The coalition of stakeholders working to protect our public lands has the potential to become a movement. Outdoor recreationists, land managers and conservationists realize their greatest opportunities for effectiveness when they address issues of common concern with a unified voice. Working together to achieve shared objectives, our ability to champion our public lands in a time of unprecedented threat is extraordinary.

One of the greatest threats to the movement’s success is fragmentation. Compartmentalization of work, replication of effort, lack of communication between principals, and conflict between natural allies are just a few of the challenges that conspire against a united whole.

Lack of diversity is our Achille’s heel. 85% of Americans live in urban areas. America is slated to become a minority-majority country by 2040. The average member of the country’s leading environmental organizations is a white baby boomer. America’s hunting and angling communities, which have long carried the country’s conservation work on their backs via the ca. $750M in taxes they pay each year for conservation, are overwhelmingly Caucasian. If the efforts to protect America’s lands, waters and wildlife continue to be led by Caucasians as they have been historically, it will not be enough to secure their health and well-being.

The Center for Jackson Hole is a 501c3 nonprofit organization whose mission is to strengthen the coalition of interests devoted to our public lands by investing in the future of their constituencies. We achieve this mission via two main programs: SHIFT (Shaping How we Invest For Tomorrow), an annual festival, held each autumn in Jackson Hole, that explores issues at the intersection of conservation, outdoor recreation and cultural relevancy; and The Emerging Leaders Program, which trains a culturally diverse cohort of young outdoor recreationists to lead the conservation conversation.

By combining the protection of place with business, responsible recreation and cultural relevancy, The Center for Jackson Hole’s programs advance work that is helping to revitalize the American conservation movement. In an increasingly partisan political landscape, these programs also represent a uniquely nonpartisan effort to protect our public lands. With your help, we look forward to advancing a unified framework for their stewardship.
To develop as strong a base as possible for our work, The Center for Jackson Hole develops its programming around topics relevant to a broad cross-section of Americans. At SHIFT in 2016, for example, we addressed the public land transfer movement and funding for public lands, while 2017’s focus will center on jobs and the economics of outdoor rec and public lands. Issues related to nature and the health and wellness of citizens, and to social justice issues that must be addressed to insure all Americans are invested in the outcome, will serve as the focus of future SHIFTs. In this manner, as we grow our stakeholder base, we will continue to tackle increasingly critical topics pertinent to the future of American conservation.

In 2016, The Center for Jackson Hole developed a program that addressed the issue of cultural relevancy in outdoor recreation and conservation. The Emerging Leaders Program (“ELP”) brought thirty-four men and women between the ages of 19 and 31 to the Jackson campus of The Teton Science Schools for three days of preparatory work in advance of The 2016 SHIFT Festival, and then integrated them into the proceedings as moderators, panelists, speakers and facilitators, and as volunteers for logistics. This inclusive approach to their participation “changed the conversation in very important ways” for participants and Emerging Leaders (“ELPers”) alike.

Now, as we proceed, SHIFT’s substantive focus will remain the intersection of outdoor rec, conservation and cultural relevancy. We will continue to explore the niche between this focal point and the economy, highlighting the role outdoor recreation can play in the protection of our public lands. The Emerging Leaders Program will be the engine of our efforts.

Our five-year goal is to unite the constituencies of American stakeholder groups who support our lands, waters and wildlife. By providing a unified framework for these natural allies, we will make it politically untenable to advocate for legislation that adversely effects America’s natural legacy.
While the issues SHIFT tackles will vary from year to year, the context for each year’s program will always include the following foundation-level elements.

**Cultural Relevancy:** Establishing a stronger culture of stewardship and increasing support for America’s lands and waters is key to their longterm viability. This, in turn, relies on insuring that they are relevant to all Americans. Rather than single out issues related to cultural relevancy, SHIFT weaves it into the fabric of its work, via strategic programming and The Emerging Leaders Program. DEI is not a tangential issue we address. It’s part of our perspective, and a fundamental component of how we approach our work.

**Collective Impact:** SHIFT, which uses [The Principles for Advancing Recreation and Conservation](https://wwwSHIFT.org/SHIFTPrinciples) (aka “The SHIFT Principles”; see next page) as the guidelines for its work, unites natural allies around the common goal of protecting the places in which we play. By providing a unified framework for the stewardship of these places, The Principles increase the effectiveness of our individual efforts.

