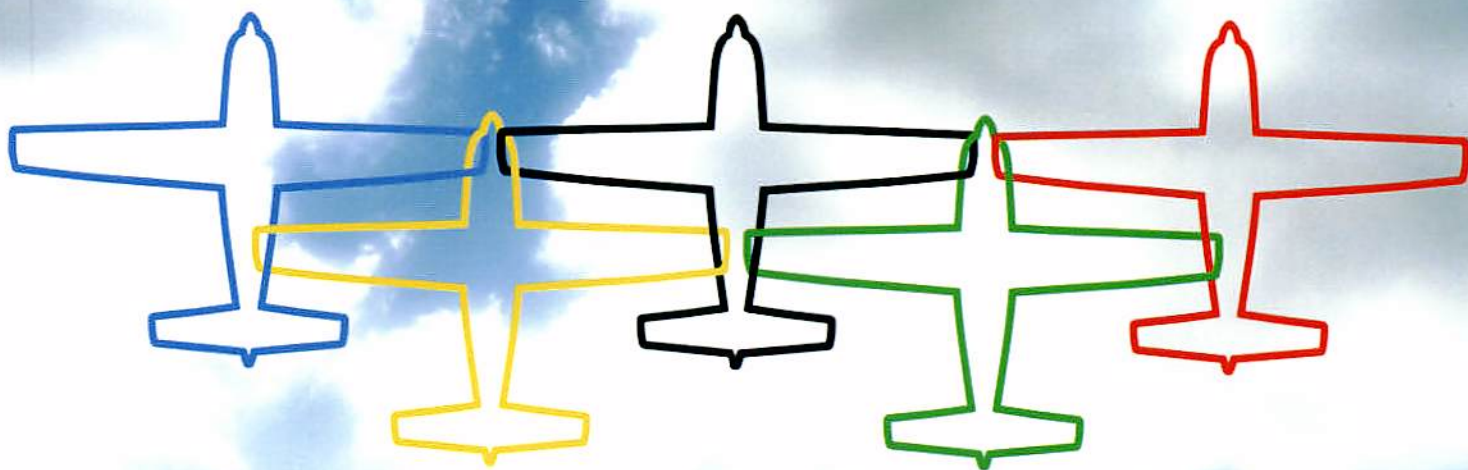


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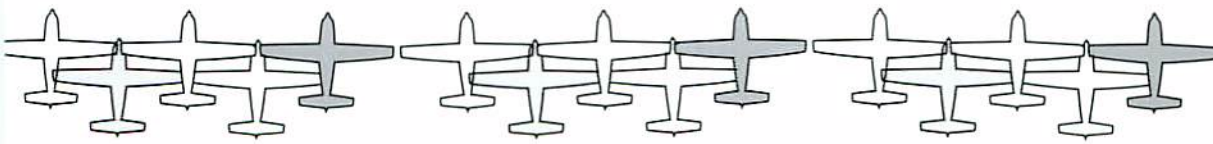
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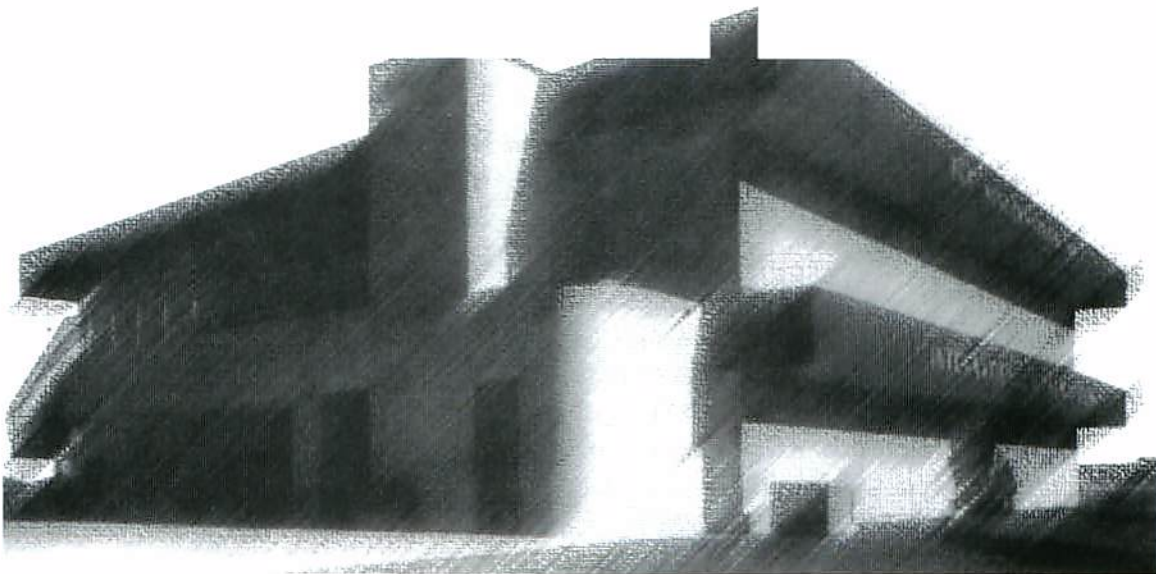
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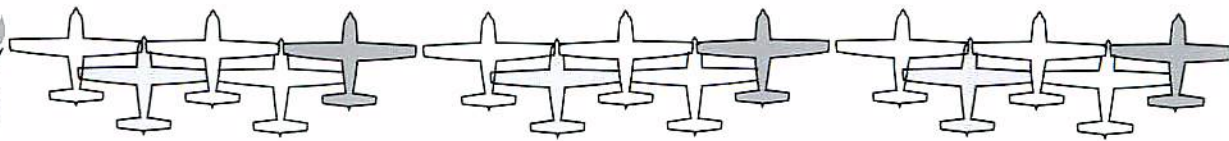


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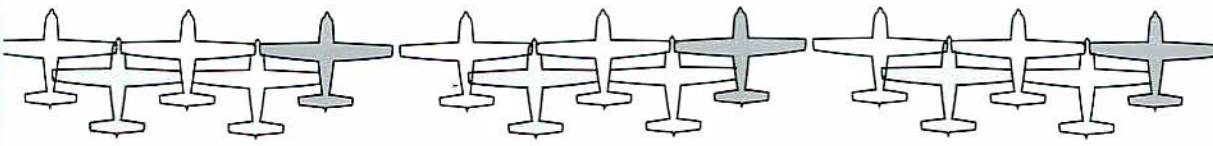
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Welcome from the President of Middle Tennessee State University

April 27, 2004

Welcome to Middle Tennessee State University!

It is my honor to welcome you to the 2004 NIFA SAFECON. We in the field of higher education appreciate events such as SAFECON which encourage you to take your academic excellence to a new level. Your participation is vital to the ongoing success of collegiate aviation.

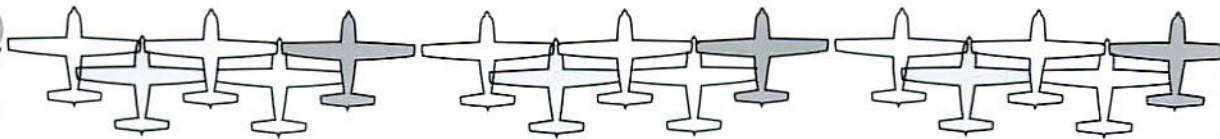


As you move forward in your career, I am confident that you will look back at your participation in this event and see how this experience has been of great benefit to you.

It is our privilege and pleasure to host this event at Middle Tennessee State University. We hope you enjoy your stay here.

Sincerely,

Sidney A. McPhee
President



Welcome from the NIFA Executive Director

THE NATIONAL INTERCOLLEGIATE FLYING ASSOCIATION



Office Of The
Executive Director



April 27, 2004

Dear SAFECON Competitors:

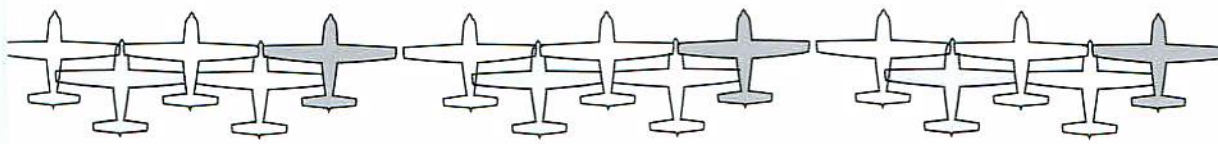
Welcome to SAFECON 2004! Over the course of the last year many individuals have spent thousands of hours planning for this one very special week of competition, NIFA's 56th national SAFECON. Their goal is to provide you with an opportunity to demonstrate the knowledge and skills which you have acquired 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



Welcome from the NIFA President

Dear SAFECON 2004 participants,

It is a privilege to welcome all of you to Middle Tennessee for this year's SAFECON. To the competitors, I want to wish you the best of luck. It takes a lot of hard work and dedication to get where you are, and I want to congratulate you all on your accomplishments. You represent the best in collegiate aviation, willing to take your skills to a level of precision unmatched by your classmates.



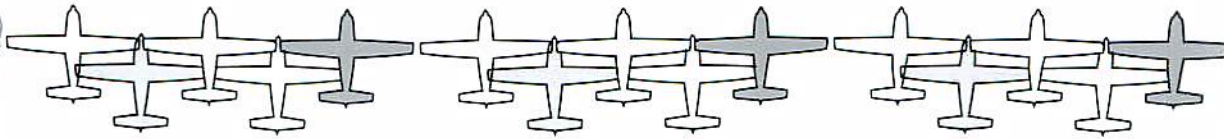
As the Summer Olympics take place this year, teams from around the world will arrive in Athens. Having spent years training for what they will showcase in a short period of time, they are there for one thing: the gold. This week, flight teams from around the country will arrive in Middle Tennessee to spend mere minutes displaying what they began working on long ago. Your own quest for the gold took you to regionals and now here, where it will end. I wish you the best in your endeavors, and remind you that just making it here is a victory in itself. You are among the best.

