

10 1920 1930 1940 1950 1960 1970 1980 1990 2000



UNIVERSITY OF NORTH DAKOTA  
**SAFECON2003**

*Flying through the Decades!*



May 17 - 21, 2003 - University of North Dakota, Grand Forks





 RECYCLED PAPER

# THE NEWEST BIRDS HAVE THE SMALLEST BILLS.

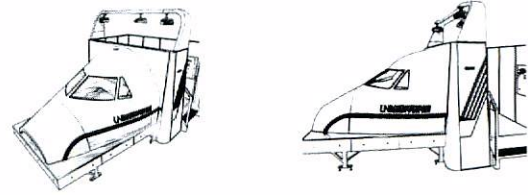
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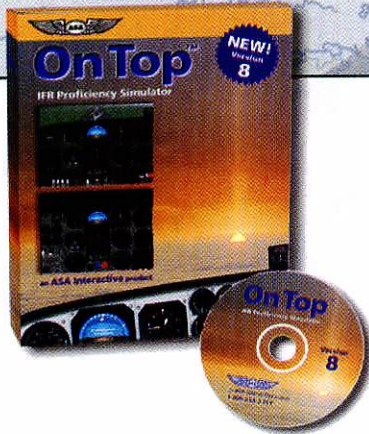
For more information, please contact  
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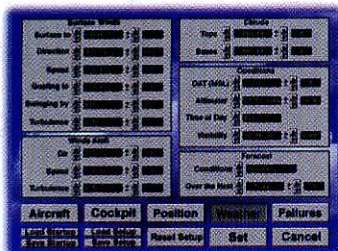
## Aviate



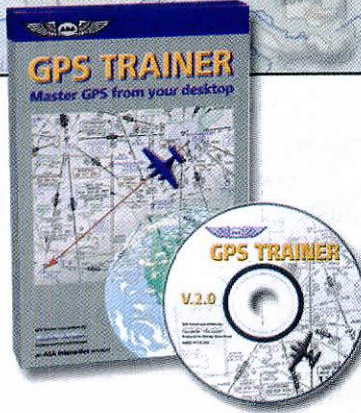
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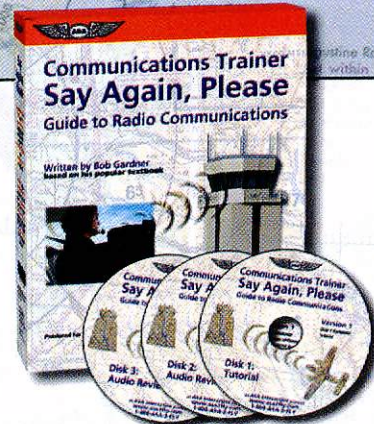
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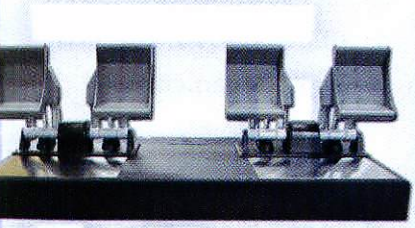
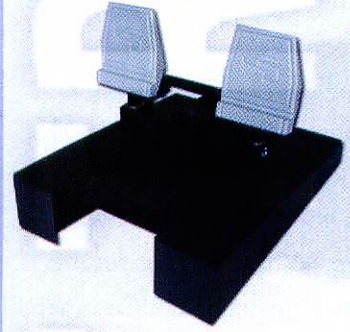
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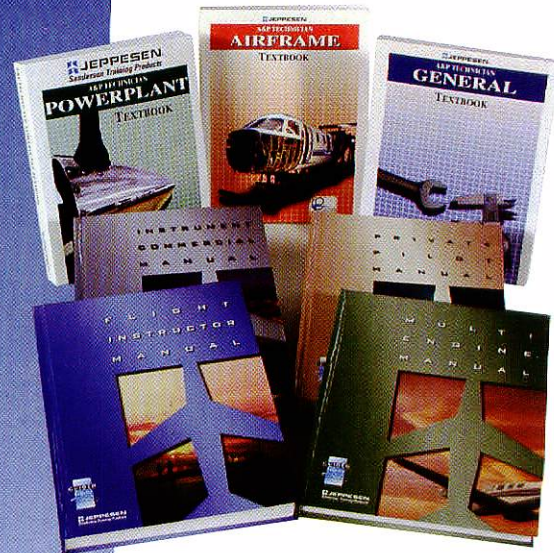
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# THE STUDENTS OF NIFA

WOULD LIKE TO EXTEND A VERY SPECIAL THANKS  
TO THE FOLLOWING NINETY-NINES WHO  
HAVE MADE DONATIONS  
TO NIFA DURING THE PAST COMPETITION YEAR.

## **CHAPTERS:**

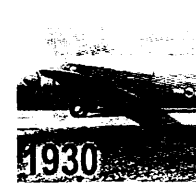
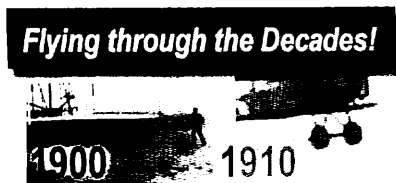
Alabama  
Arkansas  
Brazos River  
Cape Girardeau  
Chicago  
Colorado  
Florida Suncoast

Fort Worth  
Greater Cincinnati  
Greater Detroit  
Houston  
Lake Tahoe  
Nebraska  
North Dakota

St. Louis  
San Antonio  
Scioto Valley  
South Central  
South East Section  
Wichita Falls  
Wisconsin







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### SAFECON Chief Judge

Taylor Newman

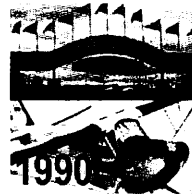
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May 17, 2003

Welcome to the University of North Dakota!

It is my privilege and pleasure to welcome the competitors, coaches, judges and volunteers to the 2003 National SAFECON competition, and to extend my congratulations to all the contestants who have reached this national competition level. This competition focuses attention on the positive aspects of the academic experiences provided to you by the nation's higher education community in the field of aviation.



**Welcome  
from the  
President  
of the  
University of  
North Dakota**

Your participation reinforces the principles of academic excellence and sets the highest standards of performance both in the classroom and in the field. I commend you for your dedication and commitment to aviation.

We are honored to host this event at the University of North Dakota. We hope that you will take time to do a little exploring while you're here; we would be pleased to show you around. **Enjoy your time here!**



Sincerely,

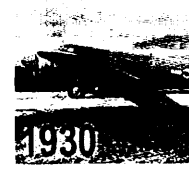
A handwritten signature in black ink, which appears to read 'C. Kupchella'.

Charles E. Kupchella  
UND President





**Flying through the Decades!**



# Welcome from the NIFA Executive Director



May 17, 2003

Dear SAFECON Competitors:

Welcome to SAFECON 2003! Over the course of the last year many individuals have spent thousands of hours planning for this one very special week of competition, NIFA's 55th national SAFECON. Their goal is to provide you with an opportunity to demonstrate the knowledge and skills which you have acquired as you have trained to become an aviation professional.

While you are here at SAFECON, be sure to take the time to visit with the NIFA corporate sponsors and exhibitors. You will find that they are as excited and committed to NIFA as you are. In fact, you will find that quite a few of the corporate representatives attending SAFECON are also former NIFA competitors. And each is deeply convinced of the value of the NIFA experience.

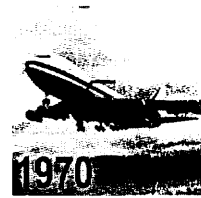


As we begin this week of competition, I would like to wish each of you the best of luck and to remind you that it is through NIFA's commitment to education that we can achieve the highest degree of safety possible. Through competition, we recognize the achievement of excellence.

Sincerely,

Gary A. Hemphill  
NIFA Executive Director





May 17, 2003

Dear SAFECON 2003 Participants:

Congratulations and welcome to SAFECON 2003! On behalf of the SAFECON 2003 planning committee and the University of North Dakota, I would like to welcome everyone to this year's event. All of you have worked very hard for the chance to participate in this competition. The SAFECON committee has been preparing for your arrival, and we wish you all the best of luck in this year's competition.



**Welcome  
from the  
NIFA  
President**

I would also like to thank all of the sponsors, judges, and volunteers at this competition. Without their support, a successful SAFECON would not have been possible.

This year is a significant point in aviation history as it marks the 100th anniversary of powered flight. The SAFECON committee would like to help commemorate this centennial achievement by highlighting "Flying Through the Decades" throughout the competition. During the opening ceremony, you will explore a wide range of aviation achievements throughout the decades. At the carnival, you will step back in time and mingle with past aviators. As you spend the next week here, you will have the opportunity to immerse yourself in aviation history.



I hope everyone will not only enjoy the competition, but also the many other activities. Good luck to all of the competitors, and, once again, thank you to all of the sponsors, judges, and volunteers. I hope everyone has a great competition and a pleasant stay in Grand Forks.

Sincerely,

A handwritten signature in cursive script that reads 'Anna Hollerung'.

Anna Hollerung  
NIFA President





## NIFA Officers



**Anna Hollerung, President**

Anna Hollerung is a senior from Bloomington, Minnesota double majoring in Commercial Aviation and Air Traffic Control. This is Anna's second year participating with NIFA; she volunteered at the 2001 National SAFECON. Currently, she is a flight instructor for UND Aerospace and will begin working on her MEI this fall. She is also an active member of Women in Aviation. After graduation, Anna hopes to continue her education in graduate school.



**Joe Viscuso, Vice President of Conference**

Joe Viscuso is a senior from Gridley, California. This is his second year at UND after completing two A.A. degrees in Liberal Studies and Sociological Sciences at Butte Junior College in Northern California. This is the first time he has been involved with SAFECON. Joe has been an active member of the Student Aviation Management Association. Last summer he had the opportunity to intern with Richard Smith, Executive Vice President of NetJets. Joe's goal is to pursue a career as a naval aviator after completing a degree in Commercial Aviation.



**Tyler Kolden, Vice President of Competition**

Tyler Kolden is a junior from Erskine, Minnesota majoring in Electrical Engineering and Commercial Aviation. His first experience with NIFA was volunteering at the 2001 SAFECON. Last summer, Tyler had a fantastic time representing UND as a camp counselor at the EAA's Air Academy. After graduation, Tyler would like to utilize his flying and engineering skills to design new aircraft technology.



**Jasmine Zink, Public Relations**

Jasmine Zink is a senior Communication Studies and Commercial Aviation major from Missoula, Montana. She attended the University of Montana for three years before transferring to UND to study aviation. This is her first experience with NIFA. Jasmine enjoys being involved with Women in Aviation and would like to become an airline pilot in the future.



**Steven Skalman, Treasurer**

Steven Skalman is a junior from St. Louis Park, Minnesota. He is majoring in Air Traffic Control with a minor in Professional Flight. Steven is currently flying multi-engine aircraft, and is nearing completion of his commercial certificate with instrument, and multi-engine ratings. He loves to fly recreationally and has over 200 hours. Steven is actively involved in Campus Crusade for Christ and at his church in Grand Forks. After graduation, Steven is interested in pursuing either air traffic control or full time missions.



**David Bentz, Secretary**

David Bentz is a senior majoring in Aviation Management from Minneapolis, Minnesota. This is David's second year of involvement with NIFA after his experience at the 2001 SAFECON. He is also an active member of the Student Aviation Management Association and holds both CFI and CFII certificates. In the future, David would like to work for a company utilizing both his management and flying skills.



**Elizabeth Martin, Faculty Advisor**

Elizabeth Martin is serving as the SAFECON Faculty advisor. She previously served as President for SAFECON 2001. Elizabeth received her undergraduate degree in Aviation Management from UND in 1999, then her Master's in Business Administration in 2001. Currently, Elizabeth is an Assistant Professor for the University of North Dakota's Aviation department.



**Kent Lovelace, Faculty Advisor**

Kent Lovelace has been involved with NIFA since 1975, when he flew as a competitor and team captain for St. Cloud State University. As a student at UND, he was the assistant coach for the UND flying team from 1977-80. He served as NIFA President in 1980 and NIFA faculty advisor in 1989 and 2001. He joined the UND Aviation Faculty as an assistant professor in 1984 and was named assistant chair in 1989. He was appointed department chair in 1994 and was promoted to professor in 1997. Kent serves in the NIFA Council as Region V Representative.





Flying through the Decades!

### Jody McCarrell, NIFA Senior Chief Judge

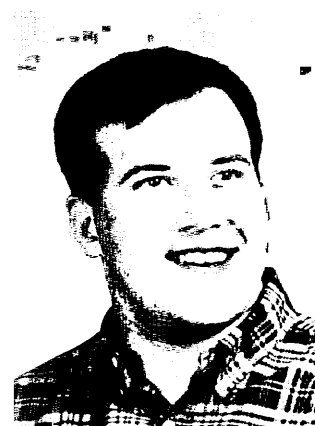
Jody McCarrell has been involved with NIFA since 1970 where she served in nearly every position in both regional and national events, including chief judge. Jody holds a commercial license with instrument, single and multi-engine aircraft, and CFI. Jody serves as International President of the Ninety-Nines, and is also a member of AOPA, NAA, and Women In Aviation. She was one of the first three women appointed as a judge by the Federation International Aeronautique for World Precision Flying. Jody was involved with the running of the 1985 World Precision Flying Event held in Florida and was the Competition Director of the 1996 World Precision Flying Event held in Fort Worth, Texas. Jody was a corporate pilot for ten years, with experience in almost every model of single engine aircraft, as well as several twin and turbine aircraft. Jody sits on the NIFA Council Board and is head of the judging committee. She lives in DeQueen, Arkansas with her husband of 49 years, Wayne.

