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2017 CAM PROGRAM ANNUAL REPORT

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TABLE OF CONTENTS

| | |
|------------------------------|---|
| Chairman’s Message | 3 |
| Year in Review..... | 4 |
| CAM by the Numbers..... | 6 |
| Governing Board Roster | 8 |

ON THE COVER:
Timothy Miller, CAM, Lockheed Martin and
Winston Carter, CAM, Bank of America



Committed to Excellence, Prepared to Lead

CHAIRMAN'S MESSAGE



To our constituents:

This will be my fourth and final opportunity to write this annual letter to you, as my term as Chair of the CAM Governing Board (CAMGB) completes at the NBAA Business Aviation Convention & Exhibition (NBAA-BACE) this October. The new Chair will be elected at the CAMGB Midyear Meeting in June.

Just as I noted in last year's Annual Report, it is a pleasure to write you about the CAM program, because we have good things to report with each passing year. In 2017 we accomplished:

- Certification of the 400th CAM
- Implementation of CAM Exam Form 7
- Preparation of our first reaccreditation application with National Commission for Certifying Agencies (NCCA)

We continued to get the word out about the value and widespread recognition of the CAM program. At informational sessions held at events across the country, CAMGB directors showcased the diversity of CAMs, a group that represents every business aviation discipline: cockpit and cabin crew, maintenance, scheduling, support services, IS-BAO auditors, consultants and educators.

Continued success of the CAM program supports the value of your CAM certification. Perhaps you are asking how you can best contribute to our success. I hope you will consider:

- Telling your colleagues how CAM has enhanced your confidence as a business aviation manager
- Writing CAM exam questions with our Testing Committee, which meets in-person in June and at NBAA-BACE, and monthly by conference call to review items
- Being nominated to serve as a director on the CAMGB – fresh thinking promotes continued growth

Our focus in 2018 is on these matters:

- Succession planning for the CAMGB, as a number of directors will soon complete their terms
- Creation of CAM Exam Form 8, which will keep the program statistically sound and secure
- Approval of our reaccreditation application by the NCCA

It has been my honor to preside during this season of the CAM program's growth, which was achieved because of the tireless work of the CAMGB and CAMs around the world. I extend my best wishes to you, the CAM constituency. With your invaluable support, we are working together to certify the future of business aviation.

Sincerely,

A handwritten signature in black ink, appearing to read 'T. Buchanan', with a long horizontal flourish extending to the right.

T. James Buchanan, CAM
Chairman, CAM Governing Board

YEAR IN REVIEW

2017 saw the Certified Aviation Manager program hit a number of milestones, including the 400th CAM, as the program continues to reinforce its value as the essential certification for aviation managers.

OVER 400 CERTIFIED AVIATION MANAGERS

The program reached new heights of membership when Kevin Flynn, director of aviation maintenance with AbbVie Inc., became the 400th aviation professional to earn certification.

“The knowledge I’ve gained throughout the exam process has been immediately beneficial in my job,” said Flynn, 34. “Earning the certification was challenging, but incredibly rewarding. I’ve learned so much about the industry.”

CAMGB Chairman T. James Buchanan, CAM, C.P.M., noted the program’s success is a testament to its broad credibility and relevance to a variety of disciplines within business aviation.

“In a short period of time, the CAM program has become synonymous with rigorous standards of excellence and a commitment to continued competency,” said Buchanan. “Employers increasingly seek candidates with the CAM designation because of the high level of professionalism it signifies.”

UPDATED EXAM BASED ON JOB ANALYSIS

The CAM Exam Form 7 was unveiled in 2017. This diligently updated exam, developed with the assistance of volunteer CAM exam question writers, is aligned with the Job Analysis completed in 2015, keeping the CAM knowledge domains current with the latest developments in business aviation.

MAINTAINING ACCREDITATION

The CAM program maintains its accreditation from the National Commission for Certifying Agencies (NCCA) as the CAMGB works toward finalizing the program’s first five-year recertification. This multi-year effort to ensure the program continues to comply with accreditation standards has included tasks such as the CAM Job Analysis, form updates, election of officers and proper maintenance of program protocols.