I also want to say thank you to all of the judges, industry sponsors, and volunteers who are helping to make this event happen. Without any one of these groups, we simply would not be able to function.

I hope everyone enjoys their stay in Middle Tennessee and has a great time at SAFECON. We have been anticipating your arrival, and we are glad you're here.

Sincerely,

Spencer Hyatt
NIFA President



NIFA Officers



Spencer Hyatt, President

Spencer Hyatt is a graduate student from Franklin, Tennessee and will graduate in May with a Master's degree in Aerospace Education. He was a NIFA competitor for 4 years and also acted as a flight team coach. Spencer currently works as a flight instructor at Middle Tennessee State University and holds a commercial pilot certificate, CFI, CFII, and MEI. After graduation, he plans to continue pursuing a flying career.



Ann Parr Scheve, Vice President of Conference

Ann Parr Scheve is a junior from Johnson City, Tennessee majoring in Aerospace with a concentration on Professional Pilot. This is the first time she has been involved with SAFECON. Currently, Ann Parr works for MTSU's aviation maintenance. She is also an active member of Women In Aviation. In the future, Ann Parr would like to become an airline pilot.



Rebecca Gibson, Vice President of Competition

Rebecca is a graduate student in the MTSU aerospace department. She is working on her MEd in Aerospace Education and hopes to graduate in December of 2004. As an undergraduate in the Professional Pilot program, she was a member of Women in Aviation, Alpha Eta Rho, and was a member of the Flight Team for four years. She currently has her CFI, CFII, and MEI and works as the airport manager and CFI at Sewanee/Franklin Co. Airport in Sewanee, TN.



Ryan Kellum, Vice President of Administration / Secretary

Ryan Kellum is a senior majoring in Aerospace Administration with a minor in Business Administration. He is originally from Olney, Maryland but now lives in Smyrna, Tennessee. This is his first experience with NIFA. He has been a member of the Future Airport Executives. Ryan is graduating this May and his goal is to pursue a career in the aerospace industry.



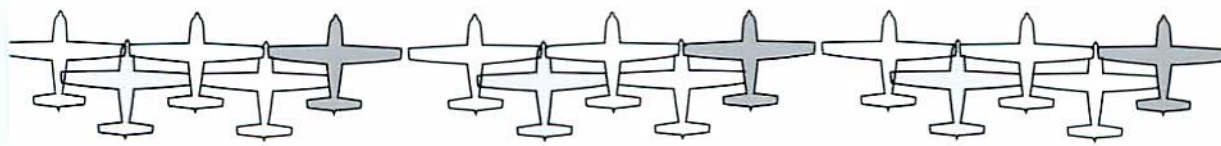
Shannon Lantz, Treasurer

Shannon Lantz is a graduate student from Murfreesboro, TN who is pursuing a Master's degree in Aerospace Education. He received his undergraduate degree in Aerospace with a concentration in professional pilot from MTSU in May 2003. He is currently a flight instructor with the MTSU flight program. After graduation he plans on flying for a corporation or an airline.



Jerry Hill, Faculty Advisor

Jerry Hill has been involved with NIFA since 1974, when he was a member of The Flying Raiders when MTSU won its first Regional Championship and attended its first National SAFECON. After retiring from the U.S. Army he returned to MTSU to join the Aerospace Department as an adjunct faculty in 1989, he became a full time professor in 1991. Jerry has served as the Director of the Tennessee Aerospace Education Workshops and as the Coach of the MTSU Flight Team, The Flying Raiders. In 1992, he was named flight team "Coach of the Year" for Region 8. He currently is a member of the National Intercollegiate Flying Association and serves on the Judges Committee and the Executive Committee.



SAFECON Senior Judges

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 the head of the judging committee. She lives in DeQueen, Arkansas with her husband of 49 years, Wayne.



Joshua Kendrick, SAFECON Chief Judge

Joshua Kendrick received his private pilot certificate upon graduating 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. Capt. Kendrick is finalizing the development of the GPS Scoring System for use in the Navigation Event.

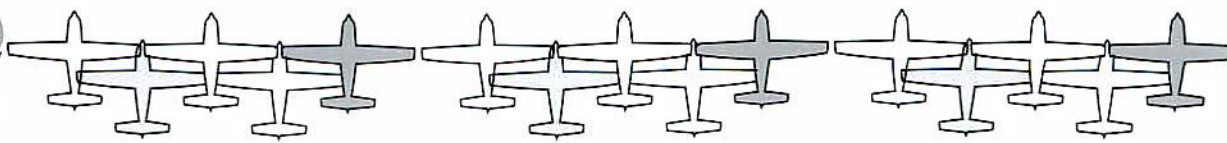
Presently, he is a CRJ700 Captain and Technical Pilot for Horizon Air and is based in Denver, Colorado. His department is responsible for development of new and emerging technologies such as HGS and RNP RNAV



Eric Barton, SAFECON Associate Chief Judge

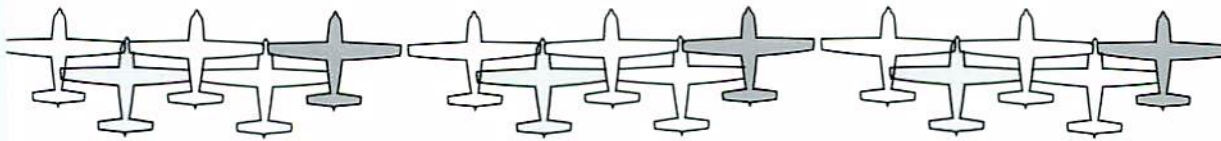
I'm currently an international crew scheduler for FedEx in Memphis, TN, but I grew up in Colorado where I learned to fly while attending Metropolitan State College of Denver, graduating in 1996. I joined Metro's flight team, and participated in my first NIFA event at the 1993 national Safecon in Killeen, TX. I was hooked from that point on, and stayed with the team during my entire time in college. After I graduated, I missed not being able to participate, so in 1998 I volunteered to judge for the first time, and have been doing it ever since. I've now judged in 9 regional competitions and 4 national competitions. I've been the chief judge for Region 6 since 2001, ran the navigation event at the 2002 nationals, and am looking forward to serving as associate chief judge for the 2004 Safecon. I still enjoy flying, and when I'm not judging Safecons or sending FedEx pilots to faraway lands in the middle of the night, I try to get in the air anytime I have the opportunity.





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	United States 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 Aero. Univ.-Prescott	University of North Dakota
1990	University of Illinois	Oklahoma State University	University of North Dakota
1991	Nicholls State University	Embry Riddle Aero. Univ.-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	Purdue University	Embry Riddle Aero. Univ.-Prescott
2004	Middle Tennessee State University	TBA	TBA

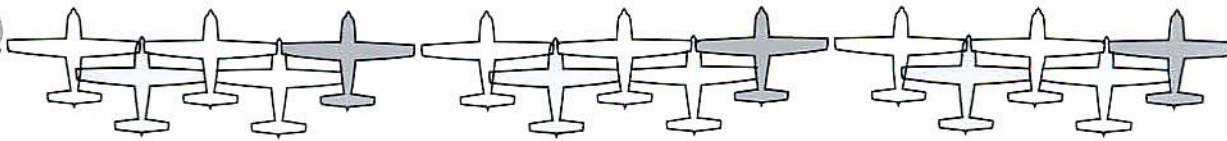


Awards Banquet Guest Speaker



Richard G. Smith

Richard G. Smith, III has been Executive Vice President of Executive Jet since 1990. Mr. Smith began his career at Executive Jet as a line pilot in September of 1978. During his career at Executive Jet, Mr. Smith has held positions as Director of Pilot Training, Chief Pilot and Director of Flight Operations. He currently advises the Office of the Chairman on the company's flight operations, security, maintenance and labor relations activities. Mr. Smith is responsible for negotiating all Company support agreements, selected Company vendor agreements and all Company collective bargaining agreements and is also responsible for operational long range planning within the Executive Jet organization. Mr. Smith is a Trustee of The Aviation Safety Institute, a Columbus, Ohio aviation safety organization and is a member of the Ohio State University Aviation Department Advisory Board. Mr. Smith serves as a member of the Board of Advisors to Duncan Enterprises, Inc., a Lincoln, NE - based aviation services company. Mr. Smith is a Trustee of The Hillsdale Fund, a Greensboro, NC - based charitable foundation. Additionally, Mr. Smith is a Director of The Richardson Corporation, a private, Greensboro, NC - based real estate investment company and is also a Director of Piedmont Financial Company, a private, Greensboro, NC - based financial services company. Mr. Smith holds a position as a Limited Partner of the Piedmont Associates/Southeastern Associates/Harbor Fund mutual fund group. Mr. Smith holds the position of Secretary as a Board Member of ProMusica, Inc., a Columbus, Ohio chamber music orchestra. Mr. Smith is a member of The Crichton Club, a Columbus, Ohio organization dedicated to promoting the works of selected authors. Mr. Smith is as an active pilot, type-rated in five business jets. Mr. Smith is a graduate of The Asheville School and holds a B.A. in Political Science from Davidson College.

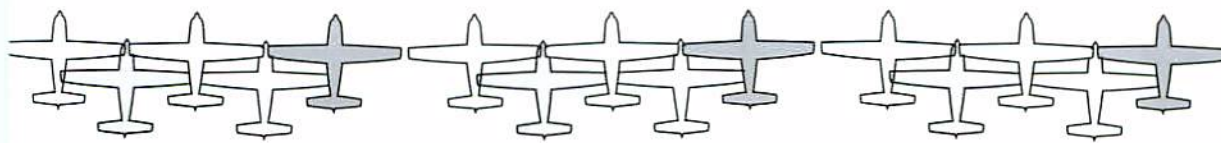


Today, Middle Tennessee State University is one of the largest and fastest growing universities in the country, but it came from humble beginnings. Middle Tennessee Normal School was founded in 1911 to teach the teachers of Tennessee. Later the name was changed to the Middle Tennessee Teachers College and then Middle Tennessee State College in the 1940s. It was also in the 1940s that aviation classes began on campus. In 1946 the runway was actually right on campus in the spot where the Business and Aerospace Building sits today. In the 1960s the name was changed again to Middle Tennessee State University and in 1971 the Aerospace Department became an independent academic unit.

