

# Confronting Challenges, Creating Opportunities



ALLIANCE FOR SCHOOL CHOICE

## The Alliance for School Choice Annual Strategy Retreat

Jackson Hole, Wyoming July 10-12, 2008

July 10, 2008

Dear Friend of the Alliance for School Choice,

Welcome to Jackson Hole, Wyoming for the annual Alliance for School Choice strategy retreat. Our theme this year, *Confronting Challenges, Creating Opportunities*, is reflective of the important discussions that will take place over the next several days. We are very pleased that you have joined us as we meet at a time of critical importance for K-12 education reform.

While we are together, we hope to take a moment to celebrate the \$93.4 million in new public funding for school choice programs, including:

- In Louisiana, a new \$10 million scholarship program to benefit low-income children in New Orleans has been enacted;
- In Florida, the Corporate Tax Credit Scholarship Program for low-income children was expanded by \$30 million;
- In Georgia, a new \$50 million corporate and individual tax credit scholarship program was signed into law;
- In Utah, the Carson Smith Special Needs Scholarship Program has been made permanent and expanded by \$1 million; and
- In Arizona, the corporate tax credit scholarship program was expanded by 20 percent from \$12 million to \$14.4 million.

Much of this success is due to the growing bipartisan appeal of school choice and the willingness of courageous legislators to support this urgent cause. As we celebrate our gains, we must also be mindful of the serious challenges we face: choice programs in Arizona are under legal assault, the D.C. Opportunity Scholarship Program is threatened, and the political climates in Wisconsin and Ohio have grown increasingly hostile to school choice programs, just to name a few. If these attacks are successful, tens of thousands of disadvantaged children will be forced out of the best schools they have ever attended. We must not let this happen!

We gather here in Jackson Hole to evaluate our current efforts, plan for the battles ahead, and most importantly to encourage one another to remain vigilant in our work and mission. We are fighting on behalf of the millions of students, primarily from low-income families, who are trapped in failing schools. We are fighting for the parents who want nothing more than to provide their children with the best education possible. We are fighting to bring reform and real educational choice to a system that is incredibly resistant to change. Thank you for joining us in these efforts. They would not be possible without your commitment and support.

If you should have any special requirements, please let our staff know, and we will be happy to assist you. Thank you so much for joining us. Enjoy the retreat!

Very Sincerely,

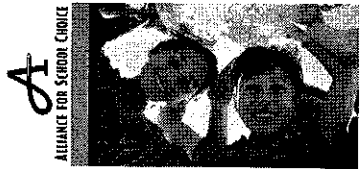


William E. Oberndorf  
Chairman



Charles R. Hokanson, Jr.  
President

# Confronting Challenges, Creating Opportunities



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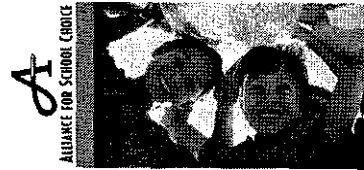
# Confronting Challenges, Creating Opportunities



## Schedule for Friday, July 11

- 7:30am – 8:30am**      **Breakfast**      Please use vouchers provided in retreat packet for the breakfast buffet in the **main dining room**.
- 8:30am – 9:30am**      *State of the Alliance for School Choice/Advocates for School Choice*  
**Location:**      Grand Room  
**Speakers:**      William E. Oberndorf, Chairman, Alliance for School Choice  
Charles R. Hokanson, Jr., President, Alliance for School Choice
- 9:45am – 12:00pm**      *Alliance State Team Report*  
**Location:**      Grand Room  
**Moderator:**      Scott Jensen, National Consultant for State Projects, Alliance for School Choice  
**Speakers:**      Zack Dawes, Consultant for State Projects, Advocates for School Choice  
Lori Drummer, Director of State Projects, Alliance for School Choice  
John Schilling, Chief of Staff and Director of National Projects, Alliance for School Choice  
Robert Teegarden, Director of State Projects, Alliance for School Choice  
Andrew R. Campanella, Director of Communications and Marketing, Alliance for School Choice
- 12:15pm – 1:30pm**      **Luncheon**      *Empowering Families with School Choice*  
**Location:**      Teton Room  
**Introduction:**      R. Boykin Curry, Partner, Eagle Capital Management  
**Keynote:**      The Honorable David A. Paterson, Governor of New York  
**Close:**      Charles R. Hokanson, Jr., President, Alliance for School Choice
- 1:45pm – 3:00pm**      *Challenges to the Movement*  
**Location:**      Grand Room  
**Moderator:**      The Honorable Anthony A. Williams, CEO, Primum Public Realty Trust  
**Speakers:**      Robyn Bagley, Board Chairman, Parents for Choice in Education  
Dr. Matthew Ladner, Vice President of Research, Goldwater Institute  
William (Chip) Mellor, President and General Counsel, Institute for Justice

# Confronting Challenges, Creating Opportunities



3:15pm – 4:30pm

## *Overcoming Legislative Obstacles*

**Location:** Grand Room

**Moderator:** John Kirtley, Chairman, Florida Educational Freedom Foundation

**Speakers:** The Honorable Raymond J. Lesniak, New Jersey Senate  
The Honorable Kevin P. Chavous, Partner, Sonnenschein, Nath and Rosenthal