**Storytelling:** The stories of how we interact with the land are the ties that bind us, for they allow us to understand the commonality behind our commitment to these places. Storytelling is an integral part of our work. In 2017, keynotes, podcasting, film interviews, and “TED”-style talks by Emerging Leaders will be complemented by messaging and social media workshops that teach participants how to effectively deliver their stories to their target audiences.
THE SHIFT PRINCIPLES

During the 2014 SHIFT Festival, The SHIFT Roundtable on Land Conservation, Wilderness Advocacy & Human-Powered Outdoor Recreation, which sought to develop stronger partnerships between natural allies for the benefit of conservation, identified the reduction of division among such allies as a key to successful conservation efforts.

In June 2015, The Conservation and Recreation Summit, held in Grand Teton National Park at The Murie Center, used this observation as the starting point for a conversation between fifteen outdoor recreation enthusiasts, conservation advocates and public land managers who had convened to explore ways to better protect America’s outdoor heritage.

The participants, who came from the three interest groups in roughly equal proportion, agreed that a set of principles that served as a unified framework for natural allies would reduce internal conflict and increase success in the protection of our public lands, waters and wildlife. At the Summit’s conclusion, the participants therefore proposed six Principles for Advancing Outdoor Recreation and Conservation.

1. Outdoor recreation and conservation require that a diversity of lands and waters be publicly owned, available for public access, and well-stewarded. The uniquely American public land heritage is a privilege and a birthright. Stewardship of our public lands – including waters and wildlife – is our responsibility.

2. Recreation and conservation need each other. Both are beneficial to local economic well-being, quality of life and personal health. Outdoor recreation helps people understand the importance of healthy, intact ecosystems, which builds support for their protection and stewardship. Conservation protects the natural resources and wild places...
upon which outdoor recreation depends. Responsible recreation – which fosters and is informed by a conservation ethic while promoting diverse, inclusive and next-generation engagement – is essential for future protection and use of our public lands.

3. Outdoor users are responsible for avoiding and minimizing the impacts of their use across the places they recreate and the larger landscape. All recreation has impact. Ethical outdoor behavior that demonstrates respect for lands, water, and wildlife and that respects the value of connecting all people to the outdoors is critical and must be developed in all users and in future generations.

4. Proactive, professional planning and management, combined with public education, is necessary to care for the land and provide a diversity of quality recreation opportunities. Active public engagement in crafting solutions is necessary to ensure solutions are fair and can be effectively implemented. To make better decisions about which activities are best suited for which locations and provide a spectrum of opportunities to serve diverse interests, a broad landscape approach is necessary in order to meet both conservation and recreation needs.

5. Physical, biological and social science must inform the management of recreation. Management decisions should be grounded in the best available scientific information to ensure the protection of wild areas and the sustainability of resources while maintaining and enhancing the quality of outdoor recreation experiences.

6. Stable long-term funding and creative management solutions are essential to protect the environment and support outdoor recreation. Reliable and consistent funding is essential to protect natural resources and manage outdoor recreational experiences. Funding levels must be proportionate to the economic and public health benefits of outdoor recreation and a healthy environment. Land management agencies need adequate funding from federal, state, and local sources. This must be supplemented by (but not replaced by) new and non-traditional funding from private and non-profit sources.

THE SHIFT PRINCIPLES CAN BE THE PLATFORM OUR ORGANIZATIONS STAND UPON TO SUPPORT, DISCUSS AND BALANCE OUTDOOR RECREATION AND SUSTAINABLE MANAGEMENT PRACTICES OF HABITAT AND WILDLIFE IN COLORADO.

— Bob Broscheid, Director, Colorado Parks & Wildlife. In 2016, Colorado became the first state to adopt The Principles
The economy is America’s monomaniacal focus. It cuts across political lines, uniting Democrats and Republicans alike as elected officials around the country work diligently to provide sustainable jobs to their constituents.

Outdoor recreation is one of the central drivers of the American economy. Though the Outdoor Rec Act passed with bipartisan support, this powerful argument, of outdoor rec on public lands as an economic engine, is greatly underleveraged in modern conservation. Public lands play a fundamental role in a sustainable outdoor recreation economy. The quality of life they permit attracts not only recreationists, but also tourists, baby boomers retiring to greener pastures, and entrepreneurs, who in turn create economic diversity in communities adjacent to public lands.