Today MTSU has 24,000 students, and is made up of six colleges, 39 academic majors, and featuring 54 undergraduate degrees. At MTSU 78% of all resources is put into student instruction – compared to an average of 62% nationwide. MTSU is 54% female, 13% minority, and has students from 80 different countries. In 2002 MTSU had the number one rated ROTC program in the United States (269 other universities were rated). MTSU graduates 26% of all the public school teachers in Tennessee, has a world-renowned Recording Industry Management program, was cited by Newsweek as one of the country's best education values, and has produced U.S. Congressman, Senators, and a Nobel Prize winner.



The Aerospace Department has approximately 700 students in both graduate and undergraduate programs. All MTSU Aerospace undergraduate programs are accredited by the Council on Aviation Accreditation (CAA). The programs are: Aerospace Administration, Flight Dispatch and Scheduling, Maintenance Management, Professional Pilot, and Technology. In addition MTSU is an Air Traffic Control preparatory school through the FAA's College Training Initiative. The MTSU Aerospace Department is located on the MTSU main campus and at an Airport Campus at the Murfreesboro Municipal Airport. The Business and Aerospace Building on the main campus is a \$32 million, state-of-the-art building where every classroom is a Master Classroom. Aerospace students have their own computer lab, but there are other computer labs in the building that are open 24 hours a day, 7 days every week. The Department operates its own FAA testing center, wind tunnel, weather station, and flight simulation lab. The Airport Campus is where the



Maintenance Management hangar is located and the Flight Program building. The Maintenance Management program is FAA Part 147 approved and the Professional Pilot program is FAA Part 141 approved.

In 2002, Federal Express, a Tennessee corporation, donated a Boeing 727 to the Aerospace Department. The 727 landed on our 3,900 foot runway and is now used as lab equipment for all Aerospace concentrations.

In 2003, MTSU purchased 25 new airplanes for the Professional Pilot program. All the new airplanes are equipped with GPS systems. The new fleet consists of 9 Diamond DA-20 Eclipse airplanes, 11 Diamond DA-40 Diamond Star airplanes, 3 Piper Arrows, and 2 Piper Seminoles.

In 2004, NASA awarded the MTSU Aerospace program with a grant to explore flight training in new “glass cockpit” airplanes. MTSU takes delivery of the first production Diamond Star airplane equipped with the Garmin G-1000 glass panel system. The NASA research will allow student to train in this most advance airplane from the very first flight lesson. MTSU will use a newly approved syllabus to teach Private and Instrument all at once – the syllabus is also recognized by the FAA’s FITS program (FAA Industry Training Standards).

The MTSU Aerospace also offers graduate degrees. Consider MTSU’s Master of Aerospace Education or the Master of Science in Aviation Assets Management or Airline/Airport Management to further your career.

MTSU graduate now fly for every major airline, every branch of the military, scores of corporations, and dozens of regional/commuter airlines. MTSU grads also manage airlines, aviation related companies, design new aircraft, and both large and small airports. MTSU Maintenance Management grads don’t just work on airplanes – but they manage the people that do. Students from the Air Traffic Control CTI program have a 100% placement rate – so you can hardly fly anywhere without talking to a controller from MTSU. In short – MTSU supplies the decision makers to the Aerospace industry that will shape and lead us well into this new century.





National Intercollegiate Flying Association

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The Aerosim Virtual Flight Deck™ (VFD™) is a highly sophisticated PC based training device that allows the student to dynamically scan, view and manipulate all panels, controls, indicators and displays within the flight deck. The VFD™ allows real-time interaction with every system in a complete free-play training environment.



University Case Scenario: Student return

OSU's Instructor Matt Wise has successfully integrated Aerosim Software training products into OSU's Cockpit Automation Class. Matt combined his line piloting experience in modern jet operations with an Aircraft CRJ manual and the Aerosim's CRJ VFD software. By utilizing the free-play simulator-training tool, Matt was able to transfer learning to his students by means of Instructor-Led demonstration. The classroom consisted of a PC computer to run the Aerosim CRJ VFD software displayed by LCD projector on a large screen for some fifteen to twenty students. In tandem, each student received a take-home CD copy for Distance Learning application to reinforce and practice what was taught within the classroom lesson. The proven success of this program is measured by OSU students securing internships with a regional airline operator.

OSU Aviation Student

SkyWest Airlines Crew Scheduling Intern

KJ Steel said OSU's utilization of Aerosim's CRJ VFD in the Cockpit Automation Class has made him more marketable as an intern candidate. "SkyWest's Airlines Pilot Recruiter Representative was most impressed during my interview that I was able to communicate a level of knowledge and confidence in glass technology, automation and advance systems for their specific type of aircraft". KJ goes on to say for his first day of internship, "I showed up prepared at SkyWest and I am able to stay proficient because Aerosim provided copies of the software program for home study".

Real World Automated Flight Scenarios

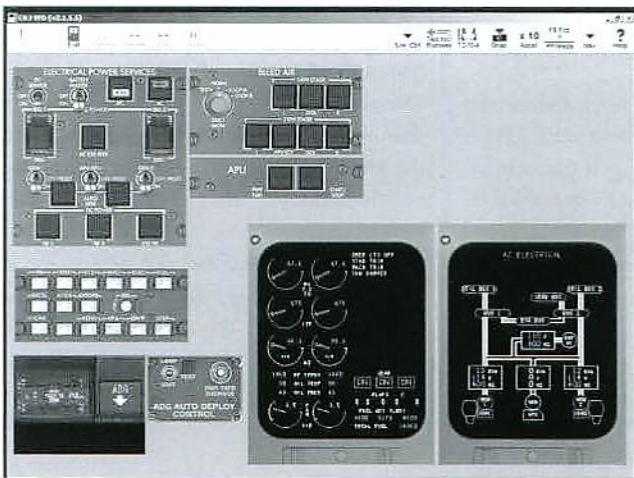
With the Aerosim CRJ VFD, OSU is able to provide scenario-based lessons in a real world modern jet environment. All normal phases of automated flight are taught and are incorporated within an operational cycle to include: takeoff, climbs, cruise, decent, approach, missed approach, and go around.

Distance Learning Connecting to Students at Home

To reinforce the lesson and to validate student comprehension, Matt exploits the portability of the Aerosim CRJ VFD on a Distance Learning platform. Matt assigns an FMS procedure such as a "HOLD over a VOR" as a homework assignment, and then further validates the student's transfer of learning by requiring the student to snapshot (a training feature on Aerosim's software products) the "HOLD over a VOR" and e-mail it to his attention for review and comment upon their return to the next class.

Advanced Systems Course to come

In the near future, OSU plans to utilize more of the training features of the Aerosim CRJ VFD such as introducing abnormal, emergency procedures and creating a modern jet system course for instruction in ancillary systems training for Electrical, Fuel, Hydraulics, Engines, Pneumatics etc.



For more information, please contact

Kristin Schmidt. Tel: 952-894-4694. e-mail: kristin.schmidt@aerosim.com

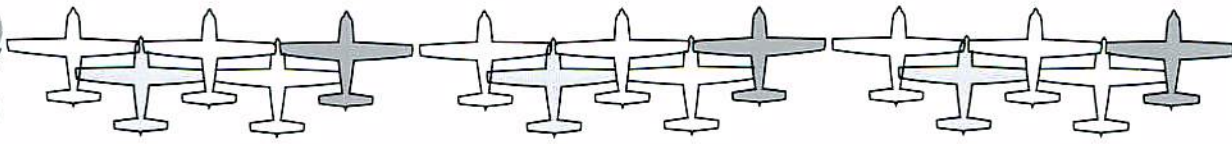
Thomas Savas. Tel: 514-342-0800. e-mail: tsavas@mechtronix.ca

Aerosim FMST

Aerosim VFD™

Aerosim JetPac™

Ascent® Jet Flight Trainer



SAFECON 2004 Awards

National Championship Trophy

The 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 flying events will be presented this award.

Judges Trophy

The New Piper Aircraft, Inc.

This trophy is awarded based upon the overall participation of the contestant 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

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

Vector Training Systems

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

American Eagle Airlines

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

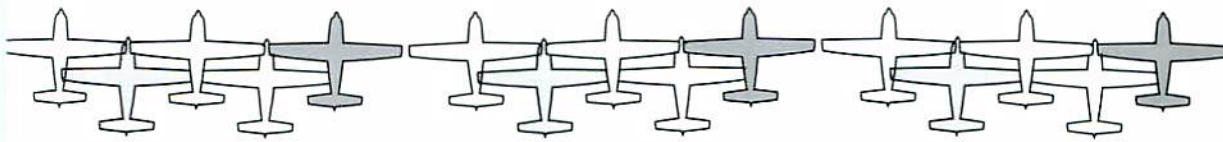
Diamond Aircraft

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, Inc.

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 airspeed.

Aircraft Recognition Event

DTC DUAT Service

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 Award

Pilots of Horizon Air

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

Adam Aircraft

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 / 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



NIFA FOUNDATION

The NIFA Foundation welcomes
you to the 2004 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

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 Relations*
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



*WHERE
WILL YOUR
DREAMS TAKE YOU?*

*CFM would like to welcome all
NIFA / SAFECON 2004 participants.*

Best of Luck to all of the flight teams.