6:00pm

**Shuttles depart from Snow King main entrance**

6:30pm – 9:30pm

## **Reception/Dinner**    *Leading the Charge for School Choice*

**Location:** Jackson Hole Golf and Tennis Club  
5000 N. Spring Gulch Road

**Host:** The Friess Family – Lynn and Foster, Polly and Steve

**Welcome:** Charles R. Hokanson, Jr., President, Alliance for School Choice

**Introduction:** Brian W. Jones, General Counsel, College Loan Corporation

**Keynote:** The Honorable Rod Paige, Co-Founder and Chairman,  
Chartwell Education Group, LLC

**Close:** Charles R. Hokanson, Jr., President, Alliance for School Choice

# Confronting Challenges, Creating Opportunities



## Schedule for Saturday, July 12

- 7:45am – 9:00am**      **Breakfast**      *Building the School Choice Community*  
**Location:**      Teton Room  
**Moderator:**      Anthony J. Colón, Founder, AJ Colón Consulting, LLC  
**Speakers:**      Julio Fuentes, President and CEO, Florida State Hispanic Chamber of Commerce  
                                 Virginia Walden Ford, Executive Director, DC Parents for School Choice
- 9:15am – 10:45am**      *Research: Accountability and Results*  
**Location:**      Grand Room  
**Moderator:**      Robert L. Cone, Owner and President, Athlon, LLC  
**Speakers:**      Dr. Jay P. Green, Endowed Chair and Head of the Department of Education Reform, University of Arkansas  
                                 Dr. Patrick J. Wolf, Professor of Education Reform and 21st Century Chair in School Choice, University of Arkansas
- 11:00am – 12:00pm**      *Broadening the Base Through Effective Messaging*  
**Location:**      Grand Room  
**Moderator:**      Rebeca Nieves Huffman, Managing Director, Graci Caerber Partners Incorporated  
**Speakers:**      Derrell Bradford, Deputy Director and Director of Communications, Excellent Education for Everyone  
                                 The Honorable Dwight Evans, Pennsylvania State Legislator  
                                 Karlena Glenn, Director of National Mobilization, Black Alliance for Educational Options
- Noon**      **Hotel Check-out**  
**Location:**      Snow King Front Desk
- 12:15pm – 1:45pm**      **Luncheon**      *Making Educational Choice a Reality for Low-Income Families*  
**Location:**      Teton Room  
**Introduction:**      Charles R. Hokanson, Jr., President, Alliance for School Choice  
**Remarks:**      Joseph Williams, Executive Director, Democrats for Education Reform  
**Close:**      William E. Oberndorf, Chairman, Alliance for School Choice

# Confronting Challenges, Creating Opportunities



## John T. Walton Champions for School Choice Award

2008

Virginia Walden Ford  
Mother, Parent Activist, Respected Leader

2007

Susan Mitchell  
Pioneer, Guardian, Founding Board Member

2006

David Brennan  
Catalyst, Entrepreneur, Founding Board Member

2005

John T. Walton  
Catalyst for School Choice, Gentle Warrior, Lover of Freedom

2005

Mae and Martin Duggan  
Founders of the Modern School Choice Movement

2004

Peter Flanigan  
Philanthropist, Visionary, Founding Board Member

## 2007 Leadership Awards

The Honorable Edward G. Rendell, Pennsylvania Governor  
State Executive of the Year

The Honorable Dwight Evans, Pennsylvania State Representative  
State Legislator of the Year

The Honorable Eric Johnson, Georgia State Senator  
State Legislator of the Year

Sara Eide, Co-Founder, Iowa Alliance for Choice in Education  
Advocate of the Year



# Confronting Challenges, Creating Opportunities



## Alliance for School Choice Board of Directors

**John T. Walton, Founder**  
(1946-2005)

**William E. Oberndorf, Chairman**  
SPO Partners & Co

**John Kirtley, Vice Chairman**  
Florida Education Freedom Foundation

**Charles R. Hokanson, Jr., President**  
Alliance for School Choice

**John Fisher, Secretary**  
Pisces, Inc.

**The Honorable Cory Booker**  
Mayor of Newark, New Jersey

**Rebeca Nieves Huffman**  
Graci Caerber Partners Inc.

**David Brennan**  
White Hat Management, LLC

**Susan Mitchell**  
School Choice Wisconsin

**Anthony Colón**  
AJ Colón Consulting, LLC

**Carrie Penner**  
Walton Family Foundation

**R. Boykin Curry**  
Eagle Capital Management

**Joseph E. Robert, Jr.**  
J.E. Robert Companies

**Betsy DeVos**  
Windquest Group, Inc.

**Richard Sharp**  
Carmax, Inc.

**Peter Flanigan**  
UBS Securities, LLC

**J. Peter Simon**  
William E. Simon & Sons

**Steve Friess**  
Lynn & Foster Friess Family Foundation

**The Honorable Anthony A. Williams**  
Primum Public Realty Trust

# Confronting Challenges, Creating Opportunities



## Advocates for School Choice Board of Directors

**John T. Walton, Founder**  
(1946-2005)

**William Oberndorf, Chairman**  
SPO Partners

**John Kirtley, Vice Chairman & Secretary**  
Florida Education Freedom Foundation

**Charles R. Hokanson, Jr., President**  
Advocates for School Choice

**Robert L. Cone**  
Athlon, LLC

**Alex Cranberg**  
Aspect Resources, LLC

**Dr. Howard Fuller**  
Institute for the Transformation of Learning at Marquette University

**Brian W. Jones**  
College Loan Corporation

**Steve Schuck**  
Schuck Communities, Inc.

# Confronting Challenges, Creating Opportunities

ALLIANCE FOR SCHOOL CHOICE



## Alliance/Advocates for School Choice Staff

### **Charles R. Hokanson, Jr.**

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### **John Schilling**

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### **Development Team**

#### **Crystal Corriveau**

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#### **Cheryl Hillen**

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#### **Joe Manzari**

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### **Finance Team**

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#### **Jennifer Miller**

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#### **Scott Jensen**

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#### **Robert Teegarden**

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#### **Andrew R. Campanella**

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#### **Geoff Goodman**

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#### **Corey Kliever**

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# Confronting Challenges, Creating Opportunities



## Attendee List

Elizabeth Alfonsi  
*International Education Foundation*  
Lumberton, NJ

Jeanne Allen and Kevin Strother  
*The Center for Education Reform*  
Washington, DC

Darrell Allison  
*Parents for Educational Freedom in NC*  
Raleigh, NC

Victoria Augustus  
*SPO Partners & Co*  
Mill Valley, CA

Robyn and Terry Bagley  
*Parents for Choice in Education*  
Sandy, UT

Carl Bearden  
*Pelopidas, LLC*  
Columbia, MO

Vincent Beerman and Joanna Kennedy  
*Foster Friess.com*  
Park City, UT

Michelle Bernard  
*Independent Women's Forum*  
Washington, DC

Jim Blew  
*Walton Family Foundation*  
Valencia, CA

Maureen Blum  
*Brighter Choice Foundation*  
Washington, DC

Clint Bolick  
*Goldwater Institute*  
Phoenix, AZ

Patricia Bombelyn  
*Perez & Bombelyn, PC*  
New Brunswick, NJ

The Honorable Cory A. Booker  
*Mayor of Newark, New Jersey*  
Newark, NJ

Christine and James Bopp, Jr.  
*All Children Matter – Indiana*  
Terre Haute, IN

Derrell Bradford  
*Excellent Education for Everyone*  
Newark, NJ

David Brand  
*BAEO Advisory Board*  
New York, NY

Greg Brock  
*All Children Matter*  
Grand Rapids, MI

Jennifer Brown  
*Washington Scholarship Fund*  
Washington, DC

Travis Brown  
*Pelopidas, LLC*  
Columbia, MO

John Bryan  
*Challenge Foundation*  
Lake Oswego, OR

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Andrew Campanella  
*Alliance for School Choice*  
Washington, DC