The 2017 SHIFT Festival, which runs from Nov. 1-3, will explore the business case for public lands: protecting them because of their role in sustainable economies. Tracks will focus on the roles state offices of outdoor recreation can play in protecting healthy lands and waters, both public and private; the development of entrepreneurship in mountain and rural communities, which allows these communities to sidestep the boom-bust cycles inherent to an extraction-based economy; and the role that outdoor rec business alliances can play in public lands advocacy.
THE EMERGING LEADERS PROGRAM

The unique value proposition of SHIFT is the convening of diverse stakeholders across the outdoor recreation, land management, conservation and cultural relevancy communities to address challenges affecting our natural world. In 2016, SHIFT successfully brought young, diverse voices to the table to inform conversations regarding our public lands via the Emerging Leaders Program.

By convening a diverse group of early career leaders from across the core SHIFT audiences, ELP successfully elevates the voices of underrepresented members of our community. The program itself leveraged personal narrative as a means of galvanizing others around a cause, collaborative dialogue as a frame for acting practically within institutions to affect change, and disciplined learning to bring together unconventional partners for work on complex challenges.

Future iterations of ELP will concentrate on diversifying engagement across regions, cultures and ideologies and creating action steps to generate local partnerships that address issues of significance to communities across the country.

At each Emerging Leaders Program, ELPers are given:
- **Familiarization** with subject matter to be explored at the SHIFT Festival (e.g., funding for public lands, the public land transfer movement)
- **Instruction** on how to then lead the conversations at SHIFT
- **Tools and skills** to help engage in discussions critical to protecting public lands
- **Export models** that allow them to share the results with their communities

“THE EMERGING LEADERS PROGRAM IS THE BEST EXAMPLE OF LEADERSHIP DEVELOPMENT I’VE SEEN.”

— Daniel Lucio, Volunteer Lead, The Sierra Club’s Our Wild Americas
The Teton Science Schools ("TSS") has been teaching about the natural world and the Greater Yellowstone Ecosystem since 1967. Its seven program areas share a common vision of education, one deeply rooted in the outdoors as place anchors that enrich our understanding of the world.

TSS instructors to develop and execute ELP curriculum. The resulting program leverages personal narrative as a means of galvanizing others around a cause, collaborative dialogue as a frame for acting practically within institutions to affect change, and disciplined learning to bring together unconventional partners for work on complex challenges.

ELP includes three days of preparatory work in advance of SHIFT that familiarizes ELPers with the Festival topics.

Upon conclusion of the training, ELPers are prepared to help lead the proceedings at SHIFT in various capacities: as panel hosts, moderators and panelists, as keynote speakers during SHIFT, and as key logistical assistants throughout the Festival.

By structuring SHIFT programming to channel ELPer experience and perspective, we connect the next generation of stewards with the traditional voices of conservation. The result? At SHIFT, the leaders of today and tomorrow collaborate to make this work relevant to all Americans.
During ELP, participants are given the tools to share their work back out with their communities. These tools, known internally as “export” or “sharing” models, include SHIFTx Stakeholder Discussion Meetings, Podcasting and Public Engagement.

SHIFTx

Sharing SHIFT’s work allows us to continue it between annual events, broaden the coalition of stakeholders and bring value to both the Emerging Leaders and the communities where they live. To this end, we developed a “SHIFTx” stakeholder discussion format that the Emerging Leaders can apply to relevant issues in their communities.

SHIFTx stakeholder discussion meetings are built on five major objectives:
- Convening stakeholders to foster collective impact
- Sharing stories important to the movement
- Inspiring tangible action and goal setting among stakeholders
- Identifying solutions to local issues of landscape and community
- Connecting ELP participants to colleagues in the field while also elevating their presence in their own community

PODCASTING

The stories we tell of our interactions with the land are the ties that bind us. During the 2017 Winter Emerging Leaders Program, ELPers developed the framework for a podcast that they could run and produce.

The podcast will provide a platform for a diverse array of stories and discussions about personal and community connections and relationships to the land and/or landscape. Via these podcasts, ELPers aim to increase the

“YOU ARE ON TO SOMETHING VERY POWERFUL HERE.”