For Maintenance Service,
Contact one of the following:

- Alan Peralta
- Leon Custers
- Will Stewart

at (615) 459-8883
or (800) 854-1335

For Aircraft Charter contact:

- Denise French
- Dwayne McMurry

at (615) 220-1761
or (877) 459-8100

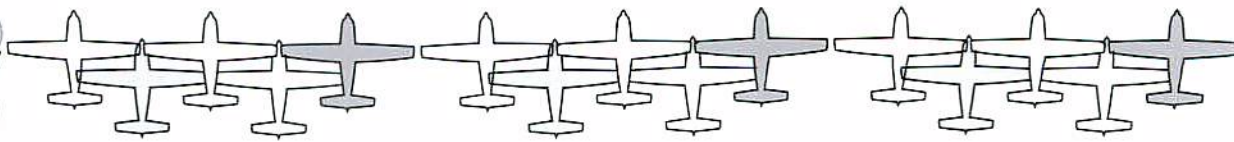


FBO Services at Smyrna, (KMQY) contact Tosha Szabo @ (615) 459-8883
FBO Services at John C. Tune (KJWN) contact Connie Dodson @ (615) 350-5000



www.flycfm.com





SAFECON 2004

Schedule of Events

Saturday, April 24, 2004

0800 – 1800	Arrival Briefings	Sewart Fire Hall	Smyrna
0800 – 1700	Registration	Bldg 661	Smyrna
0800 – 1700	Scheduled Landing Practice	Airport	Smyrna

Sunday, April 25, 2004

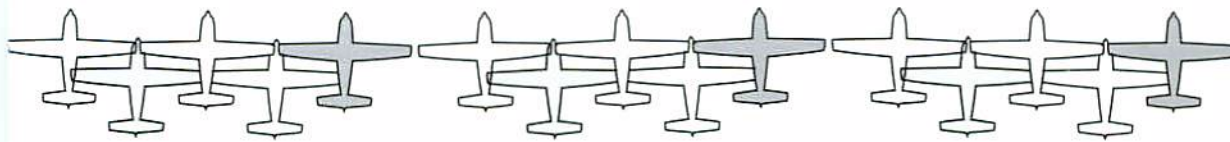
0800 – 1800	Arrival Briefings	Sewart Fire Hall	Smyrna
0800 – 1700	Registration	Bldg 661	Smyrna
0800 – 1700	Scheduled Landing Practice	Airport	Smyrna
0800 – 1700	Ground Trainer Practice Sign Up	Communications Desk	Smyrna
0800 – 1700	IFR Event Practice Sign Up	Communications Desk	Smyrna
0800 – 1700	CRM / LOFT Practice Sign Up	Communications Desk	Smyrna
0800 – 1700	Preflight Aircraft Sign Up	Communications Desk	Smyrna

Monday, April 26, 2004

0800 – 1800	Arrival Briefings	Bldg 661	Smyrna
0800 – 1700	Registration	Bldg 661	Smyrna
0800 – 1700	Scheduled Landing Practice	Airport	Smyrna
0800 – 1700	Ground Trainer Scheduled Practice	Building 510	Smyrna
0800 – 1700	IFR Event Scheduled Practice	Building 510	Smyrna
0800 – 1700	CRM / LOFT Scheduled Practice	Building 510	Smyrna
0800 – 1700	Preflight Aircraft on Display	CFM Hangar	Smyrna

Tuesday, April 27, 2004

0800 – 1500	Arrival Briefings	Bldg 661	Smyrna
0800 – 1500	Registration	Bldg 661	Smyrna
0800 – 1500	Scheduled Landing Practice	Airport	Smyrna
0800 – 1500	Ground Trainer Scheduled Practice	Building 510	Smyrna
0800 – 1500	IFR Event Scheduled Practice	Building 510	Smyrna
0800 – 1500	CRM / LOFT Scheduled Practice	Building 510	Smyrna
0800 – 1500	Preflight Aircraft on Display	CFM Hangar	Smyrna
0800 – 1500	Ground Trainer Event Sign Up	Communications Desk	Smyrna
0800 – 1500	IFR Event Sign Up	Communications Desk	Smyrna
0800 – 1500	CRM / LOFT Event Sign Up	Communications Desk	Smyrna
0800 – 1500	Achievement Interviews Sign Up	Communications Desk	Smyrna
0800 – 1500	Loening Trophy Interview Sign Up	Communications Desk	Smyrna
0800 – 1500	Safety Interviews Sign Up	Communications Desk	Smyrna
0800 – 1500	Ground Trainer Event Sign Up	Communications Desk	Smyrna
0800 – 1500	IFR Event Sign Up	Communications Desk	Smyrna
0800 – 1500	Preflight Event Sign Up	Communications Desk	Smyrna
1200 – 1500	Judges School	Terminal Bldg	Smyrna
1500 ALL SIGN UPS CLOSED			
1800	SAFECON 2004 Opening Ceremony	Boutwell Dramatic Arts Bldg Tucker Theatre	MTSU
1900 – 2100	Aircraft Recognition Event	Business and Aerospace Bldg State Farm Room (Room 102 BAS)	MTSU



Wednesday, April 28, 2004

0745 – 0800	Navigation Event Briefing	Bldg 625	Smyrna
0800 – 1700	Navigation Event	Bldg 680, Rm 105	Smyrna
0800 – 1700	Ground Trainer Event	Bldg 510	Smyrna
0800 – 1700	IFR Event	Bldg 510	Smyrna
0800 – 1700	CRM / LOFT Event	Bldg 510	Smyrna
0800 – 1700	Safety Interviews	Bldg 510, Rm 204	Smyrna
0800 – 1700	Loening Trophy Interviews	Bldg 510, Rm 211	Smyrna
0800 – 1700	Achievement Interviews	Bldg 510, Rm 210	Smyrna
0800 – 1700	Preflight Aircraft Event	CFM Hangar	Smyrna
0800 – 1700	Ground Trainer Event	Bldg 510	Smyrna
1800 – 1930	E6B Flight Computer Event	Bldg 500, Rm 118	Smyrna

Thursday, April 29, 2004

0700 – 0800	Power Off Landing Event	Briefing Bldg 625	Smyrna
0800 – 1700	Power Off Landing Event	Airport	Smyrna
0800 – 1700	Ground Trainer Event	Bldg 510	Smyrna
0800 – 1700	IFR Event	Bldg 510	Smyrna
0800 – 1700	CRM / LOFT Event	Bldg 510	Smyrna
0800 – 1700	Safety Interviews	Bldg 510, Rm 204	Smyrna
0800 – 1700	Loening Trophy Interviews	Bldg 510, Rm 211	Smyrna
0800 – 1700	Achievement Interviews	Bldg 510, Rm 210	Smyrna
0800 – 1700	Preflight Aircraft Event	CFM Hangar	Smyrna
0800 – 1700	Ground Trainer Event	Bldg 510	Smyrna
1800 – 1930	SCAN Event	Bldg 500, Rm 118	Smyrna
1900 - 2100	Industry Reception	Double Tree	M-boro

Friday, April 30, 2004

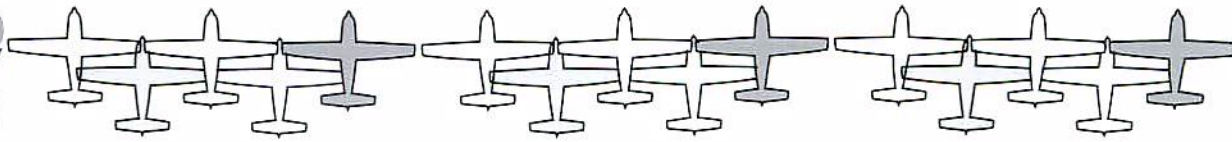
0700 – 0800	Short Field Landing Event	Briefing Bldg 625	Smyrna
0800 – 1700	Short Field Landing Event	Airport	Smyrna
0800 – 1700	Ground Trainer Event	Bldg 510	Smyrna
0800 – 1700	IFR Event	Bldg 510	Smyrna
0800 – 1700	CRM / LOFT Event	Bldg 510	Smyrna
0800 – 1700	Safety Interviews	Bldg 510, Rm 204	Smyrna
0800 – 1700	Loening Trophy Interviews	Bldg 510, Rm 211	Smyrna
0800 – 1700	Achievement Interviews	Bldg 510, Rm 210	Smyrna
0800 – 1700	Preflight Aircraft Event	CFM Hangar	Smyrna
0800 – 1700	Ground Trainer Event	Bldg 510	Smyrna
1830 – 2100	Social Event	Bldg 625	Smyrna

Saturday, May 1, 2004

0730 – 0800	Message Drop Event Briefing	Bldg 625	Smyrna
0800 – 1700	Message Drop Event	Airport	Smyrna
0800 – 1300	Ground Trainer Event	Bldg 510	Smyrna
0800 – 1300	IFR Event	Bldg 510	Smyrna
0800 – 1300	CRM / LOFT Event	Bldg 510	Smyrna
0800 – 1300	Safety Interviews	Bldg 510, Rm 204	Smyrna
0800 – 1300	Loening Trophy Interviews	Bldg 510, Rm 211	Smyrna
0800 – 1300	Achievement Interviews	Bldg 510, Rm 210	Smyrna
0800 – 1300	Preflight Aircraft Event	CFM Hangar	Smyrna
0800 – 1300	Ground Trainer Event	Bldg 510	Smyrna
1400 – 1500	Business Meeting	Bldg 500, Rm 118	Smyrna
1500 – 1600	Team Captain's Meeting	Bldg 500, Rm 118	Smyrna
1900 - 2200	Awards Banquet	Murphy Center	MTSU

SAFEGON 2004

Schedule of Events



NetJets® Pilots: The Best in the Skies

The industry's most experienced and dedicated aviators
The world's most advanced pilot training program
Crews you can trust

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.

