry a throwable device as a part of its safety equipment; that makes sense for powerboats / sailboats, but not rafts. Now, this requirement has been waived for all vessels under 26ft if everyone on board is wearing a life jacket.
- Several Safety and Rescue committee members are also members of the International Technical Rescue Association (ITRA). Encountering some administrative snags working internationally.
- Safety and Rescue completed a project in 2020 standardizing terminology within the discipline to address curriculum consistency issues.
- Jim Coffey developed an app called Rescue for River Runners, a great resource (requires cell signal).

Standup Paddleboard Committee – Anna Levesque

- See report in pre-meeting packet, [link here](#).
- SUP Committee is meeting every 2 weeks to work on refining L2 Instructor Criteria to bring into better alignment with clear language and put SUP thumb print on the document.
- **Crystal Skahan:** From the UP aspect of things, has there ever been any interest or curiosity around teaching seated yoga regarding the SUP Yoga curriculum? Would there be an ability to do this while using another paddle craft other than a paddleboard?
- **Anna Levesque:** There has not been a specific request for that. In the SUP Yoga curriculum, there are recommended poses but there is not a specific set of poses or routine; this is left up to the

instructor, who must have a 200 hour yoga certification... there should be enough experience [on the part of the instructor and the student] to facilitate seated yoga. Chair yoga has become increasingly popular in the yoga community. This would be something that could be updated with insight from UP. (**Action Item**)

Surfski Committee – Matthew Murphy

- See report in pre-meeting packet, [link here](#).
- No change with current initiatives to try and grow the discipline; facing similar challenges to Prone Paddling because of a small number of instructors and instructor trainers, limiting the growth of the discipline.
- Two ongoing initiatives: (1) set up more instructor training courses, with help from Ben Lawry, and (2) development of pilot course to encourage Instructor Trainers from other disciplines to cross over and try surfski, potentially increasing the number of surfski ITs.
- **Dale Williams:** Does Ben have anyone he is currently mentoring to become an IT?
- **Matt Murphy:** *Currently being mentored by Ben Lawry.*
- **Dale Williams:** When Coastal was bottlenecked with low IT numbers several years ago, a similar approach (pilot course) was taken to resolve the issue, and it worked fairly well. Sounds like you're on the right track.
- **Mike Aronoff:** Had a good discussion with Matt about this; strategy to pull in ITs from other disciplines for potential crossover certification seems like a great idea.

Committees Not Represented

- Surf Kayaking Committee
 - **Action Item:** Chair position is currently vacant; John Traendly is working with current Vice Chair of the committee to fill this position.

Motion 2021-2-27-A

Proposal Name: First Aid and CPR Certifications - Additional Extensions

Submitted by: SEIC Executive Committee

Exact wording of motion:

Automatically extend the first aid and CPR credentials currently scheduled to expire on March 31, 2021 to ~~May 30, 2021~~ **June 30, 2021**, if not renewed before March 31, 2021 by the certification holder through an appropriate course. Evidence of renewal through an appropriate course must include the uploading of a new credential into the CMS. Barring a significant and unforeseeable change in the course of the COVID-19 pandemic, there will be no additional first aid and CPR credential extensions.

See pre-meeting package for full motion form, available at [this link](#).

Discussion/Comments:

- John Traendly explained the reason for this change.

- **Kelsey Bracewell:** Office has received a lot of requests for an extension; people do not want to go and take a FA/CPR class [*because of COVID*] but want to be able to teach.
- **John Traendly:** Executive Committee discuss that this will likely be the last automatic extension like this. There seem to be many FA/CPR courses being run that have blended virtual and in-person learning.
- **Matt Murphy:** Will the ACA accept these hybrid virtual and in-person FA/CPR classes as exclusively online courses are not permitted?
- **Kelsey Bracewell:** Yes.

Amendments, if any:

- Adjust new expiration date from May 30, 2021 to June 30, 2021 (*clerical error*).

Vote: 17 in favor, 0 opposed, 0 abstain. Motion passed. Motion was also passed by the Board on February 28, 2021. See Appendix A for details.

Ge Wu had departed the meeting at this point and did not participate in any voting.

Motion 2021-2-27-B

Proposal name: Candidate Evaluations in CMS

Submitted by: SEIC Executive Committee

Exact wording of motion:

Replace the current optional comments section at the end of the candidate evaluation forms in the CMS with the following three required sections:

- Areas of Proficiency
- Areas Needing Improvement
- General Observations

See pre-meeting package for full motion form, available at [this link](#).

Discussion/comments:

- John Browning and John Traendly explained the reason for this change.
- **Dale Williams:** Are these additions in essay format?
- **John Traendly:** Yes; multiple choice may overly discourage a lack of detail / content in candidate evaluations.
- **Dale Williams:** At some point, we could eliminate the multiple choice questions and move entirely to text / comment fields.
- **John Traendly:** That's really up to each individual discipline as to the level of granularity on the candidate evaluation form.
- **Kelsey Bracewell:** This new candidate evaluation form / format is an amazing format for growth and development.

Amendments, if any:

None.

Vote: 17 in favor, 0 opposed, 0 abstain. Motion passed. Motion was also passed by the Board on February 28, 2021. See Appendix A for details.

Motion 2021-2-27-C

Proposal name: Resources and Virtual Modules for Instructors

Submitted by: Introduction to Paddling Committee

Exact wording of motion:

The Introduction to Paddling Committee recommends that the ACA produce resource modules targeting new instructors to provide consistency of information coverage and emphasis, while also providing flexibility and creativity for IT/ITEs conducting courses. We anticipate that these materials will be highlighted for current instructors as well since all levels of instructors include Level 1. The initial topics would include:

1. About the ACA (History, major areas of focus (instruction, competition, recreation, stewardship), structure, emphasis on volunteer-based non-profit, ways to get involved)
2. Creation of a strong, supportive and welcoming course environment (Diversity, Equity, and Inclusion in Paddlesports, SafeSport, EEC)
3. Incorporating objective, performance based training (meeting NOWS) into your classes
4. Course Management (CMS use, Insurance)
5. Certification maintenance

See pre-meeting package for full motion form, available at [this link](#).

Discussion/comments:

- Beth Wiegandt explained the reason for the change.
- **Crystal Skahan:** It seems there are many parallel projects currently happening; we should be mindful that we are not duplicating efforts but remaining aware of global picture and efforts in all areas.
- **John Browning:** Nice part about this motion is that Beth is a part of several workgroups which is creating cohesion between efforts.
- **Mike Aronoff:** Seems like Instructor Manual / Resource revisions are in step with this proposal from IPC and redundancy (duplication) is good in this instance.
- **John Browning:** No reason why Beth's approach here can't be used as a model in Instructor Manual / Resource revisions as it is generic enough to serve both efforts.
- **Beth Wiegandt:** IPC is aware of ongoing efforts elsewhere and not interested in unnecessarily duplicating efforts; these two topics mesh well.
- **John Traendly:** There is a need for an organizational overview showing a list of courses being developed to eliminate overlap and promote cohesion. Does it make sense for the Instructional Committee to coordinate that list of courses?
 - o **Action Item:** John Browning will create this list to evaluate potential overlap.
- **Elisha McArthur:** Some redundancy in publications is going to be beneficial, it just needs to be done in a coordinated way.

- **Mike Aronoff:** Producing resource modules does not ensure that those modules will get used; don't see any way of feedback requiring acknowledgement (like a check box) to indicate these materials have been reviewed/studied. A quiz will be helpful to reinforce this.
- **Lydia Cardinal:** These competencies are a part of instructor criteria; the onus is still on the Instructor Trainer to ensure that material is being covered with the instructor candidate. Whether these resources are available or not, the problem still remains that the Instructor Trainer must confirm knowledge / competency with the ICs. Like the idea of a quiz / check for competency.
- **Beth Wiegandt:** IPC has not yet determined how or whether to dictate usage of these resources just yet, but will be exploring with John Traendly the possibility of requiring that before showing up to an ICW, an IC has to have gone through the modules and there must be a score / report to show up on CMS. Until that's developed, guidelines cannot be developed.
- **Mike Aronoff:** The purpose of this was to free up time for on-water work; the idea was that if this material is covered elsewhere (*ie: virtually*), that time goes back to the IT for other material. Must be a way of checking that this is being acknowledged by the IC.
- **Anne Levesque:** I like the idea of having these modules be required; it reinforces structure and good information. We should know where we're going with this project before we develop something and then determine what to do with it.
- **John Traendly:** The intent for virtual courses is to link into CMS and then each individual discipline can assign modules on a course by course basis, making them required or optional, and completion on the part of the IC is reflected in course history. Will promote consistency across universally taught topics so that presentation of that information is the same at every level, in every discipline.
- **Kelsey Bracewell:** Receives many questions on a regular basis about this material; this kind of reinforcement and universal presentation of this material would be beneficial in resolving the knowledge gap in instructors.
- **Mike Aronoff:** Moving away from lecture is beneficial for ICs.

Amendments, if any:

None.

Vote: 16 in favor, 0 opposed, 1 abstain. Motion passed. Motion was also passed by the Board on February 28, 2021. See Appendix A for details.

Motion 2021-2-27-D

Proposal name: L1 Prone Paddling: NOWS Compliance & Amend Instructor Criteria Language

Submitted by: Introduction to Paddling Committee

Exact wording of motion:

Prone Paddling Level 1 Skills classes, Assessments, and Instructor Criteria will be amended to include wording and format that is consistent with the other Level 1 disciplines' documents. Adding the word assess as part of the criteria for instructors, emphasizes the need to train candidates in the art of assessing their students.

See pre-meeting package for full motion form, available at [this link](#).

Discussion/comments:

- Beth Wiegandt and Robin Pope explained the reason for the change.
- **Trey Rouss:** When we're voting on proposals, are we just voting on the proposed language?
- **Beth Wiegandt:** This motion is about the redesign of L1 Prone Paddling curriculum to have it be more in line and consistent with SUP, Canoeing, and Kayaking, as well as incorporating NOWS. The only other addition to L1 that is more universal is the addition of the word 'assess.'

Amendments, if any:

None.

Vote: 17 in favor, 0 opposed, 0 abstain. Motion passed. Motion was also passed by the Board on February 28, 2021. See Appendix A for details.

Motion 2021-2-27-E

Proposal name: Establish L5 Advanced Open Water Coast Kayak Skills Assessment

Submitted by: Coastal Kayak Committee

Exact wording of motion:

The Coastal Kayak Committee moves to approve the curriculum for an L5 AOWCK Skills Assessment.

See pre-meeting package for full motion form, available at [this link](#).

Discussion/comments:

- Ashley Brown explained the reason for the motion.
- **John Browning:** This curriculum was developed with input from instructors, ITs/ITEs throughout the discipline, outside of just the CKC.
- **Crystal Skahan:** On Page 97, there is language that says "area of escape must be reasonably accessible;" is this a standard use of this word in context? Does this mean "in close proximity?" vs something like "wheelchair accessible?"
 - o **Ashley Brown:** This means "easy to access from where we are in a kayak," not in the UP way.
 - o **Crystal Skahan:** This word is the one that jumped out at me; not sure if we wanted to clarify or adjust this, or if this is standard language.
 - o **Ashley Brown:** This seems standard, but I'm not opposed to finding a better word.
 - o **Dale Williams:** It may be that this word takes on special meaning given Crystal's UP background; this seems like common language as opposed to vernacular pertaining to disabilities.
- **Mike Aronoff:** Respectful and appreciative of the work that's been done; as an assessment, this curriculum is interesting and good. However, this looks to me as though the L5 Skills Assessment is more difficult than the L5 Instructor Criteria.
 - o **Ashley Brown:** This curriculum certainly has more words than the instructor criteria, but it is not more difficult than the instructor criteria, just more 'document.'
 - o **Trey Rouss:** AOWCK Skills Assessment is not more difficult than the L5 Instructor Criteria; it was built from L5 Instructor Criteria. There is more specificity and clarity regarding expected outcomes, which is beneficial.