## SAFECON Senior Judges



### Taylor Newman, SAFECON Chief Judge

Taylor has been involved with NIFA for ten years, three of those as a competitor and seven as a judge. He has served in various regional and national judging positions including Chief Judge for Region VIII. Taylor graduated from Middle Tennessee State University in 1995. He holds a commercial license in single and multi-engine aircraft, and is a Gold Seal Flight Instructor in single and multi-engine aircraft as well. Taylor is self-employed. His endeavors include an aircraft leasing and charter company, a flying club, a concrete service company, and a natural gas distribution company. He resides in Chattanooga, Tennessee with his wife and two daughters.



### Joshua Kendrick, SAFECON Assistant Chief Judge

Joshua Kendrick received his private pilot certificate upon graduation from high school. He attended the University North Dakota, was a member of the UND Flying Team for three years and graduated in 1997. He has been a NIFA judge since 1999 and was the Chief Judge of Region V in 2001. Presently, he is a Q200 Captain and Technical Pilot for Horizon Air and is based in Portland, Oregon. His department is responsible for development of new and emerging technologies such as HGS and RNP RNAV.







**Flying through the Decades!**



# SAFECON Winners

Year	Host School	Loening Trophy	National Champions
1949	Texas Christian University	-	-
1950	Stephens College	-	-
1951	University of Oklahoma	-	-
1952	Oklahoma State University	McAlester College	-
1953	University of Minnesota	Texas Christian University	-
1954	University of Illinois	University of Illinois	-
1955	Texas Christian College	Oklahoma A&M	-
1956	University of Oklahoma	Oklahoma A&M	-
1957	Oklahoma State University	Oklahoma A&M	-
1958	McAlester College	Oklahoma State University	-
1959	University of Illinois	Oklahoma State University	-
1960	The Ohio State University	Oklahoma State University	-
1961	Texas A&M	St. Cloud State University	-
1962	Oklahoma State University	Oklahoma State University	-
1963	Southern Illinois University	Ohio University	-
1964	Montana State University	Oklahoma State University	-
1965	Purdue University	Oklahoma State University	-
1966	University of Colorado	Ohio University	-
1967	Southern Illinois University	Oklahoma State University	-
1968	Ohio University	Parks College of St. Louis	-
1969	Parks College of St. Louis	San Jose State University	-
1970	Montana State University	San Jose State University	-
1971	San Jose State University	San Jose State University	-
1972	Purdue University	Oklahoma State University	-
1973	Southern Illinois University	Broward Community College	-
1974	St. Cloud State University	Southern Illinois University	-
1975	University of Albuquerque	Oklahoma State University	-
1976	Embry Riddle Aero. Univ.-Daytona	Oklahoma State University	-
1977	Oklahoma State University	Southern Illinois University	-
1978	Middle Tennessee State University	Southern Illinois University	-
1979	Northeast Louisiana University	Oklahoma State University	-
1980	University of North Dakota	Oklahoma State University	-
1981	Northeast Louisiana University	University of Illinois	-
1982	Palomar Community College	Oklahoma State University	Southern Illinois University
1983	Western Michigan University	Western Michigan University	Western Michigan University
1984	U.S. Air Force Academy	Oklahoma State University	Southern Illinois University
1985	The Ohio State University	Oklahoma State University	University of North Dakota
1986	Texas State Technical College	Oklahoma State University	University of North Dakota
1987	Southern Illinois University	Mt. San Antonio College	University of North Dakota
1988	Northeast Louisiana University	The Ohio State University	University of North Dakota
1989	University of North Dakota	Embry Riddle Aeronautical University-Prescott	University of North Dakota
1990	University of Illinois	Oklahoma State University	University of North Dakota
1991	Nicholls State University	Embry Riddle Aeronautical University-Prescott	University of North Dakota
1992	Northeast Louisiana University	Oklahoma State University	Embry Riddle Aero. Univ.-Daytona
1993	Central Texas College	Oklahoma State University	Embry Riddle Aero. Univ.-Prescott
1994	Parks College of St. Louis	Parks College of St. Louis	University of North Dakota
1995	Delta State University	Central Texas College	University of North Dakota
1996	Embry Riddle Aero. Univ.-Daytona	Central Texas College	University of North Dakota
1997	Western Michigan University	Ohio University	Embry Riddle Aero. Univ.-Prescott
1998	Kansas State University-Salina	Central Texas College	Western Michigan University
1999	Kansas State University-Salina	Minnesota State University-Mankato	Embry Riddle Aero. Univ.-Prescott
2000	Delta State University	Ohio University	University of North Dakota
2001	University of North Dakota	Minnesota State University-Mankato	University of North Dakota
2002	The Ohio State University	United States Air Force Academy	Western Michigan University
2003	University of North Dakota	TBA	TBA





Flying through  
the Decades!

## Guest Speaker, Gary P. Strapp

Gary P. Strapp has been Sr. Vice President of NetJets Inc. (formally Executive Jet, Inc.) since 1997. Mr. Strapp began his career at NetJets as Controller in September 1989. During his career at NetJets, Mr. Strapp has held positions as Vice President, Finance and Sr. Vice President, Administration. He currently is working closely with the Executive Vice President in ensuring that the NetJets managed fleet is maintained and managed to uncompromising safety standards. In addition he is involved in long-range operational strategic plans and is responsible for maintaining various major vendor relationships.



## Awards Banquet Guest Speaker Gary Strapp

Mr. Strapp began his career as a certified public accountant and worked for 10 years with national CPA firms KPMG and Laventhal & Horvath. Mr. Strapp currently serves on three Boards, including Ronald McDonald House and on the Development Committee at an area high school. He previously served on the Board at St. Vincent Children's Center and the Board for Juvenile Diabetes.

Mr. Strapp is a member of the Ohio Society of CPA's and the American Institute of CPA's. Mr. Strapp is a graduate of The Ohio State University and holds a BSBA with a major in accounting.

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# Salute to the 35th Anniversary of the John D. Odegard School of Aerospace Sciences

## Highlighting 35 Years—Setting the Standard in Aerospace Education

1967 John D. Odegard made a case for a university flight instruction program in his graduate paper.

68 John D. Odegard helps rejuvenate school's flying club and begins teaching 8 students a course in aviation - program began with 12 students, 2 faculty members, and 4 donated Cessna aircraft.

69 John D. Odegard is Aviation Department Chairman

69 First school in nation to offer college business degree in aviation admin.

69 First full-time flight instructor hired

69 Sept. FAA cooperating with UND on a course to develop air traffic control personnel

69 Nov Robert B. Campbell Foundation purchase a GAT-1 Flight Simulator for UND Aviation Dept's use. UND first in ND to have a modern computerized flight sim

70 Department graduates first students - all 5 earned a B.S. in Aviation Administration, the only degree offered by CAS at the time.

70 Air Traffic Control course approved by FAA and begins in summer '70 at UND

71 Training fleet grows to 11 aircraft

72 Feb. UND first university in US to adopt Cessna Pilot Center (CPC) program of integrated flight instruction.

75 Airport administration degree added

77 Aeronautical Studies program added

79 860 students - offers 3 basic study courses - Avia. Admin. - Airport Admin. - Aeronautical Studies

80 Meteorology program began

80 Meteorological studies added

80 Airline's face pilot shortage in 80's

81 WR100-5 weather radar purchased

81 UND to train American Airlines pilots

81 Helicopter training began with 5 students & 2 helicopters

81 Airway 'Science degree pioneered

82 Aviation Department reorganized into Center for Aerospace Sciences, which includes aviation, atmospheric sciences and computer sciences.

82 June 750 students majoring in aviation

82 June 1200 students enrolled in aviation courses

82 June 60 aircraft for student training, air transportation, atmospheric research

82 July A bachelor-degree program in meteorological studies at UND has been approved by the ND State Board of Higher Education

82 June Ground broken for first building, CAS I (Odegard Hall) see FAA gives \$4 mil

82 \*Helicopter training course added

82 UND reorganized Aviation & Atmospheric Research Programs into the Center for Aerospace Sciences

82 Jan. FAA gives UND \$4 million for new bldg to train air traffic controllers. UND only school training air traffic controllers - 81' air traffic controllers strike motivated gift - Arthur Anderson donates \$300,000 (total bldg. \$4.3 mil) new bldg. will house Arthur Anderson Atmospherium (\$1.5 million Digistar equipment)(fall of '81 Pres. Reagan fired striking ATC's - Gamble Hall aviation courses overcrowded

84 July John D. Odegard declines job offer by Embry Riddle

84 Apr April 7th dedication of the new Center for Aerospace Sciences (CAS I)

84 1st International Aerospace Camp

84 26 enrolled in helicopter training and 3 Model 300Cs are used

84 Masters program in space studies

85 John Odegard is named dean.

85 CAS given college status

85/86 Moroccan cloud study contract (\$30 mil) - assist Morocco develop a more sophisticated cloud evaluation system

87 Apr FAA & Northwest Airlines announce joint venture to provide \$6 mil to build pilot training center at UND - NW will match FAA \$3 mil grant - half bldg. used by FAA for research & develop of airway science - half used by NW & will house flight simulators (including a DC-9 & a 727)

87 UND/Northland alliance to train mechanics

87 July Master program in Space Studies approved for UND

87 UND to host Ab Initio Pilot Training Conf. - Sept. 21-22

87 UND Computer Science Dept. accredited (summer)

87 UND, Thief River Falls, Crookston, East GF classrooms linked by fiberoptics telecommunications -

87 1200 students - 70 aircraft

88 The Center for Lunar Materials Research at UND is among proposals being reviewed by NASA as one of 8 new space research centers (Lundarcrete - an aggregate bldg. material that could be made from moon rocks)

88 Estimated \$500,000 CAS 177 acre complex development plan includes hotel (developer is Voss of Creative Packaging Consultants, LTD)

88 1700 students - 70 aircraft

88 Oct. UND/Northwest Airlines Flight Training Center dedicated (Oct. 15) CAS III (Ryan)

88 Aug 35 People's Republic of China students graduate from aviation maintenance course

88 Chinese pilots begin training with Spectrum program

88 GF airport receives \$777,600 FAA grant to rebuild taxiway and apron (expanding CAS at UND has created needs)

88 Oct 24 China Airlines students arrived from the Rep. of China for 18 mo.s of UND CAS SPECTRUM airline pilot training, a new program developed at UND CAS.

88 Oct. UND CAS to buy up to 250 Piper aircraft over next 5 yrs.

88 UND gets GF airport's old tower





88 CAS to get high-altitude training chamber- free as U.S. Airforce surplus property

88 David Webb, UND space studies chairman resigns

88 Robert Shumaker, retired Navy admiral accepted the associate dean's position at UND's CAS

88 Letter of Intent between UND and developer (Voss of Creative Packaging Consultants, LTD) extended for development of multi-million commercial aerospace park

89 UND research team assisting in the ND Thunderstorm Project coordinated by the ND Atmospheric Resources Board - (\$1 to \$2 million)

89 UND CAS now requires grade point average of 2.3 increased from 2.0 for admission

89 Gulf Air of Bahrain has signed a \$750,000 contract with Aerospace Training Group at UND (ATC) to train airline pilots - 8 students begin - \$90,000 per student - 15 mos. Training period - option for more students

89 CAS and Television Production Center to be linked by Fiber-optics

89 Feb.Spring enrollment - CAS has 49% more students than last spring - enrollment increase of 200 more than a year ago - 756 compared to 509 last spring

89 Oct.Groundbreaking for \$8.4 mil earth system science bldg. (Clifford) - occupants to be UND atmospheric science, geography and space studies depts., and CAS computer service division.

89 GF Andrews Int'l ranked the 38th busiest US airport in 1989 with 292,000 flights

90 Construction began on Earth Science bldg. (Clifford)

91 UND becomes 1st US institute of higher ed to set up it's own airline - training program for Chinese/Taiwanese pilots & provides badly need airline service linking ND cities -

91 Feb.NASA names UND a US space school - YBD to receive \$900,000 over the next 4 yrs. from NASA & other contributors to create a space education program

91 Sept. The CAS flag will go into space with James Buchli on board the space shuttle Discovery

92 Department changes name to UND Aerospace

92 Mar Shell Oil donates \$11 million Cray supercomputer. The Cray X-MP/18 will go into the Earth System Science Bldg. being dedicated in May.

92 MayMay 21 - "Clifford Hall" dedication

93 MayUND helicopters - 5 helicopters (3 piston/2 turbo powered) 12 ROTC "Air Battle Captain" students

93 MayThe North Dakota Agricultural Weather Network (NDAWN) has collaborated with UND and ND State University's Extension Service to provide a meteorology service (AgWinds) to farmers equipped with computers, modems, and special software that allows them to dial a Grand Forks telephone number for specialized up-to-date weather information re: crop management, planting, and precipitation, etc.

93 Fall UND aerospace to start high-tech teaching via satellite classroom - FAA has spent \$10 million to create the Airway Science Network based at UND CAS

93 June George Seielstad is new Assistant Dean for Academic Affairs

93 June 25 Russians have arrived at UND to train at CAS in air traffic control. The controllers will learn English and upgrade their skills in preparation for increased U.S. flights over eastern Russia.

93 Aug President Clinton lifts ban that President Reagan imposed on rehiring air traffic controllers fired by President Reagan.

93 Sept UND's CAS to receive a \$10 million federal grant to setup a joint aviation operation/training program with Honolulu Community College (HCC) to provide "ab initio" aviation training for Pacific carriers. HCC will grant an associate degree in flight technology. The University of Hawaii will provide the liberal arts general ed requirements and grant bachelor's degrees.

94 Feb.UND will become helicopter training center for Schweizer Aircraft Corp. UND will develop program for all phases of training in Schweizer models 269CI/300C and 269DL/300.