Erin Caragher  
*NJ 20th Legislative District*  
Union, NJ

Kevin P. Chavous  
*Sonnenschein, Nath and Rosenthal*  
Washington, DC

Anthony Colón and Kimberly O'Toole  
*A.J. Colón Consulting, LLC*  
Columbia, MD

Robert L. Cone  
*Athlon, LLC*  
Elverson, PA

Marielle Coreth  
*New York, NY*

Greg Cork  
*Washington Scholarship Fund*  
Washington, DC

Crystal Corriveau  
*Alliance for School Choice*  
Washington, DC

R. Boykin Curry and Celerie Kemble  
*Eagle Capital Management*  
New York, NY

Jana and Zack Dawes  
*Advocates for School Choice*  
Austin, TX

Kathleen deLaski  
*Walton Family Foundation*  
Bentonville, AR

Peter Denton  
*Excellent Education for Everyone*  
Moorestown, NJ

Lauren and Keith Denton  
*Excellent Education for Everyone*  
Moorestown, NJ

Christine Healey deVaul  
*International Education Foundation*  
Lumberton, NJ

Betsy and Dick DeVos  
*The Windquest Group*  
Grand Rapids, MI

Liz Dreckman  
*Alliance for School Choice*  
Chandler, AZ

Lori Drummer  
*Alliance for School Choice*  
Washington, DC

Amy Edmonds  
*Wyoming Association of Public Charter Schools*  
Cheyenne, WY

The Honorable Dwight Evans  
*Pennsylvania State Representative*  
Philadelphia, PA

John Fisher  
*Pisces Inc.*  
San Francisco, CO

Thea and Peter Flanigan  
*UBS Securities, LLC*  
New York, NY

# Confronting Challenges, Creating Opportunities



Harrietta M. Fowler  
*DC Parents for School Choice*  
Washington, DC

Melissa Froehlich Flood  
*Marriott International, Inc.*  
Washington, DC

Polly and Steve Friess  
*Lynn & Foster Friess Family Foundation*  
Jackson, WY

Julio Fuentes  
*Florida State Hispanic Chamber of Commerce*  
Palm Beach Gardens, FL

Drs. Howard Fuller and Deborah McGriff  
*Institute for the Transformation of Learning*  
Milwaukee, WI

Corky and Dan Gaby  
*Excellent Education for Everyone*  
Newark, NJ

Dr. Vernard Gant  
*Association of Christian Schools International*  
Colorado Springs, CO

Jason Gaulden  
*Daniels Fund*  
Denver, CO

Kevin Gentry  
*Koch Industries, Inc.*  
Washington, DC

Karlana Glenn  
*BAEO*  
Washington, DC

Dr. Jay P. Greene  
*University of Arkansas*  
Fayetteville, AR

Scott Hamilton  
*School Risk Management*  
Jackson, WY

Michael Hartmann  
*Bradley Foundation*  
Milwaukee, WI

Allison Hertog  
*Florida School Partners*  
Coral Gables, FL

Cheryl Hillen  
*Alliance for School Choice*  
Tolland, CT

Charles R. Hokanson, Jr.  
*Alliance for School Choice*  
Washington, DC

Marc Holley  
*Walton Family Foundation*  
Bentonville, AR

Kara Hornung  
*The Center for Education Reform*  
Washington, DC

Dr. Gisèle Huff  
*Jaquelin Hume Foundation*  
San Francisco, CA

Rebeca Nieves Huffman  
*Graci Caeber Partners Inc.*  
Chicago, IL

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J.C. Huizenga  
*National Heritage Academies*  
Grand Rapids, MI

Julie and Scott Jensen  
*Alliance for School Choice*  
Waukesha, WI

David Johnson  
*Executive Assistant Gov. David Paterson*  
Albany, NY

Darcie Johnston  
*All Children Matter*  
Grand Rapids, MI

Brian W. Jones  
*College Loan Corporation*  
Washington, DC

Rabbi Yehiel M. Kalish  
*Agudath Israel*  
Skokie, IL

Ed Kirby  
*Walton Family Foundation*  
Jamestown, RI

Keith Kirk  
*Pelopidas, LLC*  
Columbia, MO

John Kirtley  
*Florida School Choice Fund*  
Tampa, FL

Fred Klipsch  
*Indianapolis, IN*

Dr. Matt Ladner  
*Goldwater Institute*  
Phoenix, AZ

Denise Lasher  
*Step Up for Students*  
Tampa, FL

Andrew LeFevre  
*REACH Alliance & REACH Foundation*  
Harrisburg, PA

The Honorable Raymond J. Lesniak  
*New Jersey State Senate*  
Union, NJ

Dan Lips  
*Heritage Foundation*  
Washington, DC

Cathy Lund  
*Walton Family Foundation*  
Bentonville, AR

Phylcia Lyons  
*School Choice Illinois*  
Chicago, IL

Joe Manzari  
*Alliance for School Choice*  
Washington, DC

Bari Mattes  
*Senior Advisor to the Mayor*  
Newark, NJ

Gregory McGinity  
*The Broad Foundation*  
Los Angeles, CA

William (Chip) Mellor  
*Institute for Justice*  
Arlington, VA

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ALLIANCE FOR SCHOOL CHOICE



Adam Meyerson  
*The Philanthropy Roundtable*  
Washington, DC

Jennifer Miller  
*Alliance for School Choice*  
Washington, DC

Derek Morrison  
*The Roots & Wings Foundation*  
Mountain Lakes, NJ

The Honorable Eva Moskowitz  
*Success Charter Network*  
New York, NY

Jonathan Nikkila  
*All Children Matter*  
Grand Rapids, MI

Bill Oberndorf  
*SPO Partners & Co*  
Mill Valley, CA

Caleb Offley  
*Walton Family Foundation*  
Rochester, NY

Kellie O'Keefe  
*Walton Family Foundation*  
Bentonville, AR

The Honorable Rod Paige  
*Chartwell Education Group, LLC*  
Dallas, TX

The Honorable David Paterson  
*Governor of New York*  
Albany, NY

Carrie Penner  
*Walton Family Foundation*  
Menlo Park, CA

Martin Perez  
*Hispanic CREO*  
Washington, DC

Kellie and Dan Peters  
*Lovett & Ruth Peters Foundation*  
Cincinnati, OH

Deborah Quazzo  
*Think Panmure*  
Chicago, IL

Jim Rahn  
*Kern Family Foundation*  
Waukesha, WI

Norton Rainey  
*ACE Scholarships*  
Denver, CO

Gerard Robinson  
*BAEO*  
Washington, DC

Marisol Rodriguez  
*Walton Family Foundation*  
Bentonville, AR

Darla Romfo  
*Children's Scholarship Fund*  
New York, NY

The Honorable Dana Rone  
*City Council Member*  
Newark, NJ



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David Saba  
*ABCTE*  
*Washington, DC*