- **Anna Levesque:** Return to Crystal's point: we need to be able to evaluate what meaning words/language have for all people outside of specific intention.
- **Beth Wiegandt:** Really like the breakout of modules and structure of this assessment. Concern is regarding whether or not an L5 instructor would be able to do this assessment.
 - **Ashley Brown:** We do have a roll out plan; an L5 instructor is capable of this assessment. However, there are modules in this assessment that not everyone would be able to facilitate, ie: rock gardening.
 - **Lydia Cardinal:** Concerns over this assessment being more difficult than the instructor criteria: don't forget our instructor criteria includes a phrase regarding an IC's accountability for all related curriculum, which includes skills and competencies described in skills assessments.
 - **Trey Rouss:** If L5 instructors who are certified to teach at L5 aren't capable of facilitating an L5 skills assessment, the issue is deeper than whether or not the skills assessment should exist.
 - **John Traendly:** A question for Coastal: if this assessment is approved, are there plans to modify L5 Instructor Criteria to modify it to make it consistent with this assessment (as the assessment includes material that is not expressly included in L5 Instructor Criteria)?
 - **Ashley Brown:** You can facilitate only part of the skills assessment (two modules); you don't have to facilitate the entire assessment. The point of the module format is so that the assessment doesn't cater only to the West Coast (where rock gardening, for example, is prevalent).
 - **Beth Wiegandt:** Do not favor straying from entire foundation for assessments at every other level where instructors at that level can do the assessment for that level.
 - **Ashley Brown:** This has been a sticking point throughout the entire conversation (*to be able to cater to regional variations within the discipline*).
- **Dale Williams:** Return to word "accessible;" apologies for any insensitivity. Does this word take on different meaning in UP or is the virtue of the word the same?
 - **Crystal Skahan:** For example, this could pertain to terrain / grades / surface where accessibility implies that everyone can negotiate that environment. Concern with the use of this word in an L5 environment opens the door for these considerations when words like "available," "nearby," or "approachable" may be more appropriate.
 - **Ashley Brown:** Clarifies that this refers to being able to exit the break zone.
 - Friendly Amendment: Add language "reasonably accessible *by craft*."
- **Dale Williams:** Re: modules. This was originally rock gardening-specific, and really limited the venue and subsequent areas of the country where this was possible. Creating the modules opens this assessment up to otherwise highly skilled, proficient instructors who don't have access to specific venue conditions (ie: rock gardening). Defer to instructor's judgement as to not facilitating or assessing skills they, themselves, don't possess (like rock gardening).
- **Trey Rouss:** The idea of the modularity of the assessment is not based on the instructor but on the student of the assessment to accommodate different regions / parts of the world.
- **Beth Wiegandt:** Appreciate the modularity, however, would like to see more clarity in those modules that are not common (all over the US) material. Friendly amendment also provides clarity for students to realize that not all L5 instructors will be able to facilitate all parts of the L5 assessment.
 - Friendly Amendment: Modules should have a disclaimer statement that the module can only be offered by an instructor with related endorsement, training, etc.
- **Lydia Cardinal:** The overarching question is does the existing instructor criteria allow this extension of skill and competency?

- **John Browning:** As this was designed, these modules can be taught anywhere in the United States. As to issues of L5 instructors not teaching / being competent to teach rock gardening, I would trust her judgement to not teach / assess those skills that she does not feel comfortable to teach / assess. A big part of L5 is judgment.
- **John Traendly:** Current L5 Instructor Criteria makes it sound like you just have to do what's required at L4 but in L5 conditions. Still don't think it adequately describes what's required of an L5 instructor, but adding additional detail in the skills assessment helps clarify expectations and requirements for L5 instructor candidates. Angst is coming from feeling like this skills assessment is not consistent with instructor criteria, and would feel better about supporting this proposal if there was a commitment to sync criteria up with assessment.
- **Trey Rouss:** The commitment to revisit the L5 Instructor Criteria should be there, and there should be a reevaluation of what an L5 instructor should be. There was, at least initially, an understanding for some that this skills assessment was a starting point from which to do that.
- **John Browning:** The CKC is very actively engaged in curriculum engagement to keep all documents in line with one another, and can see this resulting in additional changes to keep everything consistent.
 - **Mike Aronoff:** That was the domino effect I was referring to earlier. I also don't know that there's been appropriate attention paid to the insurance side of insuring all of these modules. I was concerned because of previous history where Board was opposed to overnight programs.
 - **Kelsey Bracewell:** I echo Mike a bit; if there are any components to this assessment where instructors are able to deliver but have not been evaluated for (ie: rock gardening), it is not responsible for us to trust the judgement of the instructor to not do something if they "don't feel like they're capable" of doing it. No one else has said you're "capable" but the instructor can request and receive insurance for all aspects of this course, even if they haven't been evaluated for all aspects of it. More thought is needed on that point. If the ACA's insurance provider were to ask how this works / why this works, would we be able to explain it?
 - **Ashley Brown:** This went back to a conversation about endorsements (rock gardening); we arrived at the conclusion that rock gardening is just a regional difference / style of paddling, not a separate entity (like an endorsement).
 - **Dale Williams:** In terms of insurance, this (assessment) defines what people can do better than what exists already. Re: Mike's point regarding difficulty, this may be more difficult than existing instructor criteria; it certainly defines requirements more than the existing L5 instructor criteria. Is this something that we should adopt? Initially, said no, not necessary but now feel that it is a working / functional document and lends symmetry to the program as there are skills assessments for every other level. This will definitely affect instructor criteria / ICWs.
 - **Trey Rouss:** We already have rock gardening and camping in Coastal Kayak curriculum; there are sample skills courses for rock gardening at L3 and L4. There is a camping endorsement.
 - **Mike Aronoff:** The camping course was not supposed to include anything overnight. I do not oppose L5 instructors being able to offer an assessment; issue is with complexity of L5 assessment and concern over breaking up the assessment into whichever parts the instructor is capable / willing to do. Breaking it up into pieces to accommodate skills based on L5 instructor criteria seems questionable.
 - **John Browning:** Our task is to develop curriculum that meets the needs of our constituents. Those who don't want to be an L5 instructor but want to test their skills at that level now have something to do that against. We aren't insurance underwriters and we shouldn't be making decisions at this level based on that.
 - **John Traendly:** We have camping endorsements, have we not overcome that hurdle?

- **Kelsey Bracewell:** Yes, but the difference is that the camping endorsement includes additional / specific training to meet the demands of the endorsement. In order to request insurance for a camping course / event, you must have the endorsement.
- o **Ashley Brown:** This is a big step and a result of a lot of time and energy from so many people. Originally, opposed this because it doesn't follow CK curriculum alignment and isn't exactly what is expected (of instructor candidates), but it couldn't be; otherwise this would have been an L4 Skills Assessment, plus extra, which didn't feel comprehensive enough. Roll out includes pilot courses.
- o **Lydia Cardinal:** Takes issue moving forward on something that relies on a hope that instructors won't do things they're not capable of doing, especially if they're certified to do/teach those things. Question for Coastal Kayak: is the inclusion of rock gardening in the L5 Skills Assessment derivative from L5 Instructor Criteria? Do the skills / requirements / competencies to teach rock gardening exist in your instructor criteria as it is currently written, and can you draw that dotted line between the instructor criteria and the asks of the skills assessment?
- o **Ashley Brown:** We are always counting on our instructors to do their best and use good judgement. There does not have to be a dotted line from instructor criteria to skills assessment because the skills assessment is a standalone achievement.
 - **Lydia Cardinal:** To clarify, the question was are the foundational competencies required for rock gardening in the instructor criteria (ie: comfort in venue).
 - **Dale Williams:** None of the modular skills are specifically addressed; surf is required, rocks are not required, expeditioning is not required, tide races are not required... none of these things are even addressed, only venue requirements are addressed at L5.
- o **Jeff Atkins:** Rock gardening / sea caving criteria is listed at L3 and L4.
- o **Trey Rouss:** Rocks are definitely in the Coastal environment; believes there is a direct line between instructor criteria and skills assessment. These (modules) are just specifying zones within the coastal environment that already exist with the conditions that are already set forth at L5. There is direct correlation.
- o **Mike Aronoff:** (*Reads L5 Instructor Criteria aloud*) Based on this, I feel the instructor criteria would need to be modified to support what's being presented in the Skills Assessment.
- o **John Browning:** People are doing these things now, they're just not doing them as ACA courses.
- o **John Traendly:** Why is the CMS so complicated? It's so complicated because the ACA curriculum is complicated. Adding a modular course increases complexity to the curriculum; this doesn't make it bad, but there is a need to ask the question of why this complexity is needed. It seems there are excellent reasons to support the need for complexity here. However, there is now precedent for modular curriculum, which may lead to more curriculum / disciplines doing the same thing, which will lead to more complexity overall.

Amendments, if any:

- **Friendly Amendment:** Add language "reasonably accessible *by craft*."
- **Friendly Amendment:** Modules should have a disclaimer statement that the module can only be offered by an instructor with related endorsement, training, etc.

Vote: 7 in favor, 2 opposed, 8 abstain. Motion does not pass. See Appendix A for details.

- *Summary Thoughts:* Many people seem favorable to an L5 Skills Assessment; there didn't seem to be any problems with the modularity of the assessment, but the sticking points were regarding inconsistencies with L5 Instructor Criteria. Solution could be to more explicitly sync L5 Instructor Criteria with the requirements of the skills assessment.

Motion 2021-2-27-F

Proposal name: L3 & L4 Raft Curriculum Update

Submitted by: Rafting Committee

Exact wording of motion:

The Raft Discipline Committee proposes to update L3 and L4 sample skills course, skills assessment and instructor criteria documents by adding surfing skills, as well as sample skills course formatting and language clarification..

See pre-meeting package for full motion form, available at [this link](#).

Discussion/comments:

- Elisha McArthur explained the reason for the update.
- **Mike Aronoff:** What constitutes as surfing?
 - o **Elisha McArthur:** Surfing is just a bullet point in instructor criteria, but relevant sample skills courses define surfing further in terms of feature identification / appropriateness, means of approach, and delineation between front surfing and back surfing.
 - o **Mike Aronoff:** In River Canoe / River Kayak, we differentiate between side and front surfing because of differences in risks. Is this language to mean all of the above: front, back, and side surfing?
 - o **Elisha McArthur:** Yes.
- **Trey Rouss:** Notes inclusion of recognizing temperature related illnesses, but questions lack of emphasis on prevention.
 - o **Elisha McArthur:** This aspect is included in "Preparation" and "Equipment" sections.
 - o **Trey Rouss:** This seems pretty confusing; "Prevent, Identify, Treat" is a simple approach to this topic at the instructor criteria level.
 - o **Elisha McArthur:** Presentation of this material is in a linear / timeline fashion ie: before the river, at the river, on the river, and in case of emergency.
 - o **Mike Aronoff:** *Introduces Friendly Amendment to include the word "prevent" re: heat and cold related illnesses.*
 - *Accepted.*

Amendments, if any:

- **Friendly Amendment:** Add the word "prevent" in areas that discuss identifying and treating heat and/or cold related illnesses to read "prevent, identify, and treat."

Vote: 17 in favor, 0 opposed, 0 abstain. Motion passed. Motion was also passed by the Board on February 28, 2021. See Appendix A for details.

Motion 2021-2-27-G

Proposal name: Establish L5 Raft Curriculum - Paddle & Oar

Submitted by: Rafting Committee

Exact wording of motion:

The raft discipline committee proposes the addition of an L5 curriculum to the rafting discipline in both paddle and oar.

See pre-meeting package for full motion form, available at [this link](#).

