



Candidate Statement

Charlie Hauck, Candidate for the Out of State Board of Trustee Position

Admittedly, my relationship with Mad River Glen is not as long as the typical candidate for a Board of Trustees seat. I have been skiing in Vermont for over 40 years but had never skied at Mad River Glen until 7 years ago. That changed when I when I got my first taste of the mystique of MRG on a spontaneous ski trip with my son-in-law, who learned to ski there as a four-year-old. Three weeks after that first visit, I dragged my wife, Patty, up to share the magic I had observed with her. That was all it took for us to become convinced Mad River Glen was going to be our home ski area despite being seven hours away from our home in West Chester, PA. I have been a share holder for 6 years, and just this past November purchased a home on the mountain. We've been bringing our daughters and their families up with us for the past few years to ski with us, and MRG ski school is making sure our three grandkids learn the right way to get out on the mountain. In a relatively short time my feelings about the Co-op, the mountain, skiing here and the future of all three have grown from an enthusiastic enjoyment to a passion. The opportunity to sit on the Board of Trustees allows me to live my life's motto: the more you give the more you get.

Being a business owner for most of my adult life, I can appreciate the day to day challenges the Co-op faces in a market and business environment that becomes more and more competitive and disruptive every day. There is no status quo; you are either moving forward or losing ground, and Mad River Glen may need to be more aware of that than any other ski area on the planet. We cannot let the urge to manage the immediate moment overwhelm the necessity of acting deliberately to create our future. If elected to the Board I will work to find any and all opportunities to honor the traditions, protect the uniqueness and secure the future of Mad River Glen, and at the same time Preserve Our Paradise.

Charlie Hauck, bio

Born in Hingham MA, but have been a resident of West Chester PA since 1959. Purchased 4791 Millbrook Road, Fayston VT in November 2017.

Family: married to Patty Chambers Hauck since 1979. We have two daughters, Sarah and Abby, plus two sons-in-law, Jonathan Waple and Daniel Oppenheim. Three grandchildren between the two families. All these people are skiers.

Graduated from West Chester Henderson High School 1973. Captain of PA State Champion Boys Lacrosse team, 1973. Attended NC State University on first ever lacrosse scholarship, but left school after freshman year after blowing my knee out in first game of the season. Have coached lacrosse on both the high school level and college level (West Chester University) and have refereed at all levels of the sport. Patty is an Oncology RN, working both in a cancer clinic and in an in-patient hospice unit of University of Pennsylvania Medical system.

Business experience includes owning both a roofing contracting and materials distribution business from 1980 until 1988. Worked for the Sandler Sales Institute from 1989 until 2000. Founder (2001) and President of Growth Dynamics, LLC, a boutique consulting practice that specializes in Business Development process improvement (from hiring to sales performance), executive coaching, performance assessment, team enhancement and strategic planning. Clients have included national organizations like Shriners' Hospital for Children, Ernst & Young, Vanguard Healthcare, CBIZ, and have worked nationally and regionally with many business/industry networks. I am also a Certified Professional Behavioral Analyst.

Charlie Hauck

Mad River Glen Candidate's Questions, 2018

What brought you to Mad River Glen initially? What keeps you coming back?

One of my two sons-in-law had learned to ski at Mad River Glen as a four-year-old. He spoke of his passion for skiing there, and of the General Stark's mountain mystique. I had seen the Mad River Glen/ Ski It If You Can bumper sticker ever since I started skiing in Vermont in the mid '70's, but I had never skied MRG. Seven years ago, when I heard Vermont had just had a big snowfall, I told him to play hooky from work, so we could ski MRG together for a day. From the moment we parked the car I could sense this was going to be a different experience from all the other places I'd skied, and that day proved it. I was struck by the lack of pretention and the feeling of community, not just with the skiers, but mostly with the people working on the mountain that day. Everyone seemed to get "it." That made such an impression on me, that three weeks later I brought my wife, Patty, back to MRG for two days, and we were hooked. She bought me a Co-op share for Christmas that year.

Despite living seven hours away, Mad River Glen is our "home mountain." We love the terrain, the way the MRG embraces the reality of the way it chooses to operate, the Single Chair experience and the crowded warmth of the Base Box. And being shareholders, it means more to ski here because we have a stake in the success of the entire enterprise.

When our daughters were in middle school and high school we took them out of class to ski every year as long as their grades were good. Over the years they've shared that nothing meant more to them than the days skiing together with Patty and me. We've been bringing them and their families with us to rekindle those memories and create some new one for them and our grandchildren. And to that

end, this past November we purchased a house right above the ski area parking lot on Rte. 17. So, we are going to be coming back for quite a while.

Why are you running for the board? What strengths would you bring to being a Trustee? Is there an officer role or committee chair in which you'd be interested in serving sometime during your tenure?

