



Meeting Minutes – CLASS ADVISORY SENATE January 9, 2018

1. **Call to Order:** Garry Dudley, '68, President of the CAS, called the meeting to order at 6:00 p.m.

- Roll call was conducted

2. Approval of Minutes: Previous minutes are posted on the website:

<http://www.usafa.org/AOG/Class Advisory Senate>

3. **Members in Attendance:** See **Attachment 1**

4. **Others in Attendance:** Marty Marcolongo '88, President and Chief Executive Officer (CEO) of the Association of Graduates (AOG); Gary Howe, '69, Executive Vice President for the AOG; Corrie Grubbs, AOG Senior Vice President, Business Operations; Sherry Cooper, AOG Reunion Specialist; Brandi Lortz, AOG Reunion Coordinator; Michele Bergeman, AOG Managing Director of Alumni Affairs; Steve Simon, '77, AOG Vice President of Academy and Non-Profit Relations; and Johnny Bollman, AOG Desk Specialist.

5. **BGen Kristin Goodwin, '93, Commandant of Cadets Remarks:**

General Goodwin updated the CAS on what she has been doing since she took command last August, which largely consisted in establishing her priorities with regard to the culture at the Academy. She has three main priorities, which are People, Mission, and Pride. See her slides in Attachment II. One of her themes that applies to cadets, staff, and all the agencies that support the mission of the Academy is "Don't Walk Past a Problem." Gen Goodwin emphasized accountability is needed in the Cadet Wing and the permanent party.

When asked what the Academy was doing with regard to the pilot shortage across the Air Force, she explained it is a complex issue made up of many parts. The minutes cannot accurately reflect her answer – we do not take notes that fast! [Sorry]

When asked about the demographics of the AOCs, she relayed that the 40 AOCs are a sampling of as many AFSCs as possible. In addition she gets to choose the best from the school's list, although she will not get to see her selections for 18 months.

With regard to Sexual Assault Prevention and Response, we are addressing the issues. All reports are taken seriously. Just as Lt Gen Silveria said the other day that the number of reports actually shows us that the cadets trust the Academy staff more than was the case in the past.

As you can see, she spent a lot of time with us.

6. **Marty Marcolongo's Remarks:** Marty feels the AOG has let the graduate community down by not taking a more active role in describing the good things being done at the Academy by its cadets. Too

much emphasis is placed on defending the actions of the few at the expense of the many. See Marty's slides in Attachment III for remarks on a various subjects.

7. Gary Howe's Remarks: Gary is retiring after serving the AOG for 20 years. He shared with us some of the wisdom he has gained over his 20 years of service with the AOG. Gary's remarks can be found in Attachment IV.

8. Sherry Cooper's Remarks: [See Sherry's Slides in Attachment V.] The AOG is looking for feedback from the graduate community on how they can go about supporting reunions. The feedback that the AOG receives is largely positive, but there are some complaints that typically come from two sources:

- Fees. The AOG is trying to be more transparent on what they can and cannot do by proposing three tiers of support and pricing. These tiers will be presented to class reunion committees. It will be up to these committees to get their class buy-in. Sherry's slides are in Attachment IV.
- The second most common complaint deals with who has priority in selecting reunion weekends. Some of the more junior classes resent that they do not get the more desirable dates. **They also question why are reunion weekends limited to just three weekends?** That, by the way, is not the AOG's call, but it is a limitation from the Academy senior staff.
- Another lessor complaint is that there is a limit as to how many grads are allowed to dine with the cadets in Mitchell Hall. The limitation is one of the fallouts from sequestration. Mitchell Hall is maxed out in staff support and cannot accommodate more guests.
- The AOG requests Senators' feedback by January 19.

9. Garry Dudley's Remarks: Garry tasked Richie Sapp to research the possibility of developing a media list to improve communications with the graduate community. The goal is to provide graduates with access to sources of information directly from the Academy.