Stephanie Saroki  
*The Philanthropy Roundtable*  
*Washington, DC*

John Schilling  
*Alliance for School Choice*  
*Washington, DC*

John Schoenig  
*Notre Dame, IN*

Steve Schuck  
*Schuck Communities, Inc.*  
*Colorado Springs, CO*

The Honorable Bret and Lynn Schundler  
*The King's College*  
*Jersey City, NJ*

Kelly Scott  
*US Dept of Education*  
*Washington, DC*

Jamie Self and Andy Lord  
*Georgia Capitol Group*  
*Atlanta, GA*

J. Peter Simon  
*William E. Simon & Sons*  
*Morristown, NJ*

Raymond Smart  
*Smart Family Foundation*  
*Wilton, CT*

Kathy Smith  
*Walton Family Foundation*  
*Bentonville, AR*

Lisa Snell  
*Reason Foundation*  
*Los Angeles, CA*

Sheree Speakman  
*Walton Family Foundation*  
*Bentonville, AR*

Rev. William Steinbrook, Jr.  
*Challenge Foundation*  
*Plano, TX*

Lyall Swim  
*GFC Foundation*  
*Lehi, UT*

Robert Teegarden  
*Alliance for School Choice*  
*Glendale, AZ*

Kerri Vaughan  
*Step Up For Students*  
*Miami, FL*

Sandy and Tony Vest  
*Teton Village, WY*

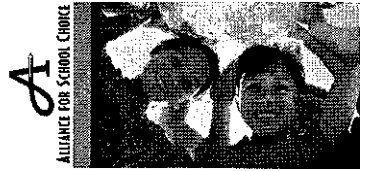
Virginia Walden Ford  
*DC Parents for School Choice*  
*Washington, DC*

Gena and Dr. Elbin Watkins  
*Institute for Student Achievement*  
*Lake Success, NY*

Eric Weissmann  
*Kachi Partners*  
*Boulder, CO*

Trish Wilger  
*Iowa ACE*  
*Bettendorf, IA*

# Confronting Challenges, Creating Opportunities



The Honorable Anthony A. Williams  
*Primum Public Realty Trust*  
Arlington, VA

Joe Williams  
*Democrats for Education Reform*  
New York, NY

Dr. Patrick J. Wolf  
*University of Arkansas*  
Fayetteville, AR

De'Shawn Wright  
*Chief Policy Advisor*  
Newark, NJ

# Confronting Challenges, Creating Opportunities



## Speaker Biographies

### Robyn Bagley

Robyn currently serves as board chairman for Parents for Choice in Education (PCE). PCE is a non-profit, grassroots organization dedicated to ensuring every child has equal access to a quality education. Robyn is committed to the PCE mission of empowering parents, increasing choice, and promoting innovative solutions to Utah's educational challenges. First introduced to PCE in 2006 while running for public office, Robyn was both pleased and encouraged to learn that such a strong organization existed, devoted to being the voice for parents and kids in education.

Robyn currently serves on the Third District Judicial Nominating Commission, having been appointed by Governor Jon Huntsman to serve a four-year term. She serves as a state and county delegate. As a longtime "citizen activist" she has a strong conviction that citizens should be involved in their communities and participate in the political process.

### The Honorable Cory Booker

Mayor Booker is the mayor of Newark, New Jersey. He took the oath of office as mayor of New Jersey's largest city on July 1, 2006 following a sweeping electoral victory. Mayor Booker's political career began in 1998, after serving as staff attorney for the Urban Justice Center and as a program coordinator of the Newark Youth Project. He rose to prominence by upsetting a four-term incumbent to become Newark's Central Ward Councilman. During his four years of service, Mayor Booker earned a reputation as a leader with innovative ideas and bold actions, from increasing security in public housing to building new playgrounds. For this work, he has been recognized in numerous publications, including, among others, *Time*, *Esquire* (naming him one of the country's 40 Best and Brightest in December 2002), *New Jersey Monthly* (naming him as one of New Jersey's top 40 under 40) and *Black Enterprise* in December 2005 (naming him to the Hot List, America's Most Powerful Players under 40).

In addition to being the founder of Newark Now, Mayor Booker is a member of several boards including the Alliance for School Choice, Executive Committee of Yale Law School, Columbia University Teachers' College, Black Alliance for Educational Options, and North Star Academy. This shining star reformer took his B.A. and M.A. from Stanford University, a B.A. in Modern History at Oxford University as a Rhodes Scholar, and completed his law degree at Yale University.

### Derrell Bradford

Derrell is the deputy director and director of communications for Excellent Education for Everyone (E3), New Jersey's largest school choice advocacy group, and a co-director of the Center for Education Justice, a public interest law firm focused on protecting the education rights of parents and students in New Jersey school districts. Derrell is also a member of the advisory board of the Coalition for Access to Educational Resources, a national workgroup supporting the reauthorization of SES tutoring under the No Child Left Behind Act. He also serves as the vice-chair of the Greater Newark Chapter of the Black Alliance for Educational Options, and on the steering committee of the

# Confronting Challenges, Creating Opportunities



New Jersey School Choice Alliance, a collection of civic, community-based, and business organizations that support the implementation of school choice in the state.

A native of Baltimore, Maryland, Derrell is a graduate of the University of Pennsylvania, where he received a B.A. in English and Creative Writing. Derrell has an extensive background in editorial development, graphic and web design, and publishing, working for Simon & Schuster, and City Guide Publications in New York City as its managing editor, before joining E3.

## Andrew R. Campanella

As director of communications and marketing for the national nonprofit Alliance for School Choice, Andrew oversees the Alliance's and Advocates' communications, marketing, and research department. Previously, he worked to recruit 3,500 teachers for America's K-12 schools as senior director of teacher recruitment and communications for the American Board for Certification of Teacher Excellence. Immediately before joining the Alliance, Andrew owned and operated his own consulting firm, CCG, LLC, which represented the tourism industry in Niagara Falls, as well as other tourism and education-related clients.

Over the course of his seven year career, Andrew has managed crisis communications for the International Association of Amusement Parks and Attractions and has represented several tourism destinations. He serves on the advisory board of the YMCA DC Youth and Government Program, as a member of the YMCA Central Atlantic Board of Trustees, as a member of the Arlington (Virginia) Superintendent's Commission on Accountability and Evaluation, and as a member of the Alexandria (Virginia) Zoning Board of Appeals. Andrew holds a B.A. from American University in Washington, DC

## The Honorable Kevin P. Chavous

Kevin is a noted attorney, author and national school reform leader. As a former member of the Council of the District of Columbia and chair of the Council's Committee on Education, Libraries and Recreation, Kevin was at the forefront of promoting change within the District public school system. His efforts led to over \$500 million being made available to educate children in DC. A leading national advocate for school choice, Kevin helped to shepherd the charter school movement into the nation's capital. Under his education committee chairmanship, charter schools grew from zero to over forty schools and 17,000 students in six short years. That number represented 20 percent of the overall public school population in the District of Columbia, the highest percentage of charter schools in the country. His efforts on behalf of charter schools earned him the prestigious MAC award.