94 Apr UND Aerospace teams with Signature Flight Support to provide flight training services in Huntsville, AL (opened in June)

94 MayAirbus Industry has endorsed UND CAS Spectrum APQ course.

94 MayUND Aerospace now offers 16 degree programs with graduate degrees. A doctoral offering is in the works.

95 Feb UND has added 2 \$6 million jets to its international pilot training fleet for Spectrum training program expansion with China Airlines. UND to lease the Beechjets owned by China Airlines and CAL Dynasty International. Since it's beginnings in 1988, 121 China Airlines pilots have completed Spectrum and Advanced Spectrum. 62 pilots are currently enrolled in these training programs.

95 Mar Chandler-Gilbert Community College & UND have signed an agreement establishing a joint flight training program at Williams Gateway Airport in Mesa.

96 July UND's Aerospace Network and RWIC have started Great Plains Weather on Cable Channel #3.

96 July UND's RWIC relays long-distance forecasts for cellular phone (900 STORMS1) number to allow travelers to learn about weather down the road.

96 Sept. UND CAS pilots/staff to teach UM-Crookston aerial crop sprayers to fly. The University of North Dakota and the University of Minnesota-Crookston are working together on aviation crop dusting program.

96 Nov.The Aerospace Training & Research Center to be named Ryan Hall.

97 Apr April 19 - Grand Forks/East Grand Forks evacuated

97 Apr April 20 - UND ending semester early.

97 July Construction begins on walkway across North 42nd. Street to connect Ryan Hall with Clifford Hall.

97 Nov.The North Dakota Board of Education approved a new master's degree program in Atmospheric Sciences for UND.

98 Jan.The Center for Aerospace Sciences is to be named the John D. Odegard Center for Aerospace Sciences and CAS I to be named John D. Odegard Hall.

98 Feb.CAS II will be renamed Bryce Steibel Hall

98 May Washington College joins UND aviation program.

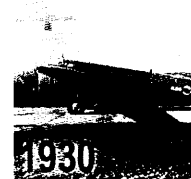
98 Sept. John D. Odegard dies of cancer.

98 Oct.UND Aerospace and Honolulu College create Hawaii's first Collegiate Aviation Program

98 Oct.UND fleet to top 100 aircraft by year end.

# Salute to the 35th Anniversary of the John D. Odegard School of Aerospace Sciences





# Salute to the 35th Anniversary of the John D. Odegard School of Aerospace Sciences

00 Jan Bruce Smith begins duties as Dean of the John D. Odegard School of Aerospace Sciences.

00 July Daimler/Chrysler's corporate flight department training in UND high altitude chamber.

00 Sept. UND posts largest first day enrollment since 1993. The Odegard School of Aerospace Sciences shows the greatest growth with 209 new students, an increase of 18.3 percent.

00 Oct. UND to train 120 Norwegian air traffic controllers over the next 3 years.

01 Jan. Eight Xinhua Airline students graduate from Odegard School.

01 Feb. UND's air traffic control training system will be the first of its kind. The addition of a first-of-its-kind tower and radar simulator at UND is the attention of air traffic control professionals and students throughout the world. The simulator is the first ever to combine tower, terminal radar and en route radar training in one integrated system.

01 Mar. The John D. Odegard School of Aerospace Sciences now offers a Master's of Science degree in Aviation

01 May UND students may work with NASA to develop a digital electronic sensor that could be mounted on the International Space Station. The "AgCam" could allow farmers, ranchers, land managers and educators to view detailed images from space of fields, ranches or landscapes.

01 Sept. Sept. 11 - Planes grounded after terrorist attack on twin towers.

01 Sept. FBI agents to investigate foreign student's records.

01 Sept. Paul Kuchera of atmospheric sciences at UND Aerospace has been awarded a \$72,000 NASA grant to evaluate NASA polarimetric radar observations.

01 Sept. Sept. 22 - FAA lift ban on training flights - UND flying again.

01 Sept. UND to develop aviation ethanol. The Endergy and Environmental Research Center will develop the fuel and work to have it approved by the American Society for Testing and Materials. UND Aerospace will conduct test flights using the new fuel.

01 Oct. The college of Aerospace Sciences' enrollment of 1580 is up 15.6 percent from last years 1367 and up 36.7 percent from 1999.

02 Jan. UND Aerospace Foundation announced a partnership with VeriFly to start a fingerprint identification database in the university's aviation program. The goal is to bring the biometric verification service to a national level.

02 Apr. April 17 - groundbreaking for Hilton Hotel.

02 Apr. Williston to partner with UND. Will be site of 5th UND Flight Training Center this fall.

02 May For the first time in its history, UND's John D. Odegard School of Aerospace Sciences has surpassed the 100,000 mark for flying hours in one fiscal cycle.

02 Oct. GFK among busiest airports. Grand Forks ranks 50 for traffic largely because of UND.

02 Oct. UND's John D. Odegard School of Aerospace Sciences students set a new UND flight-hours record of 12,775 hours flown in a month.

02 Oct. Aerospace to train West Point helicopter cadets, program to start June, 2003.

02 Oct. Cirrus Design has selected UND Aerospace Foundation to provide flight training for purchasers of the company's SR20 and SR22 airplanes.

02 Feb. UND weather researchers examine icy conditions faced by pilots. The weather research conducted over the North Atlantic by UND's Dept. of Atmospheric Sciences involved the use of a UND research aircraft. Analysis of the micro-physical data is now taking place on campus. The \$158,30 project is funded through a partnership including UND, industry and the FAA.

02 Nov. Northland Community and Technical College is to receive delivery of a fully operational Douglas DC-9 passenger jet, donated by Northwest Airlines Corp.

02 Nov. Tom Clifford honored with Theodore Roosevelt Rough Rider Award.

02 Nov. Nov. 26 - Ralph Engelstad succumbs to cancer.

02 Dec. The Associate Dean of Aerospace Sciences, George Seielstad has been selected for a NASA post. UND researcher will head group that studies deep space data. Seielstad will provide leadership for the network while maintaining his current research and administrative duties at UND.

03 Feb. Paul Lindseth (John D. Odegard School of Aerospace Sciences) and Glenda Lindseth (School of Nursing) were awarded a \$521,360 grant by the Dept. of the Army to conduct research on the effects of an aviator's dietary intake and flight performance.

03 Feb. Dr. Gary Johnson joins UMAC as its newest research professor.

03 Feb. Gov. John Hoeven unveiled the "511" number which allows drivers to get weather and road condition reports by simply calling 511. The technology was developed through a federal grant at the UND's Regional Weather Information Center.

03 Feb. UND grads copilot Blackhawk helicopters into war zone.

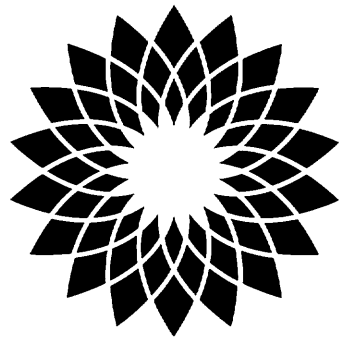
03 Feb. Upper Midwest Aerospace Consortium at UND to receive \$2.7 million to launch AgCam to the International Space Station.

03 Feb. UND Aerospace Foundation has installed the Ascent Full Flight Trainer for their Canadair Regional Jet Training program.

03 Feb. Norwegians extend contract. The new contract is for \$1.1 million and 40 more students.

03 Mar. The UND Aerospace Foundation has acquired a new 360 degree MaxSim tower radar to continue accurate training for air traffic control students at the John D. Odegard School of Aerospace Sciences.





air bp

Air BP wishes all  
SAFECON competitors  
the best of luck

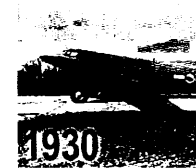
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Regional Sales Manager

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beyond petroleum



# SAFECON 2003 Awards

## National Championship Trophy *Cessna Aircraft Company*

This award is presented to the team that accumulates the most points during the National Competition.

## Top Two-Year School *Sporty's Pilot Shop*

This award is presented to the top two-year school that accumulates the most points during the National Competition.

## Loening Trophy *Delta Airlines*

First awarded in 1929, the Loening Trophy is presented to the team who has displayed outstanding competition performance, air safety, and active participation in aviation in their local community during the last year. All member schools in good standing are eligible.

## Flying Events Champions *National Business Aviation Association*

The team earning the greatest number of points in the flying events will be presented this award.

## Ground Events Champions *Pilots of United Airlines*

The team earning the greatest number of points in the ground events will be presented this award.

## Judges Trophy *The New Piper Aircraft, Inc.*

This trophy is awarded based upon the overall participation of the contestants on a team. Point values are assigned to each non-disqualified contestant placing in each event. The team having the highest number of cumulative contestant points will be the recipient of the trophy.

## American Airlines Safety Award *American Airlines Pilots*

A panel of judges will interview each team's safety officer to review their team's procedures and methods of promoting aviation safety. The team that has demonstrated the safest practices during SAFECON and the past year is presented with this award.

## Top Scoring Male Contestant Award *Southwest Airlines*

This award will be presented to the male contestant who accumulates the highest number of points in all the competitive events that count towards the National Championship Trophy.

## Top Scoring Female Contestant Award *The Ninety-Nines, Inc.*

This award is given in memory of Arlene Davis. This award will be presented to the female contestant who accumulates the highest number of points in all the competitive events that count towards the National Championship Trophy.

## Outstanding Team Member Award *Precision Flight Controls, Inc.*

Each team has the opportunity to recognize the contributions and efforts of a team member by selecting him or her as their Outstanding Team Member.

## Navigation Event *Jeppesen*

The Navigation Event consists of a cross-country flight over a three-to-five leg course between 70 and 120 nautical miles. Each contestant submits a flight plan before takeoff, which includes estimated time en route for each leg, total elapsed time and fuel consumption. The contestant with the lowest penalty points wins.

## Short Field Landing Event *Diamond Aircraft*

The objective of the Short Field Event is to test the pilot's skill at maneuvering and manipulating the aircraft. After taking off and flying a normal traffic pattern, the objective is to land on the target line. Once the pilot reduces the power, he or she cannot increase it again. The distance in feet from where the aircraft's wheels initially touch the runway from the target line is the pilot's score. The lowest cumulative score from the two landings plus technique penalty points wins.

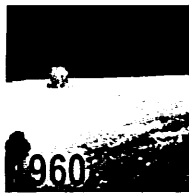
## Power Off Landing Event *Pinnacle Airlines, Inc.*

Similar to the Short Field Event, only the power must be reduced and remain at idle on the downwind leg abeam of the target line. The approach is made by gliding for the remainder of the traffic pattern to touchdown on the target line.

## Message Drop Event *Phoenix Aviation Managers*

The objective of the Message Drop Event is to hit a target on the ground with a message container dropped from an aircraft at 200 feet. A team effort by both the pilot and the dropmaster is necessary to maneuver the airplane so the container will hit the target. The contestant with the lowest total distance from the two targets is the winner.





**Simulated Comprehensive Aircraft Navigation Event (SCAN)**

*Cirrus Design*

The SCAN event is a written exam with problems that reference a simulated cross-country flight over a given route. Included in the flight planning are questions on weight and balance, aircraft performance, FARs, aeronautical charts, weather interpretation, and fuel consumption.

**Ground Trainer Event**

*Frasca International, Inc.*

This event is designed to test the competency and skill of the contestant's ability to fly under instrument flight rules (IFR) in a flight training device. Flying a predetermined pattern, the competitor must show proficiency in maintaining altitude, heading, and air-speed.

**Aircraft Recognition Event**

*Salina Airport Authority*

Slides of an aircraft are shown on a screen for three seconds. Competitors then have fifteen seconds to identify the aircraft's manufacturer, model number, and common name, if any.

**Computer Accuracy Event**

*ASA, Inc.*

Contestants work against the clock to solve mathematical flight planning computations using a manually operated flight computer (E-6B). The exam includes problems on time, speed, distance, wind corrections, fuel requirements, and conversion factors.

**Hemphill-Weesner Preflight Inspection Event**

*Hemphill, Weesner, Viner Families*

An aircraft is "bugged" with at least 30 unair-worthy discrepancies. Contestants are given fifteen minutes to preflight the aircraft and find as many of the discrepancies as possible.

**IFR Simulator Event**

*Frasca International, Inc.*

Competitors are required to demonstrate instrument flight rules (IFR) proficiency and precision by flying a given route in a flight training device. All aspects of a cross-country IFR flight are included such as clearances, holding patterns, instrument approach procedures, and diversion to an alternate.

**Crew Resource Management/Line Oriented Flight Training Event (CRM/LOFT)**

*Aerosim-Mechtronix*

Two person crews--a pilot flying and a pilot not flying--are assigned a cross-country flight in a simulator. Contestants are judged on their ability to work together in a cockpit environment, as well as their ability to handle in-flight situations.

**Certified Flight Instructor Event**

*City of Grand Forks*

Certified Flight Instructors take part in a teaching competition. The event starts with a CFI preparing a lesson on a predetermined subject and teaching it. If weather and time permits, the CFI then teaches the lesson in flight.

**Collegiate Aviation Progress Award**

*NetJets, Inc.*

This award recognizes the team that has made the greatest improvements in the last year. A judging committee evaluates each team, taking into account the team's performance, safety, membership, aircraft operations, and extracurricular activities.

**Coach of the Year Award**

*NIFA Council*

This award is presented to the coach that has demonstrated the best qualities in coaching, support, and leadership. Team members nominate the coach they feel best meets these criteria.

**Kershner's Men's Achievement Award**

*NIFA Foundation*

Male competitors are interviewed by a board that examines their academic accomplishments, community service, and aviation involvement.

**Women's Achievement Award**

*The Ninety-Nines, Inc.*

Female competitors are interviewed by a board that examines their academic accomplishments, community service, and aviation involvement.

**Harold S. Wood Award for Excellence**

*General Aviation Manufacturers Association*

An award is presented to the student who has demonstrated outstanding performance in academics and services to his or her aviation program, institution, and community.

**Red Baron Team Sportsmanship Award**

*Southwest Airlines*

This award is presented to the team displaying the best sportsmanship throughout the week of competition. Each team votes for who they feel should be the recipient.