Discussion/comments:

- Elisha McArthur explained the reason for the update.
- **Kelsey Bracewell:** Re: roll out plan... for upgrading ITs/ITEs, a new application is required. *Friendly Amendment to amend upgrading IT/Es language to include the phrase "Submit new IT/E application."*
 - *Also offers friendly amendment to retitle curriculum to promote consistency across disciplines.*
- **Mike Aronoff:** Are we now allowing upgrades based on experience?
 - **Elisha McArthur:** To clarify, this is for already certified L4 Instructors who want to upgrade to L5.
 - **Lydia Cardinal:** This may be similar to how things are done in River Kayak re: L4 Instructors becoming L5 instructors. An L5 ICW is usually an abbreviated timeline (2.5 days) by comparison, but still includes an IDW and an ICE.
 - **Elisha McArthur:** Remove "upgrade" to promote consistency between disciplines?
 - **John Traendly:** SEIC Policy indicates that you can upgrade via ICE within a discipline you're already certified in; the challenge in this instance is that there are no existing L5 IT/Es.
 - **Kelsey Bracewell:** In the past, creating a bunch of new ITs for Rafting included a comprehensive package of IT applications for half a dozen or so ITs who were interested and who had agreed on the terms of pilot courses. It was presented as a complete package to the SEIC for review. So, if there are a lot of L4 ITs who want to become L5 ITs, there can be a coordinated effort so that everything is launched around the same time. All other disciplines (except Safety and Rescue) have an L4 certification prerequisite.
 - **Elisha McArthur:** This was designed with the intention to cater to senior guides / commercial industry who have a lot of experience and would be interested in and capable of L5 requirements, working on Class IV.
 - **Kelsey Bracewell:** This would then parallel Safety and Rescue, no issues there; do think carefully about rollout plan re: what L4 instructors will have to do in order to become an L5 instructor.

- *Suggestion to amend motion to approve curriculum while withdrawing rollout plan for more work / adaptations; this is accepted by the Rafting Committee Chair.*
 - **Elisha McArthur:** Rollout plan may be adapted to specifically address IT/Es; L4 instructors will need to follow standard ACA procedure / policy to upgrade certifications (ICE).
 - **Mike Aronoff:** There was previously passed rafting-related precedent regarding “years of experience” requirements to help capture low-hanging-fruit of experienced guides.
- **Lydia Cardinal:** If there isn’t a certification prerequisite for L5, may want to reconsider the length of the ICW for L5 (*currently stated as 4 days*); typically, entry-level certification courses have 40 hour requirements.
 - *A Friendly Amendment for 5 days / 40 hour minimum for this ICW is offered and accepted.*
- *Elisha McArthur makes a motion to vote on the curriculum only and withdraw the proposed rollout plan for further development with assistance from Kelsey Bracewell. It is agreed by the SEIC that the rollout plan will be submitted to the Rafting Standards for review and approval.*

Amendments, if any:

- Friendly Amendment: Amend upgrading IT/Es language to include the phrase “Submit new IT/E application.”
- Friendly Amendment: Retitle curriculum to read, “L5 Advanced Whitewater Rafting.”
- Friendly Amendment: Change minimum duration from 4 days to 5 days / 40 hours.
- *A motion is made to vote on the curriculum only and withdraw the proposed rollout plan for further development with assistance from Kelsey Bracewell. It is agreed by the SEIC that the rollout plan will be submitted to the Rafting Standards for review and approval.*

Vote: 15 in favor, 0 opposed, 2 abstain. Motion passed. Motion was also passed by the Board on February 28, 2021. See Appendix A for details.

Motion 2022-02-27-H

Proposal name: Establish a Hand Paddling Curriculum through Endorsement Criteria and Sample Skills Course

Submitted by: River Kayak Committee

Exact wording of motion:

The River Kayak Committee moves to introduce a Hand Paddling Endorsement for qualified River Kayak Instructors as well as a sample skills course from which endorsed instructors can work.

See pre-meeting package for full motion form, available at [this link](#).

Discussion/comments:

- Lydia Cardinal and Mary Pedrick (*RKC voting member*) explained the reason for the motion.
- Trey Rouss explains source of friendly amendment.

Amendments, if any:

- Friendly Amendment: Change current language “*European Paddle*” to “*shafted paddle*.”

Vote: 16 in favor, 0 opposed, 0 abstain. Motion passed. Motion was also passed by the Board on February 28, 2021. See Appendix A for details. **Sam Fowlkes departed the call and was not present for this vote.*

Motion 2021-02-27-I

Proposal name: Social Media: Create ACA Facebook Group for all Instructors / ITs / ITEs

Submitted by: Tennessee State Director Andrea White

Exact wording of motion:

I move that the ACA SEIC establish an ACA sponsored Facebook Group for ALL certified instructors, Instructor Trainers and Instructor Trainer Educators to encourage more interactive engagement with instructors.

See pre-meeting package for full motion form, available at [this link](#).

Discussion/comments:

- Andrea White explained the reason for the motion.
- John Traendly notes that this motion must be seconded to be heard as it has been presented by an outside member; this motion is seconded by Lydia Cardinal.
- **Mike Aronoff**: This is a great idea; we could benefit from video walkthroughs on things like operating during COVID (like NOLS), CMS, etc. However, whoever acts as a spokesperson on behalf of the ACA needs to be approved to speak on behalf of the organization. Wouldn't we need this person to be approved in order to give this kind of guidance?
 - **Andrea White**: To reiterate the motion, it would be a mistake to make this group the responsibility of a staff person; this should be supported by a staff person, but could alleviate common questions / issues that Kelsey frequently has to answer for membership. This should be a thought leadership forum that is lead by the SEI Council, L5 Instructors. If you need to have a panel discussion with multiple view points on what needs to be done and how to do it, imagine how instructors on the ground feel. What is the free, easy way for our leaders and volunteers to engage with the membership?
 - **Lydia Cardinal**: Happy to help TVCC figure out how to use CMS. The ACA is a membership based organization that is only as good as its membership body, which means commitment to hard work and steadfastness from its members even at the lowest level. This does seem like a good idea to allow for discourse amongst members, but there are a lot of moving parts occupying time and energy from volunteers. The ACA

does have a policy offering guidance on how to conduct courses in the age of COVID; this guidance is posted on the website and was emailed to members in email newsletters. Part of the solution will be for members experiencing problems firsthand to further engage in the process.

- **Andrea White:** I don't disagree with this point, but, for example, if I wanted to do a CMS walkthrough with my state's instructors, I don't have an appropriate forum to do this; I would have to build out a meeting that they would have to come to, but I can't put this in their feed.
- **Lydia Cardinal:** If you aren't looking for ACA staff to be the ones to audit, curate, and manage this Facebook group, who are you suggesting will fill this role?
- **Andrea White:** I am asking the SEIC to be the ones to do this.
- **Matt Murphy:** The idea and intention of this is great, but am concerned about the administrative task of this. There are many Facebook groups out there now with varying opinions, and we would need to make sure that we're giving the "right" structured advice. When you look at a lot of the work that's being done right now (IPC modules, updating Instructor Manual, etc.), this is building the framework to answer a lot of these questions. Agree with the intention, but concerned about the mechanism.
 - **Andrea White:** I understand your concerns; does anyone have an idea for a better mechanism? We are getting ready for a paddling season with thousands of people flocking to the waterways that we don't know how to train.
- **Sandra de Ugarte:** This is an awesome idea because I know that there are a lot of international instructors who do not look at their email, they don't even know that there is a CMS or that they have to pay for membership to keep their certifications. I agree that having a Facebook page to keep everyone updated on everything that is happening in the ACA is a good idea, but I do have to also agree that who is managing the page and controlling the information going out will be tricky.
- **John Browning:** Coastal Kayaking instructors have a Facebook page, and the biggest problem is gatekeeping membership to ensure that members are legitimate and content is topical.
 - **Andrea White:** As part of the roll out, I would volunteer myself to help you create and setup a group to manage this concern; my recommendation would be that ITs/ITEs would be the ones who would have approval over these member requests.
 - **Kelsey Bracewell:** The current administrator for the CK group is Greg Weiss.
- **John Traendly:** Would like to share feedback offered by Trey Knight (*not present at this meeting*); his concerns included a note that not all of our instructors are on Facebook and this would require that all instructors join this platform. Additional concerns regarding moderation because this group would be a many-to-many relationship- 4,000 instructors moderating a group with 4,000 members- could account for more than just a few hours of work per week. Forcing people onto social media should not necessarily be a role that the ACA takes on; instead, we could / should provide reference through the ACA website. This could provide two different places for people to get information (the website and the Facebook page), and we should instead focus our attention to focusing authority via the website.
 - **Andrea White:** I appreciate Trey's concerns; I don't think this would replace the website or force anyone onto social media, it would just be additional content to engage the instructors. This would be a group- like a closed room-, not a page; information would be put in front of just instructors as opposed to the general public and could be a forum to host thought leadership conversations across disciplines, which we do not currently have a forum that allows for this.

- **Andrea White:** I understand if you decide not to pass this motion, but you need to figure out how to do something because we need this communication from you. This could be a more efficient means for that communication to occur.
- **Lydia Cardinal:** Want to acknowledge that the virtue of this proposal is critica; engaging in dialogue across disciplines and levels is also important. What this conversation seems to be centering around is the level of (a) work required to support this initiative from a lot of folks who are already extending their bandwidths as volunteers and (b) liability on the part of the ACA to be rubber stamping conversations and suggestions taking place in this group through inherent acceptance / endorsement of this group. We need to acknowledge that this request is valid and critical to the health of this organization; the questions / concerns being voiced are the responsibility of the SEIC to vet requests like this one.
 - **Andrea White:** Understand the questions / concerns; if you don't do this, you're going to have to do something else that may require more energy, time, and money.
 - **Lydia Cardinal:** Have you explored some of the independently run discipline groups, like Coastal Kayak, River Kayak, etc?
 - **Andrea White:** Member of Coastal, River, and State Directors; Coastal is most active, River Kayak does the best job of policing itself. State Directors group is least active. Club leadership are currently having to be responsible for training and decisions based off a published document as opposed to having live training / guidance for how to operate. Discussion during October SEIC meeting was informative and helpful but solely from the perspective of for-profit organizations and not for volunteer organizations like clubs.
- **Anna Levesque:** I hear this request, and we have already been echoing concerns throughout this meeting that communication needs to be improved at all levels. From personal experience, it takes a lot of work to get engagement from group members, which is my primary concern with this request.
- **Crystal Skahan:** What was your take on the most recent SEIC conference being virtual and hosting recordings of sessions on the website afterward? What kind of feedback have you received?
 - **Andrea White:** This strategy definitely helps serve this purpose; received very positive feedback about this conference and know that a lot more people were able to attend / engage with the sessions during and after. This is a valuable alternative, but it does not allow the ACA to push content out or engage in interruptive communication. Facebook Live series of videos for new paddlers is going well, reaching new paddlers and having an impact.
- **Crystal Skahan:** For Kelsey: hearing similarities between the virtue of this suggestion and the geofencing effort. Is there an opportunity for grant funding here?
 - **Kelsey Bracewell:** Regarding basic boater safety and education, a Facebook campaign would be fine. However, geofencing is too location-specific; we can't ping the whole country at once. As far as utilizing Facebook, we can target demographics but there's no way to know who is interested in joining the ACA or becoming an instructor. In order for these kinds of efforts to occur on a large enough scale to draw conclusions, requires hundreds of thousands of dollars. If there is potential for folding this effort into any grant funded efforts that have already been applied for, will certainly reach out for advice. A final thought: if we're going to be using this Facebook group for communication with instructors, we'll still need to craft posts / emails for our website, emails, and Facebook presence for our instructors who are not on Facebook or choose not to be a part of the group.

- **Lydia Cardinal:** Question for members present: Is there anything preventing Andrea or someone else from creating this exact group for this exact purpose just without the ACA's blessing?
 - **John Traendly:** Official communication will have to be through formal ACA channels.
 - **Lydia Cardinal:** Someone could create an informal group that captures this audience to host the kind of discourse that this request is targeting.
 - **John Traendly:** Yes, there just wouldn't be an moderation; this would be many-to-many as opposed to one-to-many.
 - **Lydia Cardinal:** The gravity of this ask and the depth of reach in this request is complex enough that other organizations are designating a whole staff person toward these kinds of efforts.
 - **John Browning:** I would be willing to join a group like this and offer information, tips and tricks, etc.; however, I am a volunteer with a full time job, and I am stretched... there is only so much that a person can do.

Amendments, if any:

None.

Vote: 3 in favor, 8 opposed, 5 abstain. Motion did not pass. See Appendix A for details. *Sam Fowlkes departed the call and was not present for this vote.

New Business

John Traendly moves to defer some agenda items to the next meeting since no progress has been made on these fronts.

