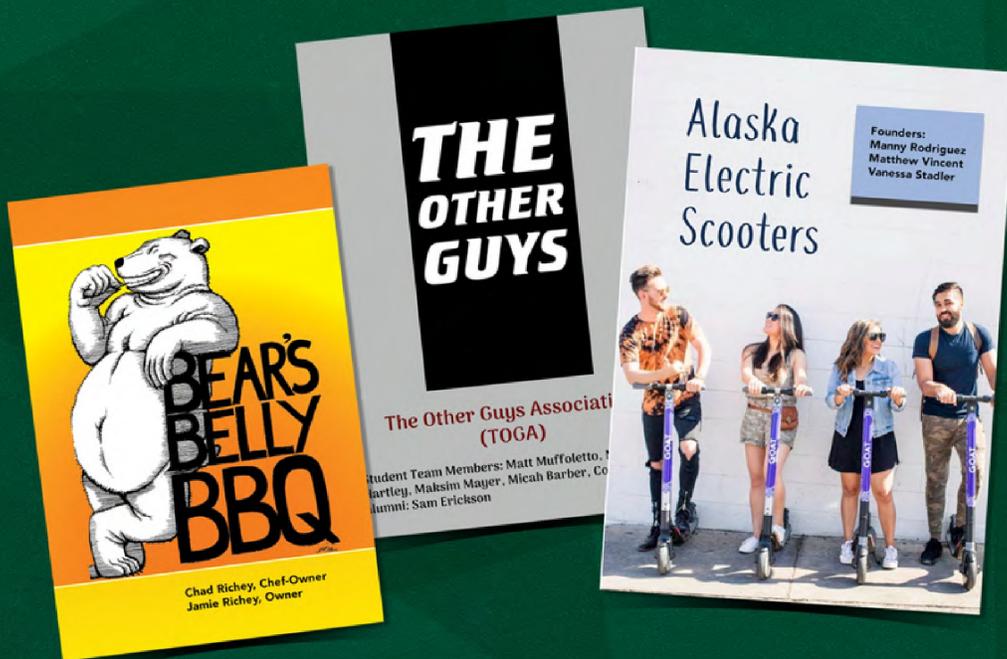


Business Plan COMPETITION

FORMAT
RULES

2021

JUDGING CRITERIA
SUBMISSION PROCESSES
JUDGES



College of Business
and Public Policy
UNIVERSITY of ALASKA ANCHORAGE



I) Overview

The **2021 CBPP Business Plan Competition** inspires and encourages entrepreneurship and economic development. UAA students and aspiring entrepreneurs from the community present their startup ideas, and meet and receive feedback from experienced mentors, investors, and seasoned entrepreneurs who have successfully started and grown businesses.

Parts of the competition

Part 1 – Written business plan

Part 2 – Trade Show & Investor Pitch

Four finalists will pitch their business plans before a panel of judges and a live audience during the Perfect Pitch final competition. Prior to the competition event, they will display and market their product/service during a Trade Show.

Award Categories

| | |
|----------------------------|----------------|
| Grand Prize | \$6,000 |
| Second Place | \$3,000 |
| The People's Choice | \$1,500 |

Note: Entrants may win in multiple categories. Entrants/winners from previous years may enter the 2021 competition. Entrants may be UAA students and/or community members.

II) Timeline

| | |
|-------------------------|---|
| December 4, 2020 | Submission of Intent to Compete Form due 5 pm Alaska Time. |
| January 2021 | Mentoring Session for Those Who Submit an Intent to Compete Form. Time and Date TBD. |
| February 8, 2021 | Business Plans due by 5 pm Alaska Time to: hswisniewski@alaska.edu |
| March 8, 2021 | Four finalists announced. |
| March 19, 2021 | Investor Pitch seminar to help finalists prepare for the Perfect Pitch presentation and Q&A. |
| March 26, 2021 | Perfect Pitch. Finalists will present their Investor Pitches during our Perfect Pitch event in front of a panel of judges and a live audience. This will be held either over Zoom, or in person if possible. If in-person, Perfect Pitch will include a Trade Show and dinner. |

On the cover: Winning entries from the 2020 Business Plan Competition.