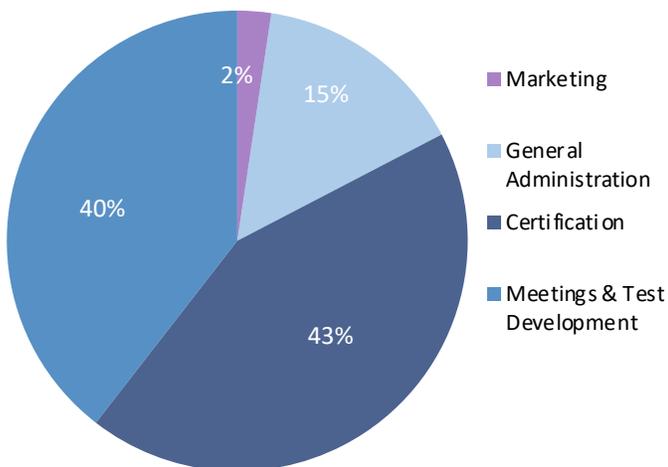


CANDIDATES SPANNING THE GLOBE

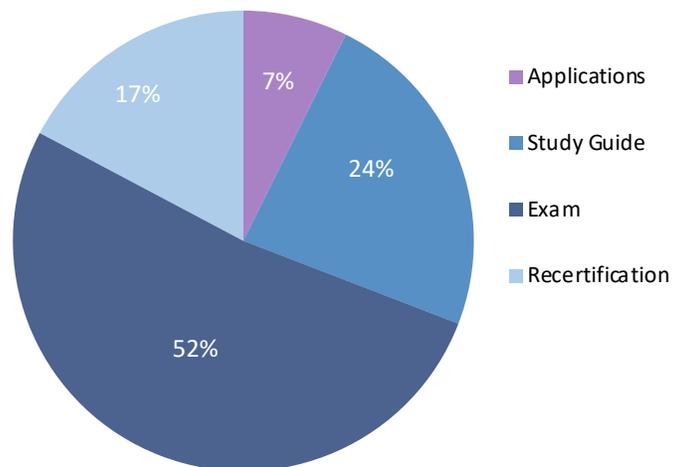
The CAM program continues to draw qualified candidates from across the aviation world, as aviation professionals from the Netherlands, India and Brazil all took the exam in 2017. Within the United States, Ohio led all states with 8 candidates, followed by Florida (6), Texas (5) and California (5).

BUDGET COMMITTEE REPORT

Expenses



Revenue



PROTECTING THE BRAND

As part of the CAMGB's continued efforts to protect the value of the CAM brand, a new logo was approved and registered with the US Patent and Trademark Office. Efforts such as these help ensure the CAMGB maintains control over brand usage – a critical aspect of premier certification programs.



MORE CREDIT OPPORTUNITIES

More aviation groups are submitting events for CAM certification and recertification credit than ever before. With 25 items approved in CY17, it's never been easier for aspiring and current CAMs to earn credit while gaining invaluable industry experience and training.

MEETINGS AND ELECTIONS

The CAMGB holds two in-person meetings each year: a Midyear Meeting and the CAM Annual Meeting at the NBAA Business Aviation Convention & Exhibition, which is open to all current CAMs. Additional meetings are held by conference call.

At the Midyear meeting, the CAMGB re-elected Charlie Booker, CAM, as Vice Chairman.

When two directors resigned from the CAMGB in early 2018, the CAMGB elected Michael S. Kellogg, CAM, and Steve A. Mann, CAM, as their replacements.

BUDGET COMMITTEE REPORT

The budget committee works closely with the administrative director and executive committee to monitor the financial activity of the CAM governing board.

NBAA's financial involvement in CAM Governing Board activities continues to decline as the CAM program matures. Forecasted major expenses related to accreditation, the Job Analysis process and vendor contract updates are spread over several years. *(See breakdown below)*

Fiscal Year Ended June 30, 2017

| | |
|-------------|-----------|
| Revenue | \$125,288 |
| Expenses | \$91,418 |
| Net Revenue | \$33,870 |

GOVERNANCE

The CAMGB continues to seek ways to improve the CAM program. This year, the Board held two in-person item writing sessions, under the supervision of the Testing Committee, to train item writers and research, draft and review new exam questions. These efforts will be used to create updated versions of the exam that meet the quality expected of the program.

SHARING THE CAM STORY

NBAA launched the "CAM Spotlight" article series in 2016, highlighting the personal stories of newly certified CAMs. These accomplished individuals come from different backgrounds, careers and even countries, but share a passion for aviation and dedication to professionalism. Some of the CAMs featured recently include:



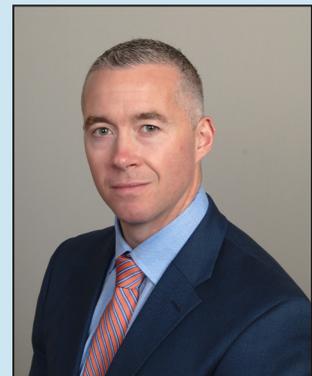
Wendy Ulrich, CAM
Chief Financial Officer
Air Services, Inc.

Wendy Ulrich knew her way around financial details when she joined Air Services, Inc. after nearly a decade in public accounting. What she needed was a more thorough understanding of the operational

and administrative nuances of running a world-class flight department.

"The CAM certification process gives you a better understanding of other team members' responsibilities, creating a stronger, more trusting team that ultimately provides a better end-user experience," said Ulrich.

Matt Irvine, CAM
Standardization Captain
PMI Global Services, Inc.



Not only is the knowledge developed during Irvine's exam preparation applicable to his current day-to-day duties, but he says it's also helped him understand what will be demanded in the future as he takes on additional managerial responsibilities.

"I would strongly suggest aviation professionals interested in management to pursue certification," said Irvine. "For anybody who's trying to build their business aviation career with a management goal, I think it's critical."