Diversity, Equity, & Inclusion Working Group Update - Anna Levesque, Gerry Seavo James

Anna begins her update with a visual exercise for members present using a picture of what resembles a bicycle wheel, indicating that the wheel represents the mission of an organization and the spokes serve to support the integrity of that mission. Anna references the ACA's expressed [Mission Statement](#) and offers that she believes the members of the organization are the spokes of the wheel that support the mission statement. After a call and response, Anna affirms that all members present agree to and believe in the tenets of the ACA's mission.

- Request for us, as individuals and as the SEIC to grow our awareness of DEI work and initiatives so that we can be good "spokes."
 - Individual Call to Action: we are the ACA! We need to educate ourselves and become aware of the core of DEI work, which is acknowledging the problems and obstacles created by systemic racism and white privilege. Doing the work to educate ourselves can help us uncover personal blindspots that may be perpetuating these problems.
 - *Recommended reading:* [White Fragility](#), Robin DiAngelo & [Me and White Supremacy](#), Layla Saad
 - SEIC Call to Action: DEI work (ie: IPC modules) should not happen in funnels, and need to happen in conjunction with consultation of DEI Board Committee, Paddlesports Action Committee, etc. Additionally, focusing efforts to fully translate ACA documents into

Spanish to better support international and/or non-English speaking members. This can happen with initial questions like “How can we do this?” and “How can this happen?” to stay open to possibility.

- **Gerry Seavo James** - Explore Kentucky, L1 SUP Instructor, head of Paddlesports Action Committee
 - Does anyone have any reactions to anything Anna offered?
 - **Crystal Skahan:** A current project with UNH is centered around racial equity in adaptive sports; there’s a lot of assigned reading and videos to help create awareness and recognize blindspots. Discovering a lot of cool resources that hopefully will be able to pass along to PAC as well as to create content for future ACA conferences, focused on DEI, racial equity and Universal Paddling.
 - **Matt Murphy:** This is a difficult topic to discuss, especially as a white male. Struggle with feeling like I’ll say the wrong thing or say something the wrong way when having these kinds of discussions. How do I start this conversation? Should I say nothing at all?
 - **Gerry Seavo James:** This is a relatable feeling for people of color! I think these conversations should be less about feeling about getting into trouble, and more about having the forum to have open, honest conversations. Conversations might start by recognizing individual social determinants (privilege) and how that has afforded or not afforded opportunity.
 - *Paddlesports Action Committee* - we need direct outreach to communities of color, women, LGBTQ, etc., to increase representation. After beginning Explore Kentucky and becoming an Outdoor Afro Leader, a personal realization that there is an immediate need for safe, joyful paddlesport leaders of color. PAC formed outside of the ACA to more immediately meet this need by creating programs and doing work in the communities beyond organizational change within the ACA ie: becoming anti-racist, focusing DEI initiatives, etc. Working on a fiscally sponsored agreement to create and implement programs rooted in DEI on the water. ([Website](#))
- **John Traendly:** In the past, we have kept new business agenda items for the end of the meeting; today, we saw the shortcoming of that strategy which was to leave one of our most important conversations for the end of the meeting when members are tired from long hours on Zoom. There is a suggestion happening in the chat to have a separate meeting to focus on this topic and potentially others that we tend not to have a lot of time to dedicate to by the end of the meeting.
 - *Members present agree that a late Spring / early Summer meeting to refocus Council attention on this topic (and others) that were held to the end of the meeting is appropriate.*
- **Gerry Seavo James:** Come to our PAC working group meetings! And, Crystal had a great point; there are many amazing books, videos, and resources available for reflection.
 - *Recommended reading:* Landscapes of Exclusion: State Parks and Jim Crow in the American South, William O’Brien; The Color of Law, Richard Rothstein; Black Faces, White Spaces, Caroyln Finney

Saturday Meeting Concerns - Matt Murphy

- With recognition that scheduling meetings for large groups is difficult in finding the perfect time for everyone, it's easier to take a day off from work than it is to take time off from family (ie: weekend days v weekdays).
 - **John Traendly:** At the very least, our next meeting re: DEI work will likely be a shorter meeting during a weekday evening.
-

Upcoming SEIC Meetings

- Fall 2021 SEIC Meeting – TBD, likely October.
 - Location – Virtual
 - Motions & Reports Due – TBD
-

Plus/Delta for Meeting

- **Lydia Cardinal:** Regret leaving new business agenda items for the very end of the meeting and look forward to making adjustments in future meetings and agendas.
- **Trey Rouss:** There is a lot of positive new energy in the organization and hoping the ACA can take advantage of this. Eager to make refinements to L5 Skills Assessment and bring something improved to the table. Delta is that critical items got left for the end and did not receive the attention they deserved.
- **Kelsey Bracewell:** Sam Fowlkes thanked John Traendly for leadership of this meeting; his delta is wishing that everyone had taken more time to read motions in the packet prior to the meeting so that discussions didn't take as long. Personally, very proud of getting through most of the agenda and strong attendance of members. Thank you to everyone for the grace offered to the ACA and staff during a very tough year.
- **Jeff Atkins:** Love Zoom meetings in that they allow more attendance and engagement that was previously possible. Would like to see these meetings go back to weekdays (personal preference). Appreciate respectful communication between all members. Need to work on timing and time management to reduce discussion in some areas and increase it on important topics. Delta is discomfort with possibility for L3 and L4 Coastal Kayak instructors to be able to teach rock gardening without it being in instructor criteria.
- **John Browning:** Plus is attending a meeting in sweatpants! There is an issue with time and time management as it seems like every meeting, we leave several important agenda items on the table; we need to look at having more than just two meetings a year. There are times when there are special topics that warrant their own meetings and their own attention and focus. We may need a time limit on discussions, encourage reading of motions beforehand, and come to meetings ready to vote.
- **Dale Williams:** There are many pluses and deltas for this meeting, but need time to process.
- **Anna Levesque:** A plus is that it seems all members are listening to each other. A delta is recognizing and respecting the time that others are offering when they join our meetings as an outside contributor. Most folks on this committee are listening, engaging, and open to possibility.

- **Crystal Skahan:** Enjoy the Zoom platform but feel as though it does diminish organic conversations that happen in person, though everyone does a great job sharing the virtual space and communicating well. Delta is in regards to time management; support suggestions of time limits and more frequent meetings.
- **Elish McArthur:** Echo pluses / deltas from others. Thank you for listening and providing feedback to the Raft Committee motions. Looking forward to scheduling a meeting soon just to talk about DEI work.
- **Lynn Dominguez:** Virtual meetings have improved personal experience (used to call in, once drove through the night to make a meeting in person). Have had some negative experiences during these meetings and really appreciate how everyone is working together.
- **Matt Murphy:** Meeting etiquette (respectful communication, etc) is excellent. Delta is time management and not leaving enough time to discuss things that really matter.
- **Beth Wiegandt:** Thoughtful and respectful conversation is probably the top. Delta is this meeting has highlighted organizational deficiencies- communication, education.
- **Mike Aronoff:** Passion is alive and well in paddlesports. Time control measures are going to be difficult to moderate passion. Meeting is too long.
- **Sandra de Ugarte:** New to SEIC and very happy to be learning and following along in discussions. Very excited to learn more about DEI work and would like to be more involved. Delta is time management and lack of time limits.
- **Ashley Brown:** First SEIC meeting as Chair of Coastal Kayak! Delta is not seeing L5 Skills Assessment be passed.
- **Gerry Seavo James:** Let's schedule a time for special guests for better planning and preparedness.
- **Mary Pedrick:** An excellent learning experience, and very happy to see hand paddling motion approved. Delta is meeting is so long.
- **Ge Wu:** Since we're holding these meetings online, maybe we can do these meetings more often, especially for committees that want to push through matters that are more urgent.
- **Kyle Thomas:** Very inspired to be around so many passionate people. How can we share our energy and stoke, as a result of the meeting, with the rest of our membership? Very stoked about hand paddling curriculum.
- **John Traendly:** Thank you all for your patience and contributions. Will give considerations to time limits, though it's difficult to want to cut people off after seeing how much time and energy has gone into developing motions. Open to suggestions on how best to manage this moving forward! We have many initiatives where two meetings per year may not be enough to tackle these initiatives.

Need a motion to adjourn. The motion was received and seconded. Meeting adjourned at 5:40 pm EST.

Respectfully Submitted,



Lydia Wing (Cardinal)
SEIC Secretary

Appendix A: SEIC Attendance and Voting Record

SEIC Voting and Attendance Register - 27 February 2021 (virtual)											
SEIC Board - Voting Members	Name	Attending/Alternate	Motion A	Motion B	Motion C	Motion D	Motion E	Motion F	Motion G	Motion H	Motion I
Chair	John Traendly	present	Y	Y	Y	Y	A	Y	Y	Y	O
Vice Chair	John Browning	present	Y	Y	Y	Y	Y	Y	Y	Y	O
Secretary	Lydia Wing	present	Y	Y	Y	Y	Y	Y	Y	Y	O
Past Chair	Trey Knight	absent									
Introduction to Paddling Chair	Beth Wiegandt	present	Y	Y	Y	Y	A	Y	Y	Y	A
Universal Paddling Chair	Crystal Skahan	present	Y	Y	Y	Y	A	Y	Y	Y	O
Canoe Touring Chair	Lynn Dominguez	present	Y	Y	Y	Y	O	Y	Y	Y	Y
Coastal Kayaking Chair	Ashley Brown	present	Y	Y	Y	Y	Y	Y	A	Y	O
Prone Paddling Chair	Robin Pope (motions A-C) Adam Masters	present	Y	Y	Y	Y	A	Y	Y	Y	Y
Rafting Chair	Elisha Lynn McArthur	present	Y	Y	Y	Y	A	Y	Y	Y	A
River Canoeing Chair	Mike Aronoff	Present	Y	Y	A	Y	O	Y	Y	Y	O
River Kayaking Chair	Trey Rouss	Present	Y	Y	Y	Y	Y	Y	Y	Y	A
Safety & Rescue Chair	Sam Fowles	Present	Y	Y	Y	Y	A	Y	A		
Stand Up Paddleboard Chair	Anna Levesque	present	Y	Y	Y	Y	Y	Y	Y	Y	A
Surfski Chair	Matthew Murphy	Present	Y	Y	Y	Y	A	Y	Y	Y	O
Surf Kayaking Chair	Vacant										
Board of Directors Appointment	Vacant	n/a									
SEIC Chair Appointment	Vacant	n/a									
International Representative	Ge Wu	present									
International Representative	Sandra De Ugarte	Present	Y	Y	Y	Y	A	Y	Y	Y	Y
At-Large Member	Jeff Atkins	Present	Y	Y	Y	Y	Y	Y	Y	Y	O
At-Large Member	Dale Williams	present	Y	Y	Y	Y	Y	Y	Y	Y	A
Engaged Athlete Representative	Vacant	n/a									
Engaged Athlete Representative	Vacant	n/a									
Engaged Athlete Representative	Vacant	n/a									
Engaged Athlete Representative	Vacant	n/a									
Engaged Athlete Representative	Vacant	n/a									
Engaged Athlete Representative	Vacant	n/a									

*Join via conference call (all virtual)

**Unable to join call

For (Y) >>>

Opposed (O) >>>

Abstaining (A) >>>

Result >>>

17	17	16	17	7	17	15	16	3
0	0	0	0	2	0	0	0	8
0	0	1	0	8	0	2	0	5
Pass	Pass	Pass	Pass	Does Not Pass	Pass	Pass	Pass	Does Not Pass

SEIC Operating Procedures a/o 3/3/2019

E. The voting members of the SEIC Board may consist of a:

- Chair
- Vice Chair
- Secretary
- Immediate Past Chair
- one(1) National Board of Director appointed by the ACA National Board President
- one(1) appointment by the SEIC Board Chair
- two(2) International Representatives
- two(2) At-Large members
- six(6) Actively Engaged Athlete Representatives (ACA Board Policy ATH-001: Athlete Representative Classifications)
- the Chair of each Discipline Committee

Quorum Determination

A Quorum shall be 40% of filled voting members.