III) Evaluation Criteria

Numbers in parenthesis indicate the value of the criterion.

The Written Business Plan will be evaluated on the following criteria: (100 points possible)

- *Necessary components* – The business plan contains all of the necessary sections (5).
- *Viability* – The venture is implementable, realistic, and viable (20)
- *Market opportunity* – Show the market potential of the proposed venture exists and your method for taking advantage of it (15)
- *Competitive advantage* – the business has a unique, novel, or distinct approach, which gives it an advantage (15)
- *Management capability* – Contestants are able to effectively develop the venture and handle the tasks necessary for its success (15)
- *Innovation* – Contestants have developed an innovative solution to an existing or emerging problem (15)
- *Financial understanding* – Contestants have a good understanding of the financial requirements of the venture (15)

Finalists will be evaluated on two components:

1. Trade Show Presentation (*only if Perfect Pitch final event is in-person*) – Held prior to the Investor Pitch. It will be worth **20%** of the final judging and will be evaluated on the following criteria: (100 points possible)

- Professionalism of the presentation of the materials (20)
- Professionalism of the team (10)
- Creativity and information value of the materials (25)
- Extent to which materials convey what the product or service is (25)
- Consistency between information provided at the Trade Show and the Business Plan (20)

2. Investor Pitch – Six-minute presentation followed by a 20-minute question/answer session. One member of the team will do the presentation, but all should be present on the stage. Pitches will be worth **80%** of the final judging (*100% if Perfect Pitch final event is held over Zoom*). Investor Pitches will be evaluated on the following criteria:

- Clear explanation of the product/service and persuasiveness of the oral presentation/pitch (10)
- Quality of the responses to questions from the judges (10)
- Venture viability (10)
- Clear statement of the problem/opportunity (customer pain) and solution (includes value proposition and customer pain you are eliminating) (20)
- Features & benefits of goods or services that the venture proposes and business model (20)
- Market potential – size of opportunity, competitive analysis & competitive advantage (20)
- Forecast and Financial summary and need for investment (10)

Planning your Investor Pitch

One team member, or individual contestant, makes a presentation to the judging panel and live audience.

The pitch is an oral presentation made without interruption for five minutes, and will be followed by a five minute question-and-answer period from the judges.

The pitch, while demonstrating communication skills, describes the business proposal succinctly and persuasively so that the judges, if they were actual venture capitalists, would be eager to fund it.

IV) Eligibility Requirements

The 2021 CBPP Business Plan Competition is open to UAA students from any discipline and to aspiring entrepreneurs in the Anchorage community. The team size should not exceed five members.

Multi-disciplinary, cross-pollinated teams are encouraged.

We will accept new ventures, products, innovative projects, and non-profit ideas, and will consider existing business ideas.

The objective of the business plan competition is to promote marketable business and social enterprise ideas that have the potential to attract funding, launch, and prosper. Each student on the team should be involved from the concept through development of the business plan. Ideally, each team member will take an active ownership role in the startup.

All plans, pitches, and presentations must be accurate and represent the venture in an honest manner. Misrepresentation will result in disqualification.

PRO TIP

To be competitive, your Plan needs to differentiate your business from other competitors. The clarity and descriptiveness of your proposal will make a difference and enhance your chances of becoming a finalist. In the business world, you would need to do the same thing to inspire stakeholders to support your new venture.

V) Business Plan Format and Components

Format

File format

One single, printable PDF file.

Length

Limited to nine (9) pages, including a two-page executive summary. The page limit does not include the cover page and single table of contents page. The written plan may include an Appendix with up to four additional pages.

Page format

Single-spacing with one-inch margins and 12 point Times New Roman font. This line spacing and font requirement applies to the textual content of the document and not to titles and descriptions accompanying pictures, graphs, tables, or worksheets. All pages must be numbered, excluding the cover page.

Cover page

Must include the logo, the venture name, the team members, and contact information for each of the team members. The contact information should include an e-mail address and a phone number.