In addition, Kevin assisted in shaping the District's three-sector education partnership with the federal government. That partnership led to \$50 million new federal dollars for DC public schools, DC charter schools and it funded the city's first scholarship program to allow more than 2,000 low income children to attend private school.

# Confronting Challenges, Creating Opportunities



## Anthony J. Colón

In 2007, drawing on his extensive background in education and his ongoing work with nonprofit organizations, Tony formed AJ Colón Consulting, LLC. His firm is dedicated to training a new cadre of education reformers and helping educational systems do a more effective job of educating low income, minority and underserved children. From 2005 to 2007, Tony served as senior manager for Education Investment Strategies at Fight For Children (FFC), a Washington, DC-based, local nonprofit organization dedicated to preparing urban youth for post-secondary education and careers. Prior to working with FFC, Tony served as vice president of the Center for Community Educational Excellence at the National Council of La Raza, the largest constituency-based Hispanic organization in the U.S. Tony is a founding member of the National Alliance for Public Charter schools and also serves as chairman of the American Board for Certification of Teacher Excellence, vice chair of the DC Public Charter School Board, and sits on the Boards of various other schools and local and national education organizations.

Tony holds master's degrees in educational administration and educational supervision from Fordham University and a B.A. in sociology from St. Francis College in Brooklyn, New York.

## R. Boykin Curry IV

Boykin is a partner at Eagle Capital Management, a Manhattan-based money management firm that manages investments for endowments, pension funds, and families. Previously, Boykin invested in Asia and Russia for Morgan Stanley Asset Management and for Kingdon Capital, a global hedge fund. He is a leader of various philanthropic efforts, serving as co-founder of Girls Prep, an innovative all-girls charter school, and founder of Young Friends of MTC, an organization that supports America's largest nonprofit theatre producer. Also, he played an active role on the finance committee for Mayor Booker's mayoral campaign.

## Zack Dawes

Zack is a consultant for state projects for Advocates for School Choice. He serves and assists state and local allies in advancing sound school choice policies. A Texas native, Zack managed and consulted in statewide political campaigns before transitioning to corporate, educational, and nonprofit public affairs consulting. Zack served with both of the Advocates' predecessors, American Education Reform Foundation and Children First America. Currently, he is senior consultant for All Children Matter, a 527 political organization, and he is also a consultant for Connections Academy, a virtual school provider based in Baltimore.

## Lori Drummer

Lori serves as a director of state projects for the Alliance for School Choice, providing support and resources for state-based school choice efforts. Lori's work to expand school choice opportunities for low-income children and students with disabilities has generated increased recognition for the Alliance across the country. Specifically, Lori was instrumental in helping to pass two major school choice programs in Georgia, and she oversaw the Alliance's involvement in expanding Florida's

# Confronting Challenges, Creating Opportunities



Corporate Tax Credit Scholarship Program. She also serves on the boards of directors for School Choice Ohio and School Choice Indiana.

Prior to joining the Alliance, Lori worked at the American Legislative Exchange Council (ALEC), the nation's largest non-partisan, individual membership association of state legislators with the mission of furthering the principles of free markets, limited government, federalism, and free enterprise. At ALEC, Lori served as the director of public affairs; previously, she directed ALEC's Education Task Force, where she oversaw the development of ALEC policy related to education reform and school choice programs. Lori is the author of numerous articles on education policy and was the editor of three editions of ALEC's *Report Card on American Education*. Prior to joining ALEC, Lori worked as Legislative Aide to then-Assistant Majority Leader Stephen Buehrer in the Ohio House of Representatives. As Buehrer's aide, she worked actively with ALEC's membership in Ohio and in 2002 was honored as an ALEC Volunteer of the Year. Lori holds a B.A. from Capital University in Columbus, Ohio.

## The Honorable Dwight Evans

Representative Evans has served in the Pennsylvania House of Representatives from 1981 to the present. He represents the 203rd legislative district in Northwest Philadelphia. He is currently Democratic chairman of the House Appropriations Committee and serves on the House Committee on Committees and House Rules Committee. Prior to his public service, Representative Evans taught in the Philadelphia Public School system. He also worked for the Urban League of Philadelphia as a job developer, employment counselor and director of several employment projects prior to being elected to the Pennsylvania House of Representatives in 1980. Representative Evans serves on the boards of directors of the Public School Employees' Retirement System, Black Alliance for Educational Options, Fox Chase Cancer Center, Philadelphia Convention and Visitors Bureau, Children's Scholarship Fund, Concerned Black Men and the Presbyterian Foundation of Philadelphia.

Representative Evans is a graduate of Germantown High School (1971), the Community College of Philadelphia (1973) and LaSalle University (1975). He holds an honorary doctorate from Lincoln University.

## Steve Friess

Steve works with the Brandywine Funds, a family of growth equity mutual funds managed by Friess Associates. He directs the education reform efforts of the Lynn and Foster Friess Family Foundation, and volunteers as the president of the Jackson Hole Institute, which endeavors to raise awareness of the K-12 public education crisis and to highlight the power of consumer choice as a means for improvement. He also supports efforts to improve the charter school environment in Wyoming. Steve is a member of the board of the Alliance for School Choice and with his wife, Polly, serves on the board of The Gathering.

# Confronting Challenges, Creating Opportunities



## Julio A. Fuentes

Julio, president and CEO of the Florida State Hispanic Chamber of Commerce, founded the organization in February 2000. Formed in response to the tremendous growth of Florida's Hispanic population, today the organization has grown to 38 chapters and manages a database of over 80,000 minority owned businesses. The Florida State Hispanic Chamber of Commerce is the only statewide economic development organization serving the needs of the Hispanic community.

Julio currently serves as a trustee for the Hispanic Council on Education Reform, on the Florida Chamber of Commerce Board of Governors, the Board of Directors for Florida Kidcare, the Executive Board of ABCTE, chairman of Latin CEO and most recent appointed by Governor Charlie Crist as a Commissioner for a Blueprint for Juvenile Justice reform. Julio is also ranked as one of Florida's 100 Most Influential Leaders by *Florida Trend Magazine*.

