Vision 2022: A United Community of Competent Climbers and Healthy Climbing Landscapes

By 2022 the American Alpine Club can significantly improve our ability to share our passion for climbing and respect for the places we climb. We can capitalize on our reputation, expanding key programs, and lead in the areas of education and policy. Concurrently, we must continue to improve our overall operations including member programs, benefits, and fund development.

This plan accelerates the development of education resources and instruction, improves access to education for our members, and informs the public of the importance, authority, and availability of AAC education resources. We will accomplish this through partnerships, volunteer leadership, and improved communications and branding efforts.

The plan also builds upon our long history of public policy work and national influence by investing in public relations and staffing to respond to increasing crises in defending public lands and supporting access.

Our effectiveness, our influence, our creativity, our power, and our spirit will continue to be rooted in our members and the volunteer leaders among them.

In 5 years, the AAC will:

**Education**
- Improve climbing technique and safety through a national climbing instructor training and certification program.
- Serve and be recognized as a national authority and resource on climbing safety, technique, and instruction.

**Advocacy and Policy**
- Deploy staff in national climbing policy work. Lead coalitions including Alpine 5 and Climbing Alliance.
- Achieve national recognition as the expert resource in climbing history, accident data, permitting, and other key policy issues.

**Member Community, Services, and Benefits**
- Continue member growth and expand diversity by further improving benefits, services, and programs.
- Deliver instructor training and end user education through the AAC volunteer network where regional clubs are not in place.
- Develop lodging properties as appropriate.
Education

Improve climbing technique and safety through a national climbing instructor training and certification program
- Fulfill our mandate from the UIAA by licensing American Mountain Clubs to educate our educators. This is accomplished by providing Mountain Qualification Label (MQL) instructor credentials to all volunteer climbing instructors in all applicable categories.
- Create a branded Know the Ropes (KTR) clinic series taught at chapters and Craggin’ Classic Series.
- Create a local Chapter Education Chair position, trained and certified to teach approved KTR and MQL clinics and courses at the local level.
- Implement an education track at the Volunteer Leadership Summit to train and certify 5 AAC MQL instructors annually.

Serve and be recognized as a national authority and resource on climbing safety, technique, and instruction.
- Expand educational digital resources and access. This is accomplished by expanding publishing of the Know the Ropes (KTR) Index articles and videos.
- Implement the Universal Belay Standard (UBS) first by licensing instructors and individual guides, then gyms, schools, and guide services.

Policy and Advocacy

Become recognized as a leader in national climbing policy issues, climbing history, accident data, and special use permitting.
- Coordinate annual Climb the Hill lobby day in Washington D.C.
- Lead and convene coalitions including, but not limited to, the Alpine 5 and Climbing Alliance.
- Support sound decision-making and grow our policy expertise by researching and publishing multiple policy briefs annually.

Member Community, Services, and Benefits

Continued healthy membership growth and expand diversity by further improving our relevance through popular benefits, services, and programming.
- Hire a public relations firm to create and implement a marketing campaign to reach target audiences.
- Design and implement a comprehensive customer analytics system to better understand our membership and prospective members.
- Expand local volunteerism and membership through climbing gym-centric programming and chapter development. Add administrative staff support and regional volunteer training sessions.
- Improve benefits to current target audiences and expand service to new markets including ski mountaineering, ice and mixed climbers, and novice climbers.

Deliver instructor training and end user education through the AAC volunteer network where regional clubs are not in place.
- Institute a training calendar and curriculum for local volunteer instructors.
- Implement and manage a pilot program for clinics and courses through chapters.
- Measure, improve and expand the programming as feasible.

Add lodging options as appropriate
Brand Awareness and Public Image in Support of Plan

- Design and implement a comprehensive report on the state of climbing, to include industry, governmental, and recreational trend analysis.
- Recruit and support an athlete ambassador team to authenticate and advocate the AAC’s expertise.
- Hire public relations firm to improve the AAC’s ability to share our expertise in climbing education, history, and policy.