

RS: We've tried different things over the years. I will say that one of our best sources of talent over the years have been former students. Young people who were either part of one of our programs or attended one of our schools. And thought "this is what I want, what I think education should look like." We probably over the years have had a couple dozen staff who are alumni. And then it really depends on the position that you're looking to fill. If we're talking about instructors, the people who take our students out in the field, their alumni have been a great source. Other Outward Bound schools, have been a source, but other Outward Bound schools are not typically a source. You don't get a very diverse pool from North Carolina Outward Bound or Colorado Outward Bound. You may have the hard skills or experience doing rock climbing, backpacking and all that, but they skew white. We've done some internship programs and instructor training programs over the years. We don't have one of those currently but are thinking of restarting something like that. We recruit people whose skill as a teacher or a youth worker, they may not have what I call the "hard skills," like being able to teach someone to rock climb or canoe or raft, but we can teach that from our perspective. The hard skills are the easy thing. The harder thing is the softer skills of how you relate to do your students, how you facilitate learning experience, how you help your students draw meaning from those experiences.