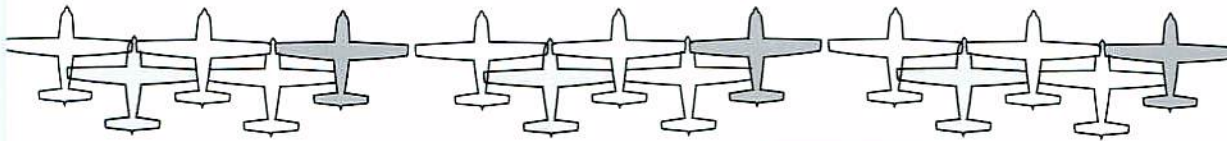
ATTRACTING THE BEST

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 support 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 exception, 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, current weather conditions,

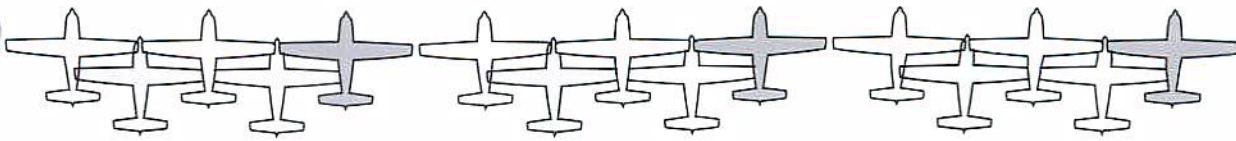


forecasted weather conditions, airport conditions, air traffic volume, and the many other components required for a safe and enjoyable flight.

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 requirements.

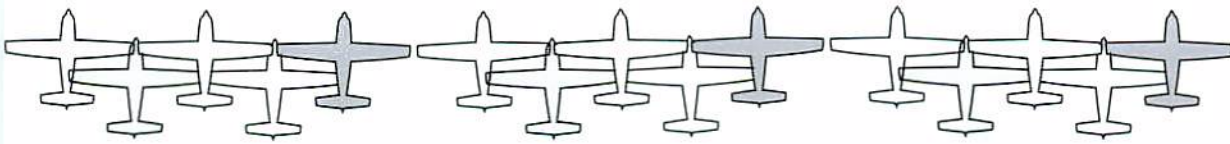
NetJets also requires a current first-class medical certificate which is issued after an FAA-certified physician determines that an individual is in excellent health as indicated by measures of blood pressure, exercise tolerance, organ function, vision and hearing acuity, and other health indicators.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

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.

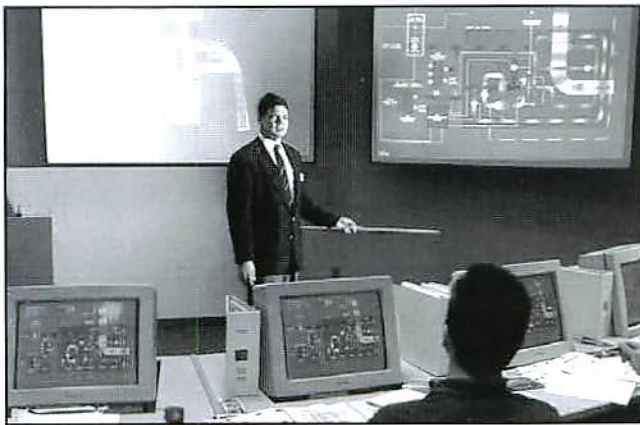




- A comprehensive **written examination** designed to assess the applicant's intelligence, psychological make-up, general aptitude, and knowledge.

AFTER THE SCREENING: THE START OF INTENSIVE TRAINING

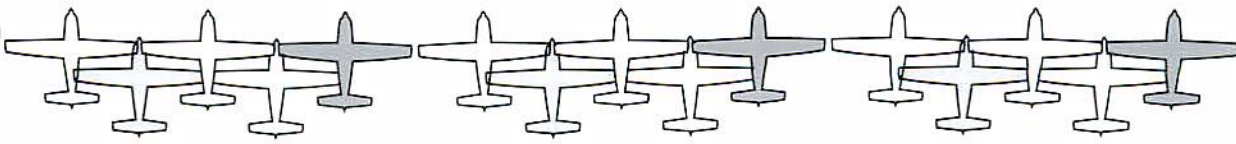
When Netjets provisionally hires an applicant who successfully passes our screening tests, the process of creating a Netjets pilot begins. Whether an individual has a decade of experience flying for a



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 windshear is suspected, and recovery techniques to be used in an inadvertent windshear encounter.
- **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.

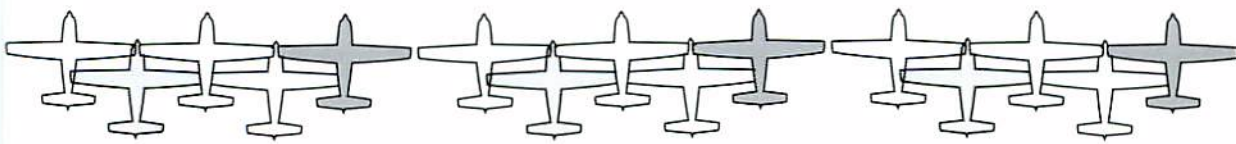
- Customer service.** Being a NetJets pilot requires more than outstanding technical skills and training. NetJets promises a superior ownership experience for each of our Owners, and our pilots are a critical component of service delivery, ensuring that each flight is an exceptional travel experience 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 available—costing an average of \$18-\$22 million—so their flying experiences in the simulator can duplicate any real life situation.

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 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.

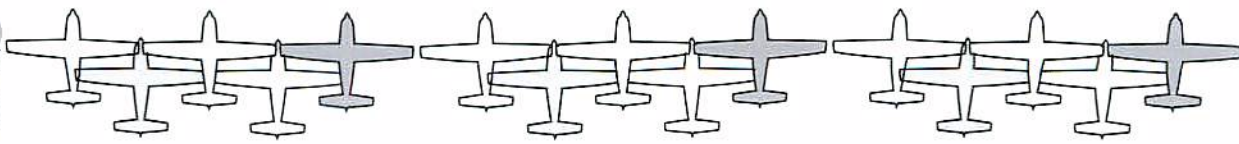
FIRST A FIRST OFFICER

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.

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



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 procedures, 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 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.

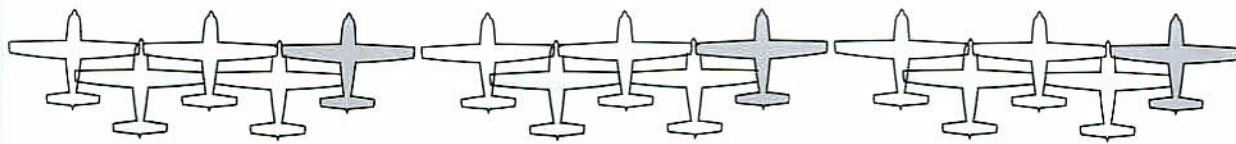
All of our pilots complete courses at least once each year in the subjects below:

- 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 ownership 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 company's 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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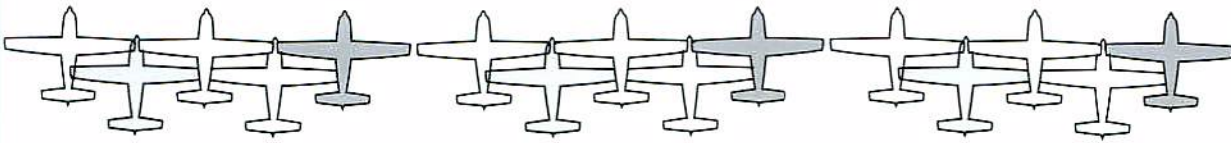
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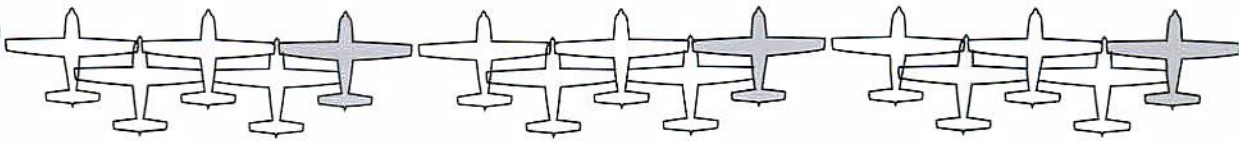


Left to Right: Daniel Foster, David Goldberg, Matthew Strickland, Daniel Poit, Brian Matthews, Andrew Baker, Dawn Sullivan (Advisor)

Central Texas College



Front Row: Dustin Busenlehner, Robert Anderson, Marshall Collins, Kyle Bolivar, Danny Miller, Steve Nosewicz, Ryan Gomez **Back Row:** Cody Cobb, Thomas Reyes, Keith Ely, Daniel Ligon, Ben Boughton, Gary Hurst, Josh Spencer, Nick Long



Delta State University



Rear L-R: simulator coach Cory Smith; Co-Captain Philip Land; Sean McCarrens, Matt Phillips; Ben Dedwylder; John Stringer; Joe Wheeler; Safety Officer Marion Green; Lee Cockrill; Faculty Advisor Trey McClure **Front L-R:** Nathan Redfield; Captain Joseph Seboldt; Secretary Andrea Hammerton; Abby Hentz; Coach Toni Burgos

Embry-Riddle Aeronautical University - Prescott



Topa Augustine, Mike Brewer, Glenn Bride, Fernando Casillas, Chris Dedmon, David Dixon, Chris Dolly, Chris Eberly, Jeff Elshoff, Roy Evans, Brian Heil - Team Captain, Joseph Hutchinson, Kevin Josenhans, Jacob Lindvig, Mike Miller, Justin Peele, Elliot Pesut, Kevin Pewe, Brett Ross, Dan Vaccariello, Roland Vera, Ari Waldman, Matt Waterhouse, Jeff Whitford **Coaches:** Austin Johnson - Head Coach, David Murray - Advisor, Rob Schwerd - Assistant Coach Mark Schiller - Assistant Coach, Jesse Hanson - Assistant Coach, Paul Yuan - Assistant Coach