**Wally Funk Competition Safety Award**

*Wally Funk, Safety Judge*

This award is presented to the team displaying the highest degree of safety during the week of competition. Teams are judged on their ability to maintain a safe environment while handling aircraft, as well as their professionalism and behavior. The winning team is selected by Safety Judge, Wally Funk.

**National & Regional Top Pilot Awards**

*The Air Line Pilots Association*

The contestant that is chosen as the National Top Pilot at SAFECON, along with the Regional Top Pilots from each region, are recognized and presented with these awards.



## NIFA FOUNDATION

The NIFA Foundation welcomes you to the 2003 SAFECON and hopes that all of you have a wonderful and safe experience you can remember fondly for many years to come!

Ronald D. Kelly, President  
Douglas Carr, Secretary  
Douglas Carr, Director, Corporate Relations  
Kent Backart, Executive Director  
Robert Clement, Trustee  
David Wood, Trustee  
Forrest D. Reece, Jr., Trustee



## NIFA/AHP ALUMNI ASSOCIATION

The Association wishes  
all competitors a  
wonderful SAFECON!

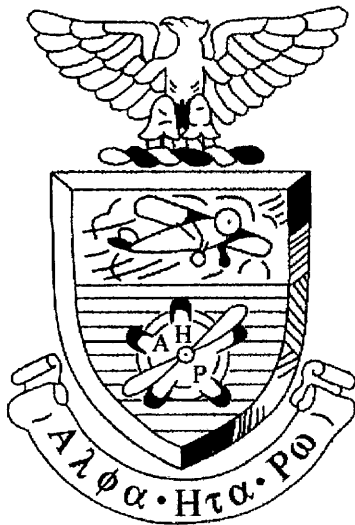
Robert Clement, President  
Peter Bro, Vice President  
Robert Fischer, Secretary  
Deidre (DJ) Mrugula, Treasurer  
Kent Backart, Executive Director

For more information about the  
Alumni Association, stop by our booth or  
write to us at the address below

NATIONAL HEADQUARTERS ARE MAINTAINED AT  
1615 GAMBLE LANE, ESCONDIDO, CA 92029

# Alpha Eta Rho

## INTERNATIONAL AVIATION FRATERNITY



A collegiate fraternity, founded April 10, 1929, at the University of Southern California, to bring together those students having a common interest in the field of aviation.

### NATIONAL OFFICERS

Ronald D. Kelly, *President*  
Robert Clement, *Vice President*  
Forrest D. (Dan) Reece, *Director, Corporate Relation*  
Kent E. Backart, *Executive Director*

### REGIONAL GOVERNORS

Joan B. Jones, *North New England Governor*  
Brad T. Foltman, *Western Governor*  
Dr. Larry Carstenson, *West Central Governor*  
Dr. Jerry Chubb, *East Central Governor*  
Jerry Hill, *South Central Governor*  
Mr. Joseph Hoffman, *Southeastern Governor*

NATIONAL HEADQUARTERS ARE MAINTAINED AT 1615 GAMBLE LANE, ESCONDIDO, CA 92029





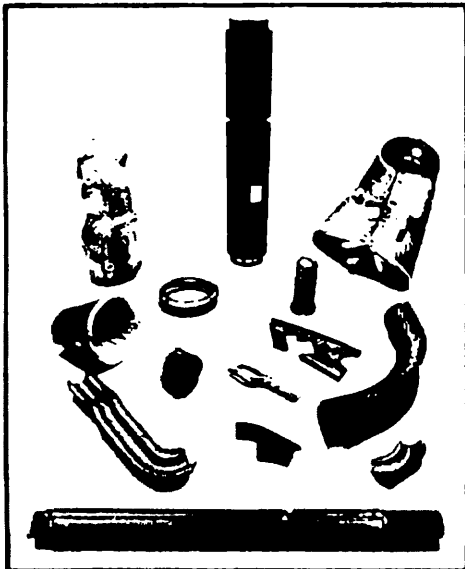
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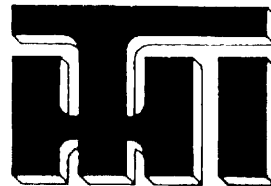
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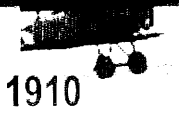
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# Schedule of Events

## Tuesday, May 13

0730-1900	Arrival Briefings	Airport Classroom
0730-1700	Practice and Event Sign-ups	Communication Desk
0800-1700	Registration	1st Floor
0800-1700	Scheduled Landing Practice	Airport

## Wednesday, May 14

0730-1900	Arrival Briefings	Airport Classroom
0730-1700	Practice and Event Sign-ups	Communication Desk
0800-1700	Registration	1st Floor
0800-1700	Scheduled Landing Practice	Airport
1300-1700	Computerized Testing <i>(by appointment)</i>	Ryan Hall

## Thursday, May 15

0730-1900	Arrival Briefings	Airport Classroom
0730-1700	Practice and Event Sign-ups	Communication Desk
0800-1700	Registration	1st Floor
0800-1700	Scheduled Landing Practice	Airport
1300-1700	Computerized Testing <i>(by appointment)</i>	Ryan Hall

## Friday, May 16

0730-1900	Arrival Briefing	Airport Classroom
0730-1700	Practice and Event Sign-ups	Communication Desk
0800-1700	Registration	1st Floor
0800-1700	Scheduled Landing Practice	Airport
0800-1700	Scheduled Simulator Practice	Ryan Hall
0800-1700	Preflight Aircraft on Display	Wash Bay
0800-1700	Computerized Testing <i>(by appointment)</i>	Ryan Hall

## Saturday, May 17

0800-1500	Arrival Briefing	Airport Classroom
0800-1500	Registration	1st Floor
0800-1500	Interview and Event Sign-ups	Communication Desk
0800-1500	Scheduled Landing Practice	Airport
0800-1500	Preflight Aircraft on Display	Wash Bay
0800-1500	Scheduled Simulator Practice	Ryan Hall
0800-1500	Computerized Testing <i>(by appointment)</i>	Ryan Hall
1200-1500	Judges School	Airport Classroom
<b>1500</b>	<b>All Sign-ups Closed</b>	
1700	Opening Ceremonies	Empire Arts Center
1830	Aircraft Recognition Event	Ryan Hall

## Sunday, May 18

0700-0730	Navigation Weather Briefing	Concessions Hangar
0800-1700	Navigation Event <i>(by appointment)</i>	Airport
0800-1700	Ground Trainer Event	Ryan Hall
0800-1700	IFR Simulator Event	Ryan Hall
0800-1700	CRM LOFT Event	Ryan Hall
0800-1700	Preflight Event	Wash Bay
0800-1700	Safety Interviews	2nd Floor
0800-1700	Achievement Interviews	2nd Floor
0800-1700	CFI Event	2nd Floor
0800-1700	Computerized Testing <i>(by appointment)</i>	Ryan Hall





### Monday, May 19

0700-0800	Power Off Event Briefing	Concessions Hangar
0800-1700	Power Off Event Staging	Charlie Ramp
0800-1700	Ground Trainer Event	Ryan Hall
0800-1700	IFR Simulator Event	Ryan Hall
0800-1700	CRM LOFT Event	Ryan Hall
0800-1700	Preflight Event	Wash Bay
0800-1700	Computerized Testing <i>(by appointment)</i>	Ryan Hall
0800-1700	CFI Event	2nd Floor
0800-1700	Safety Interviews	2nd Floor
0800-1700	Achievement Interviews	2nd Floor
1200-1600	Loening Trophy Interviews	Conference Room
1300-1700	AHP Reception	5th Floor
1830-2030	Industry Reception <i>(advisors, judges, industry)</i>	Hilton Garden Inn
1900-2100	Safety Seminar	Clifford Hall 210

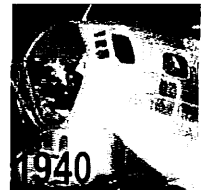
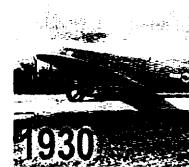
## Schedule of Events

### Tuesday, May 20

0700-0800	Short Field Event Briefing	Concessions Hangar
0800-1700	Short Field Event Staging	Charlie Ramp
0800-1700	Ground Trainer Event	Ryan Hall
0800-1700	IFR Simulator Event	Ryan Hall
0800-1700	CRM LOFT Event	Ryan Hall
0800-1700	Preflight Event	Wash Bay
0800-1700	Safety Interviews	2nd Floor
0800-1700	Achievement Interviews	2nd Floor
0800-1700	Loening Trophy Interviews	Conference Room
0900-1700	SAFECON Conference	Airport Classroom
1830-2030	Carnival Social Event	Northeast Hangar

### Wednesday, May 21

0700-0800	Message Drop Event Briefing	Concessions Hangar
0800-1700	Message Drop Event Staging	Charlie Ramp
0800-1200	Ground Trainer Event	Ryan Hall
0800-1200	IFR Simulator Event	Ryan Hall
0800-1200	CRM LOFT Event	Ryan Hall
0800-1200	Preflight Event	Wash Bay
0800-1300	Achievement Interviews	2nd Floor
0800-1300	Loening Trophy Interviews	Conference Room
0900-1700	SAFECON Conference	Airport Classroom
1400-1500	Business Meeting	Concessions Hangar
1500-1600	Team Captain's Meeting	Concessions Hangar
1900-2200	Awards Banquet	Alerus Center



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**NETJETS®**  
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In 1986, NetJets pioneered the concept of fractional aircraft ownership. Today, NetJets is the worldwide leader with the most Owners, the largest fleet, and the finest reputation. One of the main reasons more individuals and companies choose NetJets is our record and company-wide commitment to safe performance—a defining characteristic that also helps us attract the best pilots in the world.

Every aspect of NetJets' operations reflects a devotion to safety that permeates our company from top to bottom. This is evident in the millions of dollars we invest in keeping the NetJets fleet one of the youngest in private aviation and in the careful systems of flight operations checks and balances we rigorously enforce. But nothing better

illustrates our commitment to safety than the way we select, train, and equip NetJets' pilots. The following pages provide an overview of NetJets' practices and standards for pilot recruitment, hiring, and training, as well as recurrent training. All told, they ensure

that NetJets' pilots are the best in aviation.

**ATTRACTING THE BEST**

NetJets invests considerable resources in creating an environment that is highly appealing to every pilot. NetJets crews fly aircraft that are the safest, most reliable and advanced in the skies today -and among the newest. New jets are constantly being added to the NetJets fleet, and each new aircraft is equipped with the latest state-of-the-art safety devices such as the Enhanced Ground Proximity Warning System (EGPWS) and the Traffic Alert and Collision Avoidance System II (TCAS II). We buy the finest aircraft from five of the top aircraft manufacturers in the world: Boeing, Cessna, Raytheon, Dassault Falcon, and Gulfstream. Every jet in our fleet is maintained to the highest standards in aviation and kept in pristine condition inside and out, nose to tail. Prospective pilots are also impressed by the support systems we provide our crews. Since we are by far the largest and most advanced fractional aircraft ownership program provider, we are able to maintain a very complex and sophisticated infrastructure that most fractional programs simply cannot afford to duplicate. The NetJets sup-





port infrastructure includes: program managers and pilot instructors for every type of aircraft, chief pilots, FAA-certified dispatchers, full-time licensed meteorologists, international flight planning, in-house maintenance coordinators, fleet support, owner service representatives, and a dedicated quality control team. It also includes an in-house security staff supplemented by Air Security International (ASI) and International Security Associates (ISA), two of the world leaders in providing international risk assessments and security services on the ground and in the air. ASI and ISA provide customized intelligence reports and 24-hour global intelligence monitoring. ASI personnel located in our Columbus facility provide country briefings for the crew, ground transportation for crew and passengers (if requested), and aircraft guards. NetJets Owner Services Teams are on call 24 hours a day, 7 days a week, 365 days a year at NetJets' operations centers in Columbus, Ohio; Lisbon, Portugal; and Jeddah, Saudi Arabia. Our pilots fly comfortable schedules that don't leave them fatigued. Unlike some other business jet operators, NetJets employs all of its pilots as full-time, vested members of our company. Our dedication to maintaining open communication between all of our pilots, managers, and staff is another critical success factor in our ability to attract the best pilots. For example, our NetJets Pilot Safety Committee gives pilots a meaningful, highly respected role in identifying and developing new procedures and in brainstorming ways to further raise our high safety standards. Most importantly, though, NetJets operations are structured so that pilots are the final authorities concerning whether or not it is safe to fly. Without excep-

tion, the system we have created ensures that a pilot can never be pressured to take off when he or she feels it would jeopardize safety. Our safety-driven culture, coupled with an attractive compensation package, puts NetJets at the top of every pilot's list of desirable places to work. We never rest on our laurels – NetJets is always looking for new ways to enhance the quality of life, work conditions, compensation, and benefits for our pilots. As a result, the very best aviators apply for positions with our company. In fact, even though our minimum hiring requirement is 2,500 hours of total flight time, applicants come to our company with an average of more than 7,000 hours of flying experience. We are proud to count among our crews former senior airline captains as well as former pilots of Air Force One.