10. Round Table: Dan Beatty reminded us that the Rampart Chapter is holding its annual membership meeting on January 25, 2018. The guest speaker will be Lt Gen Silveria, Superintendent of USAFA.

9. Next Meetings:

- | | |
|--------------------------|--------------|
| a. AOG Board | 2 Feb, 2018 |
| i. Invited – let me know | |
| b. Ex Com | 12 Mar, 2018 |
| i. Invited – let me know | |
| c. CAS | 9 Apr, 2018 |

11. Close/Adjournment: the meeting was adjourned at 8:08 p.m.

Minutes Submitted by: Bob Muldrow '67, CAS Secretary

Minutes approved by: Garry Dudley '68, CAS President

ASSOCIATION OF GRADUATES
UNITED STATES AIR FORCE ACADEMY 

Good reading - <http://www1.usafa.org/Zoomienews/Stories/2017-Dec-14/usafasuptcbs.html>

[Space operator receives Airman's Medal](#) Class of '15!

ASSOCIATION OF GRADUATES

UNITED STATES AIR FORCE ACADEMY



Attachment 1: Members in attendance (in-person or by phone)

Curtis Cook	59
Dick Sexton	60
Patrick Buckley	61
Lou Matjasko	63
Doug Jenkins	64
Denny Murphy	65
Bob Muldrow	67
Garry Dudley	68
Tom Fleming	69
Roger Hill	70
Mush Brower	72
Dale Birch	73
Tom Hayden	74
Bruce Mitchell	75
Mark Volcheff	75
Dan Beatty	76
Joe Niemeyer	77
Randy Helms	79
Derek Hess	80
Jim Ratti	82
David Hollenbach	87
Cathy Almand	90
Jerry Siegel	93
Casey Vile	98
Heide Schlagheck	03
Keith Smoly	04
John Tamasitis	05
Riche Sapp	15

Invited Guests

Bill Eckert	68
Tom Berry	71
Joe Withers	05
Miclynn Bell	05
Parker Jackson	15
Dominic Vicino	15



Our Cadet Wing



Brig Gen Kristin Goodwin

Commandant of Cadets

People ✦ Mission ✦ Pride

Three Priorities

PEOPLE



MISSION

Integrity First
Service Before Self
Excellence in All We Do



PRIDE



People ✦ Mission ✦ Pride

Expectation #1

PEOPLE



DON'T WALK PAST A PROBLEM

People ✦ Mission ✦ Pride



Expectation #2

MISSION

Integrity First
Service Before Self
Excellence in All We Do



ACCOUNTABILITY

People ✦ Mission ✦ Pride

Expectation #3

PRIDE



PRIDE IN OUR ACADEMY

People ✦ Mission ✦ Pride



Cadet Development

Where We've Been

4th Class Training Mentality

Time-based transition: 4-3-2-1

Partitioned education / training

Lack of a clearly defined system

USAFA-centric focus

Poorly aligned with AF reqmnts

Where We're Going

4-Classes → 4-Year Development

Competency-based transition

Integrated Ed/Trng/Experience

Codified, refined, assessed system

Expeditionary Airman/2Lt focus

Direct alignment w/ AF competencies/learning objectives

People ✦ Mission ✦ Pride

Innovating to reach our cadets

■ Expanding Adventure/Experiential Based Learning



People ✦ Mission ✦ Pride

Three Priorities

PEOPLE



MISSION

Integrity First
Service Before Self
Excellence in All We Do



PRIDE



People ✦ Mission ✦ Pride

What you can expect...

- **Transparency**
- **“Open Door” Policy**
- **Inclusiveness**
- **Presence**



Touch
Points

[@usafacommandant](https://www.instagram.com/usafacommandant)

People ✦ Mission ✦ Pride



Thank you for what you do and
your support!

People ✦ Mission ✦ Pride

Attachment III – CEO & President Marty Marcolongo’s Remarks

Class Advisory Senate
9 January 2018

From our last meeting in November, there are just a few things to recap.

