

# Vaughn

COLLEGE MAGAZINE

SUMMER 2021

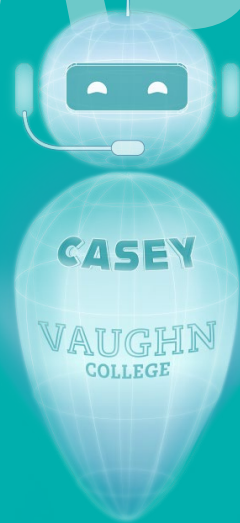
HOW CAN I HELP YOU?

CASEY

VAUGHN  
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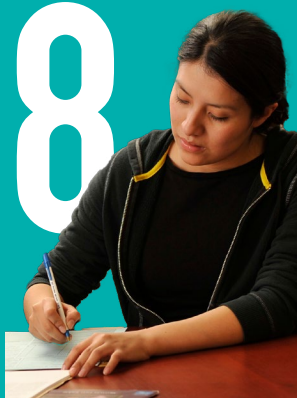
NEW TECHNOLOGY KEEPS **VAUGHN**  
AT THE FOREFRONT

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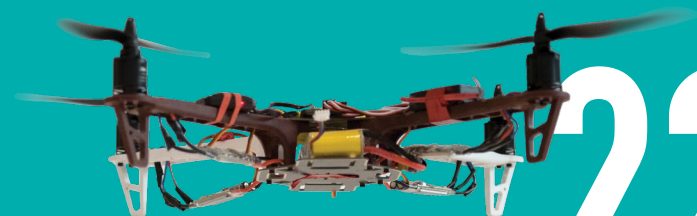


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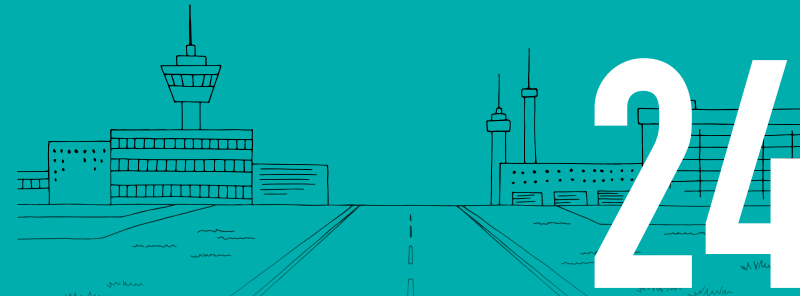
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## VAUGHN MAGAZINE

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# USING TECHNOLOGY TO SHAPE THE STUDENT EXPERIENCE

NEW TECHNOLOGY KEEPS VAUGHN AT THE FOREFRONT OF ACADEMIC EXCELLENCE

As extraordinary challenges have affected all aspects of life over the past year, Vaughn College has stayed focused on the importance of supporting students in their goal to earn a degree. Vaughn has been responsive in integrating innovative technology support into all aspects of the student experience. The result has enabled the institution to stay at the forefront of serving students well while delivering on its mission to prepare students for a futureproof career.

How can Vaughn make this claim? By embracing change and employing technological advances without ever losing focus on students and their needs. According to Vaughn President and Chief Executive Officer Dr. Sharon B. DeVivo, “The culture of Vaughn continues to encourage innovation. Having the courage and resources to try out ideas that have the power to transform the lives of our students, but that may not work, is imperative.” The evidence to support this approach is included in a commissioned report for the National Symposium on Postsecondary Student Success, which notes, “The single best predictor of student satisfaction with college is the degree to which they perceive the college environment to be supportive of their academic and social needs.”

Vaughn’s faculty, staff and alumni share this vision. The academic, career services, student affairs, and advisement departments, along with the Aviation Training Institute (ATI), have all embraced new technologies to ensure Vaughn’s students continue to receive the education they need and deserve.

At the same time, the board of trustees has heightened its focus on the strategic direction of the College’s future endeavors. In late 2020, ad hoc committees were formed to concentrate on two key areas: industry broadening and programmatic opportunities. Both committees include trustees, faculty and staff, and are charged with considering the changing world in terms of the industries—and emerging industries—that Vaughn serves, the educational delivery methods, and the use of campus space over the next five years. This work coincides with the board-approved strategic plan and will provide specific direction over the next five years in new areas into which the College should expand. These two groups, which are chaired by Trustees Oswin Moore (programmatic opportunities) and Peter Vaughn (industry broadening) and include faculty, staff and an external partner, have been instrumental in keeping Vaughn laser-focused on its stated strategic goal: to be an educational institution at the leading edge of innovative, transformative, life-long learning. Moore and Vaughn share their insights in the subcommittee article on page 26.



**“The culture of Vaughn continues to encourage innovation. Having the courage and resources to try out ideas that have the power to transform the lives of our students, but that may not work, is imperative.” — DR. SHARON B. DEVIVO**





**NINETY-NINE PERCENT OF VAUGHN'S STUDENTS OPTED IN TO COMMUNICATE WITH CASEY AND 92% OF STUDENTS REPORTED THAT THEY ENJOY TEXTING WITH CASEY. IN THE FIRST TWO MONTHS ALONE, CASEY RECEIVED MORE THAN 6,000 TEXT MESSAGES.**

### WHY IS THE CHATBOT NAMED CASEY?

The chatbot was named in honor of one of Vaughn's founding visionaries, [Charles S. "Casey" Jones](#) (at right). In 1929 Jones, a pioneer aviator and aviation company executive, foresaw the need for highly trained technicians to design, build and service aircraft and engines. George A. Vaughn Jr. and Lee D. Warrender joined with Casey Jones in founding the Casey Jones School of Aeronautics, the predecessor of the Academy of Aeronautics, the College of Aeronautics and ultimately, Vaughn College of Aeronautics and Technology.



## INTRODUCING CASEY THE BOT: "NICE TO MEET YOU, DUDE"

As the pandemic lengthened, the leadership team quickly realized that helping students this year would require effective ways to reach students and to speak with them in their own voice and style. To meet that need, Assistant Vice President and Dean of Students Elaine T. White and the student affairs team spearheaded the introduction of a new artificial intelligence tool known as "Casey the Bot" this text message chatbot checks in with students, nudges them, and connects them to helpful resources. Casey was developed with Vaughn's specific student body, mission and vision in mind. Not only can the chatbot direct students to the right resources at the right time (outside of regular operational hours), but it's also able to do something new—hear and respond to the voices of students in real time, in a sustainable and scalable way.

Student affairs uses Casey to reach out to students across four categories: academic, engagement, financial concerns and wellness. These are areas that the research has shown helps students to persist semester-to-semester. Student engagement with Casey has been high.

Because of the specificity of the four key areas of focus, Casey can effectively reach students in need. For instance, during the pandemic this approachable chatbot was able to complete numerous

interventions with students needing a wide variety of support: Casey connected the students who self-identified as having poor health and well-being to the best resources for their area of concern; flagged students facing "overwhelming financial stress" due to housing and/or food insecurity and got them to the right support staff for emergency grants and access to Vaughn's food pantry; and helped students who felt they lacked an adequate support system to find the right organizations and advisers who could quickly help.

In a wonderful example of how technology can not only be useful, but can provide a warm, interactive experience, Casey is viewed as a kind of peer. Here are some of the comments students have shared with the bot: "Thanks Casey, you are sweet," "Hi Casey, I think this is a great idea of Vaughn," and of course, "Nice to meet you, dude."

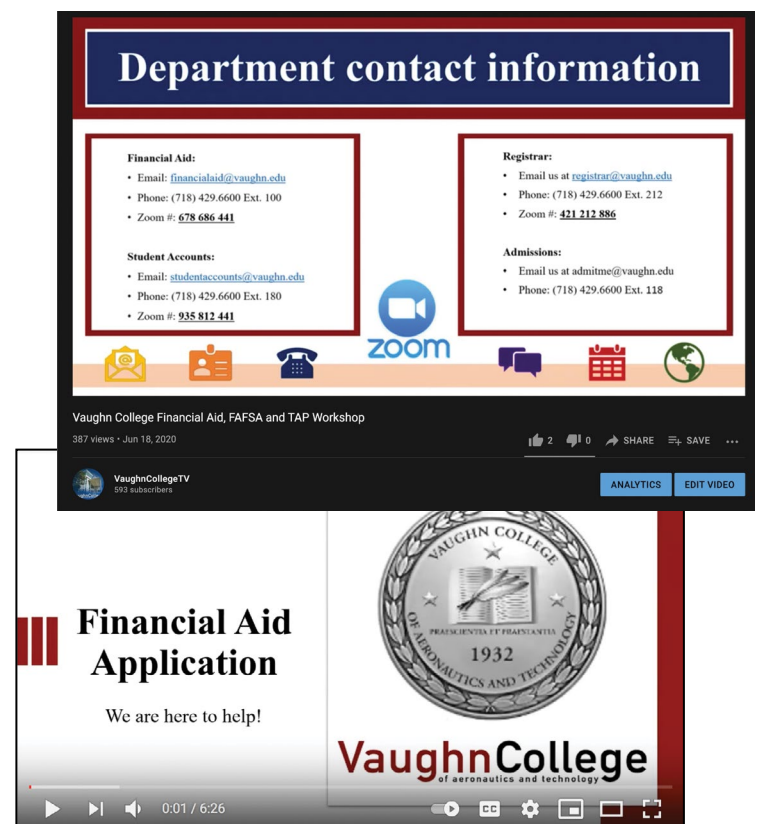
The chatbot also enables students to reach out in a private way. This is critical during tough times and allows students to seek counseling when it is needed without going into someone's office. The chatbot supports engagement outside the classroom and can easily be expanded to include outreach for additional departments. Casey is and will be an integral part of Vaughn's campus life going forward.

## TECHNOLOGY PROVIDES VERSATILITY AND FLEXIBILITY FOR ACADEMIC AND STUDENT AFFAIRS: ZOOMING INTO THE FUTURE

In keeping with the College's commitment to students' success and safety, as well as its dedication to a high-quality educational environment, Vaughn has worked diligently over the past year to make the transition to online learning smooth and convenient.