Financial data

Financial data should be summarized and highlighted in the written plan, with supporting details and spreadsheet information in the Appendix. Startup costs and how the investment will be used, along with income and cash flow statements, are appropriate.

Components

- Cover Page
- Table of Contents
- Executive Summary
- Business Description
- Competitive Analysis and Advantages
- Market Opportunity and Analysis
- Product Description and/or Services
- Organization and Management Team
- Financial Analysis and Funding Request

NOTE

Contestants can consult any sources they deem appropriate, including websites on how to prepare a business plan. Example: the U.S. Small Business Administration's **Write a Business Plan.**

Executive Summary Includes

- Business description concept.
- The Problem that you are solving.
- Solution to the Problem.
- Value Proposition.
- Business Model.
- Target market and size.
- Market trends over 3-5 years.
- Competitive analysis.
- Top management team.
- Financial summary – include breakeven point, and over a 3 year period revenue trend, and gross margin.
- Funding requirements: what do you need?
- Closing: a statement of resources needed, increments of capital accepted.

Business Description Includes

- Company description.
- Value proposition.
- Mission.
- Products.
- Business model.
- Current status.
- Current or committed funding and all funding sources.

Competitive Analysis

- Do a comparison between your company and your competitors (you can use a chart to compare).
- Your Competitive Advantages.

Market Opportunity/Plan

- Customers.
- What Customer Problem are you going to solve?
- How are you going to solve it?
- Market segment
- Size of market

Management Team – Organizational Plan

- Founders and key management personnel
- Form of ownership
- Partnerships
- Board of Advisors
- Board of Directors

Operational Plan

- Description of operations
- Exit strategy

Financial Analysis

- An analysis of your financials, including a breakeven point, and a spreadsheet that covers a three-year period.
- Gross margins over a three-year period
- Revenue over three years
- Cash flow over three years
- Profit
- Income statement
- Balance sheet

Reason for the investment

Explain how you will use the funding to support/start this business venture and sustain it beyond the initial funding.

VI) Submission

The written Business Plan must be submitted electronically to Dr. Helena S. Wisniewski at hswisniewski@alaska.edu by **5 pm on February 8, 2021**.

After Business Plans are submitted:

- Written Business Plans will be forwarded to a panel of judges for review prior to the competition. The list of judges is attached.
- Four finalists will be selected and announced on March 8, 2021.
- Finalists will prepare a six -minute pitch for the Perfect Pitch event, to be presented in front of the judges and a live audience.
- A seminar to prepare the finalists for the Investor Pitch will be held on March 19. The seminar will be via Zoom. Additional information regarding the time, date, and Zoom link will be e-mail to each finalist.
- The Perfect Pitch final competition will be Friday, March 26, 2021. Details, including a schedule of events, will be posted on the College of Business and Public Policy website at business.uaa.alaska.edu.

VII) Perfect Pitch Activities: Trade Show, Dinner and Investor Pitch

We hope that Perfect Pitch can be an in-person event. However, we have planned for a COVID-mitigated event as well, which would not include the Trade Show or Dinner. A determination will be made in February 2021 and communicated to all finalists, judges, and the public.

| Activity | Description | In-Person | COVID Mitigated |
|--------------------------------|---|-----------|-----------------|
| Trade Show Presentation | <p>One-hour, public event.</p> <p>Each individual and team contestant finalists will be provided with a table to display prototypes, artifacts, and information materials and flyers relating to the product/service the contestants are proposing in their new ventures.</p> <ul style="list-style-type: none"> • Each contest can do a one-on-one presentation to each of the judges, using their Trade Show display as a prop. This is a marketing opportunity and a chance to further impress the judges. • Individual contestant or team members must be present at their designated tables to describe their displays and answer questions. All contestants should be versed in the venture and be able to explain it succinctly. | Yes | No |

| | | | |
|-------------------------------|---|-----|-----|
| | <ul style="list-style-type: none"> Individual tables will be part of the final judging. Thus, products or services should be presented in a professional, attractive, and informative way. | | |
| Dinner | Celebratory buffet dinner held after the Trade Show. | Yes | No |
| Investor Pitch | <ul style="list-style-type: none"> Each team or individual contestant will make a 6-minute presentation to the judges, using props or electronic media as necessary. The judges will then have 20 minutes to pose questions to the contestants. | Yes | Yes |
| People's Choice Voting | After all presentations are completed, the audience will vote for the People's Choice Award. | Yes | Yes |
| Award Ceremony | After the competition, the winners of the Business Plan Competition will be announced and prizes awarded. | Yes | Yes |