Voting positions = 28

Filled voting positions = 19

Voting members present = 18

Quorum = 8

n/a = position not filled

n/p = not present at the time of the vote

Appendix B: Executive Director Report

SEIC Meeting

February 28, 2021



Executive Director's Report



Executive Director's Report

1. People
2. Financials
3. Properties
4. Technology
5. Programs
6. Investment Opportunities



People

Executive Director
Beth Spilman

Competition
Rok Sribar

Safety
Education &
Instruction
Kelsey
Bracewell
Open
Position+

Rafal Smolen+
Dan
Henderson *
Zsolt S *+
Aaron Mann *+

Membership
Candy
Patten (12
hrs/wk)
Michelle
Flynn
Open PT
Position

Accounting
Emma
Walther

Insurance
Kristal
Pastell

Compliance
Stanton
Collins+

Stewardship
& PP
Brett Mayer

*Part time, 1099 employees
+Funded by USOPC or US Coast Guard

Financial Highlights

- Even with reduction in activity in 2020, we were slightly profitable last year.
- We are projecting a small surplus in 2021 even with some incremental investment in new people/activity.
- Funding from USOPC increased this year (about \$50,000) and we received \$40,000 in COVID support
- Second draw PPP loan application was approved by our local bank.
- Tracking close to budget for fiscal year 2021
- Almost finished with a three-year financial audit

Membership Trends

Member Type	January 2021	December 2020	January 2020	YOY change
Individuals	9,327	9,433	10,075	-7%
Instructors +IT/ITEs	3,927	3,958	4,787	-16%
Competition	258	173	474	-46%*
Paddle America Clubs	130	121	149	-13%
Affiliates	82	81	132	-38%
Out, Liv & Guides	67	71	90	-26%

* This is primarily a timing issue.

Properties Report

- 4 acres in Fredericksburg
 - Only carrying cost is property taxes ~\$5,100 per year
- Sugar Island
 - Tends to break even over time
 - Cash reserves ~ \$43,000
 - Expenses – taxes and maintenance
- Camp Sebago
 - Makes money (\$30,000 in 2020)
 - Cash reserves ~ \$196,000
 - Operates very (too?) independently of the national office*

* Audit concern



Technology Updates

- CMS enhancements
- New word press website
 - Page templates are just about finished
 - Transition plan
- Future role of Your Membership

New website

Programs and Services

- Competition
 - Team Trials for Sprint (March 19-21) and Slalom (April 11-13)
 - Continental Qualifications in Brazil
 - World Cups and other international competitions
 - Tokyo 2020
- State Directors program
- Insurance
- Diversity, Equity and Inclusion
- Stewardship and Public Policy

“Investment” Opportunities

1. Diversity, Equity and Inclusion initiative
2. Paddling league “proof of concept” in Oklahoma City
3. Fund a community engagement position to support:
 - Clubs and other outreach
 - Instructors
 - State Directors program
 - Regional grass roots events
4. Social media marketing campaign to drive membership
5. Re-package the Paddlesports Safety Facilitator class and market to the general public

Appendix C: SEI Department Report

ACA | CANOE - KAYAK - SUP - RAFT - RESCUE

SEI DEPARTMENT REPORT

AS PART OF THE FEBRUARY 27, 2021 SEIC MEETING



KELSEY BRACEWELL
SEI Department Manager



TBD
Education & Grant
Coordinator

ACA OFFICE STAFF

Special thanks to current
office staff:

Beth Spilman
Emma Walther
Michelle Flynn
Kristal Pastell
Candy Patten

Thanks to former office staff:

Amy Ellis
Carrie Schlemmer
LeighAnn Moore

Meet the SEI Team

SLIDE 4	ACA OFFICE UPDATE
SLIDE 5	REVIEW OF 2021 SO FAR
SLIDE 6	GRANTS
SLIDE 7	MEMBER COMMUNICATIONS
SLIDE 8	NATIONAL INSTRUCTION PROGRAM
SLIDE 9	CMS INFO & STATISTICS
SLIDE 19	SEI CONTACT INFO

Contents of this Report

ACA Office Updates





Year in Review

2021 So Far

Ongoing Grants

Member Communications

National Instruction Program & SEIC

Course Management System (CMS)

Grants

3320FAN1120.03: Geofencing - Phase 2

- \$150,000 awarded May 2020
- Currently In Progress - Project Concludes 9/30/2021

FY 2021-2022 USCG Grants

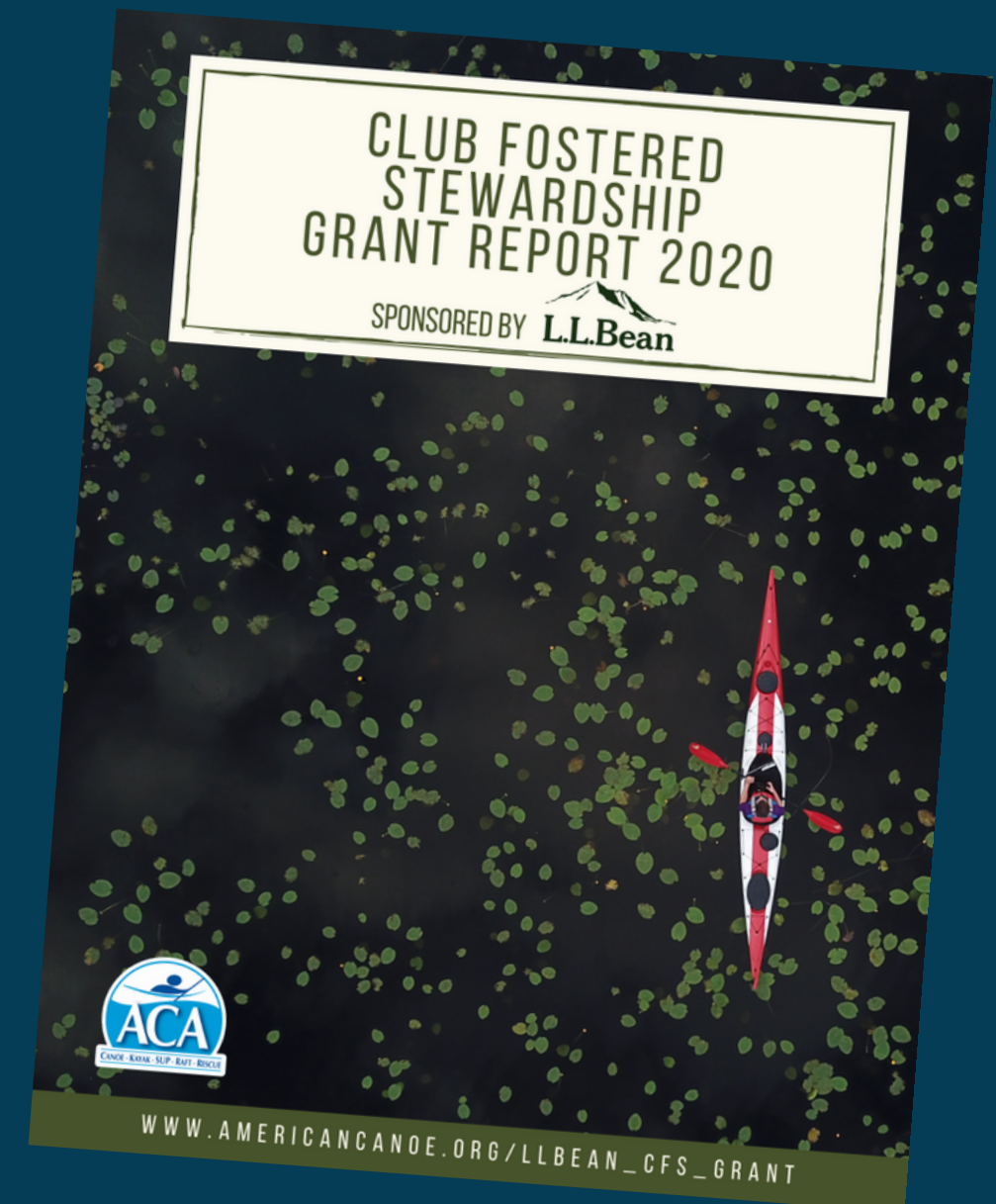
- Four Applications submitted
 - Online Coursework (Centered on PSF), Kayak Fishing, Underserved Community Cert Workshops, Online Coursework via Geofence Project #3
- Decisions expected April/May 2021

Club Fostered Community (CFC) Grant

- www.americancanoe.org/LLBean_CFC_Grant
- Replaces former CFS Grant
- 14 applications submitted so far
- Primary focus: supporting paddling organizations with overarching DEI goals

Member Communications

The SEI Department manages ACA's social media platforms, monthly newsletter, Paddle eMagazine, email campaigns, 'What's New' portion of the ACA website, and assists with ACA member renewal and retention efforts spearheaded by the Membership Department



Nat'l Instruction Program

The SEI Department not only communicates with current members, instructors, and the general public, but also facilitates the execution of SEIC/BoD approved motions & curriculum changes, communications to instructors, and assists with committee meetings and discussions that feed ACA's National Instruction Program



- IT and ITE Applications
- Waiver Requests
- Curriculum Updates
- Grievances / Appeals
- IT Candidates
- 2020 Cert Extensions - CMS
- Liability Waiver Integration - CMS
- FA/CPR Questions - CMS
- ACA Online Calendar (Instructional & Other Events)
- Contact Forms: 542 since last SEIC Meeting

CMS

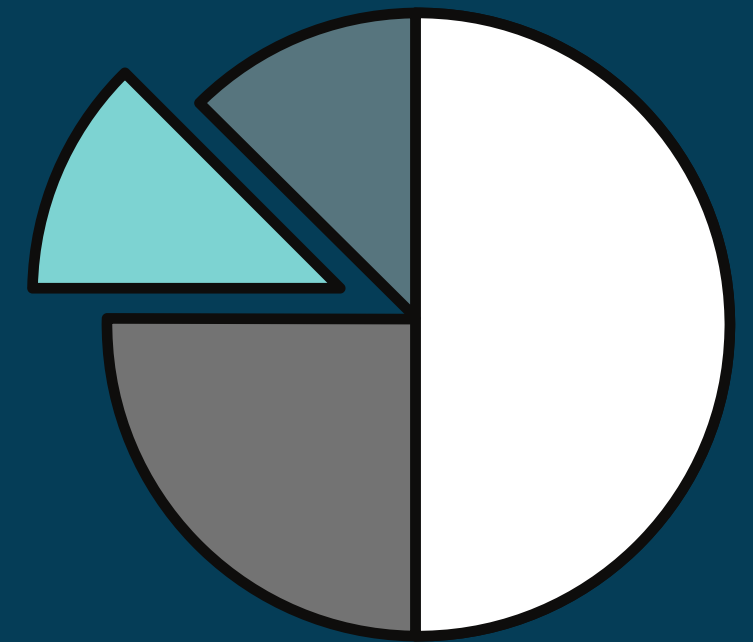
Launched 2/1/2020

- Online course registration, insurance requests, liability waivers, course reporting, fee calculation
- Past reporting records imported from 2017-2020
- Current membership, first aid & CPR policy enforcement
- Digital Credentials
- Student access to candidate evals, course records (all roles)
- Certification renewal progression
- Real time alerts & notifications
- Instructor listing
- Many more tools - read the user guides

COURSE STATS FROM THE CMS

2/1/2020 UNTIL 2/22/2021

- Courses Registered within the CMS (and end date has passed)
 - Total: 2,631
 - US: 1,877
 - International: 754
 - 334 Requested ACA Insurance via the CMS
 - 68 Were associated with a PAC (self select button)
- Courses That Have Concluded (end date has passed)
 - 1,862 submitted properly
 - 48 PAC sponsored courses have been submitted
 - 451 open
 - 36 cancelled
 - 42 saved (but not submitted)
 - 470 are not submitted and are late (> 30 days past course end)



COURSE STATS FROM THE CMS

2/1/2020 UNTIL 2/22/2021

Registered Course Types:

- Skills: 1,607
- Assessment: 657
- ICW: 230
- Instructor Update: 54
- IDW: 33
- ICE: 24
- Mentoring: 16
- Endorsement: 9
- ITDW: 1

Registered Course Disciplines:

