THE UNIVERSITY OF TENNESSEE KNOXVILLE

SCHOOL OF NATURAL RESOURCES

Data Science Institute

PROSPECTUS 2026

https://agdatascience.tennessee.edu/

Contents

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The University of Tennessee
427 Plant Biotechnology Building
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Knoxville, TN 37996-4563

Value Proposition for Members

Driving 'Sustainable Valuation Growth' by preparing the readiness of the workforce for 'Data Science, Machine Learning, and AI.'

Data science applications, machine learning, and AI lowers operational risk which allows a company to grow revenues and profit margin without proportional increases in capital or cost. Preparing the workforce to use modern tools and interpret analytical output to diagnose sources of variation and reduce process variation improves productivity while lowering operational costs.

Mission of the Data Science Institute

The UT SNR Data Science Institute advances education and research in data science, machine learning, and AI for companies in the forestry and forest products industries. The goal of the Data Science Institute is to assist companies in learning, adapting, and effectively implementing the latest data science, machine learning, and AI technologies to optimize processes and facilitate cost reduction. The Institute will function as an expansion of a company's innovation group by providing enhanced access to the most current technologies in the rapidly evolving field of data science, machine learning, and AI.

Education and Research Objectives

- Expand the knowledge of a company's workforce in data science, statistical process control (SPC), and other data analytical methods as applied to manufacturing for the purpose of variation reduction;
- Enhance a company's knowledge of analytical software to support continuous improvement efforts;
- Promote learning and networking with virtual webinars, in-person workshops, and an

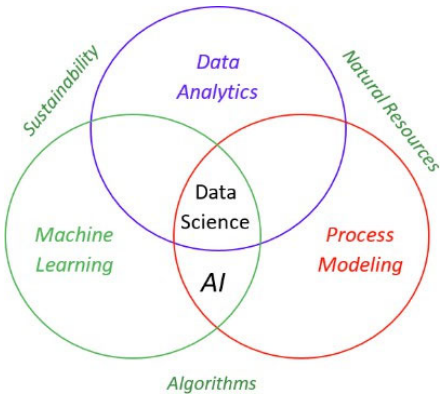
annual conference;

- The **'Machine Learning (ML) Cooperative' (Coop4ML)** will advance the direct application of ML algorithms for real-time prediction and optimization of processes;
- Conduct applied research in data science, machine learning, and AI to support the enhanced optimization of processes.

The education and research objectives are accomplished through:

- Webinars, trainings, and workshops on data analytics, ML, and AI;
- Graduate and undergraduate student education;
- Applications of research for process optimization.

Members of the Data Science Institute enjoy additional benefits by interacting with UT faculty, staff, and students. Member companies are be able to engage in confidential research projects with graduate student support. An executive board governs the Institute and ensure that the UT DSI_{SNR} mission is upheld.