VIII) Judges

Thank you to our judges, who volunteer their time to provide a valuable experience for our finalists.

Judges as of October 26, 2020

Additional judges may be selected and will be posted at business.uaa.alaska.edu. Please visit the website for pictures of and additional information about the judges.

Mr. Jon Bittner

State Director, Alaska Small Business Development Center (AK SBDC)

As State Director, Mr. Bittner oversees seven regional centers to ensure that the organization continues to provide accessible, high-quality business assistance services to individuals and existing businesses. He also serves as a member of the University of Alaska's Business Enterprise Institute's (BEI) leadership team and provides strategic planning and advocacy services for both the AK SBDC and BEI. Prior to this position, he was Vice President of Anchorage Economic Development Corporation. Mr. Bittner's diverse and distinguished career includes serving as the Deputy Commissioner of the Alaska Department of Commerce, Community & Economic Development; a Geologist at Millrock Resource; and in the State Legislature on the Alaska Clearinghouse Staff, and on the Staff to Rep. Craig Johnson. He is an alumnus of UAA, where he received his BS in geology.

Dr. Robert Hisrich

Bridgestone Chair of International Marketing and Director, Global Management Center at Kent State University

Dr. Robert D. Hisrich has been involved in the startup of numerous global companies and serves on the editorial board of several prominent journals in entrepreneurship, and on Boards of Directors. His global experience includes serving as a visiting and honorary professor at more than eight universities

in six different countries, and his interest in global management and entrepreneurship resulted in two Fulbright Fellowships in Budapest, Hungary. Dr. Hisrich is the former Director of the Walker Center of Global Entrepreneurship at Thunderbird School of Global Management. Prior to joining Thunderbird, Dr. Hisrich held the A. Malachi Mixon, III Chaired Professor of Entrepreneurial Studies at the Weatherhead School of Management, Case Western Reserve University. He has authored, co-authored, or edited 46 books. These books include: *International Entrepreneurship: Starting, Developing, and Managing a Global Venture* (3rd edition) Sage Publications; *Academic Entrepreneurship*, World Scientific, 2020; *Corporate Entrepreneurship, Technology Entrepreneurship: Value Creation, Protection, and Capture*; *Starting, Developing, and Managing a New Enterprise* (translated into thirteen languages and now in its ninth edition), *Entrepreneurial Finance: A Global Perspective and Marketing for Entrepreneurs and SMEs*. Dr. Hisrich has written more than 300 articles on entrepreneurship, international business management, and marketing. They have appeared in such journals as *The Academy of Management Review*, *Strategic Management Journal*, *American Psychologist*, *California Management Review*, *Journal of Business Venturing*, *Sloan Management Review*, *Journal of Marketing*, and *Journal of Marketing Research*. He received his BA in English and science from DePauw University, his MBA and Ph.D. in Business Administration with a major in marketing from the University of Cincinnati. Dr. Hisrich also holds honorary doctorate degrees from Chuvash State University (Russia) and the University of Miskolc (Hungary).