CAM BY THE NUMBERS

EXAM PERFORMANCE

The CAM exam is competency-based and criteria-referenced. The exam does not use the group for determining performance, but rather an external standard called the "criterion." Examinee performance is evaluated against this standard to determine whether an individual's score is sufficient to indicate competence as a professional aviation manager recognized by the CAM Governing Board.

For 2017, the passing rate for the CAM exam was **66** percent, with **56** candidates testing and **37** passing.

401

 CAMs at the end of the calendar year

RECERTIFICATION

The recertification rate for 2017 was **92** percent. **Seventy-two** of **78** CAMs reaching the end of their three-year terms were recertified.

Accreditation standards mandate that recertification requirements demonstrate ongoing education, which helps CAMs stay up to date on relevant industry matters. For 2017, the CAMGB approved a total of **99** unique recertification options: **20** education sessions at NBAA-BACE and **32** individual sessions at the Schedulers and Dispatchers Conference. **Thirty-seven** other industry-related programs, such as those offered by The Darden School, Georgia State Leadership Program, and the USC Viterbi Aviation Safety & Security Program, were also CAM approved.

NBAA's Professional Development Program (PDP) continued to offer recertification options for CAMs. In 2017, **14** PDP courses were offered at conferences, seminars, NBAA-BACE and online.

SCHOLARSHIPS

With the introduction of the C&W Family Scholarship, there are now four unique scholarship opportunities available to qualified candidates seeking financial assistance to become a CAM.

These scholarships provide monetary awards to help candidates cover application and exam fees, study guide and registration for the NBAA Business Aviation Convention & Exhibition or Leadership Conference. A record nine CAM scholarships were awarded at the 2017 NBAA-BACE in Las Vegas, NV.

The recipients of **2017 Jake Cartwright Leadership Scholarships** are:

Josh Manley, private captain
Steven Nesbitt, Satcom Direct
Kyle Nestor, Harley-Davidson Motor Company
Dave Noall, Presrite Corporation/Rite Flite Aviation
Jesse Simpson, Tysons Food, Inc.

The recipients of **2017 Certified Aviation Manager Scholarships** are:

Jefferson Whitehead, Stephens Investment Holdings Inc.
Brendan Finnegan, Rockwell Collins ARINC
Morgan Garlinge, Chevron

The recipient of the **2017 C&W Family Scholarship** is:

Nate Booth, Kum & Go., LC



THE CAM GOVERNING BOARD (OCT. 2017)

A HISTORY OF SUCCESS: 15 YEARS OF CAM

1993

NBAA's Corporate Aviation Management Committee begins process developing a certification program

2003

First CAM exam administered at NBAA's annual meeting in Orlando

2001

CAM exam conceptualized

2004

Initial class of 22 CAMs is announced



2013

CAM program receives national accreditation from the National Commission for Certifying Agencies

2007

Computer-based testing format introduced for exam



2009

A record 30 individuals are certified during the 2008-2009 exam period

2006

NBAA President and CEO Ed Bolen presents current CAM Governing Board Chairman Jim Buchanan with his CAM Certificate

2012

200th CAM announced

2008

100th CAM announced

2014

NBAA begins job analysis with survey of over 9,000 aviation professionals

2017

CAM exam updated with additional emphasis on leadership and safety



2017

400th CAM announced (Kevin Flynn, Director of Aviation Maintenance)

2015

CAM Program approved for Veterans Affairs benefits

2015

300th CAM announced



GOVERNING BOARD ROSTER

The CAM Governing Board is an autonomous certification board within the National Business Aviation Association (NBAA). It promotes the interests of stakeholders by establishing and promoting requirements, standards and procedures pertaining to the certification and recertification of aviation managers, including the development and administration of certification examinations. Additionally, it provides credentials to aviation professionals who satisfy all certification eligibility criteria and successfully complete a certification examination, as well as for continuing CAMs who fulfill recertification requirements established by the CAM Governing Board.

The CAM Governing Board members as of May 2018 are:

- Chairman: T. James Buchanan, CAM, AT&T
- Vice Chairman: Charles Booker, CAM, Reyes Holdings LLC
- Secretary/Treasurer: James R. Mrkacek, CAM, Country Financial
- Community Director: Steve Accinelli, CAM, University of Dubuque
- Community Director: Shayne Daku, Assistant Professor, University of North Dakota
- Public Member: Brad Baker, Nexus Biometrics
- Director: Winston Carter, CAM, Bank of America
- Director: Elizabeth Clark, CAM, Women in Corporate Aviation International
- Director: Robin Eissler, CAM, JetAVIVA
- Director: Michael S. Kellogg, CAM, The McKenzie Group LLC
- Director: Steve A. Mann, CAM, Cambridge Flight Support, LLC
- Director: Kellie Rittenhouse, CAM, Hangar Aviation Management, LLC
- Director: Jamie Stember, CAM, CP Management LLC
- Director: Nick Verdea, CAM, The Williams Companies, Inc.
- Administrative Director: Jay Evans, CAM, NBAA

FOR MORE CAM INFORMATION

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NOT A MEMBER?

Join NBAA at www.nbaa.org/join/cam

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twitter.com/NBAA

nbaa.org/linkedin

instagram.com/nbaaphotos