Externally, if you’ve been following our events pages and newsletters, you’ll know that we had our San Antonio Career Conference in November and our Dine and Dunk in New York City in conjunction with the basketball game in December. Both events went well.

Internally, we had our Quarterly Board Meeting on December 1st and a social gathering for our True Blue Business partners on December 8th. For the Board Meeting, the Provision Meeting Minutes are available on our website under the Board of Directors section.

For the True Blue Business social, each year we have a small gathering for them in the library behind us. It’s not grand, but just a simple gesture to thank them for their loyal support of the AOG in 2017.

Some what’s up in the New Year?

Yesterday the Commandant was here in the building giving one of her Quarterly Updates to about 100 grads and friends from the local community. It seemed to go over well and she did provide time for the people in the audience to ask questions. I spoke with her aide afterwards and there’s a chance she may come back to do future updates here in Doolittle Hall. Her next update is scheduled for April 2nd, so if you’re local, keep your eyes open for the next invitation.

Also in January, we’ve been able to help the Superintendent’s team by piggy-backing on some of his upcoming travel to get constituents together while he’s traveling.

On Saturday, he’ll be speaking to locals in Rochester New York at a Meet and Greet.

Next Tuesday, he’ll be speaking at a Meet and Greet near Indianapolis.

In February, it looks like we’re going to try a chapter re-start in New York City. A graduate in the New York City area reached out to us in December. If all goes well, he hopes to do a launch on February 2nd.

In March, we’ll be hosting our 9th Annual Scotch Tasting here in the local area. It will be held on March 2nd at the Great Wolf Lodge, just across the highway. We hope the turnout will match or meet last year where about 400 people gathered.

Those are the main highlights. Garry, any questions?

Attachment IV

Remarks to the Class Advisory Senate (CAS)

9 January 2018

By Gary Howe '69, Executive Vice President

Good evening ladies and gentlemen. I want to thank Garry Dudley for inviting me to speak to the CAS on the eve of my retirement.

Full disclosure: I came to USAFA in 1965 quite by accident and I loved it...not every minute of it. As the son of a city bus driver in Springfield, Massachusetts, I knew this was the best deal I was ever going to get. I love the Air Force Academy, its cadets and its graduates (most of them). I loved the 24 years I spent on active duty. The Academy has become my life – 4 years as a cadet, a total of 10 years on two different tours with the Academy staff as a captain, major and lieutenant colonel, and 20 years with the AOG. I have been sponsoring cadets since 1978 – so long that some of the “kids” I sponsored are now retired colonels with sons who have graduated from USAFA. One is a grandfather. As a member of the Class of 1969, the 11th graduating class, I was here when it was an all-male institution; later, as an officer, I helped bring the women on board. I may not have seen it all, but pretty close.

From spending 34 of the last 52 years with my boots on the ground here, I have made a few observations that I'd like to share.

1. Your class is not better than mine and mine is not worse than any other. All classes are identical. They are Bell curves and, on one end are the Wing, Group and Squadron Commanders. On the other end there are probably, in every class, including '59, one or two who perhaps shouldn't have graduated. In the middle there is the thundering herd of the rest of us.
2. The Air Force Academy mission is to educate, train and motivate cadets to become officers in the United States Air Force. The value of my ring is directly dependent upon the quality of the 2nd lieutenants we graduate this year. We graduates will continue their education, training and motivation but it's not we graduates who will get to evaluate and rate their contributions to the Long Blue Line. History will do that. Eisenhower is not significant because he attended West Point. West Point is significant because of what he accomplished after he graduated.
3. My wife is convinced that the first words out of a graduate's mouth when the hats go in the air are “When I was a cadet...” Ten minutes ago the place was tougher than it is right now. Wrong! The Academy is and always has been a military service Academy. It teaches and instills military values and traditions and cleaves to the concept of duty-honor-country, the Honor Code and the core values of

Attachment IV

integrity-service and excellence. Training methods may change sometime but these bedrock values remain constant.