In addition to having moved all classes to an online format in five days when the pandemic first started, Vaughn has continued to create a lineup of virtual sessions, events and services designed to not only give peace of mind to students and their families, but to provide them with the information and tools they need to succeed.

One of the most successful technological innovations is Vaughn's virtual Zoom Front Desk. Quickly becoming a go-to resource, the Zoom Front Desk provides



students access to key information about the College's academic, financial, counseling, athletic and other services. In addition, Vaughn has made registering for upcoming semesters simple and flexible by using the Zoom Front Desk to connect students to online registration events.

"The Zoom Front Desk will continue to be an invaluable tool for us. Our international students particularly appreciate its convenience, and it will continue to be available to them. However, as the pandemic eases, our goal is to develop the best combination of online and in-person registration. The advisement department will continue to champion the value of in-person contact and feedback.

That way we will get to know students in a deeper way and help them during their studies and as they transition to their professional careers," says Dr. Edgar Troudt, associate vice president, academic affairs.

In addition to using Zoom for improved registration and teaching to local and international students, numerous departments have used Zoom to make sure the entire student body has access to the information they and their families need for their health and security. For example, the financial aid department held multiple workshops to help students and families

fill out their Free Application for Federal Student Aid (FAFSA) form. These sessions were held in English and Spanish and recorded so that the information was accessible 24/7.





Furthermore, the student affairs department hosted a virtual information session that offered students and families a platform to ask questions about how Vaughn planned to continue ensuring each student's safety and success. The team built on that event and regularly offers opportunities for student engagement and feedback through virtual events and listening sessions.

"It is imperative that we explore every opportunity that technology offers," says Dr. Paul LaVergne, vice president of academic affairs. "As we move forward, we're committed to connecting students to the best possible educational experience that we can provide; this includes a commitment to the resources they need as students, and also prepares them for a professional world that's continually changing as technology advances. This also means that faculty must be available to our students as they navigate these new virtual tools. For instance, I let students know that they are welcome to contact me through email, Zoom, or whichever avenue is most comfortable for them."

### VAUGHN PARTNERS WITH FAA TO ENSURE STUDENT SUCCESS

As we have seen over the past year, new technologies have enabled Vaughn to offer both synchronous (at the same time) and asynchronous (self-paced) learning. This was critical given the limitations of face-to-face learning, and it matched student learning styles with the right modality of instruction. This year, Vaughn greatly expanded these offerings. However, many of the

College's courses, especially within the ATI, are highly technical and require that students acquire hands-on training. This created an unprecedented opportunity for Vaughn and the Federal Aviation Administration (FAA) to work together in response to the pandemic's educational challenges. ATI instructors and students must meet rigorous FAA guidelines, so the College was called upon to meet the guidelines offered under a federal "temporary deviation" and provide the best learning experience possible.

"As the world changed we needed to respond. We've worked closely with the FAA to ensure that our labs are meeting current guidelines and that our students are getting the rigorous online training that they need to compete in the current pandemic marketplace," says Domenic Proscia, vice president of training. "We will continue to develop innovative new curricula utilizing modern methods and topics that will really excite our mechanically-inclined students and position them for emerging industries."

### VIRTUAL LEARNING NURTURES LIFE-BUILDING SKILLS

Over the past year, both the academic and student affairs departments have witnessed the benefits of virtual learning. Kelli Smith, vice president of student affairs, and her team reinvented new student orientation—held entirely virtually this past year—and there are elements of this program that will continue after the pandemic has subsided.

**"Technology has enabled remote learning in ways we've never seen before. It turns out that virtual learning supports personal growth in a lot of unexpected ways. Students are improving life-building skills that include gaining confidence, inspiring independence, creating organizational skills, developing discipline, inspiring independence and becoming self-starters."**

Technology has also resulted in some great opportunities for both students and faculty to integrate new teaching methodologies. Several instructors wanted the best experience they could provide for their students and incorporated multiple screens for simultaneous use in separate Zoom breakout rooms while others expanded their use of cameras and smart boards to engage students more effectively as they learned.

### EXCITEMENT AND FUTURE OPPORTUNITIES

Vaughn's core values of practicing collaboration to achieve impact always prioritizes its students first, despite all challenges. "We've achieved so much and have moved the institution forward thanks to our commitment to embracing new technologies," says DeVivo. "And most importantly, this transformation has allowed Vaughn's students to continue their growth and progress despite the obstacles the world has thrown at them."

Every academic institution faced enormous challenges this year. Vaughn has not faltered in its vision to change the world one student at a time with a transformative education that creates a lifetime of opportunity. Faculty, staff and students are united and excited to embrace the new technologies that give both professors and students the flexibility to move forward in the ways that best suit their individual styles and needs. "While advancing and supporting technology is a key component of the College's success, we must remain resolute to serve the individuals at the epicenter of it all—students and ensuring their long-term success. That is the fuel that propels us all," DeVivo said with a smile.





# VAUGHN RESPONSE TO STUDENTS' NEEDS AMPLIFIED DURING CRISIS

## THE PANDEMIC INTENSIFIED THE STRUGGLES OF POVERTY FOR LOW-INCOME STUDENTS. IN RESPONSE, WE INTENSIFIED OUR SUPPORT.

Vaughn College is known for educating a diverse group of men and women who are primarily first-generation college students and first-generation Americans. Recently reaffirmed as a Title III and Title V institution serving both low-income and Hispanic students, Vaughn is a college that is looking for students who want to improve their lives, and the institution is committed to providing a transformational education that will enable them to do so. [Ranking number 1 among 2,137 colleges in the nation in upward mobility](#) demonstrates Vaughn's success and is a result of a commitment that touches every aspect of the institution.

Dr. Edgar E. Troutd, associate vice president, academic affairs, puts it succinctly: "Everything we do is to make sure the underserved get served. This College is all about access and equity."

Consistent with this focus, Vaughn College partnered in 2019 with [College Possible](#), a nonprofit that shares the institution's goals and values and sees the college degree divide as "influenced by race and income, not by talent or interest." College Possible has a highly regarded program called Catalyze that enables Vaughn to have a team of "near-peer coaches" employed by AmeriCorps on campus to provide additional guidance, intervention and support to low-income students to help them succeed.

That same year, Vaughn also became a member of the [Yes We Must Coalition](#), which strives to help low-income students attain degrees by working with independent, nonprofit colleges with more than 50% undergraduate enrollment of Pell-eligible students. In the spring of 2020, the Coalition published a report called

**“THE COMPLEXITY OF LIFE WITHIN THE CONTEXT OF POVERTY IS A FACTOR THAT MUST BE TAKEN SERIOUSLY, NOT ONLY IN TIMES OF NATIONAL CRISIS. PERHAPS THE STUDENTS CAN HELP US MOVE TO A RECOGNITION THAT POVERTY ITSELF IS A CRISIS ... A CRISIS FOR WHICH WE STILL BELIEVE EDUCATION CAN BE AN ANTIDOTE”**  
—YES WE MUST COALITION REPORT

[“The New Student Majority: In Their Own Words,”](#) based on intensive interviews with Pell-eligible students, and some of the insights from this report are highlighted on these pages.

These alliances, initiated before the pandemic struck, enhanced the existing equity and opportunity resources that are so central to Vaughn's mission and identity.

### PEER COACHING SUPPORT WITH CATALYZE “WHOLE-PERSON SUPPORTS ARE CRITICAL TO THE WELL-BEING OF THE STUDENT AND TO THEIR ACADEMIC SUCCESS ...THE MORE A SCHOOL CAN PROVIDE THESE SUPPORTS AT THE CAMPUS, THE BETTER.” —YES WE MUST COALITION REPORT

When the pandemic struck, Vaughn's partnership with College Possible and the Catalyze coaching program was already in its second year. In its first year, the three “near-peer” coaches reported to Lauren Cajade, assistant director of Vaughn's [Higher Education Opportunity Program \(HEOP\)](#). “We created a cohort of students who met the eligibility requirements of the program as first-generation college students and Pell and TAP recipients,” Cajade explained. “The coaches are trained to help students navigate the milestones and resources needed to graduate, and since the coaches recently graduated from college and come from similar backgrounds, it made it easy for the students to relate to them.”

The program proved successful: At the end of the year, College Possible sent an update on results from Catalyze partnerships, reporting that in their first year, “Vaughn College of Aeronautics and Technology saw positive gains in their retention rates for students supported by a coach. Students were retained 7.8 percentage points above comparable students...”

By the second year, Vaughn leadership was determined to broaden the scope of the coaches beyond academic advisement. Troutd said, “We were gratified by the impact of the coaches in the first year. So then we wanted to go beyond academic skills to make sure the students were also engaging with campus life, like clubs and other networking activities. By bringing academic affairs and student affairs together in the Catalyze program, we could eliminate any sense of ‘silos’ in the coaches’ response to student needs, and our

students could get a full-rounded experience of Vaughn resources.” Troutd partnered with Assistant Vice President and Dean of Students Elaine T. White to be co-leaders, and Sarah Tsang, assistant director of student activities and engagement, became a co-director of the Catalyze program with Lauren Cajade. Together, Cajade and Tsang identified the student cohorts for the coaches, which for 2020-21 were focused on freshman and sophomores only. This was another refinement from the previous year and one that proved to be valuable as the coronavirus campus shutdown continued in the fall semester of 2020.

“Getting first-generation students through their first year is always critical, but even more so in the pandemic, when they couldn't go into an office for help and when remote learning limited human contact,” said Tsang. To facilitate participation, Catalyze coaching was included as an opt-in at orientation, and 322 students were enrolled.

Tsang and Cajade monitor the coaches' interactions with students through the College Possible dashboard. The coaches have benchmarks and work every day to reach students by phone call or via Zoom to make sure the students get every kind of support they need, from counseling and wellness to emergency funds or food pantry access and from athletics to social activities. Based on a report in February, 96% of College Possible/Catalyze participants received an attempted individual outreach.

The co-directors agree on the impact of the human contact during the isolating weeks and months of this difficult year. “The students missed that one-to-one campus feel and the mingling that goes on on campus,” said Cajade “So the coaches worked to create ways to replace that and offer venues for students to connect including a weekly game night for their cohort on Zoom.