As a shareholder I am acutely aware of the challenges Mad River Glen faces every day. The future depends on the collective commitment of all the Co-op members, but there must be a level of commitment beyond just skiing here and spending money in General Store. It has never been my nature to be a bystander, so when I met some of the Board members right after I closed on our house, they asked if I would be interested in running for a Board seat and I agreed to run. I have a simple motto for my life: the more you give the more you get. The secret of making that work is that you must be a giver first, and just trust that the getting will occur. That fits in perfectly for how I see my relationship with the Mad River Glen community and cooperative.

I am also running to do what I can to assure that my children and their children can continue to enjoy all four seasons at Mad River Glen long after I am gone. With the purchase of the house right above the ski area it just makes sense that I take a more active role in creating a sustainable model for them to enjoy and participate in as well.

I would bring previous experience from serving on three other Boards; our community youth soccer club where I was on the general Board of Directors and was the Director of an intramural program that served over 1100 children, the local chapter of a national healthcare delivery organization and on the Board of Chester County Challenge for Cancer Bike Ride for over 10 years. Each of these experiences had unique challenges and situations dealing with fundraising, organizational direction and volunteer engagement.

As a professional I've owned my own consulting practice, Growth Dynamics LLC, for 15 years. Growth Dynamics delivers high performance sales practices to clients in all business arenas, plus we provide strategic planning, executive coaching at the C-suite level and performance assessment services to all types of companies nationwide. Along the way I've also become a Certified Professional Behavioral Analyst. My clients have been companies as large as Ernst and Young, Shriner's Hospital for Children, The Granite Group, Tenet Healthcare and CBIZ; or as small as sole proprietorships, regional accounting firms and manufacturer representatives. In short, I've been in the business of growing people and organizations for almost 30 years.

The Co-op has entered its third decade. We have new leadership and are undertaking a significant philanthropic campaign. Where do you see the Co-op in five years? Ten years? What is your vision of the Board's role in the future?

These are the \$6.5M! Bill Gates has been quoted as saying. "the best way to predict the future is to create it." I cannot think of a more appropriate idea for Mad River Glen as it looks to tomorrow, whether that tomorrow is the next tomorrow or one five or ten years from now. Answering that question really would require me to be part of the creation of a set of SMART goals for the Co-op as opposed to surmising what that future will be.

My hope is that we can create a sustainable endowment that makes decisions easier and more strategic as opposed to being forced by the necessity of immediate conditions. The challenge will be to build a fund that breaks the cycle of acquisition of dollars followed by almost complete dispensing of those dollars. MRG must get ahead of the challenges of today and start building a process of investment and return on investment. I have limited knowledge of the day to day business operations, but I suspect we must break everything down and essentially recreate the beliefs and practices of today so that we can be prepared for the demands of tomorrow.

The Board will be the driving force of these changes. This does not mean our Executive Director is there to serve as a tool of the Board though. The ED will bring his or her expertise and experience to the table, create or suggest significant

Initiatives and work with the Board to lead the Co-op beyond the demands of daily management. The Board will provide executive level involvement and help provide the critical functions that the Co-op cannot afford to pay for in its existing structure. The Board will also provide a strenuous defense of the values and mission of the Co-op and help redefine them as needed to address the challenges of the future.

We are halfway to our goal of \$6.5 M with our Preserve Our Paradise campaign. What are you prepared to do to ensure the campaign meets its goal? How can you help the campaign succeed between now and April 2019? What role do you see philanthropy playing in the Co-op's future?

The success of the Preserve Our Paradise campaign is the highest priority for the entire MRG community. I do not see this as an end, but as a significant first step to creating a sustainable endowment to secure the long-term viability of the MRG Co-op. There must be a mindset that there is nothing that can't or won't be done to assure this campaign reaches, and dare we say exceeds, the \$6.5M goal. I look at this as a sales process, and all sales processes requires prospecting to succeed. My focus would be to make sure we are prospecting enough in the right time frame to give us the absolute best chance of winning. I also believe we must make sure we present the campaign as an opportunity for the donors to see a personal benefit from the decision to contribute. People act for their reasons, not ours, so we must connect the Preserve Our Paradise to the larger community for us to make it resonate beyond the Co-op members, and even the Mad River Valley.

There will never be a day when philanthropy won't be a significant part of our organization's financial plan. The natural resources and surroundings that we dictate that we will always need help, but we can work to make the philanthropy more successful and predictable. But we must do everything in our power to prove we are consistently good business operators and do everything we can to lessen the dependence on the good will of others. We must remember that if we

do not operate as profitably as possible we will not be an attractive place for people to offer their support. When I have worked on other non-profit boards we constantly reminded ourselves that if there is no margin there is no mission.