Embry-Riddle Aeronautical University - Daytona

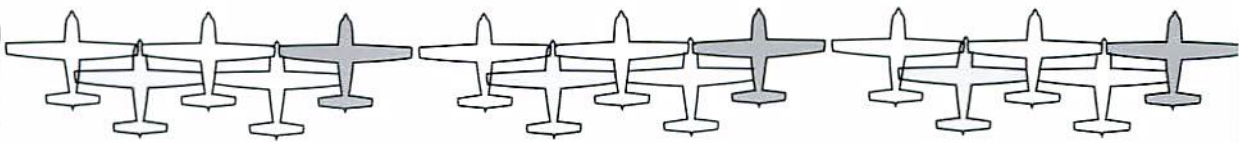


Matt Johnson, Mike Humphreys, Mike Ferris, Jon Rupp, Ryan Pasag, Mike Keefe, Eric Santos, Mike Leeper, Bill Baker, David Krochmal, Brady Harp, Jon Ralston, Brian Falson, Dave Haight, Ryan Bertsche, Eddie Alejandro, Jesus Barrientos, Johannes Bookas, Brad Busch, Brendan Cantwell, Nate Carrillo, Nicholas Cooper, Michael Costigliola, Joe Daniel, Jim Davis, Moraima Egurbida, Tiffany Fine, Patrick Herrmann, Justin Jacobs, Drew Lanyon, Brendan Malloney, Spencer Marker, Rodrigo Miras, Chopper Monroe, Helio Pacheco, Brian Petricone, Kyle Porterfield, Ryan Ramos, Christopher Rivera, Matthew Rombold, Mike Rousseau, Matthew Ruplin, Matt Schmitt, Eric Speckman, Mario Tarallo, Jens Torell, Arun Vemuri, Zack Welsh

Florida Institute of Technology



Back L-R: James Loveitt, Joe Miller, Dan Erickson, Richard Borek, Ed Pickes, Chris Wiersma, Jared Maynard, Julien Brouillard **Front L-R:** Alex Barabas, Selam Ferdiweke, Kurt Thorup, Matt McLellan, Sean Gavin, Tim Hudson, Jack Sabba



Hampton University



Starting from bottom left moving clockwise: Chris Marshall, Magdalena Reksc, Darryl Stubbs advisor coach, Mike Morris team co-captain, Jon Turman team co-captain, Lamar Williams, Terry Allen and James Ide.

Jacksonville University



Top: L-R: Joe Bierce, Mike McAllister, Cannon Stone, Merrill Sutton, Ray Robidoux, Brad Tarrant, Charlie Hunter, Collin Mendenhall, Victor Collins, Capt. Jeff Harrison, Lok Lee. **Bottom L-R:** Prof. Rhett Yates, Paul Sanders, Wes Smith, Scott Duffy, Jennifer McKeen



Kansas State University

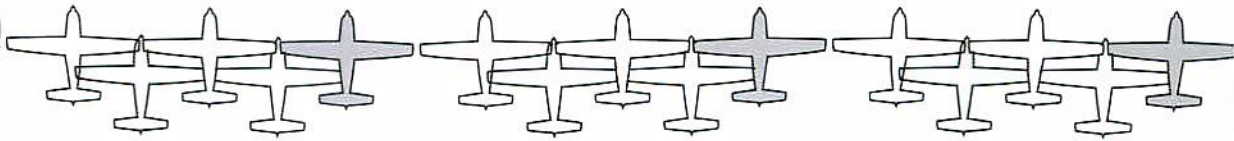


Front Row: Lindsey Boeckman, Amanda Wagner, Jason Eichen, Dustin Graves, Daniel Leebtrick
Back Row: Patrick Rinearson, Mandi Bellamy, Scott Cikanek, Bradford Amstutz, Mitchell Ochs, Daniel Brakenhoff, Justin Poe

LaTourneau University



Front: Tom Anderson, Jared Rowley, Laura Laster, Ashleigh Armstrong, Justin Shive, Paul Hildebrandt,
Coach Back: Ryan Veenstra, Asst. Coach, Jesse Laster, Esther Topham Co-Captain, Caleb Quirk, Nathanael Litter, Sam Lloyd Not Pictured: Jon Weber, Co-Captain



Lenoir Community College

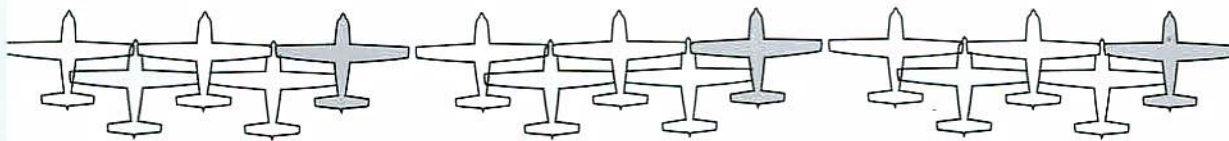


Front Row: Team Advisor J.J. Porter, Ryan French, Mike Guillory, Matt Allen
Second Row: Team Captain Austin O'Neal, Safety Officer Kevin Hathaway, Tom Perry, Justin Brantley, Jason Joslin **Not Pictured:** Amanda Nichols, and Rob Mahoney

Lewis University



Back Row L - R: Al Szoldatits– Head Coach, James MacKenzie– Co-Captain, Amy Rodriguez – Coach, Adam Szoldatits– Co-Captain, Matt Prebish, John Zuerlein, Piotr Serafin, Robert Delaney, Sabrina Drogos, Kyrsta Hokanson, Rich Fetzer, Derek Schaffer, Michael Marzano, Timothy Clayman, Cynthia Cuellar, Bill Baird – Coach, Matthew Kiger – Coach **Front Row L - R:** Jim "Kid" Binder, Lora Stepusin, Shanna Lowe, Bill Weibel, Julia DePasquale, Randy Yi



Metropolitan State College of Denver

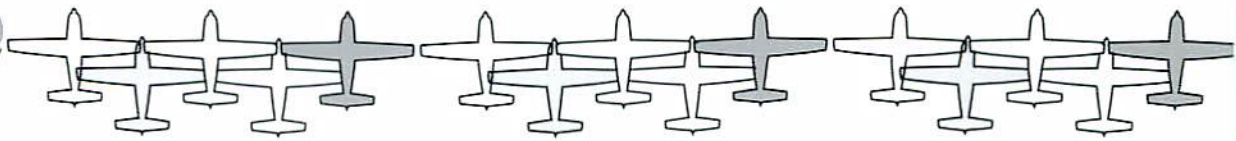


L-R: Andrew Todd, JJ Spear, Angel Lutrell, Ean Biggs (Co-Captain), Luke Collison, Tyler Olmstead, Alex Brancard (Captain), Iman Nekouei, Sean Cowen, Steven Lane, Randy Ingalls, Mike Pennington, David Watkins, Mitch Williams, Eric Peterson. **Not shown:** Jason Burnett, Keith Yingling, Nick Chernoff, John Klitzke, Ariel Saltzman, Hyong-Jae Park, Garrett Boettcher, Tim Straup

Middle Tennessee State University



STANDING: Alex Stanionis, Michael Coffelt, Paul Bishop, Phillip Persechini, Rich Redmond, Byron Bivens, Rob Agee, Wayne Dornan (coach), Harrison Billen (captain), Rob Forness, Parker Sullivan, John Bertrand (head coach), Brad Graham, Robert Sawyer, Rebecca Gibson, Ryan Moore, Jacob Stanton, Chad Berryhill, Eric Douglas **KNEELING:** Randall Lee, Chris Schomburg, Josh Miller, Amanda Rice, Argie Miller, Spencer Hyatt



Mt. San Antonio College

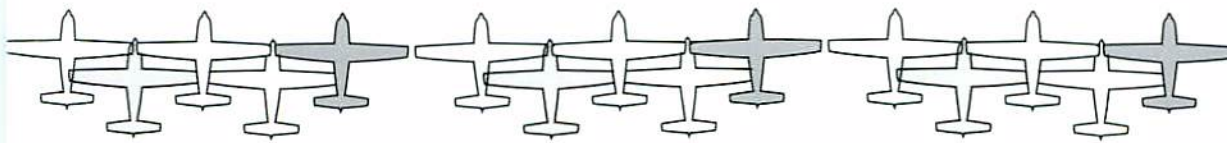


Back Row L-R: Assistant Coach- Steven Chapman. Team Captain- Adam Tissot, Keith Allen, Brett Bye, Lellius Rose, Head Coach- Kevin Bannon **Middle Row L-R:** Mike Svensson, Ryan Flores, Daniel Reasons, Russell Rongavilla, Ray Acosta **Front Row L-R:** Kristi Rodriguez, Kristina Barnwell

Ohio State University



Standing L-R: Adam Stiffler (Captain), Ben Thoennes, Laci Watkins (Captain), Luke Stouffer, Emily Egbers, George Burger, Richard Sturzaker, Kelly Hoffmann, Nate Spahr (Captain), Rich Ward, Steve Williams, Nick Monoco, Josh Yurman, Sucheta Soundarajan, Brian MacGregor **Kneeling L-R:** Coaches Aaron Snyder, Brian Hart and Kyle Ribar **Not Pictured:** Jason Fischer



Ohio University

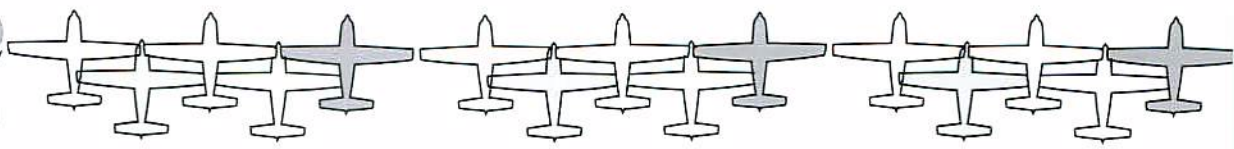


Front Row: Katie Ventresco, Marcie Zook, Johann Gebauer, Paige Schroeder, Steve Porter, Karrie Shank, Tiffany Perl, Shannon Pereira, Shaun Elliott **Back Row:** Chad Lutz, Jeff Rambadt, Brian Buescher, Matt Friesner, Kurt Schoenhals, Rob McCoy, Christopher Buehler, Lafe Stidham, Nate Hines, Kristin Shoemaker
Not Pictured: David Frankhauser, Deak Arch, and Dr. Juan Merkt