Said Tsang, “Our students needed the Catalyze coaches even if they didn't know they needed them, because when things went remote, the human connection could have been lost. Just knowing that someone cared about them made our students feel better and kept them on track.”

### ZOOMING IN ON FINANCIAL AID “AS EXPECTED, FINANCES PLAY A CENTRAL ROLE IN THE LIVES OF THESE STUDENTS ... COLLEGES NEED TO BE AWARE THAT EVERY DOLLAR COUNTS TO THESE STUDENTS. OVERCOMING THE EXCLUSIONARY MESSAGE OF A HIGH STICKER PRICE IS A CHALLENGE COLLEGES MUST FACE. CLARITY AND CONSISTENCY ABOUT FINANCES, PARTICULARLY FINANCIAL AID, ARE CRITICAL.” —YES WE MUST COALITION REPORT

“Financial aid is complicated for anyone under the best circumstances,” said Beatriz Novoa-Cruz, Vaughn's associate vice president of enrollment services, “but it's even more so for our students, who are low income, first generation and for many, English isn't their first language. That all makes it harder for them, and that is a major consideration for us. We have to do things differently to make a difference for our students and help them reach their goal of obtaining a degree.”

In this critical area, as in all others, the pandemic changed everything almost overnight. The administration scrambled to get services to students who had been accustomed to stopping by the campus offices for help with their financial aid applications, or the registrar's office or advisement. “It was hectic,” said Novoa-Cruz. “But in just a short time, we had to get our services on Zoom, and then we had to do a workshop to show students how to even use Zoom. In fact, we did a lot of workshops!” For the Free Application for Federal Student Aid (FAFSA) and New York State's Tuition Assistance Program (TAP), we created step-by-step directions and conducted workshops to show students how to create online accounts, complete their applications and then file them online. Despite the challenges, 95% of the students selected for FAFSA were verified. In addition, Vaughn helped students in financial duress with funds from the institutional emergency fund.

Not surprisingly, the new online modality adversely affected academic performance for some. At-risk students struggling with complex home study conditions were facing the possible loss of critical financial aid from institutional funds like the Founders Scholarship, which has GPA requirements. “But it would be wrong to double-punish struggling students and take away their financial support,” said Troutd. “It would contribute to an outcome which is exactly what we don't want: dropping out. Our goal is to take a step back and be more supportive.”

While May graduation was impacted, students who didn't complete their degrees on time were moved to August graduation, and 93% of those candidates completed their studies. “I love that number,” said Novoa-Cruz. “It says a lot about Vaughn's commitment to student success.”

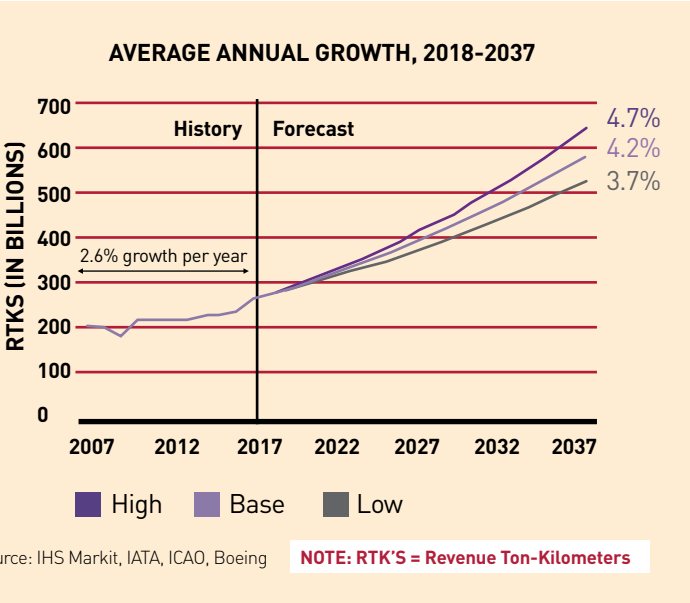


# WITH STRONG GROWTH IN AIR CARGO AND THE SUPPLY CHAIN INDUSTRIES, VAUGHN’S FUTUREPROOF DEGREES SHOWCASE THEIR VALUE

Unlike passengers, cargo must travel. Even during an unprecedented pandemic shutdown—in fact, especially during a shutdown—people rely on getting goods delivered to their homes.

Therein lies the story of how cargo aviation became one of the brightest sectors of the aviation industry during the pandemic and continues to experience surging demand and growth. Indeed, [the air cargo market is expected to grow by 16.75 million tons over the 2020-24 time frame](#), according to Technavio, a market research firm focused on emerging technologies, and the Boeing Forecast predicts the freighter fleet will grow 60% by 2039. One of the contributing factors has been that airfreight and cargo companies became an essential part of transporting medical supplies and other lifesaving equipment during the pandemic. But long term, the growth of e-commerce sales that was underway prepandemic continues to accelerate as people increasingly bypass retail outlets in favor of direct delivery.

## AVIATION INDUSTRY PROJECTIONS: WORLD AIR CARGO WILL MORE THAN DOUBLE IN THE NEXT 20 YEARS



At Vaughn College, with our historic strength in aviation and close ties to the air cargo industry, these economic developments have been good news during uncertain times, putting a spotlight on the value of the College’s wide-ranging, futureproof degrees in management, aviation, engineering and technology.

### STRONG TIES WITH AIR CARGO

Vaughn’s long-term relationship with a leading aviation cargo company, Atlas Air, has resulted in several alumni landing internships and full-time positions with the company. According to Atlas Air’s director of aircraft reliability Karen Batson ’04, there are Vaughn alumni in every department at the company. “I have personally recommended and/or hired at least 39 alumni in positions ranging

**AIR CARGO VOLUME TO INCREASE 13% IN 2021**

**AIRLINES TO GENERATE 1/3 OF REVENUE FROM CARGO**

**\$60+ BILLION INDUSTRY WITHIN THE AIRLINE INDUSTRY**

from flight operations to accounting and human resources. Vaughn graduates do outstanding work at Atlas,” she said. The company, which is based in Purchase, New York, operates one of the world’s largest fleets of Boeing 747 freighter aircraft.

At the last [Gala in 2019](#), Vaughn honored Atlas Chairman and Chief Executive Officer William J. Flynn. In his speech, Flynn stated: “Ten percent of our workforce in our New York headquarters are Vaughn College graduates. Many more graduates work elsewhere across our company. Several of our employees are now teaching at Vaughn. And countless more have mentored Vaughn students through our ongoing internship program. The work that Vaughn is doing is so critical to propelling this industry forward. Vaughn is developing some of the best and brightest minds of the workforce today.”

Recognizing the continuing importance of cargo aviation today, Vaughn will maintain its tradition of celebrating industry professionals at the annual [Gala in 2021 by honoring Stephen A. Alterman](#), president of the Cargo Airline Association, the nationwide trade organization representing the interests of the United States’ all-cargo airline industry and related businesses in the aviation supply chain. Alterman, who chaired the Federal Aviation Administration Advisory Council from 2017 to 2020, toured the Vaughn campus with other members of the council in 2019 and met with a group of students to offer advice on their future career paths.

### BUILDING STRENGTH IN SUPPLY CHAIN MANAGEMENT

The positive economic news about air cargo and its attendant job opportunities is not limited to cargo aviation alone.

As Dr. Peter Canellis (see Faculty Spotlight p. 25), associate professor in the management department and an expert in supply chain logistics explains, “You can’t talk about an air cargo operation without talking about a trucking operation. And you can’t talk about trucking without talking about distribution. And at that point, you’re talking about supply chain management, a field with tremendous career opportunities. That’s why we formed a committee last summer to focus on growth industries adjacent to air cargo and determine how we can continue to align our curriculum to best position our students for success.”

Interest in studying supply chain management has only accelerated since the coronavirus pandemic, which has provided dramatic and—as people have experienced shortages and delays in some sectors—sometimes painful evidence of the importance of resilient global supply chains. Vaughn’s strategic subcommittee is evaluating how to re-configure courses and introduce new ones, such as a course focusing on distribution, to enhance the curriculum.

Canellis sees cross-functionality as a big advantage of studying supply chain management, providing a good grounding across all of what he calls the business management classics—from operations to marketing and strategy, and from human resources to finance and information systems technology. “That makes it a great launch pad for so many different careers. And once you get into a career, it’s easy to move from one mode to another. You can start in air cargo and go into ocean or trucking ... or to the manufacturing side, where companies need to manage shipping ... and from there to sales ... the list goes on and on!”

Despite the pandemic, this is a good time for Vaughn students to prepare for a career in supply chain, according to Canellis. “The job prospects are good. A lot of baby boomers are retiring. And there are a lot of different elements of the industry where they can put out feelers. Plus, Vaughn has a phenomenal career services department—reaching out to employers and to students to show them the opportunities in the supply chain.”

“SUPPLY CHAIN HAS A CHAMELEON-LIKE QUALITY. IT’S LIKE STAR TREK. ONCE YOU GET AN ENTRY JOB, YOU CAN BE BEAMED UP ANYWHERE!” — DR. PETER CANELLIS

### SIGNS OF A COMEBACK FOR AVIATION

Even as Vaughn engages in the strategic initiative to enhance the aviation, management and engineering curriculum in alignment with the robust air cargo and adjacent supply chain industries, new data on aviation and travel indicates that a comeback from COVID-19 lows is already underway, and long-term growth looks strong.

The Boeing Forecast points out that despite industry downturns, “the fundamentals driving passenger and air traffic demand remain strong.” [Over the next 20 years, this Forecast predicts that 763,000 pilot and 739,000 technician positions will need to be filled.](#)

In a recent opinion piece in CNN Business Perspective, two transportation consultants expressed the belief that we are heading for a shortage of pilots in the not-too-distant future. “But by 2025, after global demand in domestic and international travel expands beyond 2019 levels, we expect a worldwide shortfall of at least 34,000 pilots, almost 10% of the workforce. That gap...will begin to be felt as early as next year.”

