

720 Consultants

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APPALACHIAN
MOUNTAIN
CLUB

**Recommendations to Revive the Spirit of
the Appalachian Mountain Club**



Agenda

- Current Situation
- Framework
- Problem Analysis
- Recommendations
- Strengths and Limitations
- Questions



Current Situation

- Current Accomplishments
 - Organization out of financial crisis
 - Surplus in revenue
 - Increase in membership
 - Vision 2000 passed to provide guidance in the organization
- Nevertheless, there is a lack of cohesion between the Club and the chapters
 - Implementation of Vision 2000 a big challenge



Symbolic Framework

- In the face of widespread uncertainty and ambiguity people create symbols to:
 - Resolve confusion
 - Increase predictability
 - Find direction
 - Anchor hope and faith

- Culture is the glue that holds an organization together and unites people around shared values and beliefs (Bolman & Deal, 2003, p. 242-243)

Symptoms of the Disconnect Between the Chapters and the AMC

- Overarching lack of cohesion throughout the Club
 - Chapters are not satisfied with their relationship with the Board of Directors
 - Regional representatives cannot adequately fill the role of Board liaisons
 - There is lack of clarity on how to involve Chapters in Vision 2000 implementation



Recommendations

- Send Chapter leaders, some Joy Street staff and the Board members on a weekend retreat to develop strategic plans together for implementing Vision 2000
- Put pictures in the newsletter of Chapter leaders working together with the Board to serve as a symbol of club unity



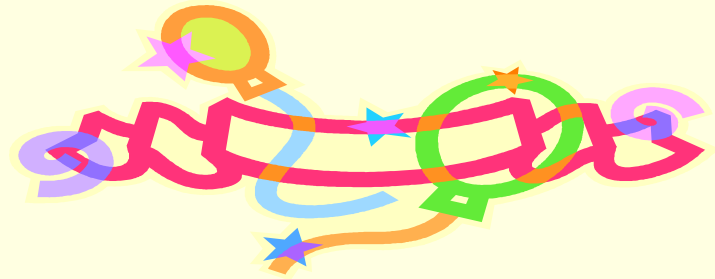
Recommendations cont'd.

- Create an Intranet for the Board members and Chapter leaders, to foster communication and shared information in a protected environment
- Create an AMC website for members and the general public

Recommendations cont'd.

AMC Day – a Birthday Celebration!

- A club-wide social event
- Members interact with one another and feel connected with the AMC
- Held once a year, on the Club's 'birthday'



■ Activities

- Emphasize the importance of members and member contributions
- Story share to reconnect with AMC history



Recommendations cont'd.

- At AMC Day, every Chapter presents their activities from past year to the entire Club
 - Based on Vision 2000 goals
 - Visual displays of Chapter progress



Strengths

- + Cost effective
 - Long term effects beneficial

- + Member interaction
 - Donation increases
 - Sustained membership growth
 - New cohesiveness among staff, board, and members

- + Decrease in paper use
 - Aligns with environmental mission



Limitations

- Only symbolic issues addressed
- Other perspectives to consider
 - Structural issues
 - Human resource
 - Political
- Complete unity may not be possible
 - Large organization
 - Coalitions

Conclusion

- Fostering communication across the AMC and providing a better opportunity for the chapters to be involved in the Club's planning
 - AMC will “bring the chapters along”
 - Bring AMC back to a unified body
 - Revive the spirit of the AMC!





Questions?