**HOW NETJETS FLIGHT DISPATCHERS, METEOROLOGISTS, AND FLEET SUPPORT PROFESSIONALS ASSIST OUR PILOTS**

Aircraft dispatchers are government licensed NetJets employees who earn special certification from the Federal Aviation Administration to serve as flight managers, and they assume joint responsibility with an aircraft's crew for the safety of flights under their guidance. They are licensed to prepare flight plans that factor in aircraft performance, takeoff and landing weights,



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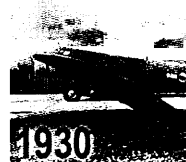
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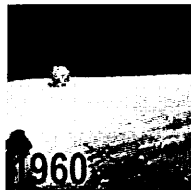
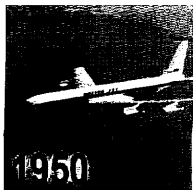
current weather conditions, forecasted weather conditions, airport conditions, air traffic volume, and the many other components required for a safe and enjoyable flight. The FAA does not require operators of fractional ownership programs to have certified aircraft dispatchers on staff, and other fractional programs may not have them. But the NetJets team includes FAA-certified and FlightSafety-trained dispatchers. These professionals are uniquely qualified to effectively support our pilots in performing technical tasks and calculations related to flying a jet aircraft. Not one flight departs until the flight crew and dispatchers have double checked each other and concur on all aspects of the flight. All NetJets FAA certified dispatchers receive specialized company training when they first join our company. They complete additional training every year at Flight Safety International, including a refresher course at the start of each season about safety considerations associated with that particular season. Each year, our certified dispatchers also log flight time with NetJets flight crews to observe the realities involved with effectively supporting flight crews. NetJets also maintains a staff of full-time meteorologists. Using state-of-the-art equipment to obtain and interpret data directly from the National Oceanic and Atmospheric Administration's satellites, NetJets meteorologists give our pilots and dispatchers up-to-the-minute weather forecasts. The NetJets Meteorology department has received approval from the FAA to become an FAA source of weather for our pilots, just like an FAA Flight Service Station. There are only a handful of flight departments in the world that have this FAA approval. Our pilots and dispatchers use this information to plan the safest – and most comfortable – routes possible and to make mid-course corrections when advisable.

NetJets is not required by any regulation to invest the millions of dollars it takes to equip and maintain dedicated, in-house certified flight dispatcher and meteorology staffs. However, we believe this adds a substantial level of safety for our Owners and pilots, and we view it as a wise long-term investment. NetJets' Owners and pilots alike also find their lives made easier -and safer -by the "intelligence-gathering" carried out by our fleet support staff. These professionals continually monitor conditions at NetJets destination airports to make sure our rigorous requirements for safe flight are met. NetJets' fleet support researches, inspects and analyzes conditions at airports we consider potentially problematic before NetJets flights are cleared to land there. If there are conditions to consider at a particular airport – such as a runway under repair – fleet support follows progress on those conditions and keeps pilots and Owners advised of any possible flight planning and scheduling considerations that may result.

**HOW WE SELECT THE  
BEST OF THE BEST**

NetJets maintains the strictest standards in the industry regarding the qualifications we require in prospective pilots. In order to be considered for employment with our company, an individual must have 2,500 hours of flying experience – with at least 500 hours at the controls of multi-engine aircraft and 250 hours of time flying on instruments. Applicants must also have an Airline Transport Pilot (ATP) license, the highest level of pilot license available. Not all operators of fractional ownership programs choose to adhere to these same standards or require an ATP license. At NetJets, our applicants average more than 7,000 hours of flying experience, so most pilots we hire have qualifications that far exceed even our own stringent





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requirements. NetJets also requires a current first-class medical certificate which is issued after an FAA-certified physician determines that an individual is in excellent health as indicated by measures of blood pressure, exercise tolerance, organ function, vision and hearing acuity, and other health indicators. This first-class medical certificate must be renewed every six months.



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#### **SCREENING FOR THE BEST OF THE BEST**

Pilots who meet the NetJets minimum qualification standards must pass through our rigorous screening process before being extended an offer. The process includes:

- An in-depth interview with a seasoned NetJets team that includes pilots who determine the extent of the applicant's technical expertise and also gauge the applicant's owner-service talents.

- A flight simulator test during which an experienced pilot instructor determines the applicant's ability to handle the aircraft safely and skillfully in a variety of situations.

- An extensive security background check which includes a work history review, criminal records review, education review, FAA license check, national driver's license check, and credit history.

- A comprehensive written examination designed to assess the applicant's intelligence, psychological make-up, general aptitude, and knowledge.

#### **AFTER THE SCREENING:**

#### **THE START OF INTENSIVE TRAINING**

When NetJets provisionally hires an applicant who successfully passes our screening tests, the process of creating a NetJets pilot begins. Whether an individual has a decade of experience flying for a major airline or many years experience as the captain of Air Force One, every NetJets pilot begins his or her career at NetJets with an average of 35 days of intensive training. The NetJets training organization conducts the first phase of this training program in-house so we can continue to evaluate a newly hired pilot's fitness for service with our company. This first phase includes courses in:

- Technical aspects of flying state-of-the-art aircraft. Every newly hired NetJets pilot receives a thorough review of the highly technical knowledge and skills required to fly safely. Windshear, for example, is a weather event involving abrupt changes in wind speed and/or direction over a short distance and is known to be a serious hazard. Accordingly, NetJets pilot training includes extensive coverage of windshear weather – how to recognize and avoid it, precautions to take when wind-

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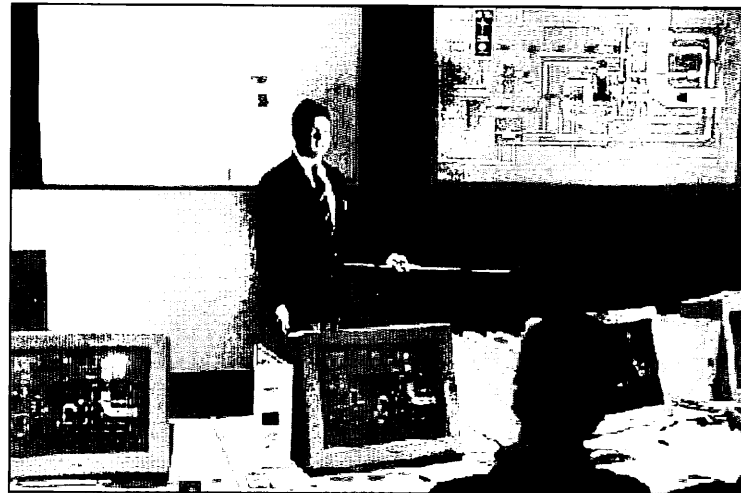
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shear is suspected, and recovery techniques to be used in an inadvertent windshear encounter. Other technical aspects receiving in-depth coverage include navigation, charting and flight planning, aircraft performance and airport analysis, airspace and air traffic control procedures, instrument procedures, ground icing procedures, and normal and emergency communication procedures.

•Crew Resource Management. One of the most important ways we demonstrate our aviation safety leadership is through our commitment to Crew Resource Management. At NetJets, the captain and first officer fly an Owner's aircraft as a well-coordinated team. As a result, the performance of the team actually surpasses the performance of two highly qualified pilots flying individually. Newly hired pilots are extensively trained, both in the classroom and in full-motion flight simulators in the Crew Resource Management approach to flying.

•The Emergency Vision Assurance System (EVAS). Every aircraft has equipment on board to supply crews and passengers with an air supply in the unlikely event of smoke in the aircraft. At NetJets, we are adding an important additional measure of safety by implementing the use of EVAS. This innovative new system ensures that crews can continue to fly a plane safely even if the flight deck fills with smoke. The system uses an inflatable plastic bubble that



allows both the captain and the first officer to view their instruments and see out the windows, no matter how thick the smoke becomes. Only NetJets provides this equipment to both the captain and the first officer, so all newly hired pilots are thoroughly trained in its use.

•Hypoxia training. Hypoxia is a potentially deadly condition that occurs when you are breathing air that doesn't have enough pressure to deliver sufficient oxygen through your lungs into your bloodstream. This can occur in an aircraft at high altitudes if cabin pressurization ceases to function properly. At NetJets, our training is designed to prevent accidents involving hypoxia by teaching pilots how to recognize the symptoms of the onset of hypoxia. Our pilots also practice in a full-motion flight simulator the procedures used to react effectively and safely to situations involving a depressurized cabin and hypoxia.

•Medical emergency procedures. NetJets pilots receive advanced first aid and CPR training. In addition, teams from Mayo Clinic, one of the most trusted names in health care around the world, train them in emergency medical



procedures. In the event of a medical emergency onboard a NetJets aircraft, our crews contact Mayo Clinic directly for assistance in responding quickly and effectively to the emergency. Mayo Clinic critical care nurses and physicians assess the situation based on information provided by NetJets crews and help determine the most appropriate course of action. A call to a Mayo Clinic in-flight emergency number can also help coordinate medical services when the aircraft lands. All pilots and crew members are trained annually in the use of emergency medical kits and other resources onboard the NetJets aircraft.

- Security. Since NetJets Owners – many of whom are high-profile individuals – fly to a wide range of destinations in more than 145 countries worldwide, our pilots are specially trained to manage both domestic and international security-related issues. NetJets' in-house security staff, together with Air Security International and International Security Associates, supports our crews with international risk assessments, customized intelligence reports, 24-hour global monitoring, and country briefings. All new pilots are trained to take full advantage of these resources.

- The added skills and knowledge required to fly safely into more than 145 countries worldwide. In the event of an emergency touchdown in a remote domestic or international area, our pilots are prepared with both information and survival skills. For each flight, they have data on the location of the towns and airports along the flight path. During flight, they can call for more in-depth information including the location of hospitals, hotels, and other important assets. The data is gathered from a variety of sources including but not limited to Jeppesen, Air Security International, International Security Associates, and

our own Safety and Security Department. In addition, our pilots are trained to perform CPR and other helpful procedures and, if needed during flight, can contact Mayo Clinic and speak directly with a physician about a specific medical situation.

- Customer service. Being a NetJets pilot requires more than outstanding technical skills and training. NetJets promises a superior ownership experience for each of our Owners, and our pilots are a critical component of service delivery, ensuring that each flight is an exceptional travel experience for everyone onboard. To prepare new NetJets pilots for this important responsibility, our own in-house owner service experts provide them with intensive training. This owner service course is also useful in verifying that the pilots we hire have the owner service skills we require. Any newly hired pilot who does not achieve the goals of this course is released from the NetJets team.

**AFTER TRAINING:  
MORE TRAINING**

Pilots who demonstrate the right technical and owner service skills during their ground school at NetJets proceed to additional training at FlightSafety International, the world's premiere aviation training organization. At FlightSafety, our pilots complete an intensive training course in the specific type of aircraft they will fly for NetJets such as the Cessna Citation Excel. At FlightSafety, our pilots get additional classroom instruction and rigorous training sessions in full-motion flight simulators. Simulator time is crucial because it allows crews to practice managing multiple-event emergencies that would be impossible to safely create in a real aircraft. And NetJets pilots are trained using only the highest level of simulator

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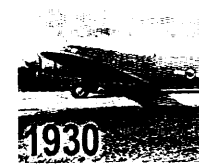
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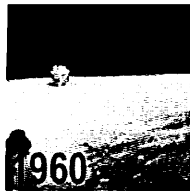
available—costing an average of \$18-\$22 million—so their flying experiences in the simulator can duplicate any real life situation.

Pilots who pass the FlightSafety course must then go on to get their FAA certification as a captain by passing an FAA check ride, and then they can add a “type rating” to their pilot certificates. This means they have received the training prescribed by the FAA and demonstrated the aeronautical experience, knowledge, and skills required to safely fly a particular type of aircraft. Unlike commercial airlines and some other fractional ownership programs, all NetJets pilots are type-rated in the aircraft that they are assigned to. Also, instead of switching between different aircraft and equipment like some business jet pilots do, NetJets pilots fly only one type of aircraft at a time. This is important because there can be very different equipment and safety procedures from aircraft to aircraft, and it is safer for a pilot to concentrate on only one set of aircraft procedures at a time. Even though all NetJets pilots are type-rated in the aircraft that they are assigned to, they always begin their flying career at NetJets in the right seat as a first officer. It is important for even a pilot with a lifetime worth of flying experience to start in the right seat because every aircraft type is different and it takes many hours of flight to know exactly how the aircraft handles. Also, in an emergency, every second counts in reacting to certain situations. The more hours in an aircraft with an experienced captain the safer a pilot will become.



### **AND MORE TRAINING**

After our pilots return to NetJets with their type ratings, they go through additional flight training with our own NetJets flight instructors in the type of aircraft they will fly. The pilots are also put through four hours of Line Orientation Flight Training (LOFT) in the simulator. The pilots are tested on actual operations at many airports that include Los Angeles, Las Vegas, South Lake Tahoe, Tulsa, Reno, Sun Valley, Eagle/Vail, and Aspen. NetJets has been instrumental in developing and building the visuals for a number of these airports. This type of training allows the pilots to practice emergency situations that would not be safe to try in an actual aircraft. After this additional flight instruction, they take a final “flight check” in the aircraft, which is administered by an FAA-certified check pilot. By the end of training, the pilot must also have participated in at least four familiarization flights. Finally, they are eligible to begin serving as a NetJets



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First Officer flying under the guise of a seasoned NetJets Initial Operating Experience (IOE) Captain. Our elaborate system of training, which uses the external resources of FlightSafety and other training organizations as well as our in-house training department, ensures that we have a balanced program incorporating a wide range of independent perspectives, philosophies, and knowledge bases.

#### FIRST A FIRST OFFICER

Every pilot -even a former Air Force One captain - begins his or her NetJets career as a first officer, flying with a seasoned NetJets Pilot-in-Command. Additionally, the NetJets rules of operation require that new first officers fly with an experienced captain who has been approved by Operations due to their experience flying a particular type of aircraft. Only after our pilots have successfully demonstrated their skills in the first officer's seat are they allowed to undergo upgrade training and testing that will qualify them to serve as a NetJets Pilot-in-Command. During this period of time as a first officer, the pilots receive additional on-the-job training allowing them to gain further experience in NetJets' operational pro-

Pilot-in-Command.