Speaking of Vaughn College’s strategic response to the pandemic, Dr. Canellis said, “I think we capitalized on the opportunity to turn a negative into a positive. We proved our resiliency by focusing not just on aviation, but on the adjacent supply chain industries where we can help channel our students. And as we add new programs combined with the recovery of the aviation industry, Vaughn students will be prepared for career opportunities across all of the channels.”

## THE FOLLOWING ARE THE MOST COMMON TITLES REPORTED FOR THE VARIOUS SUPPLY CHAIN FUNCTIONS

PLAN	SOURCE	MAKE	DELIVER	RETURN	ENABLE
Buyer and Planner	Buyer	Operations Manager	Logistics Coordinator	Logistics Manager	Director of Supply Chain
Demand Planner	Category Manager	Operations Director	Logistics Manager	Inventory Manager	Production Planner
Inventory Analyst	Commodity Manager	Production Manager	Operations Manager	Materials Manager	Supply Chain Manager
Master Planner	Procurement Specialist	Production Scheduler	Transportation Analyst	Warehouse Manager	Consultant
Master Scheduler	Purchasing Manager				
Materials Manager	Sourcing Manager				
Production Planner					



# VAUGHN COLLEGE PARTNERS WITH IAWA TO EXAMINE ONGOING CHALLENGES AND BEST PRACTICES

## Speaker Series and Panel Discussion Review Pandemic Impact on Aviation Education and Opportunities for Women in Aviation

In the fall of 2020, Vaughn's Office of Institutional Advancement and the Management Department partnered with the International Aviation Womens Association (IAWA) to offer the Vaughn community access to some of the latest thinking in the industry today. IAWA is a nonprofit association providing a worldwide network dedicated to promoting the advancement of women in the aviation and aerospace industries at all levels across the globe.

### SPEAKER SERIES

The IAWA Connects speaker series has included leaders in fields such as aviation law, aircraft finance law, risk management, aerospace and engineering. All speakers currently serve on the IAWA advisory board and are a direct reflection of the accomplishments of women in aviation and aerospace. In addition to discussing aviation and aerospace today, the speakers highlighted the importance of professional relationships and mentorships and the skills necessary to help women break through the glass ceiling in a male-dominated industry.

Vaughn College President and Chief Executive Officer Dr. Sharon B. DeVivo introduced each series where participants discussed their professional journeys, advances in the industries the College serves, and the importance of lifelong learning before answering student questions and offering career advice and encouragement to students approaching graduation, highlighting both the resilience of the industry and the growing need for highly trained professionals.

The first panel discussion featured IAWA advisory board co-chairs Kris Fellrath, an aviation adviser with more than 30 years experience in aerospace and aviation with a focus on strategic development, business planning, leadership and governance, and Ellyn Slow, who is recognized for her work in aviation risk

management and currently leads Ellyn Slow Consulting, LLC. The series continued the following month with a session featuring Andrea Brantner, a senior aircraft finance lawyer at GECAS, the aircraft leasing and financing arm of GE, and Diana Gurfel, a partner at Condon and Forsyth LLP. The program concluded in the spring with a session including Dorothy Reimold, director for strategic operations for the Federal Aviation Administration's office of Commercial Space Transportation since 2016, and Ana Maria Blanco-Persiani, who has more than 20 years of experience in the aviation industry, is an industrial engineer and holds a master's degree in finance and software technology.

"We were incredibly delighted to have speakers of this caliber join with Vaughn to share with students information on career opportunities in different sectors of the aviation industry, provide hope for the future of the industry and learnings from their personal journeys," said Stephen DeSalvo, assistant vice president of institutional advancement.



### IAWA PANEL

In January, Vaughn College and IAWA hosted a panel discussion featuring a diverse group of leading female educators, sparking a dialogue around how the COVID-19 pandemic has been shaping and changing the aviation and higher education landscape. The timely topic has far-reaching implications for Vaughn's faculty and students, and IAWA's membership.

The panel, composed of a distinguished list of women in the aviation field who are seeing the effects of COVID firsthand in their businesses and industries, focused on the College's collective efforts to operate during unprecedented times, the steps and new protocols taken to adapt to a new virtual environment, and management of economic, social and psychological impacts on students, faculty and staff. Among those featured were Loretta Alkalay, aviation attorney

and adjunct professor, Deb Henneberry, assistant professor, Crystal Cruz '20, a Vaughn alumna who received her bachelor's and master's degrees in airport management, and Elaine T. White, assistant vice president of student affairs and dean of students. Dr. Maxine Lubner, management department chair, moderated the panel.

The discussion began with the general consensus that the expansion of modes of teaching in terms of online and remote learning opportunities was the greatest benefit to emerge in this new environment. Thanks to equipping all classrooms with cameras, and extensive training and support programs for faculty in online learning platforms, access to higher education has been made available to a much broader and more diverse student body, and remote learning techniques and Zoom conferencing have made the new instructing experience a rich one for faculty and students.

Additionally, it was noted that bringing courses into an online or hybrid model has opened up opportunities for many people for whom in-person learning was out of reach (such as those with special needs, students who have jobs outside the home, those caring for children or other family members, or those where distance is a barrier to attendance). White contributed the fact that, "Vaughn has seen attendance (via virtual learning platforms) improve dramatically since this transformation of course delivery."

White spearheaded the introduction of an artificial intelligence chat bot, familiarly known as Casey, which took off during the pandemic. This technological innovation, used with text campaigns through cell phones, allows students access to answers and information at any hour, as well as information about virtual social events, connections and celebrations, and organizing virtual attendance and presentations at conferences as an alternative to sending students in-person.

Upon opening the floor for the question-and-answer session, the discussion evolved to cover the development of micro credentials and competency-specific curricula to prepare students for entry into distinct industries within aviation. These would come in the form of certificate programs, not necessarily a degree, and would address niche skill sets and build on already existing programs.

Overall, the panel conversation was thought-provoking, and all in attendance agreed that Vaughn has met the challenge of COVID-19 with incredible strength and an industry-leading response.





# BROADENING VAUGHN'S ACADEMIC REACH PRIOR TO THE COLLEGE YEARS

## NEW GRANTS ARE ON TRACK WITH VAUGHN'S STRATEGIC PLAN

*Grants from Dassault Systèmes US Foundation, New York State P-Tech, the Heckscher Foundation and the US Department of Education Title V enable Vaughn to explore different ways to expose younger students to STEM education and career opportunities.*

Identified by [The Equality of Opportunity Project](#) as the college with the highest upward mobility rate among more than 2,100 colleges nationwide, Vaughn College constantly strives to close the equity gap and provide a transformational education that ensures pathways to lifetime career success. With growing evidence that exposure to STEM-related industries at an early age plays a major role in directing students toward these career paths, Vaughn is actively exploring ways to further expand its outreach programs to younger students, not only in high school but middle school. A number of new grants offer innovative ways to engage in such outreach.

“These are exciting first steps in implementing our new strategic plan cycle,” said Dr. Edgar Troudt, Vaughn’s associate vice president, academic affairs. “What’s so neat about these programs is that each one goes about serving the community and reaching younger students in a different way, and we can learn best practices that will inform future collaborations. This is like the incubation period of an entrepreneurial start-up. When we have our best practices and results, we can hope to scale up.”

### BRINGING ROBOTICS EDUCATION TO MIDDLE SCHOOL CHILDREN IN THE BRONX

Many Wednesday afternoons since mid-November, a group of seventh and eighth graders from the South Bronx (either from Archimedes Academy or SoBro’s Davidson Community Center) gathered for a transformational educational experience: an hour and a half introductory class in

robotics taught by Vaughn sophomore Mariah Villalon ’23. True, it’s a virtual class held on Zoom because of the pandemic, but that hasn’t quelled the students’ enthusiasm or kept them from following the scheduled curriculum designed to give them a leg up in one of the more thrilling paths in technology.

The program is funded by a grant from Dassault Systèmes US Foundation, the 3D software and engineering leader, in collaboration with Vaughn College and working with Archimedes Academy and SoBro, to bring engineering education to schools where STEM programs are not readily available.

The robotics class launched on November 18 and students started with an online CAD software program working on a basic breadboard circuit, learning about currents with a potentiometer, and using an Arduino microcontroller. Once familiar with the basics, the students began creating their own circuits, and the next goal is to get them from CAD software to their own robotics kits.

“The kids are so into it!” said Colleen Thornton, learning specialist in Vaughn’s academic success center who, together with the center’s executive assistant, Nikiya Thomas, guide the program and attend the Zoom classes in a supportive supervisory role.

*“Watching the kids get really excited about understanding how things work and building things, and seeing their proud faces, it’s like the thrill when they learn to ride a bike. Plus, keeping middle school students engaged on Zoom for an hour and a half is amazing and Mariah is really great at it. She’s from the Bronx and was on her high school robotics team, so she knows just how to get them hooked in and keep their attention. It’s awesome!” commented Thomas.*

The success of the program demonstrates one of the unforeseen upsides of the pandemic, namely the rapid evolution of remote

Dr. Peter Canellis,  
management department  
associate professor

Lara Merlin, arts  
and sciences  
assistant professor

education, according to Troudt. It was the Zoom format that enabled the group from the Davidson Community Center to participate in the Archimedes classes. Now he is talking with Dassault about how to bring expanded programming to the Bronx community center. The program is currently on pause with plans for a potential reopening for a summer component. “The pandemic has created the necessity for us to create engaging initiatives delivered from afar. This in turn may allow us to increase how many communities our activities can impact.”

### GIVING HIGH SCHOOLERS A JUMP START ON COLLEGE-LEVEL CLASSES AND CREDITS

As part of the New York State Education Department (NYSED)-funded Pathways in Technology Early College High School (P-TECH) collaboration with Freeport Public Schools, mentors from Vaughn College are working with the high school faculty to improve the STEM content of their classes and establish a syllabus that will enable students to not only meet state exam requirements but also provide college-level courses and credits. The goal is to motivate younger students to get ready for college earlier and get them interested in rewarding careers in the flourishing, high-potential STEM industries.

