

## STRUCTURE AND OPERATION

This concentration equips leaders to manage people, facilities, finances, and risk through a faith-rooted, values-driven lens - recognizing that operational excellence is not separate from ministry, but one of its most faithful expressions. Participants will explore how theology, organizational culture, and infrastructure intersect to shape reputation, trust, and long-term sustainability. Courses emphasize practical tools, shared leadership, and systems thinking - helping leaders move beyond reactive decision-making toward structures that support clarity, consistency, and resilience over time. (2026, 2029, 2032)

### **Cornerstones: Faith and Values**

As you build an organization there are two building materials that become the framework for a strong foundation. Faith and values undergird everything in an organization and are the cornerstones in an organization's structure, vision and operations. This session seeks to identify the core values and Christian beliefs that help participants to articulate their own organization's cornerstones. These cornerstones become the guide rails that support the everyday systems that make up outdoor ministry's culture.

### **Technology for Sustainable Ministry**

Technology plays an important role in nearly every aspect of outdoor ministry - from registration and donor engagement to staff communication, safety, and storytelling. This course equips outdoor ministry leaders to evaluate for selection, and steward technology in ways that strengthen operations, reduce friction for staff and volunteers, and support long-term sustainability. Participants will explore how technology intersects with organizational culture, accessibility, risk management, and financial development.

### **Inclusive Management Practices in Outdoor Ministry**

Equipping outdoor ministry professionals with the human resources knowledge and management skills needed to foster inclusive, equitable, and welcoming organizational cultures. Participants will critically examine their organization's HR systems, management practices, and workplace structures to assess how inclusivity is expressed - and where it may be unintentionally limited.

### **Financial Sustainability**

View the broader picture of financial sustainability in outdoor ministry - how decisions, strong systems, clear roles, culture, compelling storytelling, and leadership practices work together to support long-term organizational health and financial sustainability. Participants will explore how budgeting, policies, donor engagement, staffing, and strategic fundraising intersect, and will gain practical tools to make financial decisions that are aligned with values, capacity, and vision rather than urgency.

### **Risk/Crisis Management**

Risk management is a necessity for the overall protection and sustainability of your organization year-round. In this session you will learn the components of effective risk management and discover best practices for crisis response and how to mitigate risk within your organization.

### **Policy and Procedure Writing**

Reflect on how your organization's policies and procedures reflect the mission of your organization. We'll learn the importance of consistent policies and procedures and how often they should be reviewed. Together, we will discuss best practices when it comes to writing, updating, and editing policies and procedures.

### **Human Resources**

Your most critical resource is your people. This course is designed to equip Outdoor Ministry professionals with the human resources knowledge, systems, and infrastructure needed to effectively support, manage, and retain staff. Participants will explore how intentional HR practices contribute to a healthy workplace culture, operational sustainability, and staff well-being, particularly in the unique context of Outdoor Ministry. Special attention is given to the needs of year-round and long-term staff, recognizing their central role in sustaining camp ministry.

### **Not-For-Profit Board Structure**

Explore the intentional infrastructure needed for boards to function and work effectively. Discover systems that give guidance for a strong and productive board. Learn how a healthy board infrastructure sustains the mission and the ministry of your organization.

### **Food Service Management**

Food service is a central and highly visible aspect of every outdoor ministry program, requiring strong systems, clear policies, and well-supported staff. This course equips outdoor ministry professionals with the management and human resource frameworks needed to lead food service operations that are safe, inclusive, hospitable, sustainable, and meet regulatory standards.

### **Site & Facility Care**

Together we'll discuss the components of an overall maintenance plan with the how-to's, the why-for's, and the who-will's. Site and facilities are vital to your outdoor ministry operation for sustainability and hospitality. We will discuss accountability systems, strategies to ensure a positive experience for all who enter a facility, and procedures for both short and long term care.

### **Guest Services**

Explore guest services as both hospitality ministry and operational strategy, focusing on the full lifecycle of a programmed or hosted ministry experience. We will examine how thoughtful guest services turn all whom we encounter into returning partners, from the very first touchpoint to beyond their departure.