— Peter Metcalf, former CEO, Black Diamond
diversity of voices and experiences in relation to the outdoors in the podcasting community; raise exposure for SHIFT and ELP; and develop storytelling as a tool to build connections between people and landscapes.

Each class of Emerging Leaders will be trained to participate in the podcasting.

PUBLIC ENGAGEMENT

With the training provided within the Emerging Leaders Program and the experience gained by actively presenting and facilitating at SHIFT, ELP alumni return to their communities with the requisite skills to organize, facilitate and lead conservation conversations, present their perspectives, stories and insights, and actively participate in other areas of public engagement.
2017 PRELIMINARY SCHEDULE

2017 EMERGING LEADERS PROGRAM

Saturday, Oct. 28:
4 p.m.: ELP registration
5 p.m.: Dinner
7 p.m.: Introductions
  SHIFT Principles
  Collective Impact Models

Sunday, Oct. 29:
7:30 a.m.: Breakfast
9 a.m.: ELP outside/DWCC
11 a.m.: Story Exchange
12 p.m.: Lunch
2 p.m.: transfer to Murie Center
3 p.m.: ELP outside
5 p.m.: Dinner
7 p.m.: 2017 SHIFT theme work

Monday, Oct. 30:
7:30 a.m.: Breakfast
9 a.m.: 2017 SHIFT theme work
12 p.m.: Lunch
2 p.m.: ELP storytelling (podcasting, video interviews, SHIFTx)
5 p.m.: Dinner
7 p.m.: ELP stories

Tuesday, Oct. 31:
7:30 a.m.: Breakfast
9 a.m.: ELP storytelling (podcasting, video interviews, SHIFTx)
12 p.m.: Lunch
2 p.m.: 2017 SHIFT theme work
5 p.m.: Dinner
7 p.m.: ELP stories

―Alyssa Ravasio,
Founder, Hipcamp

“I CAN SAFELY SAY MY LIFE WAS CHANGED BY THIS GATHERING OF BRILLIANT MINDS AND PASSIONATE HEARTS.”
Wednesday, Nov. 1:
7:30 a.m.: Breakfast
9 a.m.: SHIFT Prep
12 p.m.: Lunch
2 p.m.: Transfer to SHIFT

THE 2017 SHIFT FESTIVAL

The 2017 SHIFT Festival will explore the symbiotic relationship between outdoor recreation, public lands and the American economy.

Tracks

The Outdoor Rec Economy
• In 2016, we held the first workshop on State Offices of Outdoor Recreation Workshop. Directors of all the country's state offices of outdoor rec were on hand to teach participants how to create an office of outdoor recreation in their states. This year's workshop will include participants from last year's program as they report out on their progress and refine the playbook for office creation.

Entrepreneurship and Our Public Lands
• The development of entrepreneurship in mountain and rural communities allows these communities to wean themselves from extractive industries that damage the health and wellbeing of the lands that are their future. This track will explore success stories from around the country that can serve as examples for communities seeking to develop more reliable economies.

Outdoor Business Alliances
• Coalitions of businesses whose wellbeing rely on public lands are springing up around the Rocky Mountain West as advocacy groups. This track will examine the role such alliances can play in public lands policy—and how they might be adopted to other states around the US.

Wednesday, Nov. 1:
9 a.m.: Pitch Day—Center for the Arts
Non-profit partners pitch to donors, foundations
12 p.m.: Lunch (on your own)
2 p.m.: SHIFT Registration—Snow King Hotel
3 p.m.: Opening Stories—Emerging Leaders
5 p.m.: Happy Hours
7 p.m.: Speaker TBD—Center for the Arts

Thursday, Nov. 2
8:00 a.m.: Breakfast Keynote
9 a.m.: SHIFT Summit
12 p.m.: SHIFT Outside—Lunch (on your own)
2 p.m.: SHIFT Summit
5 p.m.: Happy Hours
7 p.m.: Adventure, Inspired Film Festival—Center for the Arts

Friday, Nov. 3
8:00 a.m.: Breakfast Keynote
9 a.m.: SHIFT Summit
11 a.m.: Closing Keynote
12 p.m.: SHIFT Outside—Lunch (on your own)
5 p.m.: The People’s Banquet—Center for the Arts