4. I know not everyone is cut out to be a cadet and some have to be admitted to determine that. No admissions system has yet been developed that can detect all the cadets who should be rejected. One of my squadron mates was a recruited football player who was a terrible cadet by design. He didn't mind rules as long as they didn't apply to him. He graduated and was thrown out of the Air Force, the second one of our classmates to be discharged. That's his only regret – he wanted to be first. He went to medical school and became a very successful doctor. He loves his class, cadets and the Academy and comes to every reunion. When the sexual assault scandal occurred, he called me to get “the truth.” I began talking and in some context, used the word “change.” “Wait a minute,” he said. “You know me well but if you think I want to see anything changed at USAFA, you are wrong. The United States Air Force Academy produces the finest officers the world has ever known....I just wasn't one of them. If you want to fix something, get up to Admissions and find out how I got admitted in the first place. You've got a hole in your net.”
5. I have learned that today will be tomorrow's good old days and will occur in the same space as 3 other classes. If times were tougher in your “old days,” they were at least as tough for 3 other classes.
6. I know that perfection cannot be achieved only sought. In the last 34 years, I did an exhaustive study and determined with certainty that there had been only one perfect class...mine. Oops, wait. Except for that guy in my class who robbed a liquor store at gun point. Except for him we were perfect. And what about the cadet who, along with his Naval Academy girlfriend, committed murder before they became cadets! There is no test in the world that can identify such things. Stuff happens sometimes. The quest for perfection is what we need to undertake knowing that it can't be achieved.
7. I graduated from high school. It doesn't make me qualified to run one. The Academy needs advocates and not critics. I see the “bad apples” that make the papers as the anomalies and not the norm. The United States Air Force Academy is one of the finest educational and training institutions in the world and I am one of its graduates. I am proud of the school in spite of its troubles. I can accentuate the positive while working to eliminate the negatives. There are officially 4,000 cadets at USAFA. One of them making the paper leaves a great many to cheer on.
8. During the sexual assault scandal my wife was working and living in Washington, DC and I went to visit her. Her boss, Pat, a wonderful woman and a dear friend, accosted me. “That sexual assault situation is a disgrace,” she said. I replied, “Yes it is. One assault would be a disgrace but, Pat, if all the allegations were true, which they were not, we are still the safest school in America and one of only a

Attachment IV

handful of schools who are actively trying to change the behavior of 4,000 men and women. The fact that we have not been 100% successful is not an indictment.

9. I have come to know that “the older I get, the better I was.” I remember the cheating scandals in 1965, 1968 and 1984. I remember that the draft was on in the ‘60s and ‘70s and that there were a lot of cadets who were here to avoid enlisted service in the Army and in Vietnam. They were not here because they were more dedicated than we are. Young people today are volunteers who know that the Afghan conflict has been around since before their birth and is likely to be around for quite a while longer. They are volunteering to fight that war and some are making the ultimate sacrifice. They are every bit as dedicated as we were.
10. I once told a Superintendent, a classmate, that when we were Doolies, this was not a great school. He recoiled in disbelief. Only 7 classes had graduated in 1965. The ranking grad may have been a captain somewhere. He was still unhappy so I said, all right, it was a great school but we couldn’t prove it. Today we can prove it by virtually any measure including Heroism, Promotions to Flag Officer, Government Service, Astronauts, Business Leaders, Spiritual Leaders, Academics, Athletics, and Nonprofit leaders. Attachment 1 contains proof of this.
11. Legacy is established by an institution’s alumni. Dwight Eisenhower is not significant because he attended West Point. West Point is significant because of Eisenhower’s achievements, accomplishments and actions subsequent to his graduation. Our graduates have acquitted themselves very well indeed in a very short time.
12. Memory is an unreliable source for most of us. A few summers ago we took some graduates who were also donors for a tour of Jacks Valley. The Superintendent told the groups that they were being taken to see the basics in action. To my group, I said “Basics are of little interest because basics are always basics. They are being trained. Watch the second and first classmen. They received this training a short two or three years ago and look what they’ve become in that short period.
13. One of my classmates was on the tour, recounted how Jacks Valley training was so important to him. “It was crucial to my development,” he said. I said, “Fred, we didn’t do this. We spent all summer in Vandenberg Hall.” “But I remember the obstacle course and the group reaction course.” “We did those things, Fred, but they were not out here and we didn’t live out here. You remember living in tents because we did that was third classmen.” He remembers things that we did but has collected these memories into a sequence that did not happen...but was crucial to his development as an officer.