- Coastal Kayak: 915
- Intro to Paddling: 654
- River Kayak: 501
- Safety & Rescue: 201
- SUP: 189
- River Canoe: 131
- Canoe Touring: 23
- Rafting: 14
- Surf Kayak: 1

Registered Course Levels:

- L2: 842
- L1: 618
- L4: 559
- L3: 460
- L5: 61
- 00 (Camping, Yoga, Etc): 54
- L0 (PSF): 37

"ALERTS" DATA FROM THE CMS

2/1/2020 UNTIL 2/22/2021



Most Frequent Member Alerts

- Completed assessment: 2,091
- Course evaluation due: 1,593
- Award pending course evaluation: 477
- Award pending first aid credential: 435
- Award pending CPR credential: 440

Most Frequent Course Alerts

- Course accepted: 647
- Post course to calendar: 391
- Insurance requested: 347
- Course roster late: 276
- Missing Liability Waivers: 275
- Insured Course completion information not provided: 208

INSTRUCTOR STATS FROM THE CMS

AS OF 2/22/2021

Total Instructors, ITs, ITEs: 8,424

With Current Dues: 3,912

With Current Dues and Current FA/CPR: 978

Total Non-Expired Certifications: 10,775

Certifications expiring 12/31/2021: 5,267

2018-2021

CERTIFICATION COMPARISON

AS OF 2/22/2021

2018 Stats

- Certs Expiring: 2,423
- Standard Renewals: 555
 - 330 Extensions Requested
- Instructor Updates Reported in 2018: 592
- New Certifications:
 - 1,972 Certs
 - 1,732 Individual People

2019 Stats

- Certs Expiring : 2,360
- Standard Renewals: 530
 - 304 Extensions Requested
- Instructor Updates Reported in 2019: 746
- New Certifications:
 - 2,078 Certs
 - 1,767 Individual People

2020 Stats

- Certs Expiring : 0
- Standard Renewals: 50
 - 199 Extensions Requested
 - 2,709 Auto Granted via CMS
- Instructor Updates Reported in 2020: 160
- New Certifications:
 - 294 Certs
 - 248 Individual People

2021 Stats

- Certs Expiring : 5,267
- Standard Renewals: 2
 - 27 Extensions Requested So Far
- Instructor Updates Reported in 2021: 0 So Far
- New Certifications:
 - 29 Certs
 - 28 Individual People

EDUCATION & INSTRUCTION RELATED INSURANCE PURCHASES

10/16/2020 (LAST SEIC MTG) - 2/22/2021

ACA Insurance products have 'Event Type' designation, which is selected by the purchaser:

- Club/Social: 22%
- Competition: 4%
- Education/Instruction: 69%
- Stewardship: 1%
- Other: 3%

"Education/Instruction" designated insurance purchases:

- Sanctioning Fees Purchased: 67
- Rush Fees Purchased: 11
- Late Fees Paid (< 30 Days Late): 9
- 90+ Days Late Fees Paid: 4
- Event Memberships Purchased: 191
- Additional Insureds Purchased: 11

*PAC sponsored courses and events don't
pay independent sanctioning fees

Data from the same time span as previous slide, but one year earlier.

Categorization:

- Club/Social: 32%
- Competition: 10%
- Education/Instruction: 55%
- Stewardship: 1%
- Other: 1%

"Education/Instruction" designated insurance purchases:

- Sanctioning Fees Purchased: 60
- Rush Fees Purchased: 5
- Late Fees Paid: 1
- Event Memberships Purchased: 436
- Additional Insureds Purchased: 37

TIMEFRAME COMPARISON: EDUCATION / INSTRUCTION INSURANCE PURCHASES 10/16/2019-2/22/2020

*PAC sponsored courses and events don't pay independent sanctioning fees

Certification Trends: ACA Membership Status

COMPARISON: 2018-2021

OCT 2018

- Total Instructors: 8,817
- Paid Instructors: 4,608
- Total ITs/ITEs: 235 (192/43)
- Paid ITs/ITEs: 212 (172/40)

OCT 2019

- Total Instructors: 8,832
- Paid Instructors: 4,573
- Total ITs/ITEs: 235 (196/39)
- Paid ITs/ITEs: 212 (174/38)

OCT 2020

- Total Instructors: 8,168
- Paid Instructors: 3,821
- Total ITs/ITEs: 223 (186/37)
- Paid ITs/ITEs: 192 (158/32)

FEB 2021

- Total Instructors: 8,279
- Paid Instructors: 3,718
- Total ITs/ITEs: 225 (186/39)
- Paid ITs/ITEs: 215 (176/39)

Questions?



Get in Touch

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EMAIL ADDRESS

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PHONE NUMBER

540-907-4460

Appendix D: Liaison Reports - US Coast Guard, Boy Scouts of America

USCG Auxiliary report to ACA Safety Education and Instruction Council



Background

- About 45,000 active duty USCG personnel
- About 25,000 volunteer USCG Auxiliary members
 - Primary mission is boating safety
 - Strong focus on powerboating – the most common boat involved in recreational boating accidents, injuries and deaths
- AUXPAD is the Auxiliary's paddling program
 - Ashore – provides basic safety message (focus on life jacket wear)
 - Afloat – on-water safety; strongly tied to ACA instructional program
 - Program vision – no preventable paddling deaths

Setting the stage

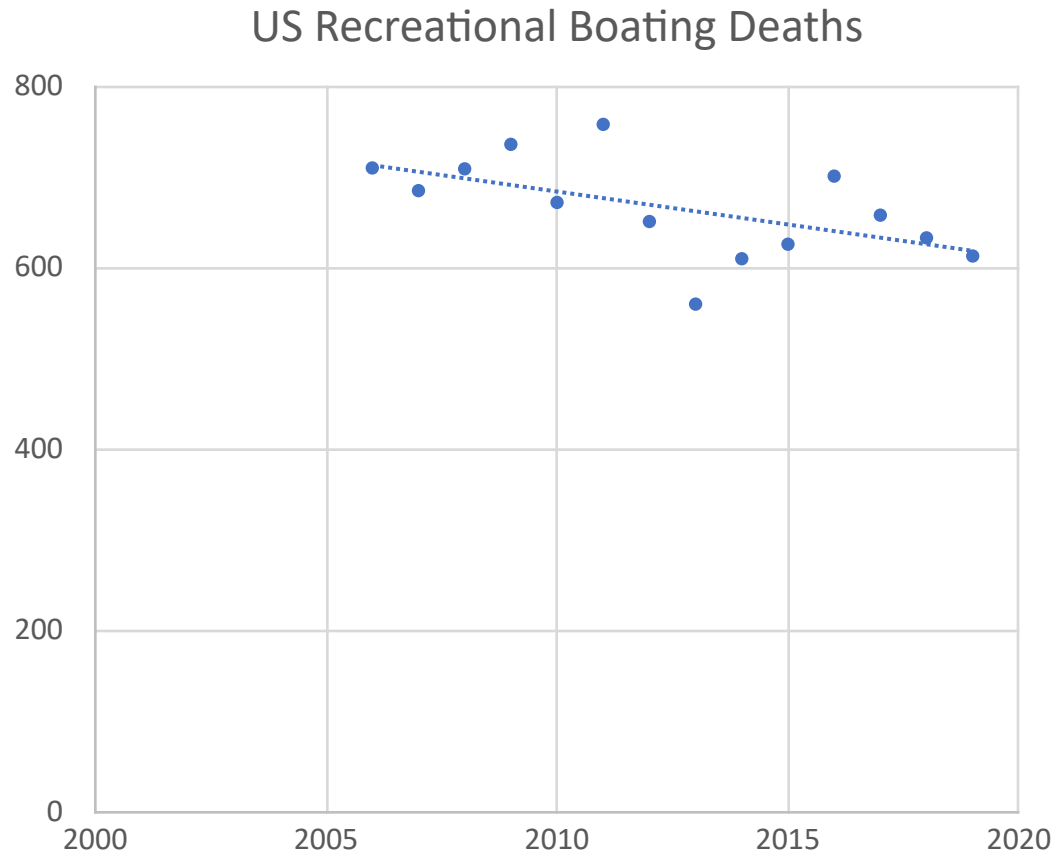
- In 2018:
 - 84.5 million recreational boaters in the US
 - 22.9 million are paddlers – 27% of the total recreational boating community

Setting the stage

From 2010 to 2019:

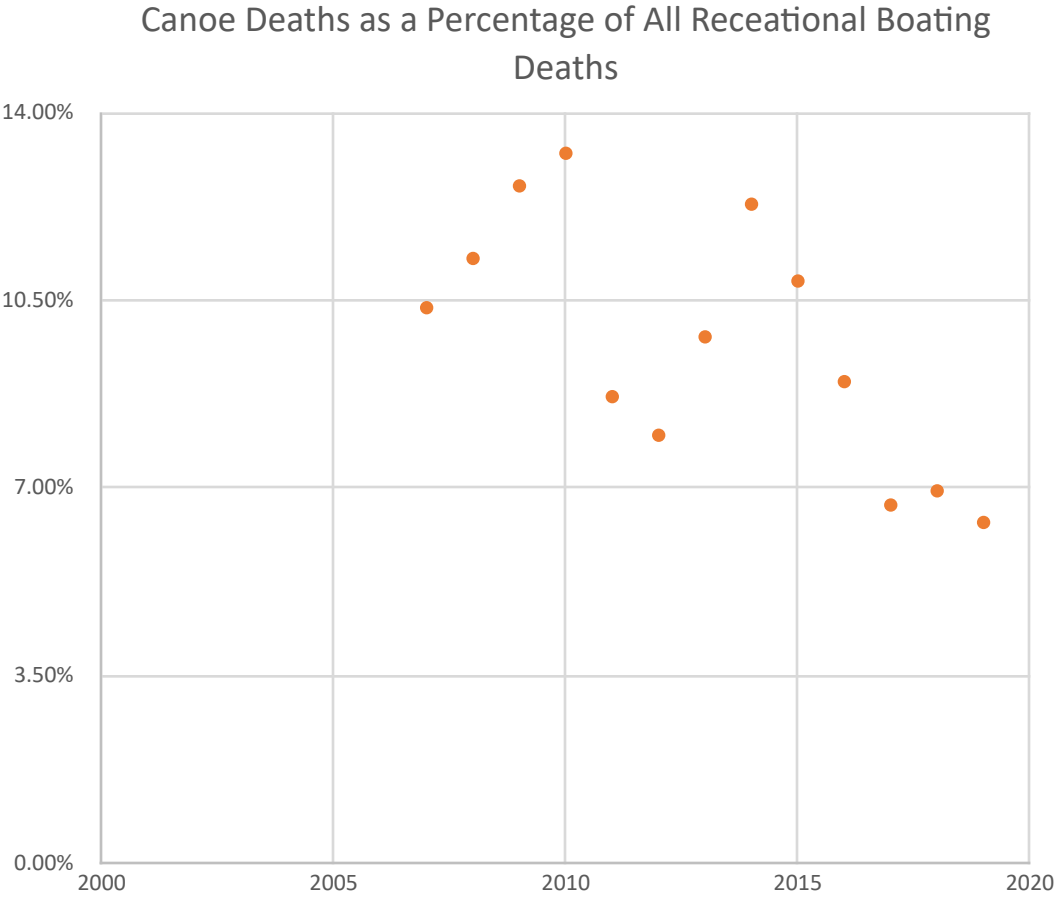
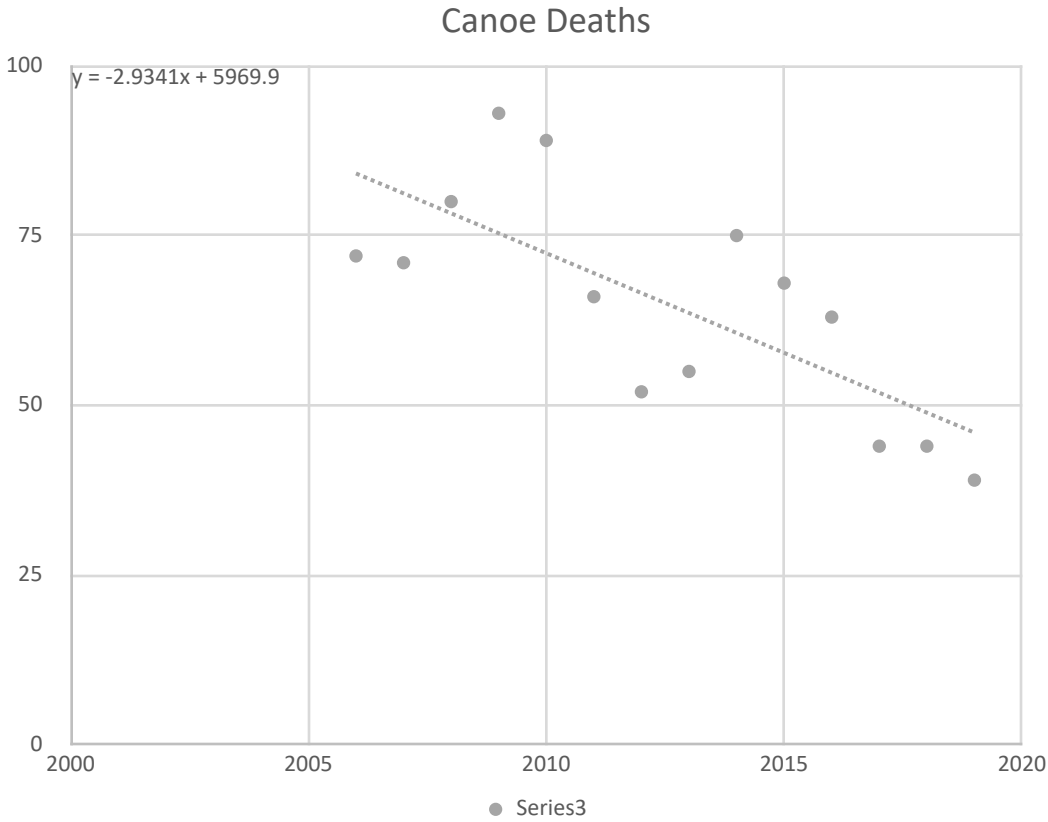
- About 65% of all recreational boating deaths involved motorboats
- About 29% involve human propelled craft
 - About 21% involve canoes, kayaks and SUPs; SUPs contribute about 5% of all paddling deaths, or about 1% of all recreational boating deaths
- About 3% involve sailboats
 - Two thirds of these had engines
- The rest are “other” or unknown