Data Science Institute
School of Natural Resources

Company Members in 2026

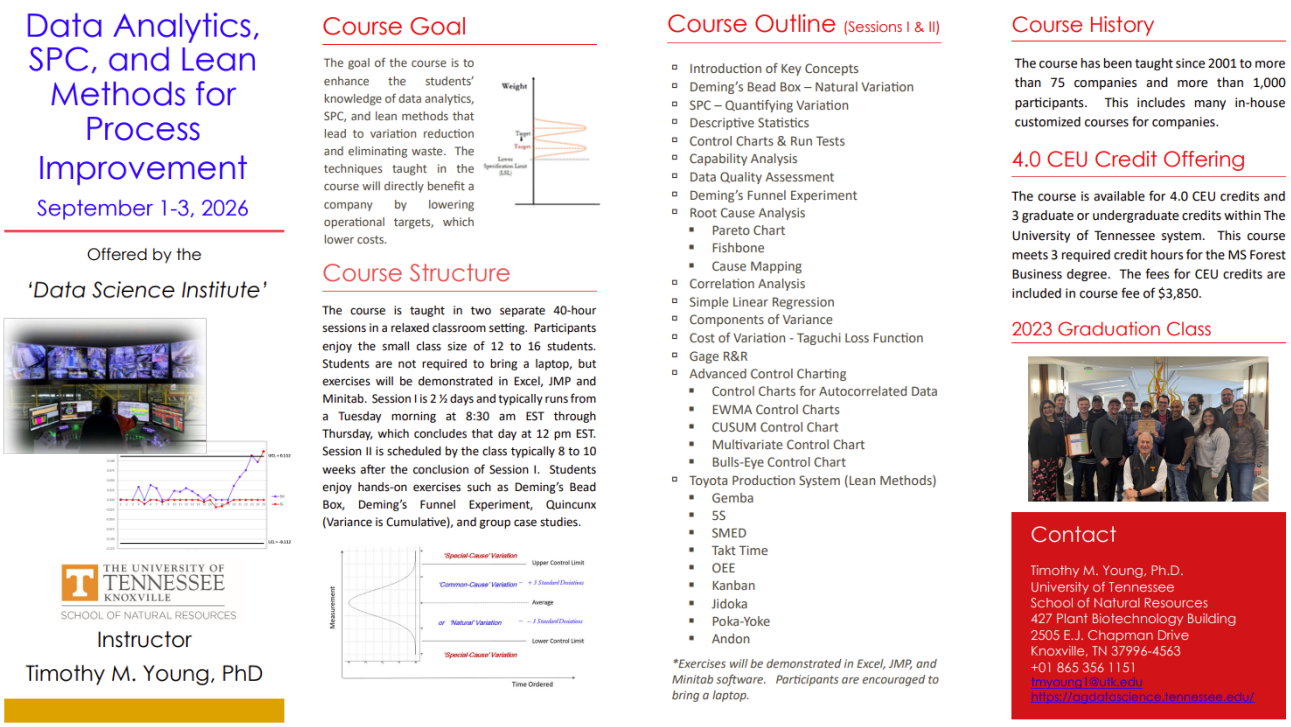
Bakelite Chemicals **Liaison**: **Bob Breyer** bob.breyer@bakelite.com	https://bakelite.com/	BAKELITE SYNTHETICS
Hexion **Liaison**: **Mike Malmberg** michael.malmberg@hexion.com	https://www.hexion.com/en-US/	HEXION
Huber Engineered Woods **Liaison**: **Walker Campbell** Walker.Campbell@huber.com	https://www.huberwood.com/	HUBER ENGINEERED WOODS
Louisiana-Pacific Corp. **Liaisons**: **Alex Scott** Alex.scott@lpcorp.com **Robbie Avery** robbie.avery@lpcorp.com	https://lpcorp.com/	LP BUILDING SOLUTIONS
Roseburg Forest Products **Liaison**: **Brandon Higgins** BrandonH@rfpco.com	https://www.roseburg.com/	Roseburg
West Fraser **Liaison**: **Valentin Kurz** Valentin.Kurz@westfraser.com	https://www.westfraser.com/	West Fraser

In-Person Training Events at UT

Three industry-focused, in-person training events are offered annually as part of the **UTDSI$_{SNR}$**. Dr. Timothy Young offers the following industry-training events that have been ongoing for 25 years at the University of Tennessee:

- ***'Data Analytics, Statistical Process Control, and Lean Methods'*** *(two session course for a total of 40 hours of instruction providing 4.0 CEU credits and 3.0 undergraduate or graduate credits as applicable);*
- ***'Design of Experiments for Rapid Innovation'*** *(two session course for a total of 40 hours of instruction providing 4.0 CEU credits and 3.0 undergraduate or graduate credits as applicable);*
- ***'Advanced Analytics and Machine Learning*** *(two session course for a total of 40 hours of instruction providing 4.0 CEU credits and 3.0 undergraduate or graduate credits as applicable).*

See, [Data Analytics, SPC, and Lean Methods for Process Improvement | Data Science Institute]



Data Analytics, SPC, and Lean Methods for Process Improvement

September 1-3, 2026

Offered by the

'Data Science Institute'

THE UNIVERSITY OF TENNESSEE KNOXVILLE

SCHOOL OF NATURAL RESOURCES

Instructor

Timothy M. Young, PhD

Course Goal

The goal of the course is to enhance the students' knowledge of data analytics, SPC, and lean methods that lead to variation reduction and eliminating waste. The techniques taught in the course will directly benefit a company by lowering operational targets, which lower costs.

Course Structure

The course is taught in two separate 40-hour sessions in a relaxed classroom setting. Participants enjoy the small class size of 12 to 16 students. Students are not required to bring a laptop, but exercises will be demonstrated in Excel, JMP and Minitab. Session I is 2 ½ days and typically runs from a Tuesday morning at 8:30 am EST through Thursday, which concludes that day at 12 pm EST. Session II is scheduled by the class typically 8 to 10 weeks after the conclusion of Session I. Students enjoy hands-on exercises such as Deming's Bead Box, Deming's Funnel Experiment, Quincunx (Variance is Cumulative), and group case studies.

Course Outline (Sessions I & II)

- Introduction of Key Concepts
- Deming's Bead Box – Natural Variation
- SPC – Quantifying Variation
- Descriptive Statistics
- Control Charts & Run Tests
- Capability Analysis
- Data Quality Assessment
- Deming's Funnel Experiment
- Root Cause Analysis
  - Pareto Chart
  - Fishbone
  - Cause Mapping
- Correlation Analysis
- Simple Linear Regression
- Components of Variance
- Cost of Variation - Taguchi Loss Function
- Gage R&R
- Advanced Control Charting
  - Control Charts for Autocorrelated Data
  - EWMA Control Charts
  - CUSUM Control Chart
  - Multivariate Control Chart
  - Bulls-Eye Control Chart
- Toyota Production System (Lean Methods)
  - Gemba
  - 5S
  - SMED
  - Takt Time
  - OEE
  - Kanban
  - Jidoka
  - Poka-Yoke
  - Andon

**Exercises will be demonstrated in Excel, JMP, and Minitab software. Participants are encouraged to bring a laptop.*

Course History

The course has been taught since 2001 to more than 75 companies and more than 1,000 participants. This includes many in-house customized courses for companies.