Mr. James Kostka

Chief Operating Officer and owner of Alaskan Data Solutions

Mr. Kostka has more than 25 years of experience in the telecommunications industry, primarily focusing on operations and sales engineering. Over his career in Alaska, he has worked for Alascom, AT&T, MTA Solutions, GCI and Tatitlek Native Corporation. He has also started two businesses, Troika Technologies (which was acquired by MTA and is now MTA Solutions), and Alaskan Data Solutions, where he currently works as the chief operating officer. Mr. Kostka has called Alaska home for 28 years. Born and raised in Massachusetts, he has served in both the United States Navy as an Aircraft Mechanic and in the Army as an Airborne Infantry Officer. He received a BS in economics and business management from Framingham State College and received his ROTC Commission from Worcester Polytechnic Institute. He has served on many organizations and boards since making Alaska his home, ranging from the Alaska Junior Theater to the Anchorage Museum. He currently serves on the board of directors and the development committee for both the Anchorage Chamber of Commerce and the University of Alaska Foundation.

Mr. Steve Socolof

Managing Partner, Tech Council Ventures

Mr. Socolof has been a technology investor for over twenty years, with interests in enterprise software (particularly applications of AI/ML), infrastructure required to collect, store, and process data, internet of things, wireless, and environmental and materials technologies. Tech Council Ventures (TCV) is a top performing venture fund investing in early and expansion stage companies across all industries in the Mid-Atlantic region to provide expansion capital to the region's rapid growth entrepreneurs and capitalize on the fertile ecosystem. TVC has \$130 million under management, and it is affiliated with one of the largest and most active technology councils in the U.S. - the NJ Tech Council. TCV II is the successor fund to TCV I, whose investment returns in the U.S. rank in the top 1% for the asset class. Prior to TCV, Mr. Socolof created a venture incubator for Lucent's Bell Laboratories for five years and then formed and ran New Venture Partners (NVP) for 15 years, investing in commercialization of technologies spun out of corporate labs. NVP managed \$840M. He is currently on the board of StratIS IoT, SunRay Scientific, and Vydia, as well as the public company Everspin Technologies, an investment of his prior fund. He was recently a director of Airclic (sold to Descartes Systems), Alverix

(sold to BD), Neohapsis (sold to Cisco), Silicon Hive (sold to Intel), Sychip (sold to Murata), and an observer of Flarion Technologies (sold to Qualcomm). Mr. Socolof has also been a leader in the corporate venture community and was Chair of the Corporate Venture Group within the National Venture Capital Association and on the Advisory Board of Global Corporate Venturing. He received an MBA from The Amos Tuck School at Dartmouth College, where he is currently on the board of the Center for the Study of VC & PE. He received degrees in economics and mathematical sciences from Stanford University.

Mr. Allan Johnston

Chief Encouragement Officer

Allan Johnston, dubbed the Chief Encouragement Officer, has been a driver of entrepreneurship, mentoring, and innovation efforts in Alaska for nearly two decades since the first Alaska Business Plan Competition at the turn of the century. He's become even more active since retiring from Wedbush Securities in 2012 after a 36-year career. In the summer and winter of 1974-75 in Fairbanks, Johnston worked for Bechtel. The major programs Johnston is credited with launching include the Alaska Business Plan Competition in 1999, the 49th State Angel Fund in 2012, the Global Entrepreneurship In Residence Program in 2016, Startup Weekend in 2012, The Alaska Energy Prize contest (now set to take place in 2018) and the Alaska Innovation and Entrepreneurship Support network. He also helped develop Launch Alaska.

Mr. Tony Stanco, Esq.

Founder and Executive Director, National Council of Entrepreneurial Tech Transfer (NCET2)

Co-founder, National Angels USA

Mr. Stanco founded NCET2, a membership organization of Fortune 500 corporates. Its mission is to discover, develop, and fund the world's most transformative startups that align with corporate business needs from universities, angel groups, and state funding organizations. He works with researchers and universities to create and fund startups. Mr. Stanco was a senior attorney at the Securities and Exchange Commission. Previously he was the director of the Council of Entrepreneurial Tech Transfer and Commercialization (CET2C) of The George Washington University. At the School of Engineering and Applied Science at The George Washington University, Mr. Stanco worked with universities and governments around the world on innovation policy, startup finance policy, software policy, Open Source, cyber-security, and e-Government issues. He has an LL.M. from Georgetown University Law Center in securities regulation and is licensed as a lawyer in New York State.