#### THE TRAINING NEVER STOPS

At NetJets, new-hire training is only the beginning. On average, new NetJets pilots receive at least 221 hours of training their first year, and tenured NetJets pilots receive an average of 100 hours every year. The NetJets program for recurrent pilot training includes simulator training twice each year in the specific type of aircraft the pilot flies. (As mentioned earlier, NetJets pilots fly only one type of aircraft. If a pilot wants to move from the Citation V Ultra, for example, to the Hawker 800XP, he or she will complete type-rating training in the Hawker 800XP and, after that, fly only the Hawker 800XP as a first officer again. This approach adds an extra measure of safety to our operations.) Our recurrent pilot training program also includes flight instruction and ground school provided by our own dedicated in-house training department. With a full-time staff working to create and deliver the world's best pilot training programs, the NetJets training organization is unmatched by any other in our industry. All of our pilots complete courses at least once each year in the subjects below:

cedures, Crew Resource Management approach to flight deck teamwork, and delivering the highest levels of owner service. The first officers also gain valuable experience when they are allowed to fly in the left seat (captain's seat) on empty legs to prepare them for the upgrade to NetJets

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- Aircraft performance
- Weight and balance calculations
- Crew Resource Management (the approach we use to ensure that our crews communicate and function as effective teams)
- Navigation chart usage
- Windshear causes and recovery
- Advanced radar methods
- International procedures
- Security
- Survival skills (in the event that an aircraft has to make an emergency touch-down in a remote area)
- Hypoxia and high-altitude physiology
- Advanced de-icing procedures
- The use of EVAS (the Emergency Vision Assurance System used to ensure that the crew would still be able to see even if the flight deck filled with smoke)
- Procedures used to manage medical emergencies that might occur onboard an aircraft
- Water-landing procedures
- CPR and advanced first-aid techniques
- Customer service skills

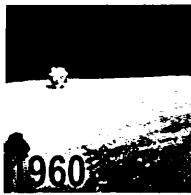
Providing this level of training to our pilots every year requires a multi-million dollar investment by NetJets – and it is the ultimate demonstration of the commitment to safety that rules our company.

### **WHY NETJETS HAS A TEN-YEAR CONTRACT WITH FLIGHTSAFETY**

The NetJets commitment to excellence in our training program is reflected in our long-term relationship with FlightSafety International, the acknowledged worldwide leader in pilot training. While other fractional aircraft own-

ership programs have training agreements that are on a per-pilot or annual basis, NetJets has a ten-year contract with FlightSafety. The difference is significant because operators who have per-pilot agreements may be tempted to cut back on training when cost-cutting measures become necessary. At NetJets, our long-term commitment to maintaining the highest standards in pilot training utilizing an objective third party is written in stone. Our long-term relationship with FlightSafety brings additional benefits to NetJets because it fosters a lasting partnership between our two companies. The NetJets training organization works closely with the FlightSafety team to create training customized to our needs. For example, at the direction of NetJets, FlightSafety developed scenarios for a number of airports that NetJets Owners frequently use – such as Aspen and Sun Valley – through the LOFT program mentioned earlier. Many of these airports present unique challenges, and having the opportunity to train in simulators that faithfully replicate them is invaluable. FlightSafety International keeps one of its state-of-the-art training facilities – complete with full-motion flight simulators -located within the NetJets operations center in Columbus, Ohio. This facility currently houses Cessna Citation X, Citation V Ultra, Citation Excel, and Falcon 2000 simulators. Having FlightSafety -and its simulator equipment – co-located with the NetJets in-house training department promotes the continual exchange and testing of new ideas. It also fosters creativity and communication between our two organizations and helps ensure that NetJets continues to have the world's most innovative pilot training programs.





**SEEING IS BELIEVING**

Reading about a companys operations can be very informative, but nothing compares with a complete due diligence done on your own. We encourage our Owners and prospective Owners to tour our operations center in Columbus, Ohio. Call 1-877-NETJETS to schedule a facilities tour or to request more information about the NetJets program.

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NetJets ® Europe Ltd.  
2nd Floor  
60 Sloane Avenue  
Chelsea  
London SW 3 3 DD  
44 (0)207 590 5110

NetJets Inc.  
581 Main Street  
Woodbridge, NJ 07095  
1-877-NETJETS  
www.netjets.com

NetJets TM Middle East  
Saudi Business Center  
14th Floor  
Medinah Road  
P.O.Box 20402  
Jeddah, 21455  
Kingdom of Saudi Arabia  
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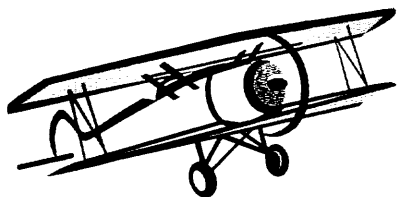
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**Caldwell Community & Technical Institute**



Left to right, top row: Dawn Sullivan (Aviation Director), Kevin Kolis, Perry Hodge, Nancy Gregory, Todd Woods, Richard Mayfield, Damieon Pugh, James Pennell, J.P. King (Top Region Pilot), Kevin Bryant. Second Row: Eric Kofke, Mike Haynes, Justin Ratcliff, Tim Starnes, Daniel Poit, Adam Clark, Danny Foster, Jonathan Starnes, Tom Crouse (Dean). Seated: Jeff Stein, Daniel Carlson, Preston Curtis, Stefan Olson.

**Central Missouri State University**



Left to right, front row: Eric Sgroi, Kaleb Lusby, Neil Tornblom, Adam Gregory, Nick Finkel, Susan Wilson. Back row: Aaron Von Roekel, James Seibert, Tony Scheidel (Team Captain), Terry Hunt (Advisor), Mike Dickinson. Not pictured: Brent Gutel, Dustin Heider, Toru Suda (Coach).



1950



1960



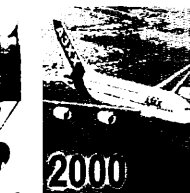
1970



1980



1990



2000



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## Delta State University



Left to right, front row: Joe Wheeler, Co-Capt. Joseph Seboldt, Andrea Hammerton, Katie Newman, Marie Ries. Back row, left to right: Phillip Land, John Pitts, Chase Jeffcoat, Jason Carrier, Coach Jared Yates, Captain Kelvin Bryant

## Dowling College



Left to right, first row: Edward Iacona, Matthew Chapman. Second row: Greg Hudson, Charles Brabant, Jessica Richer, Andrew Papadopoulos, Mike Salatti. Back row: Dowling Management and Staff.





1900

1910



1920



1930



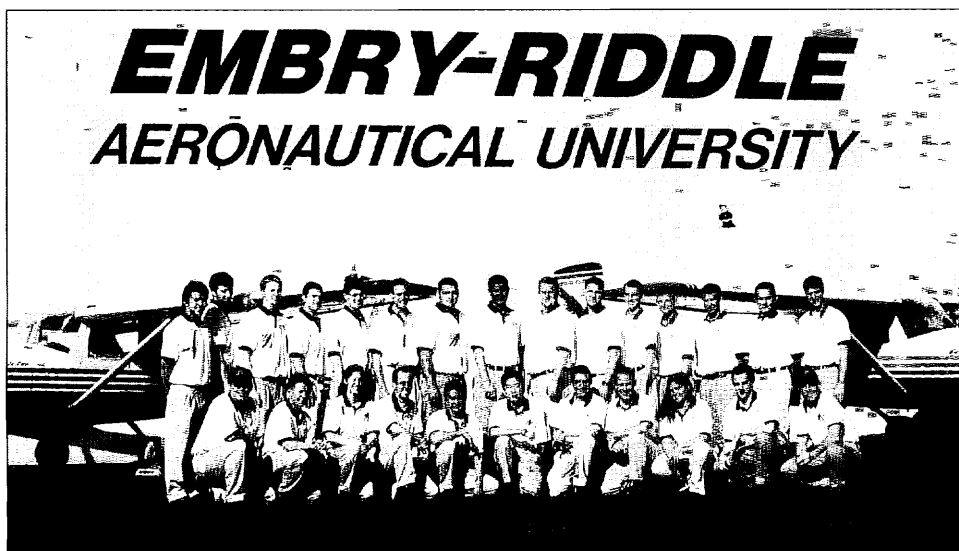
1940

## Embry-Riddle Aeronautical University - Daytona

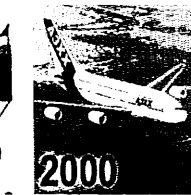


Chris Porta, Vice President/Landings-Nav Coach (Far Right, 1st Row), Paul Soporowski, Treasurer/Preflight Coach fourth from the left, 1st Row), Mike Leeper, Head Coach/Advisor (Far Right, 2nd Row), Ryan Bertche, Web Administrator (7th from the right, 2nd Row), Brent Metcalf, Aircraft Recognition Coach (13th from the right, 2nd Row), Krystina Anchondo, Public Relations (14th from the right, 2nd Row), Nathan Bandy, Safety Officer/COMPACC Coach (10th from the left, 2nd Row), Brian Sims, President (Far Left, 2nd Row).

## Embry-Riddle Aeronautical University - Prescott

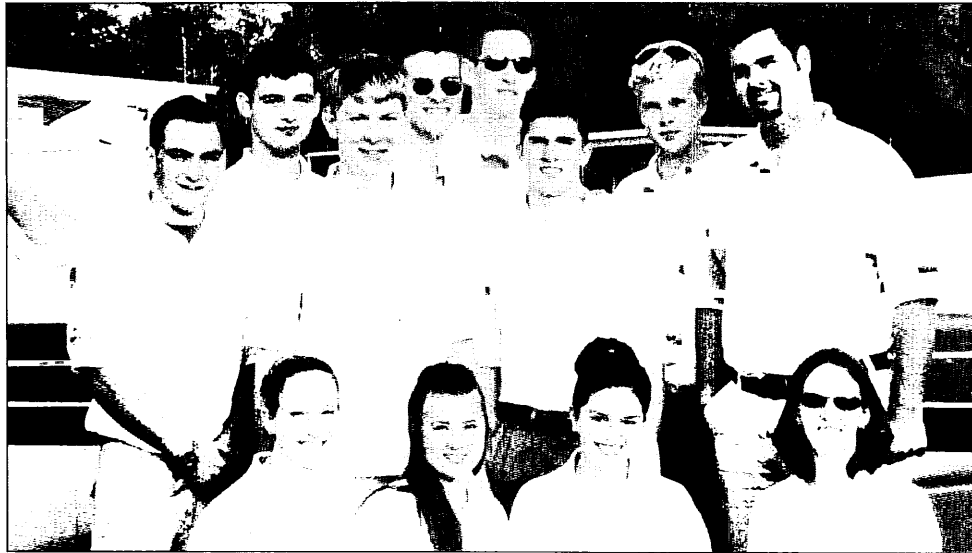


Left to right, back row: Matt Waterhouse, Bret Stewart, Dan Vaccariello, Ari Waldman, Chris Eberly, David Dixon, Roland Vera, Chris Dolly (Admin. Officer), Pete Kelly (Safety Officer), Justin Peele (Public Relations Officer), Jeff Elshoff, Bret Ross, Brian Brantner, Christian Bertoni, Austin Johnson (Advisor). Front row: Jared Testa (Head Coach), Roy Evans, Geraldine Fritsch (Vice-President), Jon Nehrbass, Mike Brewer (Financial Officer), Henry Cho, Brian Heil (Chief Pilot), Aaron Turpen, Topa Augustine (Selections Officer), Kevin Pewe, Robert Schwerd (President).



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## Jacksonville University



Left to right, bottom: Courtney Schulker, Virginia Berry, Anastasia Streitman, Sheena Parris.  
Top: Ari Saul, Merrill Sutton, Scott Duffy, Mike McAllister, Tim Merenda, Eric Meichtry, Joe Bierce, Patrick Terry.

## Kansas State University - Salina



Back row: Robbie Sanders. Middle row: Pat Rinearson, Justin Morgan, Seth Short, David Jones, Heath Larson, Max Unruh, Mandi Bellamy. Front Row: Daniel Hewes, Justin Poe, Dustin Graves, Jason Eiche, Brad Amstutz, Mitchell Ochs. Not Pictured: Troy Brockway, Brain Yager, Betty Pina.



1910



## LeTourneau University



Front row, left to right: Paul Hildebrandt (Coach), Travis Bond, Jon Weber, Tom Anderson, Jay Fogle, Peter Hoewisch. Back row: Esther Topham, Tom Keller (Team Captain), Adam Gagne, Lee Uecker, Justin White, Jason Stanley, Andy Kradolfer, Joey Lincoln, Aaron Tweten (Assistant Coach). Not pictured: Brendan Yoder.

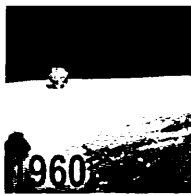
## Metropolitan State College of Denver



Back Row, Left to Right: Eric Bernhardt (Team Coach), Sean Cowan, Eric Richardson, Paul Kent, Ean Biggs, Jacob Brown, Iman Nekouie, Garrett Boettcher, Robert Muther (Team Coach). Second Row Down, Left to Right: Seth Williams (Co-Captian), Jason Burnett, Alex Brancard (Team Captian), Cassidy Osterhout, Josh Jones. Third Row Down, Left to Right: Nathan Van Dam, Luke Collison, John Klitzke, Dustin Durnen, Nathan Guerrero, Steven Lane. Forth Row Down, Left to Right: Crista Williams, Randy Sweeney, Jeff Pittman (TA), Carissa Shea, Cindy Sherman



1950



1960



1970



1980



1990



2000



Flying through the Decades!

## Minnesota State University at Mankato



Left to right, back row: Joslyn Sackman, John Enter, Derek Schrader (Treasurer), Eric Criswell, Jason Boonstra, Adam Warnemunde, Drew Kindschi, Casey Delaney, Brian Poss, Andrew Switalla (Secretary), Jim Champeny, Darren Schone, Pat McKinzie (Advisor). Front row: Kai Engstroem, Scott Winter, Mike Thornburgh, Anne Meagher (Treasurer), Josh Starsley (President). Not pictured: Matt Flaughter (Safety Officer), Andy Ludeman (Vice President).