4.0 CEU Credit Offering

The course is available for 4.0 CEU credits and 3 graduate or undergraduate credits within The University of Tennessee system. This course meets 3 required credit hours for the MS Forest Business degree. The fees for CEU credits are included in course fee of $3,850.

2023 Graduation Class

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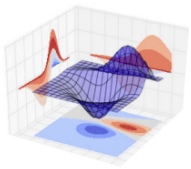
See, [Design of Experiments for Rapid Innovation | Data Science Institute]

'Design of Experiments' for Rapid Innovation

January 13-15, 2026

Offered by the

'Data Science Institute'



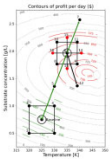
THE UNIVERSITY OF TENNESSEE KNOXVILLE
SCHOOL OF NATURAL RESOURCES

Instructor

Timothy M. Young, Ph.D.

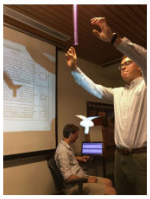
Course Goal

The goal of the course is to enhance the students' knowledge of applying modern statistical design concepts in the process and product innovation process. The techniques taught in the course will lead to robust process and product optimization.



Course Structure

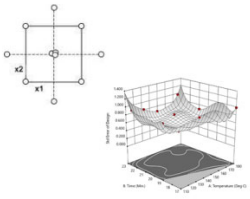
The course is taught in two separate 40-hour sessions in a relaxed classroom setting. Participants enjoy the small class size of 8 to 10 students. Students are required to bring a laptop with either JMP or Minitab software preloaded on the laptop. Session I is 2 ½ days and typically runs from a Tuesday morning at 8:30 am EST through Thursday, which concludes that day at 12 pm EST. Session II is scheduled by the class typically 8 to 10 weeks after the conclusion of Session I. Students enjoy the hands-on exercises such as the traditional *'paper helicopter experiments.'*



Course Outline

- Concept of Modern Design
- Statistical Methods Review
- Hypothesis Testing Review
- General Linear Model (GLM)
- Analysis of Variance (ANOVA)
- Single Factorial Model
- Two Factorial Model
- Full Factorial Models
- ANCOVA
- 2^k Screening Designs
- Sample Size Determination
- Blocking in Designs
- Split-Plot Designs
- Nested Designs
- Fractional Factorial Designs
- Blocking in Fractional Factorials
- Taguchi Robust Product Design
- Response Surface Designs
  - Central Composite Designs
  - Box-Behnken Designs
  - D-Optimal Designs
- Mixture Designs

**This is a software based course and all exercises are done in JMP and Minitab software*



Course History

The course has been taught since 2008 to more than 50 companies and over 400 participants. This includes several in-house customized courses for companies.

4.0 CEU Credit Offering

The course is available for 4.0 CEU credits and 3 graduate or undergraduate credits within The University of Tennessee system. This course meets 3 required credit hours for the MS Forest Business degree. The fees for CEU credits are included in course fee of $3,850.

2022 Graduation Class

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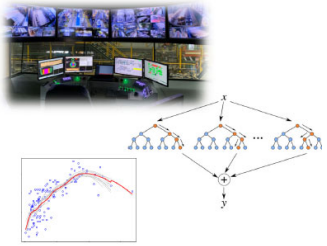
See, [Advanced Analytics and Machine Learning | Data Science Institute]

Advanced Analytics and Machine Learning

September 1-3, 2026

Offered by the

'Data Science Institute'



THE UNIVERSITY OF TENNESSEE KNOXVILLE
SCHOOL OF NATURAL RESOURCES

Instructor

Timothy M. Young, Ph.D.

Course Goal

The course will enhance the students' knowledge of advanced analytical methods and machine learning techniques for process and product optimization. The techniques taught in the course will greatly improve the students' knowledge of modern ML concepts and the use of ML software.

Course Structure

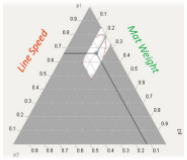
The course is taught in two separate 40-hour sessions in a relaxed classroom setting. Participants enjoy the small class size of 8 to 10 students. Students are required to bring a laptop with either JMP or Minitab software preloaded on the laptop. R and Python code are given to participants for machine learning algorithms. Session I is 2 ½ days and typically runs from a Tuesday morning at 8:30 am EST through Thursday, which concludes that day at 12 pm EST. Session II is scheduled by the class typically 8 to 10 weeks after the conclusion of Session I. This is a software-based course and participants should be comfortable with analytics and statistics.