“SHIFT SHIFTED OUR COMMUNITY. THIS IS WHAT LEADERSHIP LOOKS LIKE.”
—Terry Tempest Williams
OUR TEAM
Charles (“Chuck”) M. Fleischman is an entrepreneur and venture capitalist. He is the former President, COO & CFO of Digene Corporation (now Qiagen), where he created an emerging growth, biotechnology medical device company to develop, manufacture and commercialize molecular diagnostic tests for human infectious diseases and cancers. Digene changed medical practice and standards of care in cervical cancer screening and prevention. Mr. Fleischman is a member of the Board of Directors of Cord Blood Research, San Bruno, CA, and served on the Boards of One Lambda, Inc. (now ThermoFisher), and Dako (now Agilent Technologies). Mr. Fleischman is the Interim Executive Director of the Institute for Health Studies (InHealth) in Washington, DC, serves on the National Advisory Council of the Johns Hopkins University School of Education and is a Director at the Potomac Conservancy and the American Alpine Club. Mr. Fleischman graduated from Harvard College and obtained his MBA from The Wharton School, University of Pennsylvania.

Alfonso Orozco's interest in the outdoors was sparked from an Outdoor Leadership class he took at San Francisco State University, from which he later received a B.S. in Recreation, Parks, and Tourism Administration. When he realized that backpacking existed, he made a personal goal of learning how to backpack. Little did he know that this interest would turn into a lifelong passion and career. In May of 2016, Outdoor 30 Under 30 recognized Alfonso as a young outdoor professional who is “challenging the status quo and driving the outdoor industry forward.” Alfonso was a member of the inaugural Emerging Leaders Program in the fall of 2016. He is currently in pursuit of his M.S. in environmental education at the University of Wyoming in Laramie, WY. Alfonso is also the Latino Outdoors Coordinator for the state of Wyoming, where he works to connect Latino families and young adults to the outdoors.

Luther Propst founded the Sonoran Institute in 1991 and served as executive director until December 2012. He has worked for World Wildlife Fund in Washington DC, and practiced law, where he represented local governments, landowners, and organizations nationwide in land-use matters. He has co-authored three books, including Balancing Nature and Commerce in Gateway Communities. Propst is recognized as a leading practitioner in the North American West of community-based, collaborative, and innovative efforts to advance conservation and to ground conservation in an understanding of economic values and implications.

Ted Staryk chaired The McKnight Foundation board of directors

Ted Staryk
during the exploration and development of its impact-investing program. He currently serves as the chair of its Mission Investing Committee. In 2006, he and his wife Noa bought Jackson, Wyoming’s Snake River Brewing from its original founders, Albert & Joni Upsher.

**OUR STAFF**

**CHRISTIAN BECKWITH**  
*Founder, Executive Director*

The founder and director of SHIFT and of its parent organization, The Center for Jackson Hole, Beckwith moved to Jackson, Wyoming, in 1994, and soon thereafter started his first publication, *The Mountain Yodel*. In 1996 he became the youngest person to edit the world’s premier mountaineering journal, *The American Alpine Journal*. In 2002 he co-founded *Alpinist Magazine*, an archival-quality climbing quarterly that Reinhold Messner called “the greatest climbing magazine in the world today.” He has made expeditions to Kyrgyzstan, Alaska, Peru and Tibet, skied the Grand Teton half a dozen times, and established numerous first ascents and descents around the world. Beckwith advocates a “place-first” approach to outdoor recreation that prioritizes the well-being of our places over the activities we love to do in them so that we may avoid the tragedy of the commons and the loss of John Muir’s legacy.

**CHRI$ PERKINS**  
*Marketing Coordinator*

Perkins graduated from Whitman College sum laude in 2014 with a B.A. in Biophysics, Biochemistry, and Molecular Biology. As lead field instructor at the Teton Science Schools, he promoted scientific literacy, leadership in community, and connection to place, seeking to practice scientific thinking in the way we interact with and explore the world. When not working on SHIFT, he spends his free time in the Tetons, biting off a little more than he can chew.
The Center for Jackson Hole

The Center for Jackson Hole leverages outdoor recreation for conservation gains, via The Emerging Leaders Program, SHIFT and related programming.

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Cover Photo: Auden Schendler on the opening night of the 2014 SHIFT Festival. Photo: David Swift