



October 6, 2011

Dear Colleague:

Thank you for interest in the Climbing Wall Association's (CWA's) Board of Directors. We appreciate your interest in the CWA's mission, goals and objectives. I have enclosed material that should answer many of your questions about serving on the CWA Board. Enclosed you will find:

- a board member position description;
- a list of frequently asked questions;
- a conflict of interest advanced disclosure policy statement;
- a confidentiality policy statement; and
- an application form.

Please review this material at your convenience. If this material does not provide all of the information you need, I would be happy to answer any of your questions as you consider both the responsibilities and the rewards of becoming a board member. If you decide to apply for board membership, please complete the application and return it to me with a brief cover letter and a copy of your *résumé* or *curriculum vitae*.

As you can imagine, the success of the organization depends upon the integrity, professionalism, qualifications, and reputation of those involved. Please consider the requirements of board membership carefully before applying. If approved for board membership, you must be willing to meet the legal, fiduciary, and ethical requirements of being on a non-profit board of directors. Becoming a board member conveys both rights and responsibilities that you must be willing to accept.

Please do not be discouraged if your application for board membership is not approved. There are a limited number of board positions available, and there may be specific areas of expertise needed on the Board at any given time. If your application to become a member of the board of directors is not approved, please indicate if you would like me to keep your application on file for one year.

Again, if you have any questions, or need more information before submitting your application, please contact me at 720-838-8284 or via e-mail at bill@climbingwallindustry.org. Once again, thank you for your interest in the CWA! I look forward to hearing from you.

Sincerely,

A handwritten signature in black ink that reads 'William Zimmermann'. The signature is written in a cursive style with a long, sweeping underline.

William Zimmermann,
Executive Director