MACHINE LEARNING

Course Outline

- Introduction to Advanced Analytics
- Introduction to Machine Learning
- Introduction to Deep Learning
- Introduction to AI
- Statistical Methods Review
- Advanced Control Charting
- Data Cleaning and Preparation
- Data Fusion Concepts
- Least Squares Regression Models
- Logistic Regression Models
- Multinomial Regression Models
- Regression Trees
- Machine Learning Algorithms
  - Random Forests
  - Boosted Trees
  - Bayesian Additive Regression Trees
  - Multivariate Adaptive Regression Trees
- Deep Learning
  - Perceptron & Multilayer Perceptron
  - Feed Forward Neural Network
  - Recurrent Neural Network
  - Convolutional Neural Network
- Concepts of AI and Digital Twins

**This is a software-based course and all exercises are done in JMP and Minitab software. R and Python code are given to participants for machine learning algorithms.*



Course History

The course has been taught since 2012 to more than 30 companies and over 250 participants. This includes several in-house customized courses for companies.

4.0 CEU Credit Offering

The course is available for 4.0 CEU credits and 3 graduate or undergraduate credits within The University of Tennessee system. This course meets 3 required credit hours for the MS Forest Business degree. The fees for CEU credits are included in course fee of $4,250.

2025 Graduation Class

Contact

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Webinars for all Employees of Member Companies

See, [Data Science Webinars | Data Science Institute]

All recorded for members and password protected

PROTECTED: DATA SCIENCE WEBINARS

We offer a wide variety of *Data Science* webinar topics. Please use the drop-down below to learn more about the topics and specific dates.

- Webinar 1: What is Data Science?
- Webinar 2: Introduction to Data Analytics for Process Improvement (software examples)
- Webinar 3: Introduction to Data Visualization (software examples)
- Webinar 4: Introduction to Statistical Process Control (software examples)
- Webinar 5: Introduction to Lean Methods (Toyota Production System)
- Webinar 6: Statistical-based Root Cause Analysis I (software examples)
- Webinar 7: Introduction to Regression Analysis – Simple Linear Regression (software examples)
- Webinar 8: Introduction to Regression Analysis – Multiple Linear Regression I (software examples)
- Webinar 9: Advanced Statistical Process Control (software examples)
- Webinar 10: Introduction to Capability Analysis
- Webinar 11: Statistical-based Root Cause Analysis II (software examples)
- Webinar 12: Introduction to Regression Analysis – Multiple Linear Regression II (software examples)
- Webinar 13: Foundational Data Visualization and Analysis with JMP
- Webinar 14: Modeling in JMP Regression, Logistic Models, and Decision Trees
- Webinar 15: Introduction to Design of Experiments – Going beyond the Trial
- Webinar 16: Design of Experiments – ANCOVA, Blocking, Split-Plot and Nested Designs
- Webinar 17: Taguchi Robust Product Design, Fractional Factorials and Blocking
- Webinar 18: Response Surface Designs – Central Composite Designs (CCD) & Sample Size Determination
- Webinar 19: Response Surface Designs – CCD Review, Box Behnken, Sample Size Determination

See, [Machine Learning Webinars | Data Science Institute]