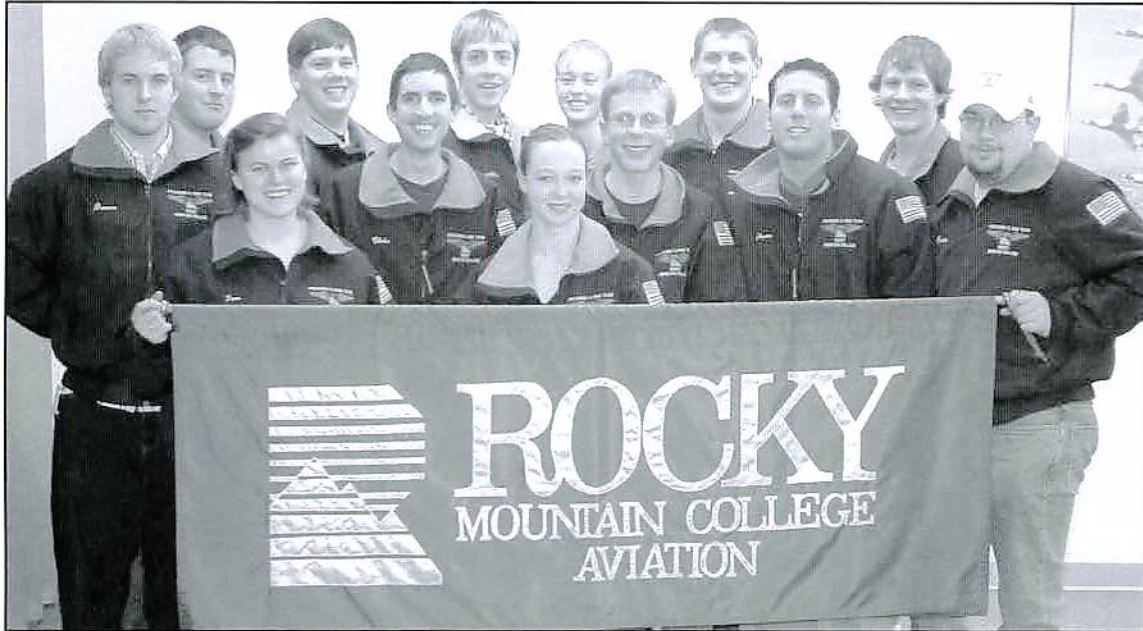
Oklahoma State University



Left of Engine: Steve Roberts, Brian Gregg, Chris Rhodes, Ross Hensley **Right of Engine:** Clay Nolen, Levi Sleeper, Gramps, Jenifer Fink, Britni Thompson **On Wing:** Kevin Densmore, Logan Emig, Jordan Davis, Dr. Jeff Claybrook, Col. Gary Jennings, Jason Craig, Cody Downes **Captains :** Levi Sleeper, and Jeff Claybrook **Advisors:** Steve Roberts, and Terry Hunt **Not pictured:** Lyle Arbuckle, Terry Hunt



Rocky Mountain College

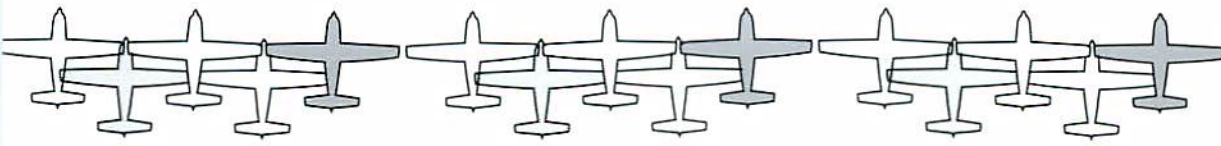


L to R: Zac Clayton, Jason Hill, Lynnette Chaivre, Brad McInnis, Chris Salazar, Brad Hauge, Emmylou Court, Andrea Robinson, Sam Rettig, Will Sibra, Shawn Walker, Matt Cichosz, Carter Fox (Asst Coach).
Not Shown: Mike Malcher (Captain) and Dave Kimball (Coach)

San Jose State University



Back Row L-R: Barry Gonzalez (Coach), Chris Marian, Allen Astwood (Coach), Jeremy Knowles, Takeyuki Suzuki, Travis Plutt, Danielle Manjikian, Matt McGinnis (the tall one), Jeremy Fick (safety officer), Kelly Harrison (Coach), Aaron Bell, Robert Boykin (Captain) **Front:** Sean Mackey (Treasurer), Craig Utas



Southern Illinois University

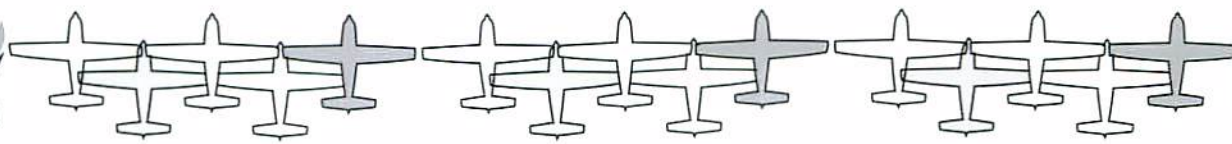


Front Row L to R: Garrett Hackett, Adam Goffinet, Matt Clevenger, William Struthers, Pat Skonie, Todd Yakel **Middle Row L to R:** Travis Custer, Tim Cipolla, Mike Coffman, Adam Herbert, Eric Greener, William Gersch, Jon Greene **Back Row L to R:** Head Coach Kim Carter, Assistant Head Coach Mike Frette, Coach Bryan Harrison, Team Captains Tim Staab & Doug Gibbs, Coach Jyl Steele, Coach Nathan Steele, Coach Nate Lincoln, Coach Miranda Hill.

St. Cloud State University



Top: L-R: Joe DeRose, Grant Fitzer, Jason Jones (Captain), Aaron Peterson (Assistant Captain), Ryan Moore, Nick Binversie. **Middle L-R:** Rachel Norman, Beth Wirtala, Jessica Andrie, Troy Michaud. **Bottom L-R:** Nick Hoeschen, Matt Cramer, Ryan Fiorito, Matt Dieringer, Ben Lawler.



United States Air Force Academy

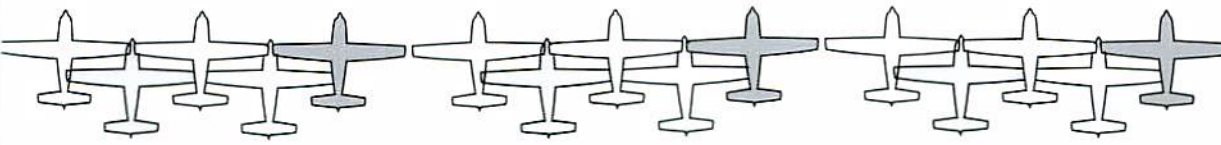


Back row L-R: Bert Boyce - Coach, John Fischer, Justin Hurst, Jaason Curtis, James Buchanen, Nathaniel Haun, Matthew Novotney Middle row L-R: David Tomlinson, Barney Ales, Matthew Woodruff, Allen Short, Nathan Jordan - Safety Officer, Vincent Powell - Team Captain, Front row L-R: Kimberly Bentley, Kyle Rykaczewski, Matthew Evers, Marie Nicholson-Hutt, Nicholas Szala, Chris Diller

United States Naval Academy



Kneeling L-R: John Stouffer, Andrew McCaffrey Back rows L-R: Sergio Armas, Eric Scherrer, Diana Beauford, Matt McClure, Will Squyers, Will Kelly, Mike Hartenstine, Kilton Kingsman, Chris Karapostoles, Alex Evans, Brandr Beekman-Ellner, Andy Imperatore, Reed Foster, Mike Droogleever, Will Wolfe, Major Todd Finley Not pictured: Jeff McLean



University of Illinois

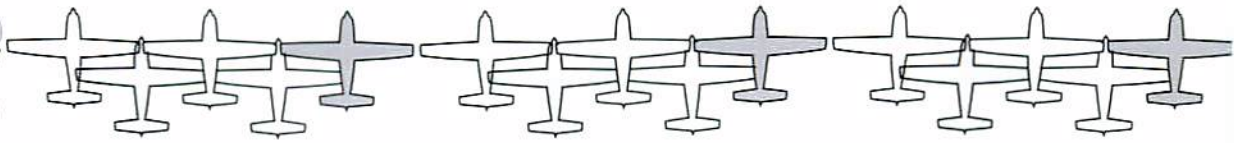


L-R: Corinn Haselhorst (Coach), Robert Olsen, John Slater, Andrew Schneider, Brian Hemmersbach (Captain), Bryan Lipson, Jennifer Dille (Asst Captain), Alex Waterloo, Lance Lutchen, Robert Jones (Secretary), Andrew Getz, Andrew Oliphant (Coach), Robert Thomas (Treasurer), Eric Cowan (Head Coach); **Kneeling in front-** David Penney (Coach), Dana Dann-Messier (Coach)

University of North Dakota



Shawn Bailey, Allison Barber, Michael Bowman, Eric Byers, Sean Cahill, Zach Cromley, Kirk Dalebroux, Shaun DeWolfe, Adam Erdmann, Dan Forst, James Forst, Dave Horne, Adam Jackson, Seth Johnson, Justin Langlois, Jered Lease, Andrey Martinov, Jared Moore, Blake Mozer, Kristin Pantos, Nick Peacock, Graham Peterson (Team Captain), Andrew Pierce, Robert Taylor, and Mark Thompson (Team Captain).