Attachment IV

14. Finally, the Air Force, the Academy and cadets in the first 30 classes were fortunate to have been taught and influenced by Brig Gen Mal Wakin. A Notre Dame graduate, Gen Wakin came to the Academy in 1958 as a lieutenant to teach ethics and philosophy because he was the only active duty officer with a PhD in philosophy. He ultimately became Chair of the Philosophy Department and became known as “the conscience of the Air Force.” “He taught for over 30 years and around 2015 gave a presentation at Doolittle Hall titled “Things that most graduates don’t know about the early days.”
15. He made a very important statement. He said, “There is no one who loves the Academy more than I do.” He went on to say that, although regrettable, he had to admit that there were (are) some bad cadets. “But,” he said, “when you draw from across society, you are going to draw some from every developmental demographic. We need to REJOICE that we draw way more than our fair share of the good guys.”
16. The Academy is every bit as good as it ever was because, in part, we were not as good as we remember being. The Academy produces the finest officers the world has ever known, and it produced you.
17. Thank you. I’ll take questions.

Attachment IV

ATTACHMENT 1.

PROOF OF SUCCESS

AS OF 8 JANUARY 2018.

#1 HEROISM. SINCE 1959, OUR GRADUATES HAVE EARNED

- 1 MEDAL OF HONOR (SIJAN)
- 19 AF CROSSES
- 2345 DISTINGUISHED FLYING CROSSES
- 232 SILVER STARS
- 305 PURPLE HEARTS

AND LITERALLY THOUSANDS OF OTHERS HAVE WON MEDALS FOR
AIRMANSHIP, VALOR AND HEROISM IN TIME OF WAR.

- 2 AIR ACES (RITCHIE AND FEINSTEIN)
- 37 GRADUATES HAVE BEEN POWS AND
- 185 GRADUATES HAVE MADE THE ULTIMATE SACRIFICE AND THEIR
NAMES ARE ETCHED ON THE GRADUATE WAR MEMORIAL
- 1 GRADUATE LANDED A FULLY LOADED AIRLINER ON THE HUDSON
RIVER SAVING THE LIVES OF SOME 154 PASSENGERS BECOMING
FOREVER KNOWN AS "THE HERO OF THE HUDSON."(CAPTAIN SULLY
SULLENBERGER '73)

#2 PROMOTION TO GENERAL OFFICER IS A GOOD MEASURE

- 714 GENERAL OFFICERS, INCLUDING
- 39 4-STARS INCLUDING THE FIRST WOMAN AIR FORCE 4-STAR
(WOLFENBARGER)
- 5 CHIEFS OF STAFF,
- 1 FOLLOWING HIS FATHER (RYAN)

SIGNIFICANTLY, ABOUT HALF OF ALL ACTIVE DUTY GENERALS TODAY
ARE ACADEMY GRADUATES YET WE ONLY PRODUCE 20% OF THE
OFFICERS FOR THE AIR FORCE.