All recorded for members and password protected

PROTECTED: MACHINE LEARNING WEBINARS

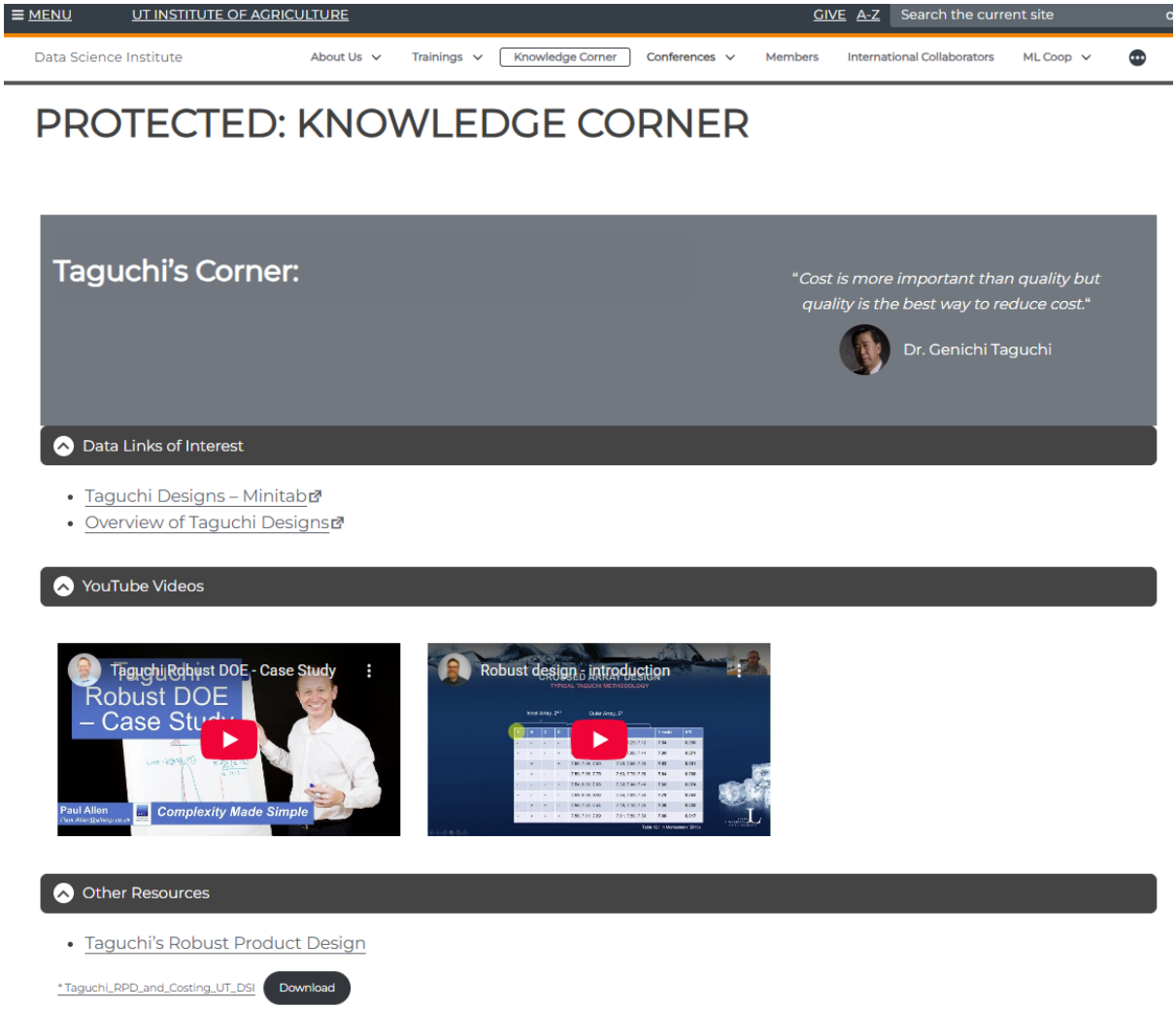
We offer a wide variety of *Machine Learning* webinar topics. Please use the drop-down below to learn more about the topics and specific dates.

- Webinar 1: What is Machine Learning?
- Webinar 2: Introduction to Modeling Methods and Variable Pre-Selection
- Webinar 3: Modeling Methods and Machine Learning
- Webinar 4: Introduction to Machine Learning I
- Webinar 5: Introduction to Machine Learning II
- Webinar 6: Introduction to Machine Learning III
- Webinar 7: Introduction to Algorithms and Features Available in Minitab Predictive Analytics Module (PAM)
- Webinar 8: CART Regression Trees, Boosted Trees, and Random Forests in PAM
- Webinar 9: MARS in PAM and 'Automated Machine Learning'
- Webinar 10: Case Studies in Manufacturing Using Minitab PAM
- Webinar 11: Advanced Modeling with JMP Pro: Machine Learning Models and Model Validation, Comparison, and Deployment by JMP
- Webinar 12: Going Beyond the Fishbone – Using Machine Learning and Fundamentals of AI for Root-Cause Analysis
- Webinar 13: Predictive Modeling – Part 1 (MLR, Lasso, Ridge, Net Elastic) using Python with Minitab & JMP)
- Webinar 14: Predictive Modeling – Part 2 (Regression Trees, Boosted Trees, Random Forests) using Python with Minitab & JMP
- Webinar 15: Introduction to Neural Networks with Python Applications in Minitab and JMP

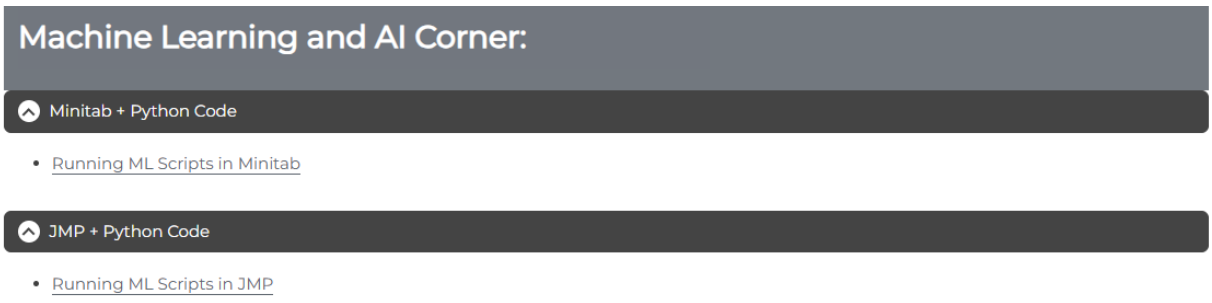
Knowledge Corner for all Employees of Member Companies