## Karlana Glenn

Karlana is currently the director of national mobilization for the Black Alliance for Educational Options (BAEO). In this capacity, Karlana is responsible for overseeing and engaging in state legislative and advocacy activities for parental choice policies. Prior to assuming her position with BAEO, Karlana consulted for two years, as the project director for a U.S. Department of Education 21st Century Community Learning Centers program for 10 charter schools. Karlana worked for the State of Michigan Department of Human Services for seven years, four of which were in Information Technology Management Services.

Karlana also is a founding board member for the Detroit Chapter of BAEO. She has also served as chairman of the board for Detroit Advantage Academy, a public charter school.

## Dr. Jay P. Greene

Jay is endowed chair and head of the Department of Education Reform at the University of Arkansas. Jay conducts research and writes about education policy, including topics such as school choice, high school graduation rates, accountability, and special education. His research was cited four times in the Supreme Court's opinions in the landmark *Zelman v. Simmons-Harris* case on school vouchers. His articles have appeared in policy journals, such as *The Public Interest*, *City Journal*, and *Education Next*, in academic journals, such as *The Georgetown Public Policy Review*, *Education and Urban Society*, and *The British Journal of Political Science*, as well as in major newspapers, such as the *Wall Street Journal* and the *Washington Post*. Jay is the author of *Education Myths* (Rowman & Littlefield, 2005).

Jay has been a professor of government at the University of Texas at Austin and the University of Houston. He received his B.A. in history from Tufts University in 1988 and his Ph.D. from the Government Department at Harvard University in 1995.

# Confronting Challenges, Creating Opportunities



## Charles R. Hokanson, Jr.

Charles serves as president of the Alliance for School Choice. Prior to joining the Alliance, Charles served in senior leadership positions at the U.S. Department of Education, including as deputy assistant secretary for Policy and Strategic Initiatives in the Office of Elementary and Secondary Education and as chief of staff in both the Office of the General Counsel and the Office of Planning, Evaluation, and Policy Development.

Charles also previously served as a professional staff member to the U.S. House of Representatives Committee on Education and the Workforce, finance director and research fellow at the Thomas B. Fordham Foundation, research fellow at the Manhattan Institute, and an associate at Steptoe & Johnson LLP. He received his A.B. (Phi Beta Kappa) and A.M from Stanford University, his M.P.P. from the Kennedy School of Government at Harvard University, and his J.D. from Harvard Law School, where he was editor-in-chief of the Harvard Journal of Law and Public Policy.

## Rebeca Nieves Huffman

As managing director of Graci Caerber Partners Incorporated, Rebeca consults with education reform organizations on fundraising and project management. Her clients include the National Association of Charter School Authorizers and Competitive America. A native of Chicago, Rebeca recently served for five years as president and CEO of the Washington DC based Hispanic Council for Reform and Educational Options (Hispanic CREO), an organization that is the national voice for the right of Latino parents to access all educational options and is an agent of change and equity in education. Prior to serving as Hispanic CREO's president and CEO, Rebeca was the associate director of recruitment and selection for the KIPP Foundation, an organization dedicated to providing historically underserved students with the knowledge, skills, and character needed to succeed in top-quality high schools, colleges, and the competitive world beyond.

Rebeca serves on several boards including the National Alliance for Public Charter Schools, Alliance for School Choice, City Year Inc., and Perspectives Charter School.

## Scott Jensen

As the Alliance for School Choice's national consultant for state projects, Scott provides strategic advice to the state team in building public support for school choice around the country. Formerly the speaker of the Wisconsin State Assembly and Chief of Staff to Governor Tommy Thompson, he played a crucial role in the creation, expansion, and defense of Milwaukee's pioneering school choice program. Scott received his B.A. in political science and economics from Drake University in 1982 and his M.P.P. at the Kennedy School of Government at Harvard University in 1984.

## Brian W. Jones

Brian serves as general counsel of College Loan Corporation. He is responsible for legal activities, assuring compliance with federal and state laws regulating higher education financing and marketing and also manages College Loan Corporation's Human Resources and Compliance departments. Brian has an extensive background in law and higher education. He most recently



# Confronting Challenges, Creating Opportunities



served for four years as the General Counsel of the U.S. Department of Education (DOE), in which capacity he was the fourth-ranking officer of the Department and principal adviser to the Secretary on all legal matters affecting department programs and activities.

Prior to his tenure at DOE, Brian was an attorney with the law firm of Curiale Dellaverson Hirschfeld Kelly and Kraemer, where he provided educational law counseling to many colleges and universities. He also served California Governor Pete Wilson as deputy legal affairs secretary, as counsel to the U.S. Senate Judiciary Committee from 1997 to 1998 and was the president of the Center for New Black Leadership from 1995 to 1997.

Brian currently serves on the Loan Advisory Council of the California Student Aid Commission. He also holds a J.D. from UCLA and is a graduate of Georgetown University, from which he earned a B.S.B.A. in finance.

## John F. Kirtley

John is currently vice chairman of the Alliance for School Choice. From September 2002 to December 2003, he was president of Children First America and was also a director of the American Education Reform Council. John is the co-founder of FCP Investors, a Tampa based venture capital firm that invests on behalf of endowment funds and other clients. Prior to starting FCP in 1988, he was a general partner in Chemical Bank's venture capital operations. John has been active in school choice since 1998, when he founded the Children's Scholarship Fund of Tampa Bay and successfully attracted 12,000 applications for 700 private scholarships. Since then, he has worked to help pass, implement, and defend taxpayer-funded school choice programs in Florida, which now serve more than 17,000 low income students. He is the founder of the Florida School Choice Fund which has helped expand the capacity of private schools in low income areas. In addition, John helped create the Florida Education Freedom Foundation and the Florida Association of Scholarship Funding Organizations.

## Dr. Matthew Ladner

Matt serves as the vice president of research for the Goldwater Institute. Prior to joining Goldwater, Matt was director of state projects at the Alliance for School Choice, where he provided support and resources for state-based school choice efforts. He has written numerous studies on school choice, charter schools and special education reform. Matt is a graduate of the University of Texas at Austin and received both an M.A. and a Ph.D. in Political Science from the University of Houston. Matt previously served as director of the Center for Economic Prosperity at the Goldwater Institute and as vice president of policy and communications at Children First America.

## The Honorable Raymond J. Lesniak

A native of Elizabeth, New Jersey, Senator Lesniak began his legislative career in 1978. He served five and one-half years in the New Jersey General Assembly. In 1983, he was elected to the State Senate and currently chairs the Senate Economic Growth Committee and serves on the Judiciary and

# Confronting Challenges, Creating Opportunities



Commerce Committees. He served as chairman of the New Jersey Democratic State Committee from 1992 to 1993 and as New Jersey chair of the Clinton-Gore and Gore-Lieberman presidential campaigns. Senator Lesniak is vice chairman of the board of First Bank Americano, a community bank headquartered in Elizabeth, New Jersey. He is also the founder of a non-profit group called Democrats for the Soul.