In preparation for the September 2021 launch of the program, math and writing instructors Dr. Dwight E. Wermert and Donald Jimmo of Vaughn’s Writing and Math Centers have been advising Freeport faculty on the design and implementation of classes for the P-TECH cohorts. Both mentors have found the Freeport faculty very receptive to the program. “Right from the start, they have been enthusiastic and excited to work with us, embracing the new material,”

said Wermert. Jimmo concurred, saying, “The English department has been well-informed and well-prepared, and there’s a level of trust that facilitates the process.”

The courses will be designed to meet Vaughn standards for credit or for prerequisite knowledge and be aligned with Vaughn’s curricula and learning objectives. For each of the next four years, there will be a cohort of approximately 25 students, and each cohort will have three years of Vaughn courses by the time they graduate from high school. These courses and credits do more than jump-start students’ access to college. “Students have a much smoother transition from high school to college when the syllabus is aligned this way,” said Wermert, “and since Vaughn reaches out to students of all walks of life, many of whom are first in their family to attend college, this pre-college education really fosters success.”

Troudt sees the P-TECH/Freeport program as a way to expand Vaughn’s success with undergraduates in building economic opportunity for diverse and underserved communities. “Now we can reach younger students and build their confidence that they can attend college successfully and finish a STEM degree,” he said.

### PARTNERING TO ADDRESS INEQUALITY OF JOBS AND EDUCATION AMONG YOUTH

With a mission to “level the playing field for underserved youth,” the Heckscher Foundation for Children dovetails with Vaughn College and its mission to provide students with opportunity and futureproof careers. This shared commitment is taking a very concrete form in the Heckscher Foundation’s partnership with Thomas A. Edison Career and Technical Education High School to bring Vaughn’s outstanding STEM studies to younger students. With the Heckscher grant, Vaughn is building on its already solid relationship with Edison to develop a dual-credit program whereby students can get college credits while still in high school.

“This year, Vaughn and Thomas Edison are in the process of aligning our curricula so high school students can get our course content,” said Troudt. “And in turn, Thomas Edison is coordinating their portion of the work to align their curriculum with two middle

Donald Jimmo, math and  
writing instructor

Dr. Dwight E. Wermert,  
math and writing  
instructor

### VaughnCollege

Dr. Edgar Troudt,  
associate vice president  
of academic affairs



schools. This program offers another model to expose even younger students to STEM. We know that the earlier their exposure, the greater the likelihood they will see this as a viable and achievable career path.”

As the Heckscher/Thomas Edison program gets underway, Vaughn’s new strategic plan to broaden the College’s reach and impact will benefit younger students and also, by demonstrating the exciting educational opportunity at Vaughn, attract ambitious, academically prepared students to the College.

#### CLOSING THE EQUITY GAP WITH A 5-YEAR, \$3M TITLE V GRANT

The Department of Education’s Hispanic-Serving Institutions (HSI) grant funding initiative has awarded Vaughn College a Title V Grant of close to \$3 million over five years. Vaughn, with a 32% Hispanic and Latinx student body, easily meets the Title V application requirement of 25% enrollment of undergraduate full-time equivalent Hispanic students.

According to Assistant Professor Dr. Miguel Bustamante, the principal investigator and Hispanic engineer, the name of the grant says it all: Closing the equity gap for Hispanic and low-income students by developing new pathways in high-need STEM disciplines. “There are several parts to that—we have to define new pathways to Vaughn from high schools and middle schools with concentrated populations of Hispanic students who don’t have access to STEM programs,” said Bustamante, “And we have to facilitate their paths to college degrees in high-need STEM disciplines that lead to great career opportunities. That’s how we close the equity gap.”

One of the most high-demand, fast-growing fields in technology today is cybersecurity. As cyber threats increase in frequency and sophistication, the need for cybersecurity professionals and automation

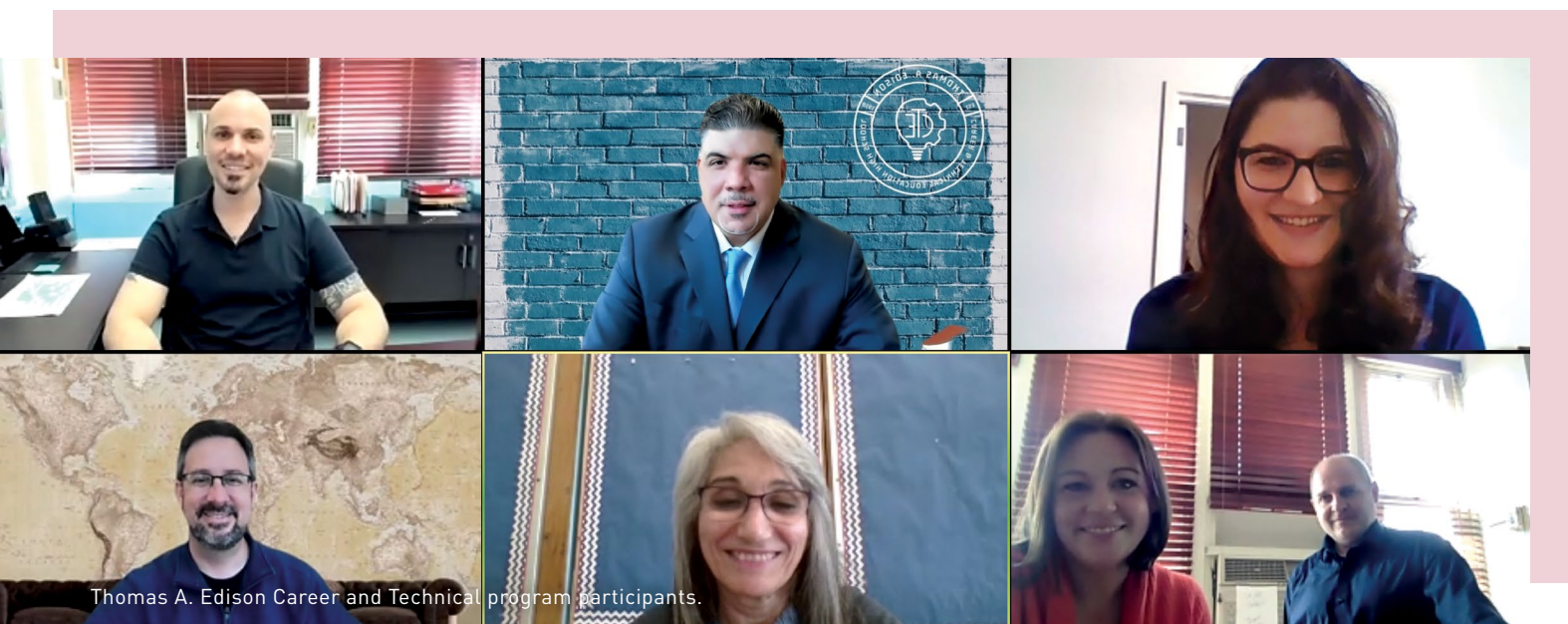
and computer hardware engineers is outpacing supply. Vaughn will utilize Title V funding to develop new courses and a new computer engineering degree in cybersecurity. “There is incredible long-term need in this field,” said President and Chief Executive Officer Dr. Sharon B. DeVivo.

“Funding of such magnitude allows us to develop the degree programs and cutting-edge laboratories to train our students and fulfill the need for skilled professionals. It supports our vision to provide transformational education that provides a lifetime of opportunity.”

Bustamante, himself a cybersecurity expert, emphasized the important role of precollege outreach to introduce students to the fun, excitement, and career potential of the field. “We need to reach seventh and eighth graders—the middle school age is a crucial time when we lose a lot of students, particularly in Hispanic and low-income neighborhoods, right when they need to be preparing for high school and college. So we have to teach them with games, like Code for Fun, and Security for Fun, to show that this is something they can learn and they can do in the future.”

While Vaughn College already has articulation agreements with several high schools, Bustamante is in the process of assessing neighborhoods with high Hispanic populations, like Jackson Heights and Elmhurst, with the intention of additional outreach to middle and high schools. The plan is to develop bridge programming in STEM subjects, and incorporate dual-credit courses and even summer classes at Vaughn where students can take chemistry and physics, upgrade their skills and get an early start on a college degree. “When they see that college isn’t so much harder and that they don’t have to start over when they come to Vaughn,” said Bustamante, “that’s a real pathway to closing the equity gap.”

He added, “The idea is that at the end of five years, with this HSI grant, we can have a more robust number of Hispanic and low-income students complete their degrees and enter the workforce empowered for success.”



Thomas A. Edison Career and Technical program participants.

## VAUGHN COLLEGE ANNUAL FUND 2021

Annual Fund giving is a central part of Vaughn’s fundraising efforts and provides Vaughn with the responsiveness and flexibility necessary to fund emerging opportunities. Every gift in any amount improves the Vaughn experience for our students. Please consider a gift to Vaughn College of \$20.21 to the Annual Fund in honor of the next graduating class (May 2021) of new alumni and future leaders.