See, [Knowledge Corner | Data Science Institute]

Taguchi's Corner



Machine Learning and AI Corner



Tim's Corner

Tim's Corner:

"Tell me and I forget. Teach me and I remember. Involve me and I learn"
Benjamin Franklin

Dr, Timothy Young
Interim Director, Data Science Institute

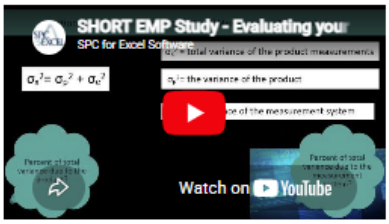
Data Links of Interest

YouTube Videos

Funnel Experiment – YouTube Video

Control Chart Interpretation – YouTube Video

Why Cpk by Itself is Not Enough – YouTube Video



SHORT EMP Study – Evaluating Your Measurement System – YouTube Video

Training & Webinar Notes

Design Of Experiments 7 7 4 Download

SPC And Lean Training Manual 11 5 Session I Download

SPC And Lean Training Manual 11 5 Session II Download

Advanced Analytics And Data Mining 2025 Training Manual 9 Part I Download

Advanced Analytics And Data Mining 2025 Training Manual 9 Part II Download

2026 Annual Conference

PTF BPI 2026 Announcement

https://agdatascience.tennessee.edu/ptf-bpi-2026/

*'**P**rocessing **T**echnologies for the **F**orest and **B**iobased **P**roducts **I**ndustries'*

The University of Tennessee, School of Natural Resources 'Data Science Institute' will be hosting PTF BPI 2026 at St. Simons Island GA from November 10-11, 2026. This upcoming conference will be the 11th edition of the successful PTF BPI Conference series and provides a unique conference platform for networking about applied technologies for industry and academia. PTF BPI 2023 at St. Simons Island had eight keynote speakers from industry, 36 technical papers, and participation of more than 25 companies for the forest products industry. Participants in 2023 also enjoyed a golf tournament on Monday afternoon and a technical workshop on Design of Experiments.

We hope you will mark the dates for PTF BPI 2026 on your calendars! More information on registration and submitting talks is forthcoming. Existing 'Data Science Institute' members will also be able to take advantage of discounted registration and other member benefits during the conference.

The University of Tennessee, School of Natural Resources 'Data Science Institute' will be hosting PTF BPI 2026 at St. Simons Island GA from November 10-11, 2026. This upcoming conference will be the 9th edition of the successful PTF BPI Conference series and provides a unique conference platform for networking about applied technologies for industry and academia. PTF BPI 2023 at St. Simons Island had eight keynote speakers from industry, 36 technical papers, and participation of more than 25 companies for the forest products industry. Participants in 2023 also enjoyed a golf tournament on Monday afternoon and a technical workshop on Design of Experiments.

Topics

Wood Adhesives Technologies
Advanced Materials Technologies
Structural Wood Materials
Processing Technologies
Data Science, Machine Learning and AI
New and Evolving Opportunities for Wood
Value-Added Residue Technologies
Natural Fibers Reinforced Composite Materials
Innovative Lightweight Load Bearing Sandwich Structures
Sustainable Biomaterials
Industry Updates on New Startups

We hope you will mark the dates for PTF BPI 2026 on your calendars! Register and submit an abstract for the conference via the links above. More information on presentations is forthcoming. Existing 'Data Science Institute' members will also be able to take advantage of discounted registration and other member benefits during the conference. Data Sciences Institute members will enjoy a Monday evening dinner with invited speakers.



Scientific Sponsors:

See, [PTF BPI 2026 Announcement | Data Science Institute]

Data Science Institute's Organization

The UT SNR '*Data Science Institute'* is a virtual entity with faculty, staff, and students from The University of Tennessee supporting its mission under the direction of a Director and an Executive Board. Given that machine learning technologies and software capabilities are the core element of AI and are advancing at almost an exponential rate (*e.g., random forests, boosted trees, Bayesian additive regression trees - BART, multivariate adaptive regressions splines – MARS, etc.*), the **'Coop4ML'** will conduct highly specialized webinars, trainings, and research projects with sole purpose of successful ML application in manufacturing and forestry.