Ms. Lauren Puleo

Portfolio Associate, McKinley Capital Management

As a member of the McKinley Capital Management's Private Investment Team, Ms. Puleo is involved throughout the deal review and investment lifecycle, from screening initial management pitches through conducting due diligence and preparing closing materials. Before joining McKinley, she worked as a Senior Market Intelligence Analyst at Ipreo, providing stock surveillance for several publicly traded REITs, and prior to that, she served in Trade Operations at Brown Brothers Harriman. Ms. Puleo received her BA in quantitative economics from Loyola University Maryland in 2015.

Mr. Joel Yarmon

Founder and Managing Director, Pipeline Capital Partners

On behalf of Pipeline Capital Partners, Mr. Yarmon serves on the boards of Ranker, Inventables, Hippo, and Spiff, whose combined 2018 revenues exceed \$90 million. Previous successes include isocket, Rentjuice, Vivu, Skyward, Socialtext (acquired by Bedford Funding), Twitch, Cruise, Identified, Socialcam, Tripping (acquired by Home2Go), Karmic Labs (acquired by Prepaid Technologies), TOA Technologies, Vizify (acquired by DailyPay), Alohar Mobile, and Meldium. Combined, these exits represent more than two billion dollars in value creation. Prior to founding Pipeline Capital Partners, Joel built and led the seed-stage venture program at DFJ, Draper Associates, where he was one of the founding investors in companies such as Twitch, Cruise, and Bitcoin, which have returned hundreds of millions of dollars in profits to his Limited Partners. Mr. Yarmon began his career at the United States Senate in Washington, DC, where he served as the technology director for the Senate Commerce Committee, advising senators on technology legislation and policy. He also co-founded an IT consulting startup, Iceware Technologies, where he specialized in wireless application infrastructure. He has an MBA from Tulane University's Freeman School of Business and a BA from the University of Puget Sound. Mr. Yarmon also studied at the US Naval War College in Washington, DC, and holds a Certificate in Joint Maritime Operations. Joel is an avid weightlifter and cook, frequent traveler and skis a few dozen days per season.

Dr. Helena S. Wisniewski

Professor of Entrepreneurship & Chair, Management, Marketing, Logistics and Business Analytics Dept, College of Business and Public Policy, UAA

Dr. Wisniewski has extensive executive and leadership experience in industry, government, and academia, and service on public and private boards of directors. She is a technological entrepreneur who formed multiple startups in diverse areas, built the business, and sold companies. She is a Fellow of the National Academy of Inventors in recognition of creating and facilitating inventions that have a tangible impact on society, improving the quality of life and contributing to economic development. She is co-author of the book *Academic Entrepreneurship*, published by World Scientific. Previously at UAA, Dr. Wisniewski served as the Vice Provost for Research and Dean, Graduate School for seven years. As Vice Provost for Research, she established its first technology commercialization infrastructure, dramatically increased the number of patents, and together with faculty, she formed the first four UAA startups. She established the UAA Patent Wall of Fame, and the Innovate Awards that brought a six to one return on research investment. She created the Arctic Domain Awareness Center to develop and transition technologies to improve crisis response capabilities in the Arctic and led the effort that won it a multi-million dollar award from DHS. Prior to UAA, she was the Vice President for Research and Enterprise Development at Stevens Institute of Technology, where she tripled research revenues, formed nine startups and sold two. She served as a Corporate Director at the Lockheed Corporation, and a Vice President at the Titan Corporation, and at ANSER. She founded Aurora Biometrics, Inc. to provide biometric systems and as CEO built an international business, and sold the company. At the Defense Advanced Research Projects Agency (DARPA), she identified and directed many breakthrough advances in science and engineering including AI, biometrics, groundbreaking methods for aircraft design, a breakthrough in image compression using fractals that attained unprecedented compression ratios, as the Manager of the Applied and Computational Mathematics Program that she created. Prior to DARPA, she served at the CIA. She earned her PhD in mathematics from the Graduate Center of the City University of New York, an MS in math from Stevens Institute of Technology, and BA in math from William Paterson University, where she is a Distinguished Alumni. Among her awards, is the 2001 Women in Technology Award for Entrepreneurship. In the community, the Governor appointed her to serve on the New Industry Development Team, and she

serves on the Board of Directors of the Anchorage International Rotary Club, and is a Paul Harris Fellow, an Alumni Member of the FBI Citizens Academy, and Member, New York Academy of Sciences. Her winter sport is dog mushing.