Western Michigan University



Front Row: Travis Epp, Amanda Renouf, Dave Jackson, Garrett Heinz, Justin Lipka. **Back Row:** Coach Tom Grossman, Jelani Kelley, Coach James Whittles, Robbie Beechuk, Aaron Trombley, Jonathan Pridgeon, Ian Alexander, Marshall Lynn, Mike Kalinski, Marc Kobaissi, Andrew Drake, Coach Steve Tkachuk. **Not pictured:** Josh Niedzwiecki.



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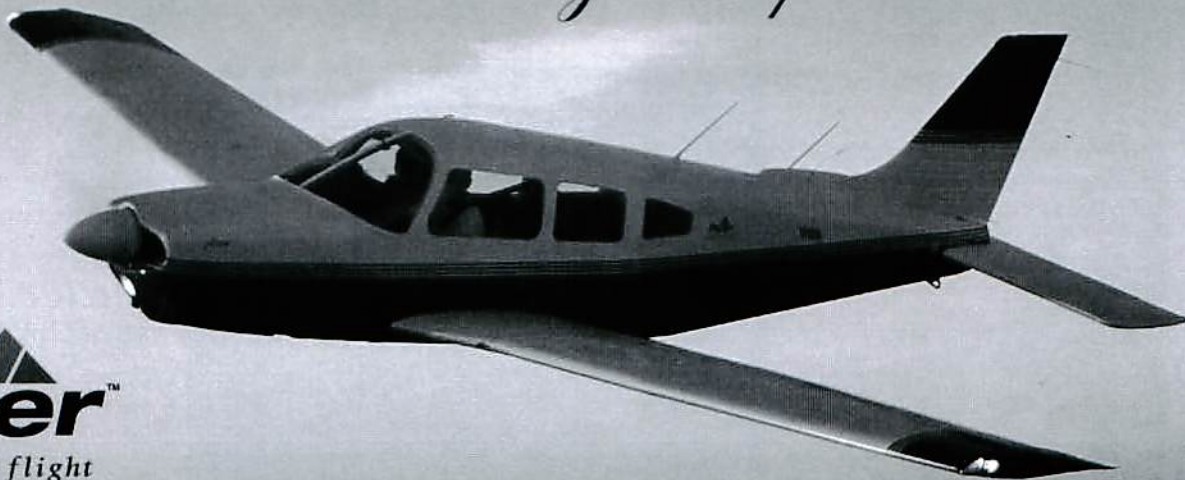
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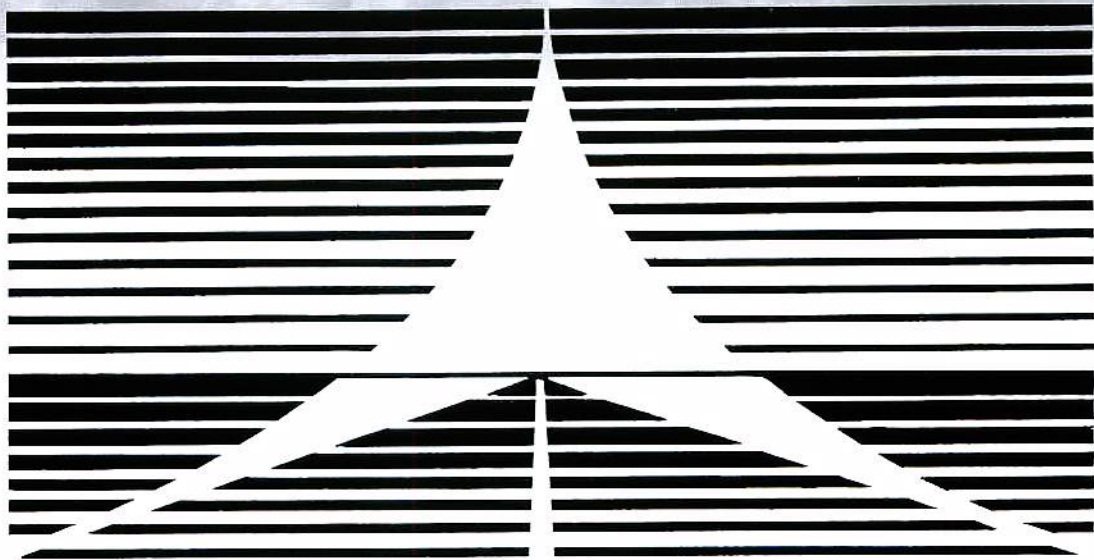
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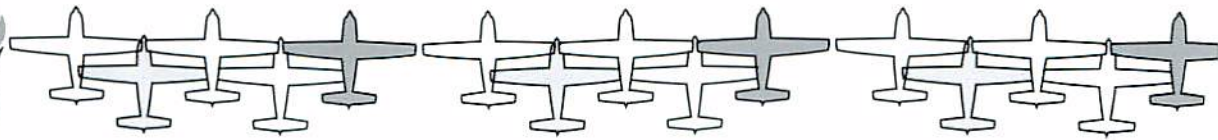
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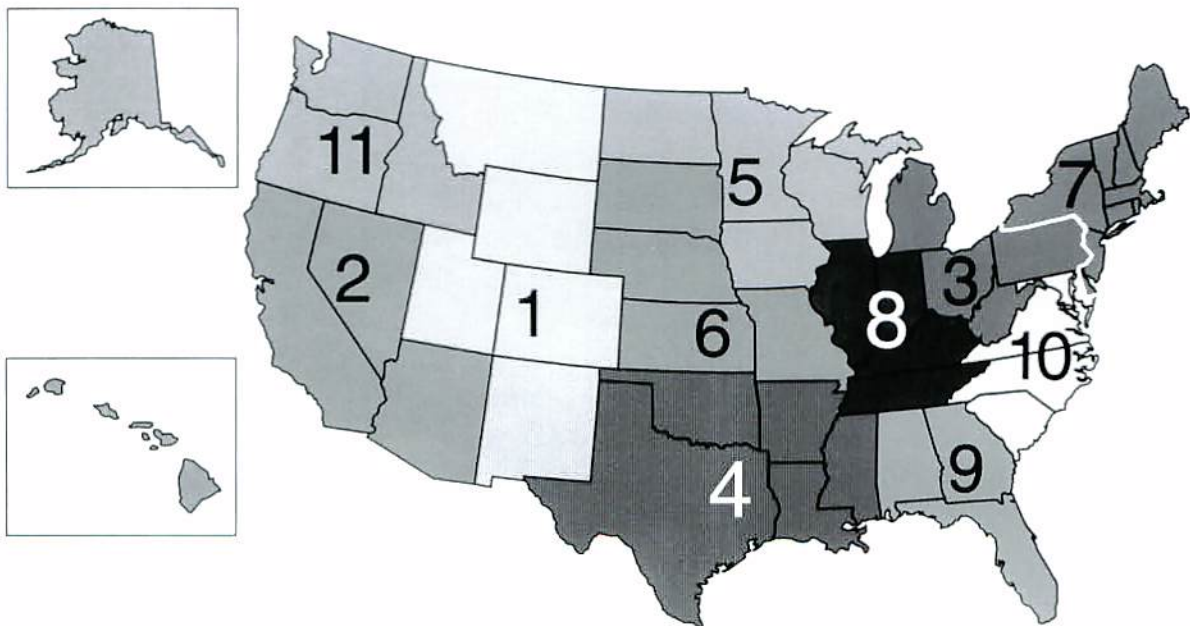
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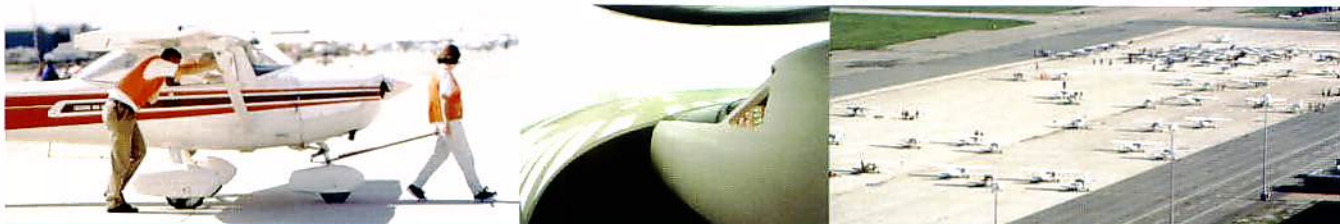
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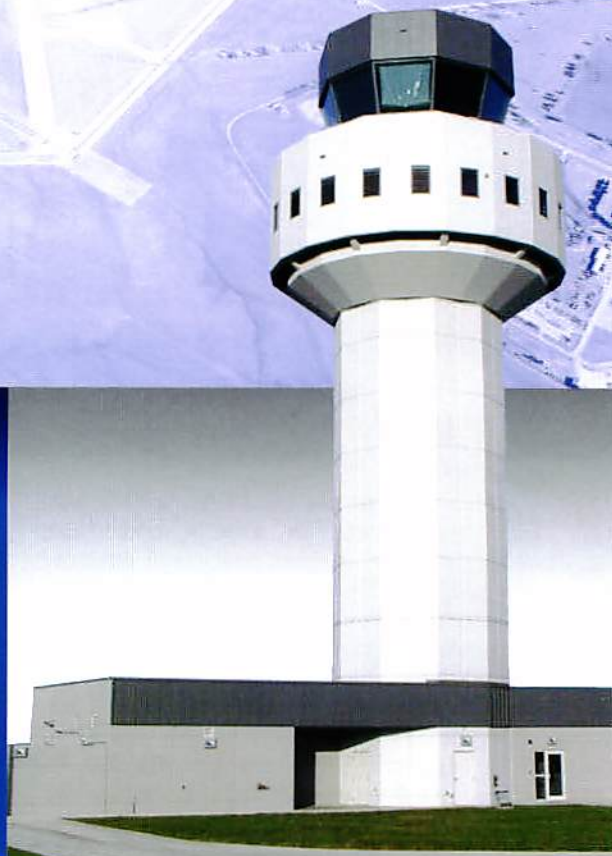
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