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I have been caving all my life, have started one of the fastest growing grottos in the country, and have held leadership positions in multiple businesses, grottos, and the NSS. I love to share my passion for caving and bring cavers together.

While president of the Northern Rocky Mountain Grotto (NRMG), the USFS threatened to close all caves due to WNS. I persuaded Region 1 to collaborate with us, resulting in unrestricted access to all ungated caves in the state. This has grown into strong working relationships with the other state and federal agencies in Montana. Our collaboration resulted in the USFS advocating for more cooperative agreements with cavers, and they commonly refer to this

reverently in cross-region meetings as the "Montana way". I chaired the financially successful 2018 Montana caving convention. In 2020, I chaired the Executive Director Exploratory Committee, resulting in work the BoG is currently addressing.

My heart resonates with expedition caving. My first expedition was in Lechuguilla, where I have now led more than 20 expeditions. I've led survey trips as a sketcher in Wind, Jewel, and Carlsbad Caverns. I have participated in six international expeditions in three countries (see 'Drama in Lukina Jama', NSS News, February 2012). In the US I have caved, mostly on projects, in more than 14 states including most of the Western states, Missouri, and TAG.

My teenage daughter was raised as an expedition caver; she has surveyed multiple caves in Mexico, in Wind Cave, and in multiple caves in Montana. She plans on doing a high school senior project on cave mapping. I want the caving community to be as welcoming to her as it was to me, so I have focused on improving things which might make her feel uncomfortable, such as including an anti-harassment policy at the 2018 NSS Convention.

I've run multiple businesses and managed scores of people; I can read financial statements and I understand how to build and create thriving organizations. I've served on multiple corporate and advisory boards and am the investor-representative on the board of the company Laser Lab Source. I work in technology, meaning I have a strong future-focus and understand how modern businesses operate. Combining my business and board experience with a deep love of caves will result in great outcomes for the NSS.

The NSS has many opportunities as we modernize the society for the next generation. I'm particularly passionate about a number of ongoing activities the BoG is addressing, from the amazing and ongoing website updates to following up on my committee's Executive Director findings. The Executive Director work caused me to spend much time thinking about the NSS organization and our future -- I spoke with Executive Directors from the American Alpine Club, Adventure Cycling, and many others about what it takes to make an organization thrive. Internally, six decades of NSS leadership showed us the best ways to move forward. The steps are concrete and achievable, but require fortitude to manage organizational change.

I see big opportunities and a bright future for the NSS. Our strength is in honoring the past, not clinging to it. We are the largest caving-focused organization in the world and the definitive source for everything cave and karst in the USA. We need to use this position to educate the public and expand our membership base. We have seen membership decline, but I have learned from other organizations how we can grow.

I will work to address the core issues related to membership and solvency so we can maintain our leadership as the premier global caving organization. As a business leader and technologist who is dedicated to caving, I have a clear vision of our next steps:

- 1. Modernize our bylaws and structure allowing us to grow and eventually hire an executive director so we can better fulfill our mission of science, conservation, and fellowship.
- 2. Expand our offerings to embrace beginners, and teach those who don't yet know about caves and karst.
- 3. Remain focused on our membership, to offer additional benefits and programs and clearly answer the perennial question, "Why should I be a member of the NSS?"