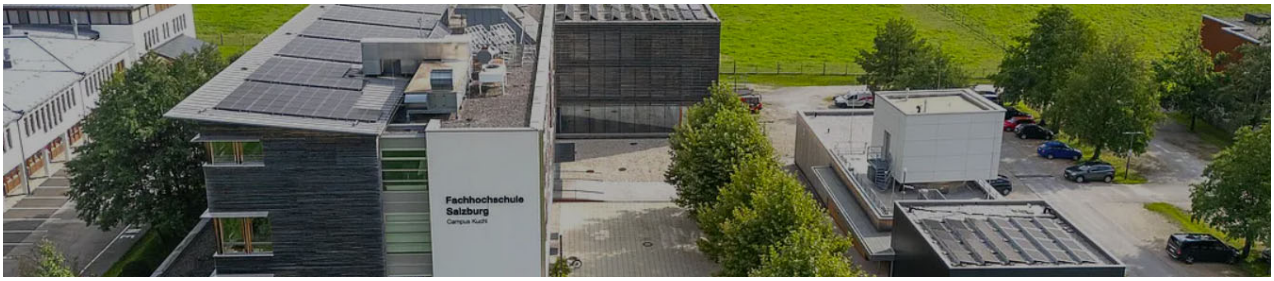
The education component of the institute will establish a curriculum for students and industry focused on the general aspects of data analytics, which will be a combination of well-established statistical principles and contemporary methods for continuous improvement. The academic curriculum will be structured to support the **MS Forest Business** program. The **MS Forest Business** program is open to students at UT and industry personnel willing to expand their education while working full-time, and will consist of a mostly virtual curriculum, see https://naturalresources.tennessee.edu/.

The **MS in Forest Business** is a three-semester, non-thesis program that prepares students to assume leadership roles within forest industry in three separate tracks: *Analytics & Data Science; Forestland Investment & Finance; and Logistics & Procurement*. Students who are currently employed in the industry can use their current work experience for the internship and project requirements. Beyond the core, students select from a suite of courses at UT within any of the three tracks.

International Partners

Salzburg University of Applied Sciences (Kuchl, Austria) – Since 2024

See, FH Salzburg Campus Kuchl – Wood, Design & Sustainability | FH Salzburg



Teaching and research at the Kuchl campus of the University of Applied Sciences focus on biogenic materials, recyclable design and energy-efficient construction, and are pioneers in sustainability.

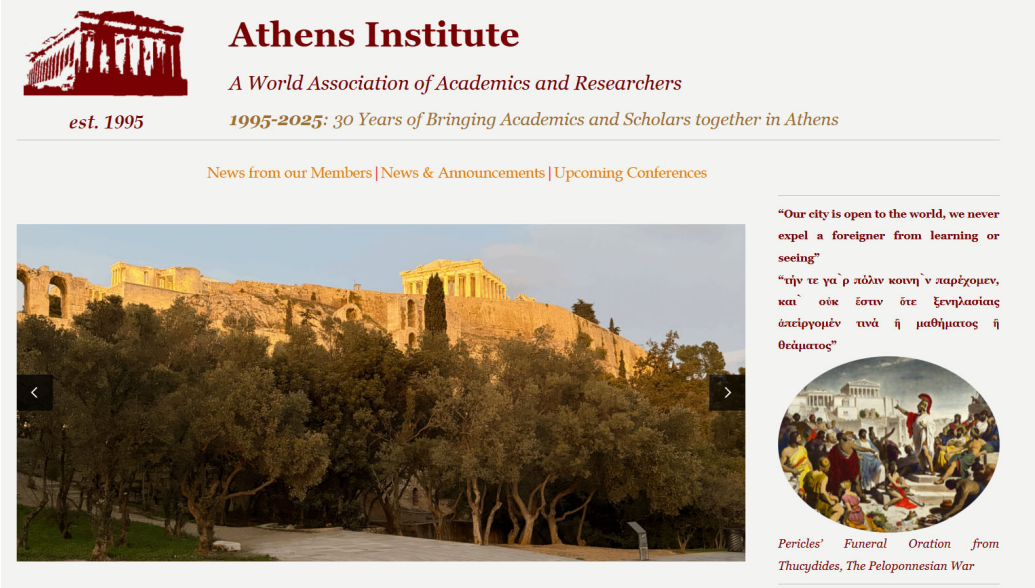
The campus is surrounded by nature and has direct connections to Salzburg. Whether hiking, cycling or simply relaxing, campus life in Kuchl offers the perfect balance between studying and leisure.

With programmes such as the Virtual Wood University and numerous exchange opportunities, the Kuchl campus has excellent international connections. Students gain global perspectives and can participate in international projects.

FH Salzburg

Athens Institute (ATINER) – since 2025

See, Athens Institute



The UT School of Natural Resources 'Data Science Institute' established a 'Memorandum of Understanding' in 2024 with the 'Athens Institute' in Athens, Greece (also known as ATINER), see https://www.atiner.gr/. Established in 1995, the Athens Institute is an independent, worldwide, member-based association of academics and researchers. Athens was chosen as the meeting place due to its rich history and culture. The Athens Institute's mission is to serve as a forum where academics and researchers from around the world can come together to exchange ideas on their research and discuss the future developments in their respective fields. As stated in its mission, the Athens Institute is a nonprofit, non-governmental, and nonpartisan association of academics and researchers.