Overall recreational boating deaths

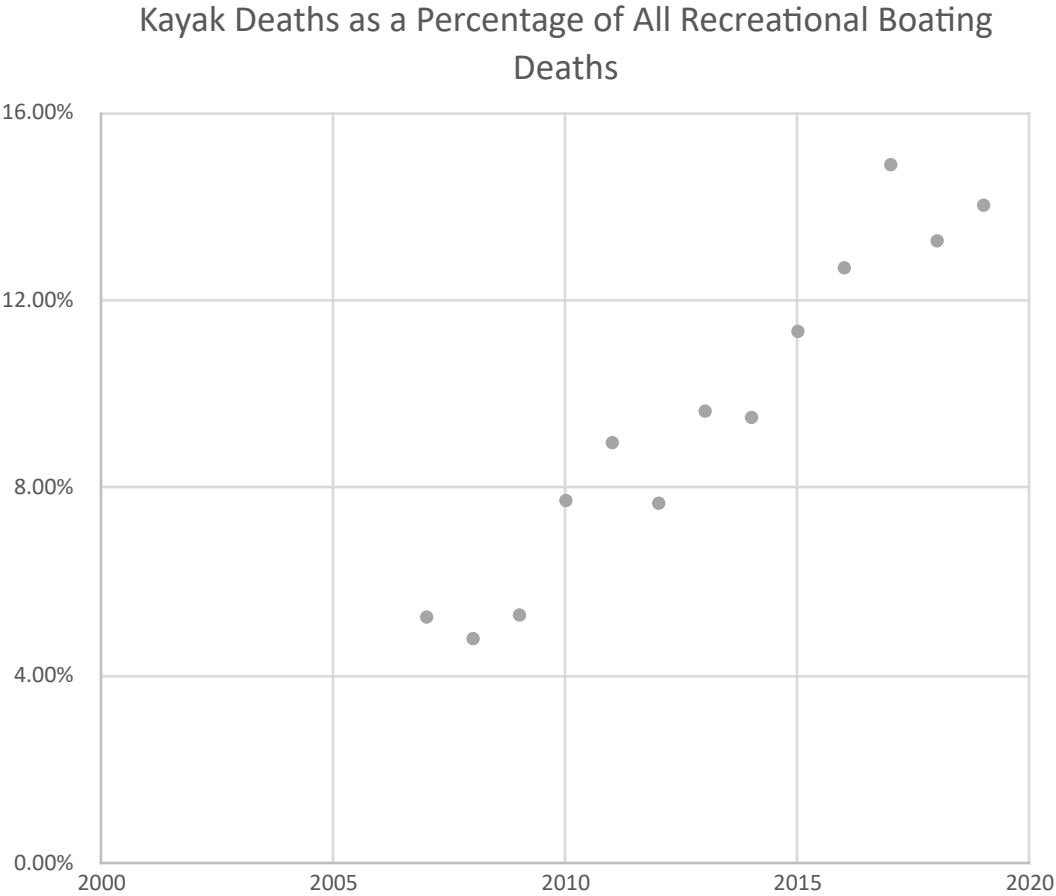
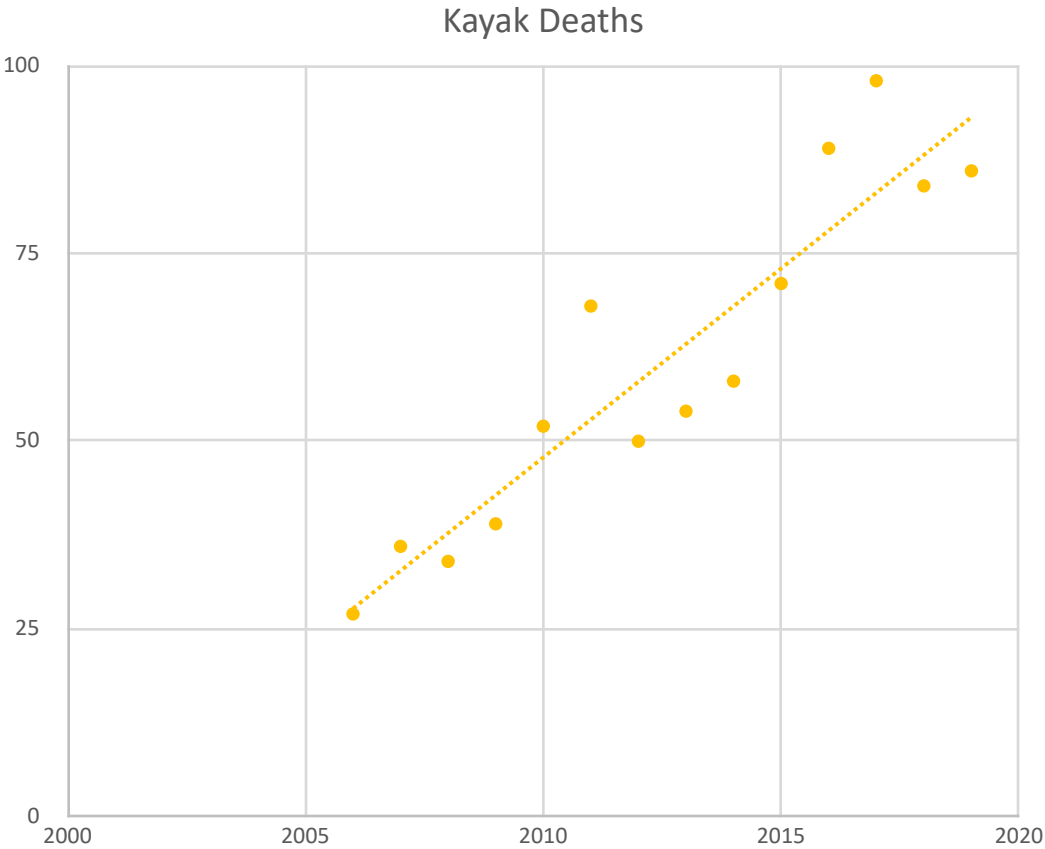


- Average of 649 deaths per year 2010-2019
- General decrease over time, but decrease has stalled since 2012
- 70.4% drowned, 84.6% of drowning subjects were not wearing a life jacket – consistent life jacket wear could prevent 60% of boating deaths
- Most fatalities had no boating education

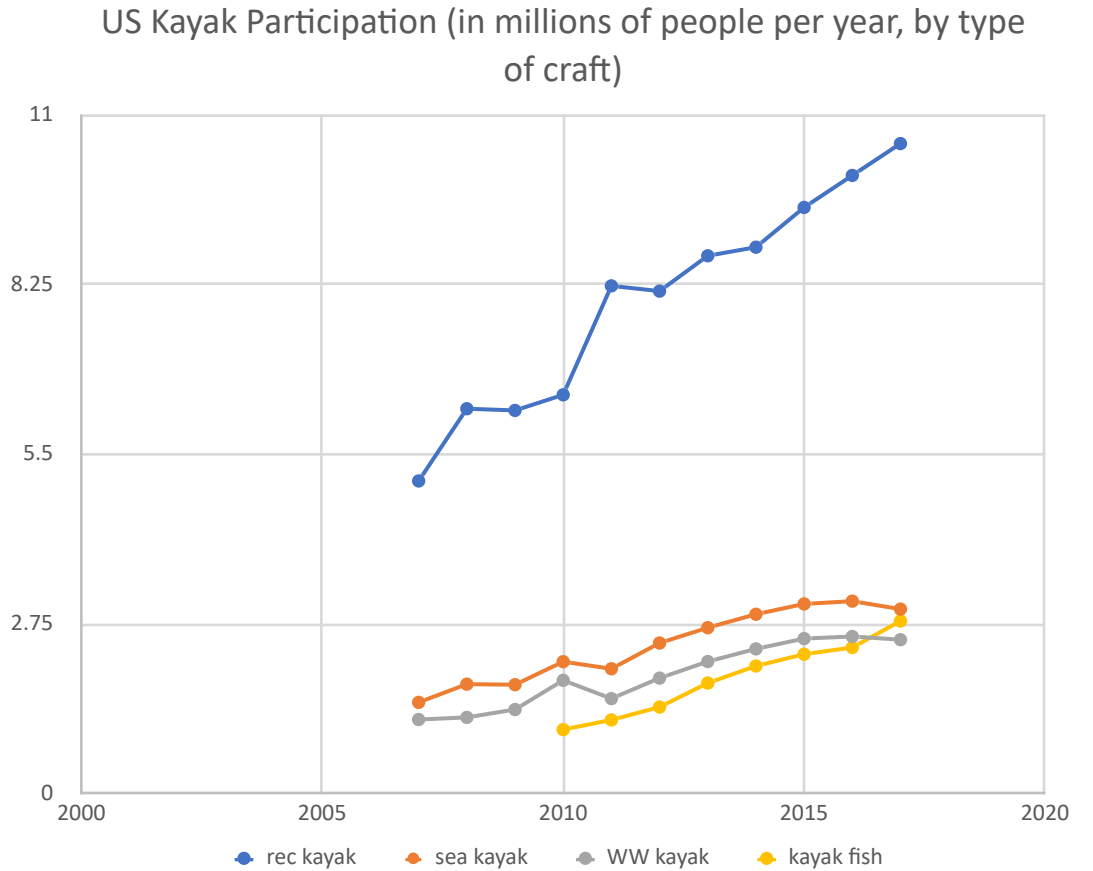
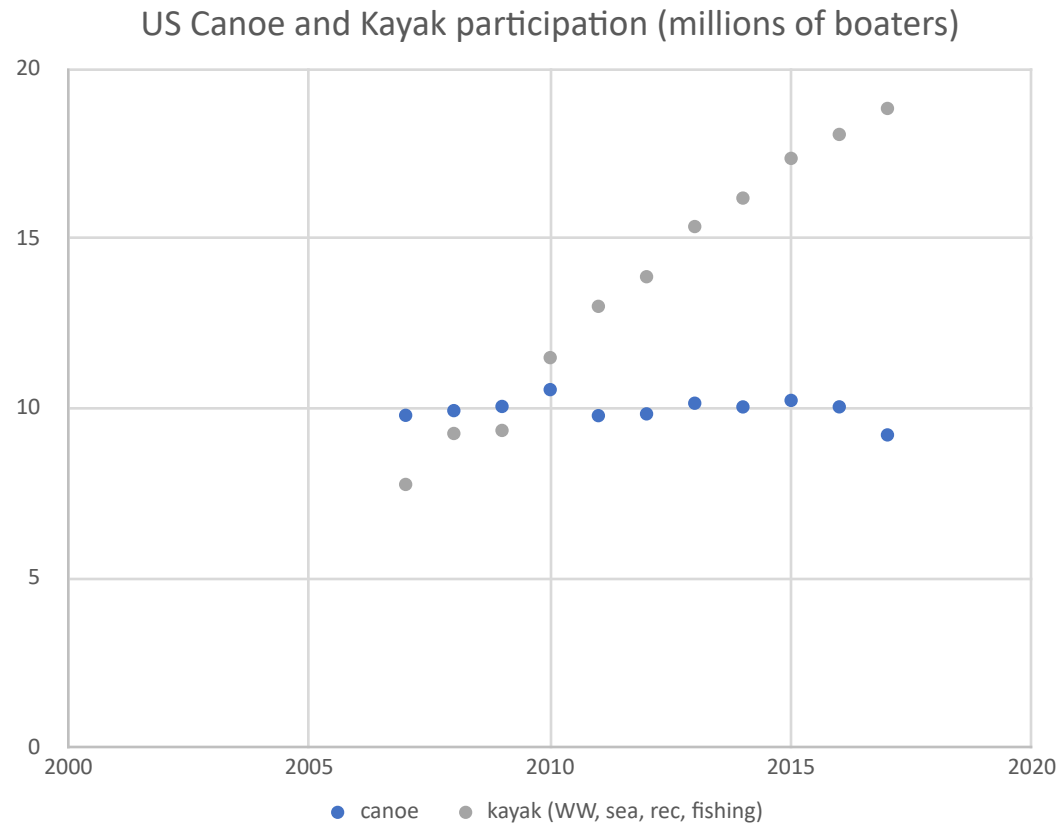
Canoe deaths