Attachment IV

#3 GOVERNMENT SERVICE. ACADEMY GRADUATES HAVE PUT SERVICE BEFORE SELF IN THE POLITICAL ARENA IN ELECTED POSITIONS IN

- LOCAL GOVERNMENT (MAYOR OF SAN JOSE, CA/CHUCK REED,70)
(C.J. WAX, '69, MAYOR OF ROCKPORT, TX, THE POINT OF FIRST LAND FOR HURRICANE HARVEY)
- AND STATE GOVERNMENT AND
- NATIONAL LEVELS
 - o 2 GRADUATES HAVE BEEN ELECTED TO THE U.S. HOUSE OF REPRESENTATIVES (WILSON AND MCSALLY)
 - o MANY OTHERS HAVE SERVED IN APPOINTED POSITIONS IN THE HIGHEST LEVELS OF NATIONAL GOVERNMENT INCLUDING THE DoD, (WILSON IS PRESENTLY SECAF)
 - o THE VETERANS ADMINISTRATION (HICKEY),
 - o THE FAA. (MCARTOR)
 - o NASA (GREGORY)

#4 ASTRONAUTS.

AIR FORCE ACADEMY GRADUATES HAVE HELPED CONQUER SPACE

- MORE THAN 40 HAVE BEEN ASTRONAUTS SERVING IN NASA;
- ONE BECAME ACTING NASA ADMINISTRATOR (GREGORY)
- ONE GRADUATE IS THE ONLY ASTRONAUT TO RETURN TO HIS SERVICE AND ACHIEVE 4-STAR RANK. (CHILTON)
- ONE (HELMS) HELD THE RECORD FOR THE LONGEST SPACE WALK FOR MANY YEARS

#5 BUSINESS LEADERS. THE ACADEMY HAS PRODUCED DOCTORS, LAWYERS, AIRLINE CAPTAINS AND BUSINESS LEADERS. WE COUNT AMONG OUR GRADUATES

- A VICE CHAIRMAN OF GENERAL MOTORS (PEARCE)
- A PULITZER PRIZE WINNING FORMER PUBLISHER OF THE LOS ANGELES TIMES (SCHLOSBERG)
- THE CEO OF INFOR (PHILLIPS)
- A FORMER SENIOR VICE PRESIDENT OF FEDEX (MOOK) AND

Attachment IV

- THE PRESIDENT OF UNITED AIRLINES (SCOTT KIRBY)
- ONE GRADUATE INVENTED TURBO TAX SOFTWARE (CHIPMAN)
- SEVERAL GRADS ARE VENTURE CAPITALISTS (MADERA)

#6 ACADEMICS. OUR GRADUATES HAVE BECOME LEADERS IN ACADEMIA WITH SEVERAL SERVING AS UNIVERSITY PRESIDENTS ACROSS THE COUNTRY. GRADUATES HAVE EXCELLED IN ACADEMIC ENDEAVORS AND HAVE RECEIVED POST-GRADUATE SCHOLARSHIPS FROM SOME OF THE MOST PRESTIGIOUS PROGRAMS AND UNIVERSITIES AROUND THE WORLD INCLUDING THE MARSHALL, FULBRIGHT AND KENNEDY SCHOOL SCHOLARSHIPS.

- 39 GRADUATES HAVE BEEN RHODES SCHOLARS.

#7 ATHLETICS. OUR GRADUATES HAVE BECOME WORLD-CLASS ATHLETES AND COACHES.

- 1 TWO-TIME OLYMPIC GOLD MEDALIST (BABERS)
- 1 THREE-TIME SUPERBOWL CHAMPION (HENNING)
- 1 FIVE-TIME NBA COACH-OF-THE-YEAR. (POPOVICH)

THEY ARE GRADUATES WHO HAVE TAKEN OUR CORE VALUES AND APPLIED THEM TO PROFESSIONAL ATHLETICS ACROSS THE NATION AND AROUND THE WORLD.