The Athens Institute aims to revive Athens' long historical tradition by organizing and hosting small academic meetings while also promoting research and producing publications. Since 1995, the Athens Institute has organized over 1000 such academic events, attended by scholars from nearly a thousand universities and other academic institutions in 120 different countries around the world. Additionally, the organization has published more than 200 books. In 2012, the Association launched a series of conference paper publications featuring close to 1500 papers on various subjects. In 2014, they introduced a series of e-journals.

BOKU University – since 2026

BOKU University is one of the best Life Sciences universities in Europe, distinguished by its holistic approach to research and teaching. Our scientists, students and graduates work on solutions for burning social issues and for a sustainable future.

Today's BOKU University began its success story in 1872 as a small agricultural university under the name "k. k. Hochschule für Bodencultur". Today, the BOKU locations Türkenschanze, Muthgasse and Tulln offer the 6 departments and 11,000 students optimal conditions for learning, teaching and research.

https://boku.ac.at/en/

Kompetenzzentrum Holz GmbH – Wood K Plus since 2026

Wood K plus is a leading research institute for wood and renewable raw materials in Europe. Our core competencies lie in materials research and process technology along the entire value chain – from raw materials to the finished product. More than 150 highly qualified researchers develop methods and basic principles and conduct applied research at the interface between business and science in order to enable resource-conserving management in the circular bioeconomy.

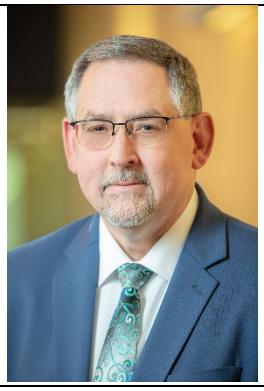
As a COMET-K1 center, we are funded within the framework of COMET – Competence Centers for Excellent Technologies – by the BMIMI (Federal Ministry for Innovation, Mobility and Infrastructure), BMWET (Federal Ministry for Economy, Energy and Tourism) and the provinces of Upper Austria, Lower Austria and Carinthia. The COMET program is managed by the Austrian Research Promotion Agency (FFG).

https://wood-kplus.at/en/

Executive Board

The Executive Board of the UT SNR Data Science Institute currently consists of three members from industry. The three board members have a demonstrated record of accomplishment within industry and a breadth of knowledge to accomplish its mission. The Executive Board is selected based on willingness to be directly engaged in the Institute and serve a minimum three-year term. The Executive Board meets virtually every quarter and attends the annual conference at UT. The board reviews the annual budget, organizational structure, and help defines the research and teaching agendas of The UT SNR Data Science Institute.

2026 Board Members

		
Brandon Higgins Director of Optimization and Technology Roseburg Forest Products	**Alex Scott** Process Engineering Manager Louisiana-Pacific Corp.	**Walker Campbell** Director of Quality Huber Engineered Woods
Rotating Board Members from West Fraser:		
 **Valentin Kurz** Manager: Data, Analytics, AI & Reporting West Fraser Timber Company	 **Teja Schubert** Director Automation & Controls West Fraser Timber Company	

2025 Board Members

		
Mike Reardon Director of Optimization and Technology Roseburg Forest Products	**Alex Scott** Process Engineering Manager Louisiana-Pacific Corp.	**Terry Liles, PhD** Director of Adhesives Technology Huber Engineered Woods

2024 Board Members

		
Mike Reardon Director of Optimization and Technology Roseburg Forest Products	**Chris Andrews** Sr. Director of Engineering, Technology & Quality Louisiana-Pacific Corp.	**Terry Liles, PhD** Director of Adhesives Technology Huber Engineered Woods

Membership Benefits and Annual Fees

Executive Board Member	Member Only	Machine Learning Coop Member
Direct organizational structure and design of institute		
Quarterly budget reviews		
Direct input in setting research agenda of institute		
Review and inputs of teaching curriculum for MS in Forest Business		
Two company liaisons to communicate directly with DSIMLA staff	One company liaison to communicate directly with DSIMLA staff	Additional company liaison assigned to machine learning staff
Monthly webinars on data science and software applications for company	Monthly webinars on data science and software applications for company	Monthly webinars on machine learning and software updates on machine learning
Analytical software review updates	Analytical software review updates	ML software review updates
10% discount on industry training programs	10% discount on industry training programs	10% discount on industry training programs
Direct support in implementing data science and analytics problems	***Direct support in implementing data science and analytics problems***	***Direct support in implementing machine learning applications problems***
		Open access to machine learning source code in Python and R by graduate students and associated universities

Annual Membership Fees

Executive Board Member: $25,000/Yr

North American Company Member: $12,000/Yr

Global Company Member: $20,000/Yr

ML Coop Member: $ 6,000/Yr (Executive Board, or Company membership required)