Mr. Greg Wolf

Executive Director, World Trade Center Alaska (WTCAL)

Mr. Greg Wolf is one of Alaska's most experienced economic development professionals. Since 2002 he has been Executive Director of World Trade Center Alaska, a private, non-profit organization whose mission is to assist Alaskans in competing successfully for trade and investment in the global market place. World Trade Center Alaska's membership consists of more than 100 companies and individuals involved directly or indirectly with international trade and business. Through his work at the Center, Mr. Wolf has focused attention on export opportunities from Alaska to China. He has led three trade missions to China, and for the past nine years has conducted the annual Alaska-China Business Conference. He is now helping focus attention on business opportunities emerging in the Arctic. Three years ago he conceived Arctic Ambitions, an annual conference that focuses specifically on trade, commerce, and investment activities that will flow from developments in the region. Arctic Ambitions is an international conference that brings together private sector executives and government officials from Arctic nations and other countries. Prior to joining WTCAL, Wolf served as Director of the State of Alaska's Division of International Trade and Market Development, the agency responsible for promoting Alaska's exports and attracting new business to the state. He was responsible for the formulation and conduct of the State's export promotion efforts and oversaw the State's trade offices in Tokyo, Seoul, Taipei, and Sakhalin, Russia. He is a member of the World Affairs Council and Vice Chair of the Advisory Board to UAA's College of Business and Public Policy. He is an Adjunct Professor at UAA, has extensive experience in economic development, and is recognized internationally for his accomplishments.

Ms. Candy FitzPatrick

Founder, RestAngles

Candy FitzPatrick is the Founder of RestAngles, LLC based in Cooper Landing, AK. She invented a cleverly designed, extremely portable footrest that her company provides. Candy graduated from the University of North Dakota in Grand Forks and obtained her BBA - Airport Administration. She spent over 30 years in the aviation industry working the ground side of things in dispatching, logistics, flight following, and many, many other roles. Along the way she came up with an idea for a travel accessory. She then developed that idea into a prototype and was granted a Design Patent. Upon hanging up her aviation hat in 2018, she dove into entrepreneurship to bring that invention to the marketplace. She used her Design Patent as prior art in her Utility Patent Application and is currently patent pending. Her company will soon be producing the first commercial run of RestAngles. As a lifelong learner, she believes everyone has something to teach her, is always curious what drives people to come up with their ideas and businesses.

Mr. Joe Zimmerman

Owner/Director, Cook Inlet Marketing Group, Inc.

Mr. Joe Zimmerman is the owner of Cook Inlet Marketing Group, Inc. (Chevron/Denali Express), which owns 12 Chevron Service Stations and Convenience Stores in Anchorage, Eagle River and Palmer. He is Chair of the Advisory Board to UAA's College of Business and Public Policy. He is a University of Alaska graduate, 1979, with a Bachelor degree in technology, engineering/management. He also has an MBA from Pepperdine University, 1983. Over a period of 15 years he served as an

Adjunct Instructor for UAA's College of Business and Public Policy, teaching courses in Organizational Theory & Behavior, Management, Supervision & Marketing. His working career included serving as a Marketing Manager for Unocal Corporation, and as the Chief Operating Officer for Tryck Nyman Hayes, Inc., a local 70-person Civil Engineering firm. He is married to Linda and they have two adult sons; Eric (a UAA graduate), an Air Traffic Controller at Portland Tower and a Navy Reserve Senior Chief Petty Officer, and Colin, at Navy Pilot currently stationed at NAS Patuxent River, MD.

Questions?

If you have questions after reviewing this guidebook, please address them to:

Dr. Helena Wisniewski
hswisniewski@alaska.edu