*“My experiences at Vaughn, both inside and outside the classroom, allowed me to move into my career with a thorough understanding of how the industry works and how to be futureproof. I’m proud to donate to the annual fund, because I know my donation helps foster the growth of the next generation of aerospace professionals.”*

— OTHA WARD ’19,

AIRPORT FIELD SUPERVISOR,

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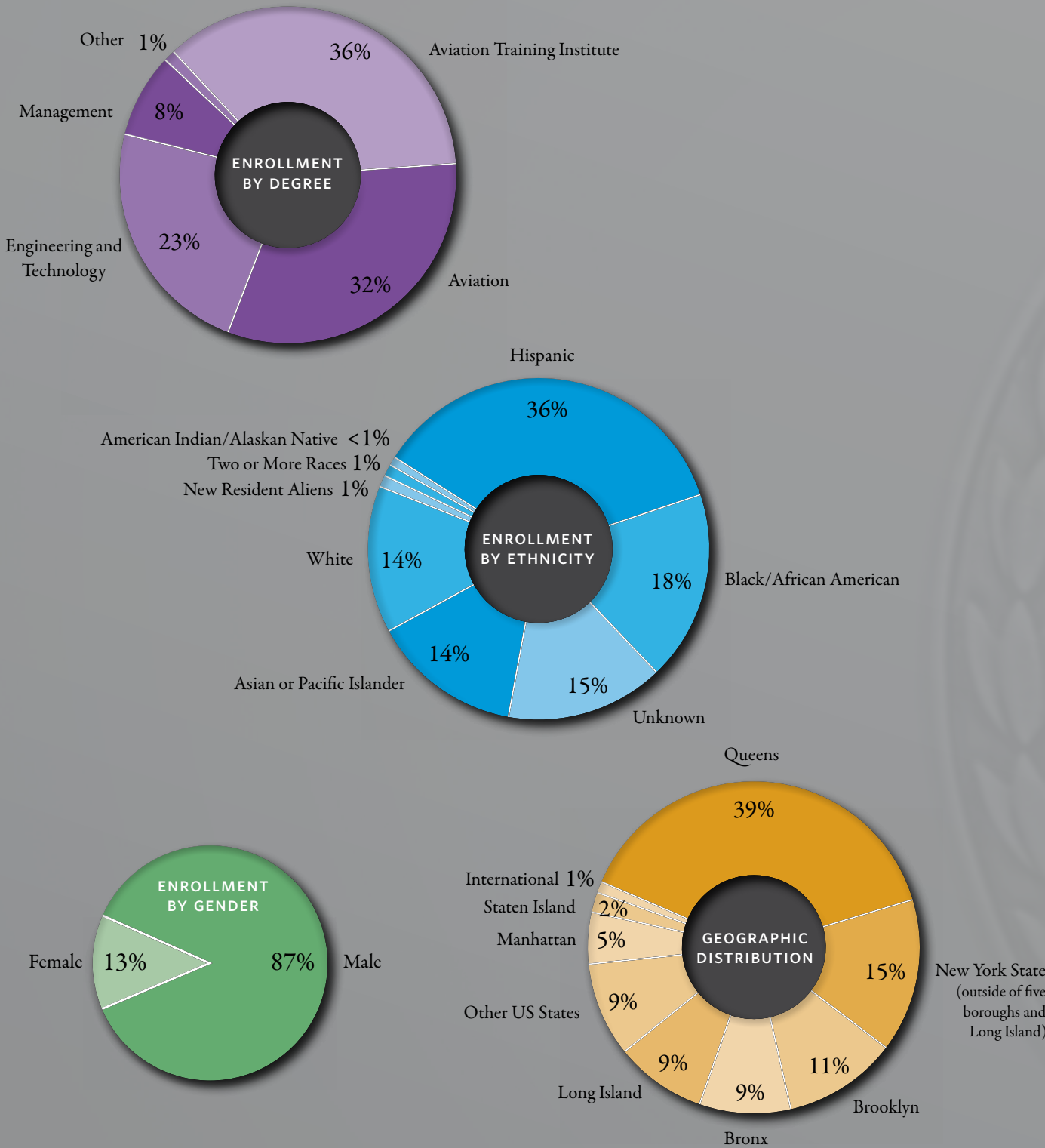




# VAUGHN COLLEGE REPORT 2019-2020

Demographics, Financial Summary and Annual Fund

## DEMOGRAPHICS OF ENTERING FALL 2020 FRESHMEN



## FINANCIAL SUMMARY

### BALANCE SHEET

	2020	2019
Total Assets	\$105,350,258	\$109,809,944
Total Liabilities	\$64,896,854	\$69,546,952
Total Net Assets	\$40,453,404	\$40,262,992
<i>Comprising:</i>		
Without Donor Restrictions	\$15,186,724	\$14,223,145
With Donor Restrictions	\$25,266,680	\$26,039,847
Total Net Assets	\$40,453,404	\$40,262,992

### REVENUES AND EXPENSES

	2020	2019
<i>Revenues</i>		
Tuition and Fees	\$37,555,036	\$35,257,848
Less: Scholarships and Fellowships	\$10,617,910	\$4,601,532
Less: Federal Aid	\$179,806	\$163,360
Net Tuition and Fees	\$26,757,320	\$30,492,956
Government Grants and Contracts	\$7,413,344	\$4,015,242
Contributions, Including Equipment	\$310,317	\$225,676
Investment Income	\$206,167	\$695,882
Auxiliary Revenue	\$2,276,250	\$2,571,288
Appreciation (Depreciation) in Fair Value of Investments	\$2,055,880	\$365,761
Other	\$2,034,779	\$3,319,189
Total Unrestricted Revenues, Gains and Other Support	\$41,054,057	\$41,685,994
<i>Expenses</i>		
Educational and General	\$34,616,975	\$35,334,671
Depreciation and Accretion	\$5,473,503	\$5,334,421
Total Expenses	\$40,090,478	\$40,669,092
Change in Unrestricted Net Assets	\$963,579	\$1,016,902
Increase (Decrease) With Donor Restrictions Assets	(\$773,167)	(\$2,716,481)
Change in Net Assets	\$190,412	(\$1,699,579)



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# VAUGHN'S FORWARD-THINKING UAS CERTIFICATE APPROVED

In an important addition to Vaughn College's offerings, the New York State Education Department (NYSED) has just approved Vaughn's new Unmanned Aerial Systems (UAS) certificate. This certification validates not only the College's depth of knowledge but also its commitment to offering students the latest technologies in the industry. Engineering and Technology Department Chair Dr. Hossein Rahemi, with the assistance and support of faculty members from both the engineering and management departments, spearheaded the successful NYSED submission. Associate Professor Dr. Amir Elzawawy and Vaughn's Adjunct Professors Loretta Alkalay, Dr. Adam Dershowitz, Peter Kalaitzidis '20, and Ryan Tang Dan '17—each of whom have extensive teaching, design, and UAS industrial experience—will be teaching courses within this certificate program.

Formally named the Unmanned Aerial System Design, Application and Operation Certificate program (and informally known as the UAS certificate), it will cover design, construction, application, operation, and systems integration to enhance student learning outcomes. It is also designed to give students the hands-on skills the industry expects, and at which Vaughn excels. Program objectives are to produce versatile engineers and technicians who will be able to obtain positions that require UAS design, manufacturing, application, and operational skills that are current with today's changing industrial trends.

Vaughn already has an active unmanned aerial vehicle club as well as several UAS offerings under both engineering and management degrees and incorporating them into a formal UAS certificate better positions students to enter the changing workforce with the specific knowledge they need for emerging industries. The College's mission is to provide a dynamic learning environment built on its aeronautical heritage that inspires a diverse and committed community of students to achieve success in the industries that Vaughn currently serves—and plans to serve—in the future.

This certificate program will provide students with high-quality technical skills that will enable them to excel in both their professional careers and continuing education. These skills include a foundation in unmanned aerial vehicles (UAV) design, construction, and manufacturing with hands-on experience with 3D printing, and UAS applications with consideration of payload types, communication, and control systems so students can acquire the remote pilot certificate for operating UAS.

Rahemi and all involved faculty agree that despite some of the pandemic's challenges, the addition of another in-demand certificate underscores the College's commitment to its mission of providing students with a dynamic education today and the tools for futureproof success tomorrow.

## CLUB UPDATE: TEAMS STAY THE COURSE

**Outside the classroom, Vaughn students get together, work together and have fun together in student clubs, professional organizations, honor societies and intercollegiate athletics.**

Due to the hands-on nature of their work, the UAV and the robotics teams faced this challenging year with grace, patience and a bit of understandable disappointment. All in-person competitions were canceled, but Vaughn's student members stayed the course, creating and virtually competing in rigorous tournaments with some of the top colleges and universities in the country and around the world. In addition, the students continued to develop research in areas of their interest, receive mentorship from the College's expert faculty, gain valuable experience for their résumés and interviews, and improve their networking skills with industry professionals.

### UAV TEAM CONTINUES TO LOOK UP

Providing a challenge for the UAV team, the industry's two most visible competitions, the Vertical Flight Society (VFS) Design-Build-Vertical Flight (DBVF) Student Competition and the Association for Unmanned Vehicle Systems International Student Unmanned Aerial Systems (AUVSI SUAS) Competition, canceled the in-person parts of their events, depending instead on virtual presentations on which the students were scored.

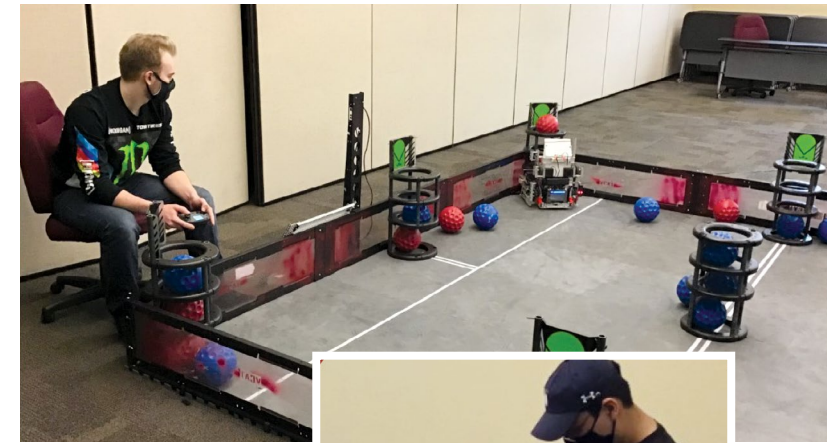
Club President Jairo Ramos '21 knew how important it was to keep his team focused as they built their vehicles and prepared for the competitions. The VFS DBVF electric-powered remote-control vertical takeoff and landing (VTOL) competition encourages interest in unmanned aircraft technology and small air vehicle design and fabrication. The competition is designed to develop hands-on skills and familiarization with eVTOL and Urban Air Mobility (UAM) technology at the university student level and prepare the next generation of engineers and leaders to push the limits of this technology into the future. The AUVSI SUAS competition is designed to foster interest in UAS technologies and careers. The competition requires students to design, integrate, report on and demonstrate a UAS capable of autonomous flight and navigation, remote sensing via onboard payload sensors and the execution of a specific set of tasks.

According to Amir Elzawawy, assistant professor, engineering and technology, and Ryan Tang Dan '17, adjunct professor, every student committed to the design and completion of their vehicles.