Senator Lesniak holds an undergraduate degree from Rutgers University in Economics and a J.D. from St. John's University School of Law. He served in the U.S. Army 1967-69, Specialist Fourth Class. He is a partner in the law firm Weiner Lesniak.

## William H. (Chip) Mellor

Chip serves as president and general counsel of the Institute for Justice, which he co-founded. Chip litigates cutting-edge constitutional cases nationwide protecting economic liberty, property rights, school choice and the First Amendment. He was recently described by *Inc.* magazine as one of Washington entrepreneurs' best friends.

From 1986 until 1991, Chip served as president of the Pacific Research Institute for Public Policy, a nationally recognized "think tank" located in San Francisco. Prior to his time at the Pacific Research Institute, Chip served in the Reagan Administration as deputy general counsel for Legislation and Regulations in the Department of Energy. From 1979 to 1983, he practiced public interest law with Mountain States Legal Foundation in Denver, Colorado. Chip received his J.D. from the University of Denver School of Law in 1977. He graduated from Ohio State University in 1973. Chip is a board member of the Property and Environment Research Center, the nation's oldest and largest institute dedicated to original research that brings market principles to resolving environmental problems.

## William E. Oberndorf

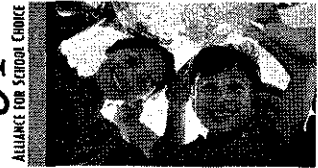
Bill, chairman of the Alliance and Advocates for School Choice, is a managing director of SPO Partners & Co., an investment firm that specializes in the acquisition of public and private equity positions with a value orientation. Bill received a B.A. from Williams College in 1975, and joined SPO Partners' predecessor company, San Francisco Partners, upon earning an M.B.A. from the Stanford Graduate School of Business in 1978. He is a director of the Voyager Company, Hotel Equity Funds, Rosewood Hotels and Resorts, and director emeritus of Plum Creek Timber Co.

Bill serves as a trustee of The Thacher School in Ojai, California, University School in Cleveland, Ohio, Williams College in Williamstown, Massachusetts and DMB Associates, Inc in Phoenix, Arizona. In addition, Bill serves on the UCSF Real Estate Committee. He is a past trustee of the Bay Area Discovery Museum, San Francisco Day School and University High School in San Francisco.

## The Honorable Rod Paige

Dr. Paige, a life-long educator and former U.S. secretary of education (2001-2005), is co-founder and chairman of Chartwell Education Group, LLC, a New York-based education consulting firm with offices in Washington, DC and London. In addition to his time at Chartwell, Dr. Paige, in his quest

# Confronting Challenges, Creating Opportunities



to improve the quality of education for all students, is an active member of several highly respected boards, including the Thomas B. Fordham Foundation, News Corporation, The Broad Foundation, and the National Council on Economic Education's Commission on the Skills of the American Workforce.

As secretary of education, Dr. Paige was an unstinting advocate of student achievement, employing "best of breed" solutions to achieve results towards the Department's goal of raising national standards of educational excellence. He earned his reputation for seeking out and implementing innovative approaches to systemic academic improvement when he served as dean of the college of education at Texas Southern University, where he established the university's Center for Excellence in Urban Education. He has also shown a knack for inclusive leadership, first as a trustee and then as superintendent of the Houston Independent School District, the nation's seventh largest district.

Dr. Paige, who served as a public policy fellow at the Woodrow Wilson International Center for Scholars, brings a global perspective to his work and a desire to export the best practices and pDr. Paigeucts for education that the U.S. has to offer and to import those that have been successful in other countries in an effort to improve the state of education for all.

## The Honorable David A. Paterson

Governor Paterson became New York's 55th governor on March 17, 2008. In his 23 years serving the people of New York, Governor Paterson has worked towards change by reaching across party lines and bringing people together. At the age of 31 in 1985, Governor Paterson was elected to represent Harlem in the New York State Senate, becoming the youngest senator in Albany. In 2003, he became the minority leader of the New York State Senate, the first non-white legislative leader in New York's history. He made history again in 2004 when he became the first visually impaired person to address the Democratic National Convention. He became New York's first African American lieutenant governor in 2007 and is now New York's first African American governor.

Governor Paterson was born May 20, 1954 in Brooklyn to Portia and Basil Paterson, the first non-white secretary of state in New York and the first African-American vice-chair of the National Democratic Party. He earned his B.A. in History from Columbia University in 1977, and completed his J.D. at Hofstra Law School in 1982. He continues to give back to his alma mater by serving as an adjunct professor at Columbia's School for International and Public Affairs.

## John Schilling

For over 20 years, John has been a successful public policy professional and executive at the state and federal levels. During his early career, John was deeply involved in elective politics as a former director of research and opposition research for the Republican National Committee. He also worked in senior legislative positions for two United States Congressmen. John has worked exclusively on K-12 education reform since 1997. He served four years as associate state superintendent and chief of policy & planning at the Arizona Department of Education. During this time, he helped State Superintendent Lisa Graham Keegan usher in bold education reforms

# Confronting Challenges, Creating Opportunities



including tuition tax credits, expansion of the state's charter school law, and an accountability system that tracked student achievement and education spending. John returned to Washington, DC in 2001 to become chief of staff for Education Leaders Council. In 2003, John formed a consulting business and his clients included Arnold Schwarzenegger's 2003 gubernatorial campaign and the Educational Testing Service. In January 2007, John accepted a position as director of national projects for the Alliance for School Choice, and in May 2007, following the Alliance's relocation to Washington, DC, he was named the organization's chief of staff.

## **Robert A. Teegarden**

Robert serves as a director of state projects for the Alliance for School Choice, providing support and resources for state-based school choice efforts. Most recently, Robert was the associate for education at the California Catholic Conference. There he was responsible for the equity of access issues facing private schools in the state with the No Child Left Behind Act, as well as public policy advocacy as a lobbyist for the Conference with the state legislature. During that time he was the president of the California Association of Private School Organizations and the chair of the Federal Assistance Advisory Council of the United States Catholic Conference in Washington DC Prior to his public policy career, Robert spent more than 20 years as a K-8 and 9-12 Catholic school teacher and principal. He received his B.A. from St. Mary's College of California and M.A. in Education from the University of San Francisco.