## Mt. San Antonio College



Left to right: Lara Carpenter, Kevin Bannon (Coach), David Todd, Steven Chapman (Team Captain), James Decker, Jeff Knapp (Safety Officer), Keith Allen, Adam Tissot (Safety Officer), Scott Pool (Safety Officer), Brent Bowen, Jason Ehrich, Russell Rongavilla, Ryan Flores, Kristina Barnwell, Tralee Chiusano, Kristi Rodriguez



## The Ohio State University

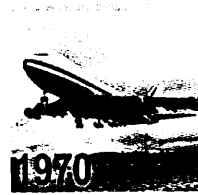


Left to right, standing: Sucheta Soundarajan, Luke Stouffer, Laci Watkins, Wes Polsley, Emily Egbers, Brian MacGregor, Dana Flashberg, Ben Thoennes, Jay Griffith, Adam Stiffler, George Burger, Nathan Spahr, Steve Williams, Scott Nolish (Captain), Jason Fischer, Jason White, Anthony Nolan (Captain), Aaron Snyder (Captain).  
 Kneeling: Tim Cross (Asst. Coach), Brian Hart (Head Coach), John Roth (Asst. Coach).

## Ohio University



Front Row (left to right): Kate Pressel (Head Coach) Johann Gebauer, Marcie Zook, Marcelo Lima, Susie Grundler, Paige Schroeder (team captain), Sarah Hamann, Angela Myers (team captain), Shannon Pereira, Karrie Shank, Juan Merkt (Department Chair) Back Row (Left to Right): Kristin Shoemaker (coach), Ben Klein (coach), Doug Hall, Rob McCoy, David Fankhauser, Brian Buescher, Kurt Schoenhals, George Armann, Jason Forshey (coach), Deak Arch (advisor).



Flying through  
the Decades!

## Oklahoma State University



Left to right, front row: Jason Craig, Jordan Davis, Alan Nash, Levi Sleeper. Back row: Jennifer Meek, Jeremy Stapley, Matt Butsch, Gary Jennings, Ross Hensley, Chris Rhodes, Tracie Bray.

## Purdue University



Front row: Ben Uskert, Heather Bradley, Team Captain Dave McArdle, Stacy Lutes, Tim Harbeck, Keri Wiznerowicz, and Coach Rochelle Wells. Second row: Joe McNamee, Matt Anderson, Ian Williamson, Todd Perkins, Josh Bochnowski, Matt Adams, Robby Steele, Karl Garman. Third row: Advisor Patti Keen, Advisor Dan Keen, Liz Atkinson, Heidi Moore, Jason Griffin, Jason Knisley, John Braddock, Chris Metzger, Paul Lucas.



## Rensselaer Polytechnic Institute



Left to right: Luke Yetto (graduated), Sam Butler, Pat Tembreull, Mike McGuire, Sam Cole, Aviva Blum, Tim Ryan, Dan Laks.

## San Jose State University



Left to right, front row: Barry Gonzalez (Coach), Allen Astwood (Coach), Sean Mackey. Middle row: Al Simpson (Coach), Caleb Unruh, Michael Newcomb, Robert Boykin (Team Captain), Patrick Moran, Jeremy Frick, Danielle Manjikian. Back row: William Nicolosi, Miguel Felix, Eric Carlson, Kelly Harrison (Coach), Dan Hahn (Coach).



Flying through the Decades!

### St. Cloud State University



Left to right, front Row: Rachel Norman, Beth Wirtala, Jesse Janz, Ryan Fiorito, Mike Stearns Middle Row: John Miller, Andrew Svoboda, Nick Schnese, Jared Huss, Matt Cramer, Andrew Evenson, Cassandra Zelesnikar, Jennifer Beckett Last Row: Bryan Trinka, Jason Jones, Grant Fitzer, Ryan Moore, Ed Jackson, Josh Denfeld, Jason Robinson, Adam Erickson

### Southern Illinois University



Left to right, back row: Coach Nate Steele, Coach Jyl Steele, Coach Miranda Hill, Co-Captain Adam Herbert, Co-Captain Tim Stabb, Coach Nathan Lincoln, Coach Mike Frette, Head Coach Kim Carter. Middle row: Travis Custer, Matt Clevenger, Doug Gibbs, Parker Webb, Bryan Harrison, Tom Emerson, Heather Vosgurgh. Bottom row: Todd Yakel, Bill Gersch, Jon Greene, Jeff Pelch, Tim Cippola, Mike Coffman, Tim Lane.





1910



## University of Illinois

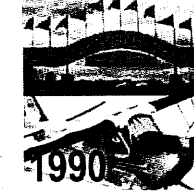


Left to right: Eric Cowan (Head Coach), Joe LaValle (Coach), Ed Balogh, Andrew Oliphant (Coach), Adam Nagao, Robert Thomas, Bryan Lipson, Corinn Haselhorst (Coach), Charles Shields, Jennifer Dille, Julie Snyder, Robert Olsen, Steve Boyd, David Penney (Captain), Robert Jones, Brian Hemmersbach. Kneeling in front: Wei Zheng, John Slater.

## University of Louisiana at Monroe



Right to left: Colonel Ernest Bruce (Advisor), Shane Roberts (Team Captain), Michelle Rogers, Justin Ferguson (Ground Events Captain), Angela Nichols, Glenn Gilmore, Lexi Norris (Social Coordinator), Michael Heflin (Flying Events Captain), Jada LeBlanc, Bryan Hoppen, Laura Blouin (Secretary/Treasurer), Anthony Hebert, Courtney Fontenot (Safety Captain), Nelson Daniel, David Vanicor, Don Fouts. Not pictured: Mrs. Sally Davidson (advisor), Philip Rhodes, Jay LeBlanc.



Flying through  
the Decades!

## University of Nebraska - Omaha



Back Row: Brian Bronson (Coach), Andrew Gonzales, Mel McClure, Robb Burbach, Mike Haak (Co-Captain), Austin Barnhart (Co-Captain), Tony Hollingsworth. Front Row: Matt Herrman, Steve Ryberg, Jason Hartwig, Ross Lammers.

## University of North Dakota



Members of this year's team include: Shawn Bailey, Matt Baroni, Zack Cromley, Kirk Dalebroux, Jason DuVernay Jr., Adam Erdmann, Jim Forst, Kevin Hansen, Seth Johnson, Jered Lease, Justin Langlois, Jered Moore, Kristin Pantos, Jason Parks, Nick Peacock, Graham Peterson, Andy Pierce, Mark Thompson, Matt Von Salzen, and Nick Weiss.

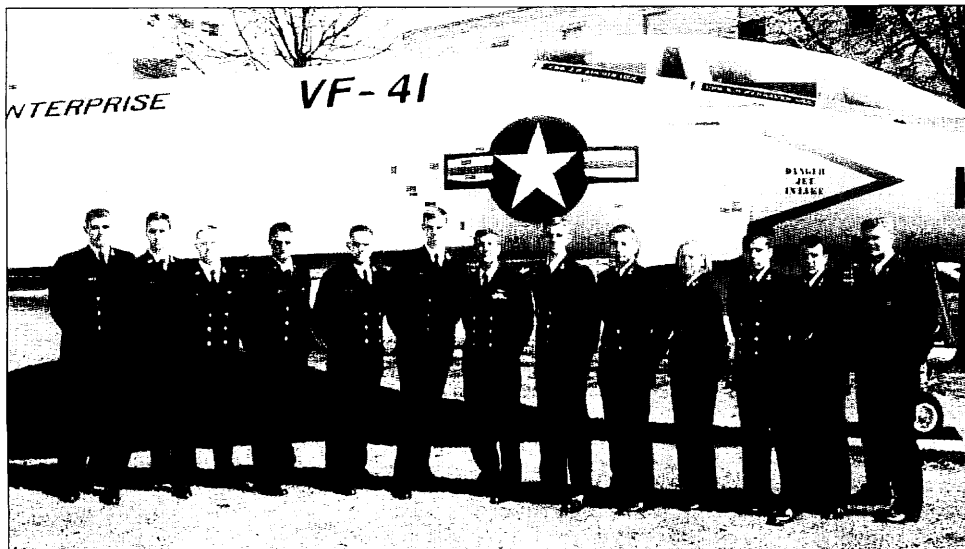


## United States Air Force Academy



Left to right, first row: C3C Matt Novotney, C1C Shaun Cheema, C3C Matt Evers, C3C Chris Diller, C1C Pat Killingsworth (Team Captain), C3C Dave Tomlinson, C2C Jaason Curtis. Second row: C1C Tim Dowling, C3C Justin Hurst, C2C John Fischer, C3C Allen Short, C3C Matt Woodruff, C2C Vincent Powell, C2C Nathan Jordan (Safety Officer), C1C Tony Thompson, C2C Nate Hahn, C1C Dave Welt, Coach Bert Boyce.

## United States Naval Academy



Left to right: Alex Evans (OPS), Will Kelly (Admin), Reed Foster (Safety), Brent Robinson, Micheal Droogleever, Matt McClure (Training), CDR Bob Proano (Advisor), Eric Scherrer (Captain), Andy Imperator (Executive Officer), Diana Beauford (Public Affairs), Sergio Armas (Scheduling Officer), Andrew McCaffrey, Jeff McLean.



## Western Michigan University



Left to right, front row kneeling: Coach Steve Tkachuk, Mike Kalinski, Travis Epp, Justin Lipka, Matt Reavis, Jon Pridgeon, Amanda Renouf, and Bill Mastick. Back row standing: Coach James Whittles, Team Co-Captain Marc Kobaissi, Jelani Kelley, Andrew Drake, Robbie Beechuk, Alicia Nault, Aaron Trombley, Marshall Lynn, and Coach Tom Grossman. Above on wing: Team Co-Captain Darin Dumas and Ian Alexander.

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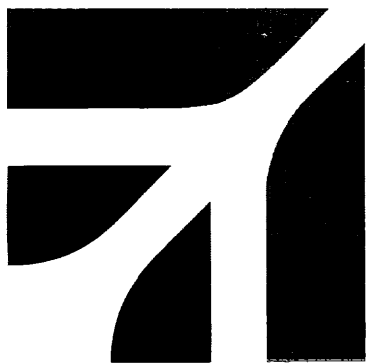
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aviation@mail.crk.umn.edu

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# Welcome to SAFECON 2003 at the University of North Dakota

Hertz welcomes all the students, faculty, and advisors to Safecon 2003 and wishes the best of luck to all the flight teams.

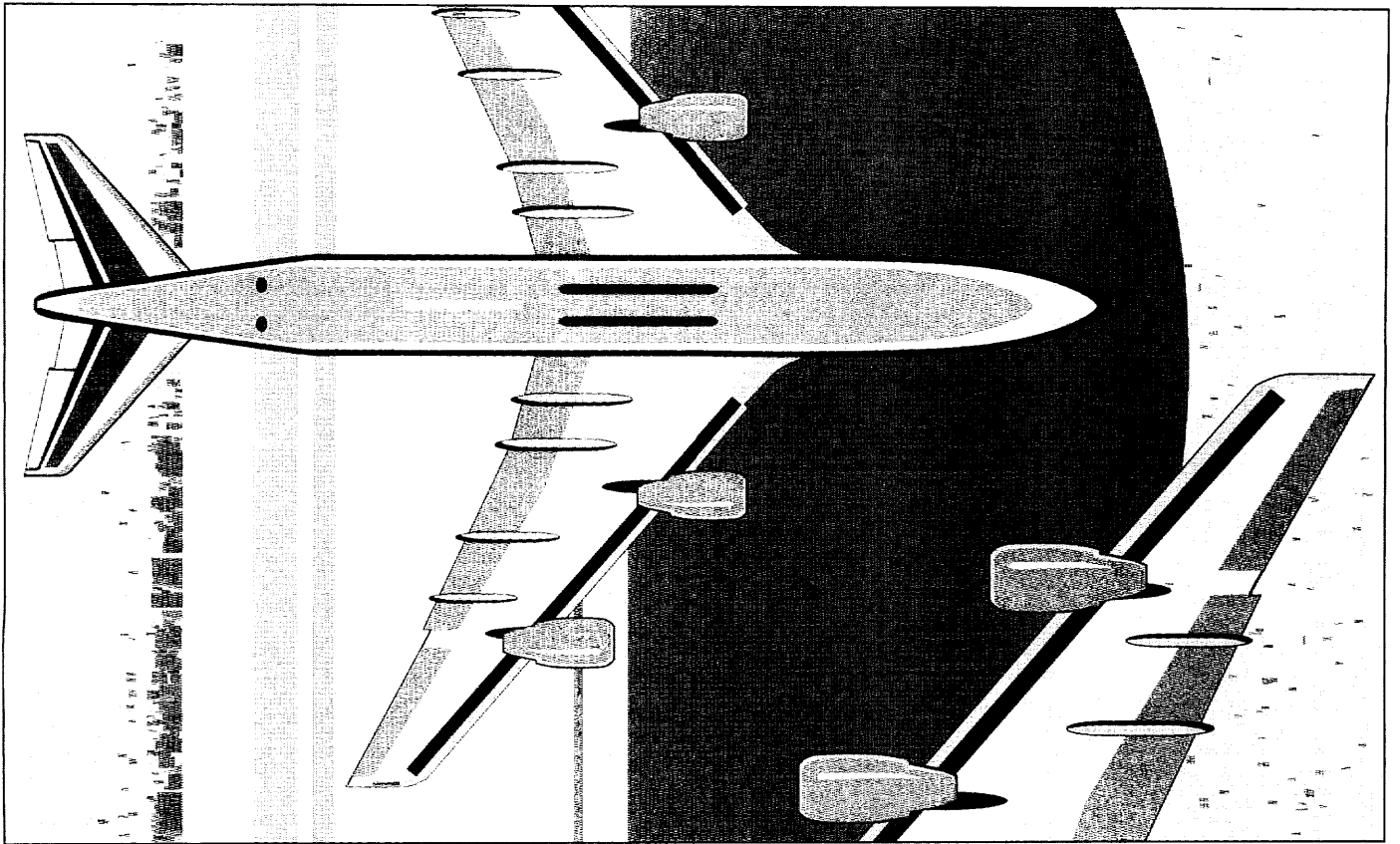


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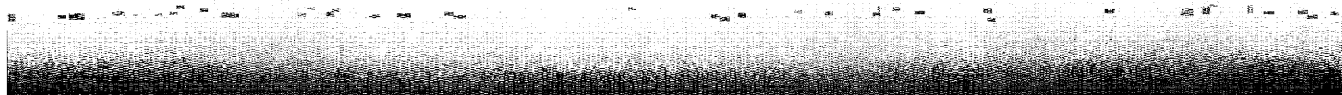
*Ask about the "Wally Stick."*