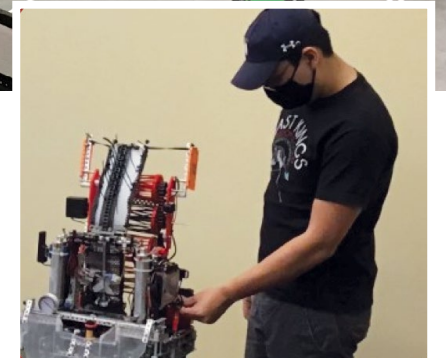
**“THE TEAM WAS REALLY LOOKING FORWARD TO TESTING ITS SKILLS AGAINST OTHER INSTITUTIONS INCLUDING PENN STATE, OHIO STATE AND MCGILL UNIVERSITY, BUT DESPITE THE SETBACKS, THE STUDENTS CONTINUED TO MEET THE RIGOROUS COMPETITION REQUIREMENTS AND PUSH FOR EXCELLENCE,”** said Elzawawy. “Team members Ramos, Yusuf Rafi '23, Nicholas Bentancur '22, Kiran Boodhoo '22 and Joseph Sauer '23 should be very proud of their commitment and perseverance despite the team's inability to showcase its work in person against live competitors and judges.”

### ONE MORE MAJOR COMMITMENT TO UAS

In support of the team and the UAS certificate, Vaughn has built a cutting-edge UAS lab, including an autonomous vehicles research studio, a high-performance QDrone, a dual-motor Quanser-Aero, multiple cameras and extensive X-ray equipment. This lab was a major capital investment and demonstrates Vaughn's belief that unmanned aerial systems will become more important in the future and provide Vaughn's students the chance to expand their career horizons. Vaughn alum and engineering and technology lab technician Alaric Hyland '18 was instrumental in setting up the new UAS lab.



Robotics team members designing robots and practicing for upcoming competitions.



### THE ROBOTICS TEAM ROLLS ON

Dedication, perseverance and willpower proved to be a winning combination for the team as it discovered the right formula to qualify for the virtual VEX U Robotics World Championship 2021 during the pandemic, to be held in Dallas this June. Timothy Tullio '21, team president, and Maharshi Patel '22, vice president, shared how the team switched gears to maintain its focus while keeping things business as usual.

[The VEX robotics engineering competition](#) was structured differently this year as more of a skills event as the teams played against themselves in an “us versus the clock” scenario. Their scores were then compared to those of other teams who also competed virtually around the world. The team described this year's game as “tic-tac-toe meets Connect Four.” The goal was to score as many points as possible in one minute. The more rows the team was able to connect, the more points it earned.

The strategies used were similar to those in last year's competition, but managing the room was completely different. Due to social distancing protocols, only six team members were permitted in the room at the same time. The small groups helped build a stronger relationship between team members: “When we weren't in a Zoom class, we were working on the robots. From the time we woke up until bedtime, it was all about getting the job done,” said Tullio.

They conducted weekly Zoom meetings through various platforms that included Microsoft Teams and WhatsApp, while last summer, they carried out all their computer-aided design (CAD) work from home. They designed the prototype virtually, acquiring all the necessary licenses they needed to move forward with building their robot.





# NEW AVIATION MBA PROGRAM WILL HELP GRADUATES STAND OUT IN THE POST-PANDEMIC AVIATION INDUSTRY

It's highly flexible. It's a one-year program. It's unique in its aviation focus. Launched in the midst of the pandemic, Vaughn's new master's degree may have landed at just the right time.

**After three years of development, Vaughn's Master of Business Administration (MBA) in aviation management launched in fall 2020,** just as the previously skyrocketing aviation industry took a nosedive in the pandemic lockdown. Yet, according to Dr. Maxine Lubner, professor and chair of Vaughn's management department and a leader in the development of the new master's degree program, it may prove to be the most efficient way for graduates to stand out in what she sees as the competitive post-pandemic aviation industry. "When the pandemic abates, there will be a surge in demand for travel," said Lubner. "At that point, the industry will have shrunk from early retirement and a level of skill and experience will be gone. There will be a need for credentials and education to replace that experience, and that's what a master's degree in aviation management provides. As I see it, this one-year program offers a high return as a way to boost a graduate's résumé, income and opportunities."

## Building on Vaughn's Historic Strength

The new degree program was developed in response to students' expressed interest in a graduate-level program with a practical component, and without the thesis requirement of a master's degree. Lubner's research had shown that MBAs are in demand, and Vaughn followed up by consulting with its industry advisory council and hiring a marketing firm to explore how to design an MBA program that would differentiate Vaughn from other colleges.

As it turns out, no other college currently offers an MBA in aviation management, creating a special niche that builds on Vaughn's unique history in aviation education and industry service and gives Vaughn graduates a competitive advantage in pursuing their professional careers.

## Meeting the Goals of Accreditation and Flexibility

In addition to meeting New York state guidelines, Vaughn wanted to meet the accreditation guidelines of the [International Accreditation Council for Business Education \(IACBE\)](#) which requires competency in 10 traditional business areas, such as accounting and economics. "We designed the program to address those 10 areas, and bring focus to specialized content in aviation, such as the role of airline scheduling and how capacity, peaks and demand drive pricing," explained Lubner.

The 37-credit degree program consists of courses that are similar to those in the master's in aviation management program, so that students can more easily switch tracks if they choose. And for the capstone project, students are free to choose the area that appeals to them, from drones to marketing to airport management.

## Planning for Future Education and Industry Needs

According to Dr. Lubner, this careful curriculum design will enable Vaughn to launch an engineering MBA in the near future: "All that's needed is to replace the aviation specialty with an engineering specialty, keeping the general business classes consistent."

The aviation management MBA is a highly effective addition to Vaughn's curriculum helping graduates succeed in mid- to high-level positions in business or aviation management fields, including industry, academia and government. And Lubner believes that graduate-level degree programs will be increasingly important. "Aviation is a high-tech field, and a bachelor's degree is becoming an entry-level requirement. When the industry comes back—and it always comes back stronger after a setback—there will be a demand for business managers, and an MBA will be a powerful credential."

## ► VAUGHN SPOTLIGHT

### PETER CANELLIS PHD | Faculty

After traveling the world and consulting in global supply chain industries, this associate professor of management discovered that he feels most at home here at Vaughn College, just miles from where he grew up in Astoria.

"Like most of our students, I was a first-generation college graduate," says Dr. Peter Canellis, who received his bachelor's degree in civil engineering from City College and now holds a doctorate in engineering, a master's in logistics management and a master's in business administration in management. "I see a young version of myself in many of my students, and that's just one of the reasons I like being at Vaughn so much. I'm proud that our students are strivers from all different backgrounds, and that Vaughn has such a great track record with moving them from the lower 40th percentile in income to the upper 40th. That's a big jump."

Canellis came to Vaughn College in 2012, having discovered by working as an adjunct professor at the State University of New York Maritime College and Fordham University that he wanted to teach on a full-time basis after his long career as a manager and consultant in logistics and facilities operations. He was drawn to the small size of Vaughn, where teaching is in some ways not unlike consulting. "As a consultant, you teach and advise clients," he says. "Here you teach and advise students. The small class sizes let me get to know the students and I can help them develop their strengths and change relative weaknesses into strengths. Every day, I can help a student improve, and that gives me a great sense of accomplishment."

Canellis also finds that Vaughn's scale ensures that he is not "just a cog in the wheel," and appreciates the broader role for faculty to engage with students, from recruiting to teaching to helping place them in the workforce. "Our objective is to get students into the workforce with good paying jobs and opportunities for growth," he says, "and to be successful, we work from the objective backward, which informs the content of our courses, to make them align with industry needs. I like to



be involved in that and apply my own industry experience."

His path to logistics began with his first two jobs as a construction manager, a short stint at the Port Authority of New York and New Jersey and then several years at United Parcel Service. Although his degree in civil engineering could have taken him in many directions, his logistics-related construction experience led him

to the operations side, first in the ocean freight environment and then as a freight forwarder for eight years prior to coming to Vaughn. "I went from building logistics facilities to working with companies that operated those facilities and to all of the supporting services, from custom brokerage to distribution and trucking," he says.

So it's not surprising that Canellis enjoys teaching a broad array of subjects at Vaughn—including cargo management, statistics, economics, research methods, labor relations and business communications. He emphasizes the importance of helping students connect the dots between cross disciplines, and showing how so many different career opportunities stem from core competencies.

**"I ENCOURAGE STUDENTS TO DEVELOP CAPABILITIES TO APPLY TO THE BUSINESS WORLD, AND I'M BIG ON META-COGNITION, WHICH IS THINKING ABOUT THINKING AND HOW WE LEARN. IF THEY KNOW HOW TO FISH INSTEAD OF BUYING A FISH DINNER, THEY'LL NEVER GO HUNGRY."**



# VAUGHN BOARD LEADS COMMUNITY EFFORT TO EXPLORE NEW OPPORTUNITIES

**COVID-19 HAS CHANGED THE WORLD IN A DRAMATIC WAY, AND THE QUESTION FOR VAUGHN COLLEGE IS: WHAT HAS CHANGED PERMANENTLY, WHAT OPPORTUNITIES EXIST AND HOW CAN THE INSTITUTION BEST RESPOND?**

“As the pandemic started last March, I was in regular conversations with board members about how to make sure that as the aviation industry experienced a downturn our graduates would still be highly marketable and sought after,” notes President and Chief Executive Officer Sharon DeVivo. “What began as a short-term project led to an effort that now includes more than half of the board, as well as faculty and staff in determining new areas for the institution to pursue.”

In 2020, senior leadership and faculty began implementing the College’s third strategic plan, which provides the framework for the next five years to make continuous improvements in programs, facilities and services for students and alumni. The plan lays out a pathway to support Vaughn’s current and future vision, “To change the world one student at a time with a transformational education that creates a lifetime of opportunity.”

However, the next five years changed dramatically in March of 2020 when the pandemic had a global impact and the board took the opportunity to look more closely at the industries that could benefit from Vaughn graduates and the programs that the institution offers. The decision was made to create two parallel ad hoc committees focused on industry broadening and both the content and format of the educational programs that Vaughn offers. The underlying commitment directing this effort is how to continue to provide outstanding opportunities to students.