#8 PHILANTHROPY AND NON-PROFIT SERVICE

- 1 GRADUATE HEADED THE DAVID AND LUCILLE PACKARD FOUNDATION (SCHLOSBERG), THE LARGEST PHILANTHROPIC ORGANIZATION IN THE WORLD. OTHERS HAVE STARTED THEIR OWN NONPROFITS

WE HAVE MANY MEMBERS OF THE CLERGY,

- 1 AIR FORCE CHIEF OF CHAPLAINS (BALDWIN)
- 1 MONSIGNOR (ROSSETTI) IN THE CATHOLIC CHURCH.
MANY OTHER CATEGORIES COULD BE CREATED.
- 1 GRADUATE WAS THE FIRST TO SERVE AS AIR FORCE SURGEON GENERAL

Reunions Analysis and Recommended Changes

Sherry Cooper
Reunion Specialist

Attachment V

Reunion Changes for 2018

Confirmed:

3 Reunion Weekends

Buses will start at Field House and go into Cadet Area

Friday Lunch will be held at Arnold Hall or Field House*

New Reunion Tiered Pricing Structure

Potential other changes (awaiting confirmation)

Buses to be covered by Academy again

Further volume discount pricing for game tickets*

*Depends on Football weekend, limitations on Navy

Background

- After 2017 reunions, several reunion committee chairs gave feedback to AOG regarding concerns and suggestions for change
- Alumni Affairs and Business Operations started looking at other schools, needs of Academy graduates and current pricing structure
- Analyzed costs included in the price of Admin Fees

Background

- New Tiered structure:
- Does not include \$8 bus fee (will be separate line item)
- Will not include any additional monies needed by the class such as
 - Registration gift
 - Band/entertainment
 - Other anticipated expenses

Tiered Structure

Tier One: Basic Cadet

- Classes will take on most reunion events and planning
- AOG Covers the costs for EAL, Nametags, Lanyards
- AOG Coordinates the Friday Open House w Academy staff
- AOG accept deposits to, and process payments from the class Agency fund

Tiered Structure

Tier Two: Firstie

- More involvement of AOG staff
- Maintain Class Reunion Landing page with updates
- Set-up and manage online registration system
- Assist with registration and answer questions
- Collect all monies and process refunds
- Provide periodic registration updates
- Provide final guest counts to vendors
- Offer optional lunch and tailgate, planned by AOG

Tiered Structure

Tier Three: 4-Star

- Full Service plan, consistent with previous years of service
- Offer guidance based on historical data and experience
- Conduct surveys
- Provide sales tax exemption saving classmates \$\$\$'s
- Sign contracts relieving class of personal liability
- Monitor room block and buffer risk by sharing liability
- Produce registration materials, conduct reunion check-in
- Assist with preparation and printing of Memorial Brochures

1st option for tiered pricing

*Graduate takes on bulk of cost

	<u>Tier 1</u>	<u>Tier 2</u>	<u>Tier 3</u>
Graduate	12	69	86
1 st Guest	12	12	12
Additional	12	12	12

* Member pricing structure shown. Please note that the tiered pricing for Option 1 vs. Option 2 are not intended to be equal dollar amounts due to the fact that we are looking to recover a fixed amount of overhead under each option. Option 1 applies most of the overhead to the Primary Registrant. Option 2 spreads most of the overhead over the Primary Registrant and First Guest. As only 73% of Primary Registrants bring First Guests, the math provides for differing dollar amounts.

2nd option for tiered pricing

*In line with current pricing structure of same cost for graduate/1st guest

	<u>Tier 1</u>	<u>Tier 2</u>	<u>Tier 3</u>
Graduate	12	45	55
1 st Guest	12	45	55
Additional	12	12	12

* Member pricing structure shown. Please note that the tiered pricing for Option 1 vs. Option 2 are not intended to be equal dollar amounts due to the fact that we are looking to recover a fixed amount of overhead under each option. Option 1 applies most of the overhead to the Primary Registrant. Option 2 spreads most of the overhead over the Primary Registrant and First Guest. As only 73% of Primary Registrants bring First Guests, the math provides for differing dollar amounts.

Questions?

Feedback?