*Your Safety Judge*

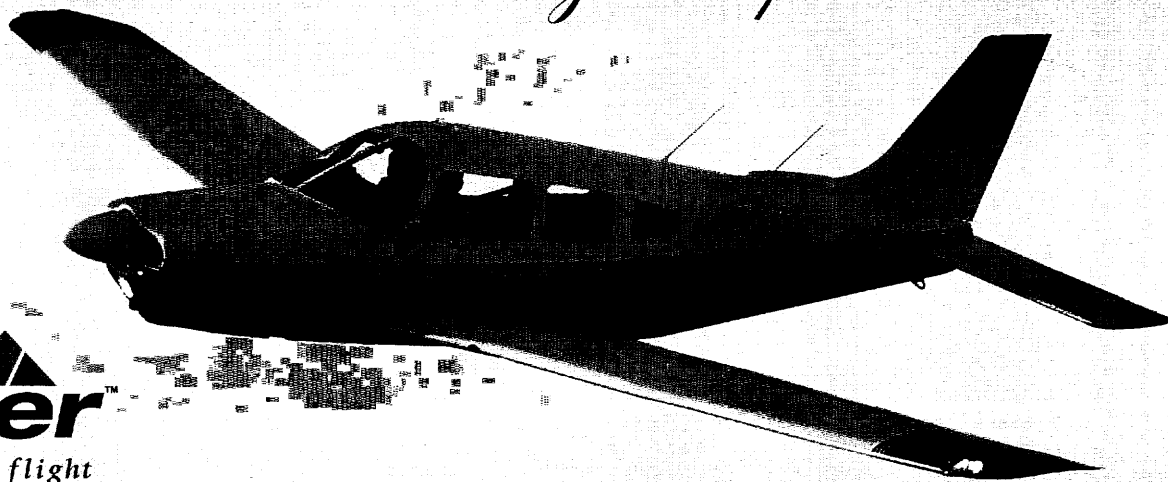


Wally Funk, ATP, Flight Instructor, SG, AI, MEL, Air Safety Investigator, Gold Seal  
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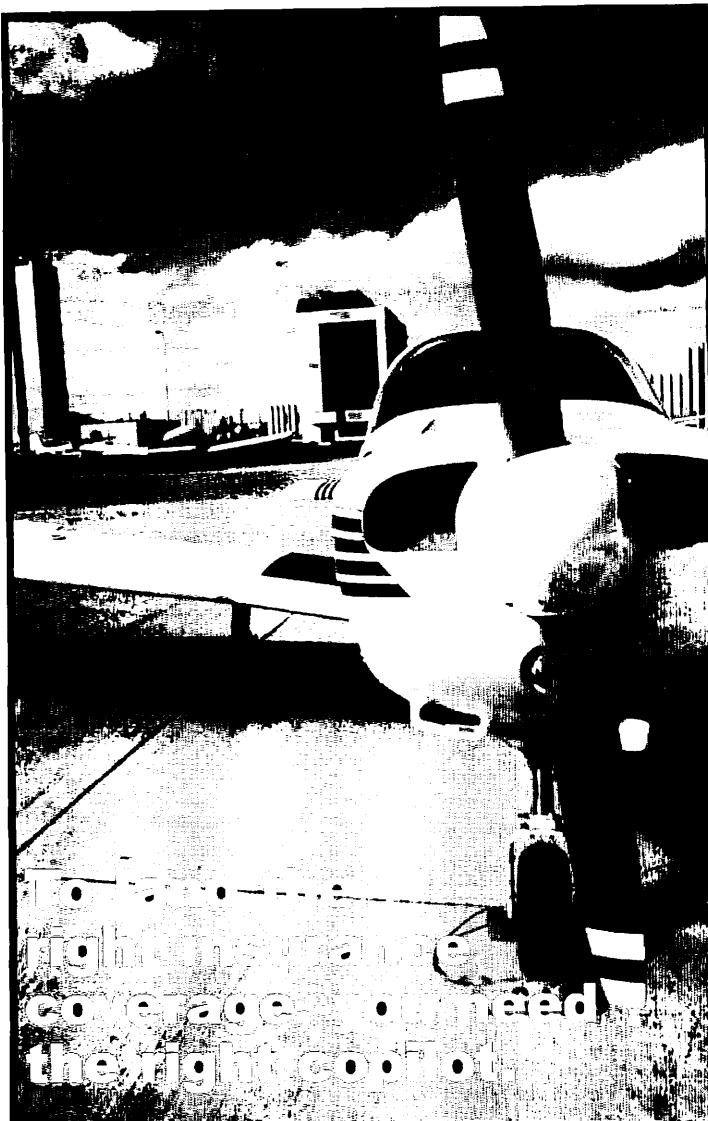


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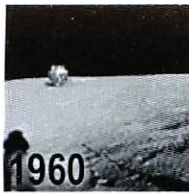
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1960



1970



1980  
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1990



2000



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Community College  
Dixie College  
Metropolitan State College at Denver  
Rocky Mountain College  
United States Air Force Academy  
Utah State University  
Westminster College

### Region 2

Arizona State University  
California Institute of Technology  
Christian Heritage College  
Cypress College  
Embry Riddle Aeronautical Univ. - Prescott  
Mt. San Antonio College  
San Jose State University

### Region 3

Andrews University  
Bowling Green University  
Community College of Allegheny County  
Kent State University  
Ohio University  
The Ohio State University  
University of Cincinnati  
Western Michigan University

### Region 4

Central Texas College  
Delta State University  
Louisiana Tech University  
LeTourneau University  
Mountain View College

Northwestern State University  
Texas A&M University  
Texas Southern University  
Texas State Technical College  
University of Louisiana at Monroe

### Region 5

Academy of Flight  
Anoka Hennepin Technical College  
Minnesota State University at Mankato  
St. Cloud State University  
University of Dubuque  
University of North Dakota

### Region 6

Central Missouri State University  
Kansas State University at Salina  
Oklahoma State University  
Parks College  
Rose State College  
Spartan School of Aeronautics  
Southeastern Oklahoma State University  
Tulsa Community College  
University of Nebraska at Omaha  
University of Oklahoma  
Western Oklahoma State College

### Region 7

College of Aeronautics  
Daniel Webster College  
Delaware State University  
Dowling College  
Mercer County Community College  
Rensselaer Polytechnic Institute  
Wilmington College

### Region 8

Eastern Kentucky University  
Indiana State University  
Lewis University  
Middle Tennessee State University  
Purdue University  
Southern Illinois University  
University of Illinois at Urbana

### Region 9

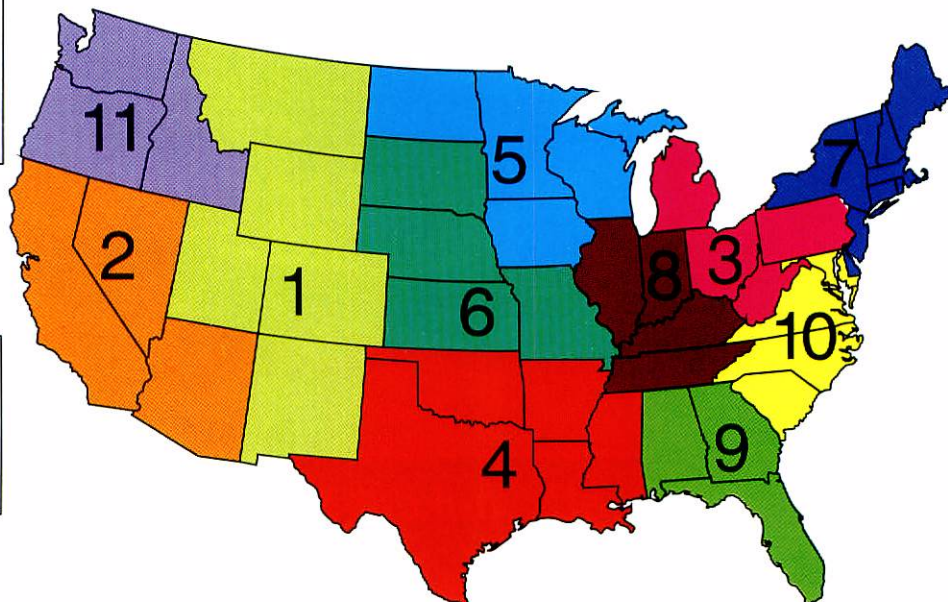
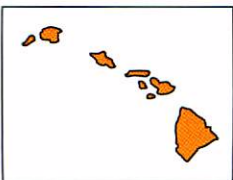
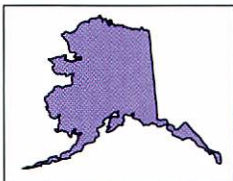
Auburn University  
Embry Riddle Aeronautical  
University - Daytona  
Florida Institute of Technology  
Jacksonville University  
Lynn University  
Miami-Dade Community College

### Region 10

Averett College  
Caldwell Community College  
& Technical Institute  
Guilford Technical Community College  
Hampton University  
Lenoir Community College  
Norfolk State University  
United States Naval Academy  
Virginia Tech

### Region 11

Central Washington University





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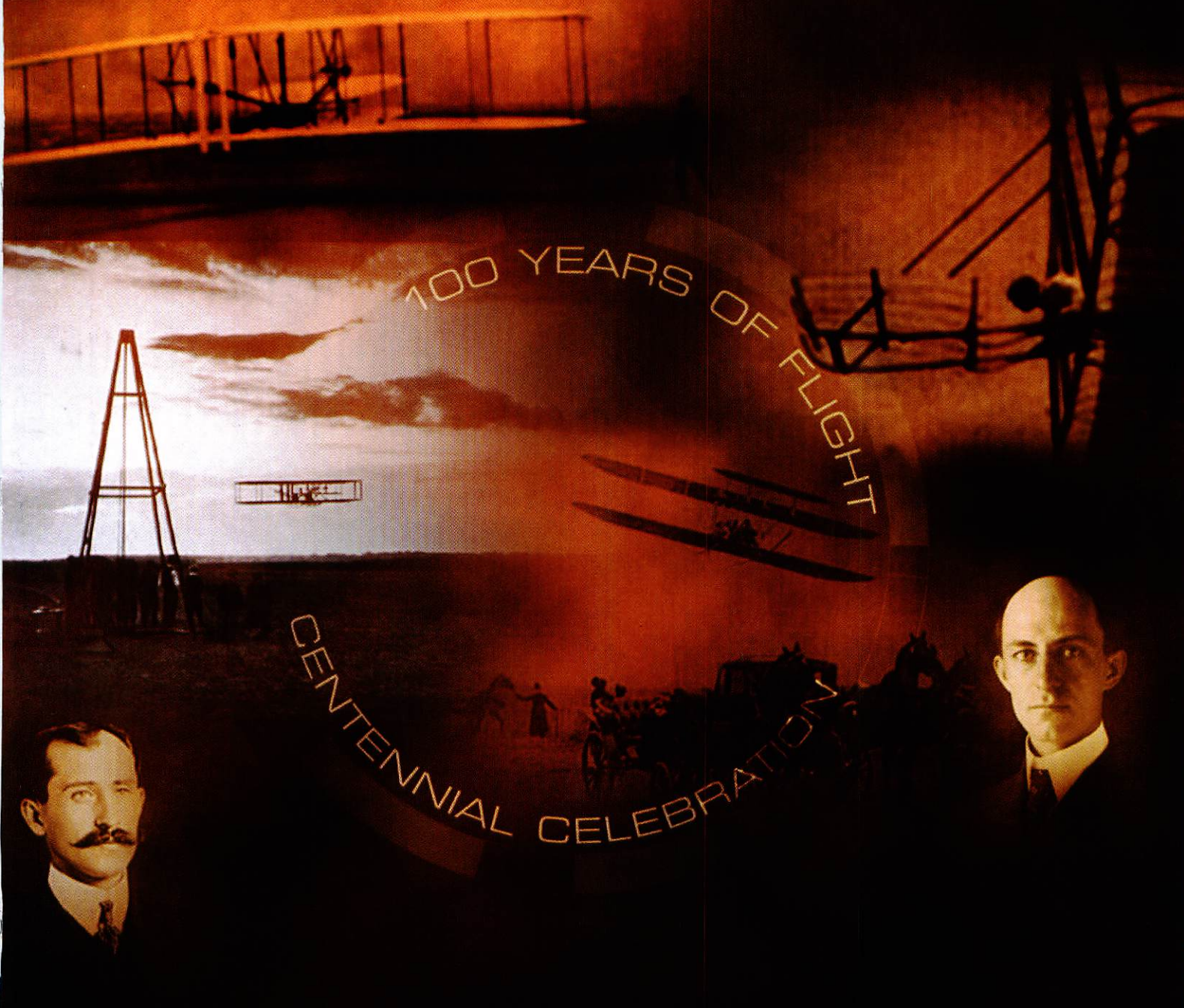
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