## **Virginia Walden Ford**

Virginia is a national board member and a founding member of Black Alliance for Educational Options (BAEO). She serves as executive director of DC Parents for School Choice which she founded in 1998 to teach parents how to raise their voices to advocate for a quality education for their children. Called to action in January 2003 to help lead the effort to get school choice legislation passed in the District, she organized parents for a successful grassroots effort. She joined a coalition of school choice supporters who worked tirelessly to ensure District children and their parents an opportunity to choose schools that best served their needs with the passage of the DC School Choice Incentive Act which includes the Opportunity Scholarship Program.

She is the author of *Voices, Choices, and Second Chances: How to Win the Battle to Bring Opportunity Scholarships to Your State*. Based on the dramatic story and ultimately successful campaign for school choice in DC, this book teaches parents how to fight to free children and their families from failing schools.

## **The Honorable Anthony A. Williams**

Mayor Williams is chief executive officer of Primum Public Realty Trust, a wholly-owned subsidiary of Friedman, Billings, Ramsey Group, Inc (FBR). He co-founded Primum Public Realty Trust in 2007 with FBR as a real estate entity focused on buying and leasing back government and not-for-profit real estate. Prior to joining FBR, Mayor Williams served two terms as the fourth mayor of the District of Columbia from January 1999 through December 2006. While in office, Mayor Williams was

# Confronting Challenges, Creating Opportunities



elected president of the Washington, DC-based National League of Cities in December 2004. He was elected vice chair of the Metropolitan Washington Council of Governments in January, 2005. Mayor Williams served as the District of Columbia chief financial officer (CFO) from October 1995 through June 1998. As CFO and mayor, he led the District to financial recovery.

Prior to serving as mayor, Mayor Williams was appointed by President Clinton and confirmed by the Senate to serve as the first CFO for the US Department of Agriculture as well as a founder and vice chairman of the U.S. CFO Council. He served as the deputy state comptroller of Connecticut, where he was responsible for the management of 250 separate funds and the state's budget and accounting services. Mayor Williams has also served as executive director of the Community Development Agency in St. Louis, Missouri; assistant director of the Boston (MA) Redevelopment Authority; and adjunct professor at Columbia University (NY). He was elected to the New Haven (CT) Board of Aldermen, where he served as president pro-tempore. In 1997, *Governing Magazine* named him Public Official of the Year.

Mayor Williams graduated magna cum laude with a B.A. in Political Science from Yale College, earned a J.D. from Harvard Law and an M.A. in Public Policy from the Kennedy School of Government at Harvard University. He also served in the US Air Force.

## Joseph Williams

After more than a decade of frontline newspaper reporting on education reform, Joe has established a nationally-recognized reputation as a writer, contributor, and speaker on cutting-edge education reform issues at the federal, state, and local levels. His most celebrated work was as author of the controversial book *Cheating Our Kids: How Politics and Greed Ruin Education* (Palgrave Macmillan, 2005).

In June of 2007, Joe decided to make it his full-time job to implement the social change for which his investigative journalism had repeatedly called, and he was named executive director of Democrats for Education Reform (DFER). Williams identified with DFER's focus on building a powerful national coalition in support of meaningful education reform.

## Dr. Patrick J. Wolf

Patrick is professor of education reform and 21st century chair in school choice at the University of Arkansas in Fayetteville. He previously taught at Georgetown and Columbia University. Patrick is principal investigator of the School Choice Demonstration Project and is leading a national research team engaged in comprehensive evaluations of the DC Opportunity Scholarship Program and the Milwaukee Parental Choice Program. He has authored, co-authored, or co-edited three books, 30 articles and book chapters, and 16 policy reports on school choice, special education, and public management. In 1998 he received the "Best Article Award" from the Academy of Management, Public and Nonprofit Management Division. A 1987 summa cum laude graduate of the University of St. Thomas (St. Paul, MN), he received his Ph.D. in Political Science from Harvard University in 1995.

# Confronting Challenges, Creating Opportunities



## General Information and Important Phone Numbers

Snow King Main: (800) 522-KING (5464)

Snow King Concierge: (307) 734-2076

Snow King Business Center:

- Open 24 hours
- Two complimentary computers with printer
- Snow King property offers complimentary wi-fi

Jackson Hole Babysitters: (307) 732-7720

Jackson Hole Athletic Club:

- Open 5:30am – 9:00pm
- Receive a complimentary pass from Alliance staff
- Snow King complimentary shuttle service

Downtown Jackson:

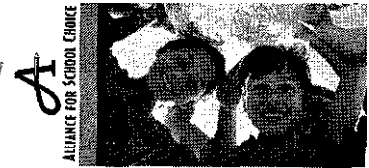
- Town shuttle runs every ½ hour from 5:45 am until 12:05pm from a nearby pick-up stop into downtown Jackson. At 12:05 pm it then comes to the front entrance of Snow King every 20 minutes until 10:15pm.
- Map with bus routes available at the concierge station.

Alliance for School Choice Staff:

- Crystal Corriveau (480) 262-7708
- Liz Dreckman (480) 223-2769
- Cheryl Hillen (860) 428-5190
- Joe Manzari (202) 230-1069

As a reminder, the Alliance hospitality suite is in Paintbrush 153 located near the main lobby.

# Confronting Challenges, Creating Opportunities



## High Altitude Health Tips - Jackson Hole

Reduce alcohol, caffeine and salty foods.

Drink 3 to 4 times more water than usual.

Get plenty of rest before and during your stay.

Eat foods higher in carbohydrates.

Take it easy at first to get used to the high altitude.

If you have access to a humidifier, use it. This helps add moisture into the air, which our body is used to at lower elevations.

Your heart is working harder at this altitude - so quit while you're ahead, if you're tired!

Wear sunglasses with ultraviolet protection even on cloudy or rainy days.

Wear sunscreen every day of the year to prevent sunburn.

## High Altitude Sickness Symptoms

Headache, nausea, lack of appetite, dizziness, shortness of breath, unusual tiredness, and trouble sleeping.

High altitude sickness symptoms go away in a day or two with rest and plenty of fluids. However, if you develop a worsening cough or feel like you have fluid in your lungs - see a doctor IMMEDIATELY!

**When in doubt, seek medical help!**

**Emerg + A + Care of Jackson Hole**

**(307) 733-8002**

**St. John's Hospital Teton Village Clinic**

**(307) 739-7346**

**St. John's Hospital**

**(307) 733-3636**





# Confronting Challenges, Creating Opportunities



## Town of Jackson Map

**Note:** Dinner on Thursday will be hosted by Christy Walton at her home located at 385 West Gill Ave. Shuttles will depart from Snow King's main entrance starting at 5:30pm. Though we encourage you to take the shuttle due to limited parking at Christy's home, it is approximately a one mile drive/walk.