Kayak deaths

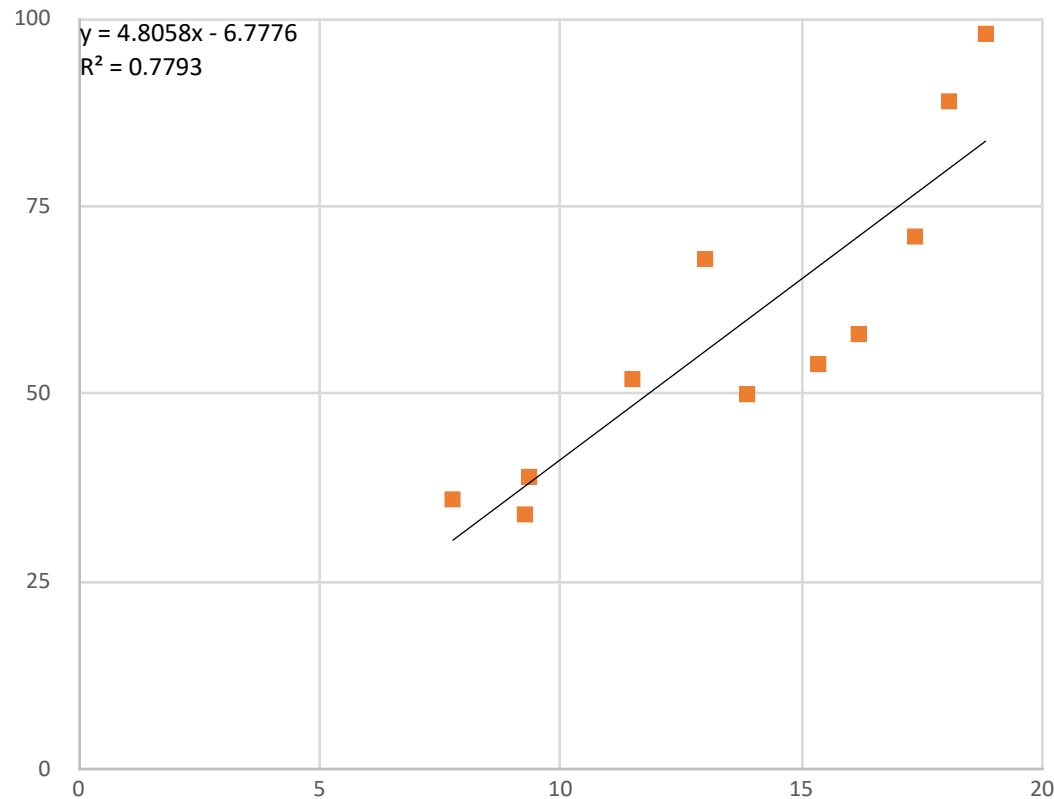


Canoe and kayak participation



Kayaking deaths vs. participation

Relationship between kayak participation in millions of people per year (x-axis) and kayaking related deaths (y-axis), 2007-2017



- Increase in participation has led to an increase in deaths
- Last year included is 2017
- Anecdotal reports suggest continued growth in kayaking, and particularly in recreational kayaking

Setting the stage

Paddling accidents:

- Most reported accidents are fatal
- Falling overboard and capsizing are the most common type
- Primary contributing factors include inexperience and exposure to hazardous waters - Lifejacket wear and education are not considered contributing factors but are critically important.
- Collisions occur but they're different than powerboat on powerboat
- Other data sources (American Whitewater) and RBS data suggest pins, entrapment and flush drowning are concerns.
- Paddling accidents are not like powerboating accidents

Why do you care?

- Paddling participation is increasing, most noticeably amongst recreational kayakers
- Linear relationship between number of kayakers and kayaking deaths
- Open motorboats are the craft most commonly associated with recreational boating deaths; kayaks and canoes are 2nd and 3rd
- Motorboat fuel taxes contribute to waterway access, stewardship, and rescue services
- Paddlers don't pay similar taxes – and regulators increasingly notice and complain

Coast Guard Paddling Dichotomy

The Coast Guard and particularly the Auxiliary are not at all interested in ACA members, instructors or course participants.

- Advanced training, for many boating educators, is any kind of on-water training – so nearly everyone listening to this presentation is involved with advanced instruction. As such, you don't need most of what the Auxiliary has to offer.
 - But, you might enjoy navigation, communication, weather, ... classes

Coast Guard Paddling Dichotomy

The Coast Guard and particularly the Auxiliary are desperately interested in ACA members, instructors or course participants.

- Most boating fatalities involve inexperienced boaters
- ACA instructors provide outstanding instruction – if it's provided to those who aren't getting it now, lives will be saved (and attention turned...)

Auxiliary Paddlecraft Safety Division Goals

- AUX Goal is NOT to reach the people reached by most paddling instructors.
- Goal IS to reach those who aren't being reached
- Auxiliary resources can help instructors reach new markets, improve paddling safety, and reduce paddling deaths (moving regulator's eyes elsewhere!).
- ACA is the premier source of paddling instruction in the US; the Auxiliary chose to use ACA's program rather than create its own.
 - Which means ACA instructors are treated like pilots and medical professionals

What the Auxiliary is doing now

- Drafting an risk-based curriculum for paddling – not how to paddle, but how to anticipate, prevent and manage problems – based off Recreational Boating Statistics, AW's accident database, and interviews with paddlers
- Expanding paddling instruction to Auxiliary members
- Seeking to reach more paddlers
- Reaching out to ACA instructors for help

Want to be involved?

- Reach out to a flotilla and offer help (most Auxiliarists know next to nothing about paddling – an hour presentation can make a difference)
OR
- Look into co-branded courses, using Auxiliary resources to reach new student populations OR
- Join the Auxiliary
- Contact Robin Pope (robinpope3@Hotmail.com) for more information
- Recognize that the Auxiliary is a volunteer-based government organization...

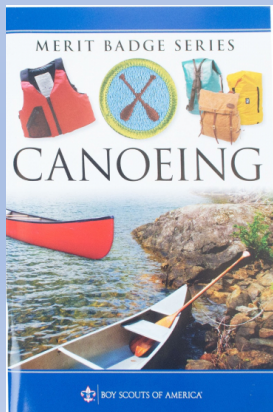
Questions?

ACA and Scouting

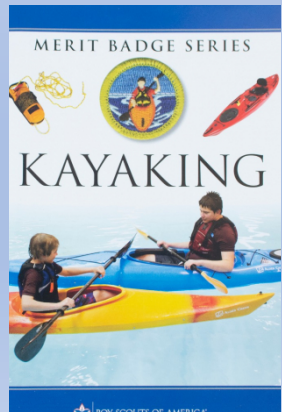


ACA's contributions to Scouting

- Canoeing merit badge pamphlet
- Kayaking merit badge pamphlet
- Whitewater merit badge pamphlet
- SUP award
- All paddling content for the Sea Scout manual and Sea Scout program



Scouting's paddling program is the ACA's program



Who is reached?

- Roughly a million Scouts in the US (total)
- Merit badges in 2019
 - Kayaking (19th) – 28,093
 - Canoeing (24th) – 22,734
 - Whitewater (113th) – 2890
 - Plus tens of thousands in paddling activities



Why get involved?

- Make a difference in the lives of young people
- Help create lifelong paddlers
- If you have children, create an opportunity for them to participate
- Reach out to Troops (Scouts), Ships (Sea Scouts), Crews (Venturing), Councils (regional organization), and camps to get involved!

Questions?

Appendix E: Instructional Committee Report



ACA Instructor Resources



Instructional Resources

ACA Mission: “ACA provides paddlesports leadership, structure, **and instructional resources** to promote our sport’s many health and social benefits to fuel membership growth and enrich the experience of all participants.”



Instructional Resources

In support of the ACA mission to provide instructional resources, the workgroup formed at the last meeting to revise the ACA Instructor's Manual developed a long-term vision, and a short-term vision --



Instructional Resources Workgroup

Long-term vision

*Have ALL the current
classroom material
presented in ICW's to be
completed in online virtual
classrooms.*



Instructional Resources Long-term Vision

- Interactive and utilize integrated graphics and video, where appropriate
- Scored utilizing CMS
- Required prerequisite for attending an ICW at all levels in all Disciplines
- General material for all candidates
- Discipline specific material by levels
- Candidates register and pay for the virtual classroom independent of the ICW conducted by the IT/ITE



Instructional Resources Workgroup

Short-term vision

To post the common material currently presented in our ICW classroom presentations, for all levels and Disciplines, on the ACA website.



Instructional Resources Short-term Vision

- These are the handouts we already have and/or provide to our candidates during the ICW.
 - The pages would be PDF, branded but nothing fancy, origin of content and “voice” of the material would undoubtedly differ from document to document, but could be interesting.
- For many of us this amounts to 4 to 6 hours of time that would be freed up for Discipline specific hard skill development during the ICW.



Instructional Resources Short-term Vision

- This collection of material would also serve as the content, and “Phase 1”, in the development of a virtual classroom.
- Provided we do not get bogged down in “who wrote what” this could happen very quickly; and if whatever we move forward with is a requirement in all Disciplines and at all levels.



Instructional Resources Vision

- The knowledge base of this online material would be required and scored to measure the candidate's ownership of the material.
- An “advanced” candidate might review a couple topics and pass the test.
- A “beginner” might find it necessary to complete all the study before taking the test.
- The test would be scored and integrated into CMS. But could be done with FREE online forms submitted to the Trainer.
- Easily accomplished by utilizing all the handouts currently available from IT/ITEs.



Instructional Resources Vision

- All material would be accessible on the ACA website.
- Material relevant to all disciplines would appear under the “Education” tab at “Resources”.
- Discipline specific material would appear on the Discipline’s course offerings page under the title of “Instructor Resources”.



Instructional Resources

Questions or comments?