## **TWO COMMITTEES: INDUSTRY BROADENING AND PROGRAMMATIC OPPORTUNITIES**

In late 2020, the College formed both committees to focus on two areas of critical importance for Vaughn today: industry broadening

and programmatic opportunities. Both committees are charged with considering the changing world in terms of educational delivery methods, use of physical spaces and realignment of the industries the College serves. The industry broadening group is chaired by Board Secretary Peter Vaughn, and programmatic opportunities is being led by Vice Chair Oswin Moore. In March, the two groups presented their findings-to-date with the Vaughn community and asked for any feedback on the direction of both groups. In mid-June, these ad hoc will hand their work to a smaller resource group that will look at the assets needed to enact the proposed recommendations. The work of all three groups will be presented to the community in September before going to the full board for approval at their meeting in mid-October.

## **DEFINING INDUSTRY BROADENING**



For Peter Vaughn, industry broadening means uncovering the companies, sectors, and industries that offer the richest opportunities for Vaughn students who are facing a new pandemic professional reality. It is clear that aviation and its related jobs and industries have been hit hard. However, there are new technical, logistic and engineering needs in many sectors that have flourished during the pandemic. His subcommittee members are working hard to quickly and creatively identify any sectors that could supplement the College’s already robust offerings and challenge its highly trained students.

Some of the identified industries include cybersecurity, artificial

intelligence, machine learning, automotive, cargo, expanded robotics, air mobility and power generation. Many students are already well prepared to transition into these industries, some of which have been outside Vaughn’s traditional scope of career pathways.



“Ozzie Moore’s and my committee are absolutely committed to strategic change. Our goal is to come up with new opportunities that stay true to our students’ future dreams and hopes, and to the College’s mission to develop the best-educated candidates in their fields,” says Vaughn.

In addition to the subcommittee’s work, the career services department has been working nonstop to make new connections with companies in related areas. Fields such as cargo, logistics and alternative energy have been a near-term focus for internship and employment opportunities.

## **IMPLEMENTING PROGRAMMATIC OPPORTUNITIES**

According to National Association of Colleges and Employers, “Both higher education institutions and employers have important work ahead in delineating what level and type of educational credential is desired for particular job roles.” Moore and his subcommittee are laser-focused on this idea. Their mandate is to determine exactly what Vaughn College needs to do to produce graduates who meet the needs of the sectors identified by the industry broadening subcommittee. In addition, the group is working to identify what programs Vaughn already offers that can be expanded to become best in class in these newly desirable sectors.

“We want to be flexible and meet the new demands of the marketplace. However, I don’t want to overlook or undervalue Vaughn’s already stellar accomplishments,” says Moore. “Not only are 99% of our graduates employed or continuing their education within one year, but the New York Times reported our ranking as number one in upward mobility nationwide. We will continue to support our diverse student body as effectively as ever, but our mission is to identify the specific ways we can do even more for them, during and after the pandemic.”

Moore says the subcommittee is identifying courses and curricula that are relevant, desired by industry and pay well. They are also looking at new strategies that can quickly and cost-effectively enable Vaughn to stay ahead of today’s challenging job demands.

The subcommittee, in concert with the Institute of Electronic and Electrical Engineers (IEEE), conducted surveys with entrepreneurs to identify specialized and highly technical skills needed to thrive, as well as other essential skills. For example, one of the top results identified leadership as a core competency. This includes strategic thinking, predictive thinking, succinct writing, effective communications skills, entrepreneurship and a deep understanding of your job and industry. Vaughn offers a set of outside-the-classroom learning opportunities through its Leadership Academy; it is clear that the institution must expand those opportunities to provide more students with leadership capabilities.

In addition to a process that included deep dives into specific areas and industries, surveying entrepreneurs and closely detailing the institution’s readiness as well as the demand, surveys were also conducted with alumni, industry advisory council members, employers and students. Top priorities for these groups was cybersecurity and automotive (specifically the design of electric vehicles) with safety management systems also ranking high in terms of skills needed by graduates. Interestingly, the preferred format was not always a degree, but something in a smaller module such as certificate program (generally four to five courses) reflecting the increasing desire for “stackable credentials” by both students and employers. In terms of competencies, project management and data analytics were top-rated for every student to acquire as part of a Vaughn education.

“COVID gave us a serious nudge,” says Moore. “We knew there were exciting possibilities out there for Vaughn, but the pandemic changed the world and forced us to move more quickly on our long-term objectives. Today, the entire Vaughn community is meeting those challenges with creativity, flexibility and an ongoing belief in the importance and abilities of our students.”

**“NOT ONLY ARE 99% OF OUR GRADUATES EMPLOYED OR CONTINUING THEIR EDUCATION WITHIN ONE YEAR, BUT THE NEW YORK TIMES REPORTED OUR RANKING AS NUMBER ONE IN UPWARD MOBILITY NATIONWIDE.”**

**—OSWIN MOORE**



# AVIATION PROFESSIONAL PATTY CLARK JOINS BOARD OF TRUTEES

**Patty Clark was elected to Vaughn College's board of trustees for the term beginning in October 2021. She brings a wealth of experience in the aviation sector to the College, having recently retired from the Port Authority of New York and New Jersey as the chief strategy officer in the aviation department.**

She began her career in public service as a 17-year-old working for Senator Daniel Patrick Moynihan. Following her tenure in his Washington, DC office where she served as special assistant, executive assistant and acting chief of staff, she returned to New York and commenced a career in government and community relations. Clark joined the Port Authority's New York Airport Access Program in 1995 and helped secure all federal, state and local regulatory approvals and funding from the Federal Aviation Administration for the John F. Kennedy (JFK) International Airport AirTrain project. In 2000 she worked as a senior adviser to the aviation director, spearheading major planning and

capital projects, resulting in the LaGuardia Airport and JFK Redevelopment Programs. In 2017 she was named the department's first chief strategy officer and had been responsible for managing the aviation department's strategic, legislative and regulatory agendas.

Clark received the 2018 Lifetime Achievement Award from City & State magazine for her accomplishments in public service, was honored by the American Planning Association—NY Metro Chapter, with the Andrew Haswell Green Award for Lifetime Achievement, as well as was selected as one of the inaugural Pillars of the Port Authority award in 2015, and is a member of the board of directors of the Big Apple Greeter organization.

Clark is establishing her own consulting firm that will focus on improving diversity, equality and inclusion in the aviation sector, and aviation policy and regulatory matters.



**“IT IS AN HONOR TO BE ABLE TO WORK TOGETHER WITH THE BOARD AND THE ADMINISTRATION TO HELP FURTHER THE MISSION OF THIS VERY SPECIAL INSTITUTION AND THE STUDENTS IT SERVES. WHAT A PRIVILEGE TO SUPPORT STUDENTS AND GRADUATES AS THEY EMBARK ON CAREERS IN AEROSPACE AND AVIATION – AN INDUSTRY THAT I LOVE.”**

## ► VAUGHN SPOTLIGHT

### DOMENIC PROSCIA '94 | Alumnus

Domenic Proscia, vice president of training at Vaughn College, started his collegiate journey at the College of Aeronautics—the institution that would one day become Vaughn College—where he received an associate degree and his airframe and powerplant certification.

He would go on to earn a bachelor's degree from the Thomas Edison State College in New Jersey and a master's degree from Embry Riddle Aeronautical University but would return to Vaughn in 1997 to give back to the community as an instructor.

“As a student, I thought that the caliber and knowledge of instructors at Vaughn were amazing. Today, I think that's also true,” Proscia says. “The cumulative years of experience by our instructors is incredible, and when you couple that with the networking opportunities you have here—it's a home run!”

Proscia has held positions at Vaughn ranging from maintenance instructor to management professor. He was chair of the aviation department, where he developed new partnerships and collaborations, and now serves as vice president of training for Vaughn.

As a student, Proscia took his program in the aviation training institute very seriously, tackling the challenging subjects with the encouragement of the College's experienced faculty. He has brought that same energy to his position as vice president, creating a level of aviation training at Vaughn that allows students to cross-train in areas not typically accessible to them. He helped develop, and currently manages, both the Federal Aviation Administration (FAA) part 65 aircraft dispatch program and the approved FAA part 141 ground school.

In addition to his work on Vaughn's campus in New York City, Proscia has been an active advocate for the institution's expansion, developing international programs in India and China, while working with stakeholders in the industry here in the US to make sure the College is making the best effort to prepare its students for futureproof careers.

“Currently, Vaughn is working on reshaping the entire maintenance curriculum to better meet the challenges being



introduced in the industries we serve,” he says. “Faculty and industry advisory councils are working to reimagine the entire program. Some older technologies will be removed, and newer technologies are being introduced to ensure that industry needs are met by our graduates.”

Dedication to student success was what made Proscia's experience as a student so memorable, and he's determined to give as many students as possible that same exciting and positive experience. He played a significant role in the College's adjustment to hybrid learning in response to the COVID-19 pandemic, working with the FAA to ensure students' educational needs were met—an experience he says highlights one of the more impressive things about Vaughn.

“The way our core values are demonstrated in everything that we do is so impressive,” Proscia says. “Who we serve, the standards that we meet, the way we all work together; even when times are tough, we make a difference in every life that we touch.”



## —In Memoriam—

### Bernice “Bee” Falk Haydu 1920-2020

Bernice “Bee” Falk Haydu was an extraordinary aviation pioneer who paved the way for women pilots and gender equality. A World War II veteran, Haydu was one of the first women to fly military airplanes for the Army Air Force in World War II from 1942 to 1944 as a member of the Women Airforce Service Pilots (WASPs). As president of the WASPs, she was instrumental in having members of the organization recognized by Congress as veterans of World War II through the G.I. Bill Improvement Act that President Carter signed into law in 1977. The group was awarded the Congressional Gold Medal on March 10, 2010.

Haydu was inducted into the New Jersey Aviation Hall of Fame in 2000 and the Women in Aviation International Pioneer Hall of Fame in 2012, and in 2014 was given the Federal Aviation Administration’s Wright Brothers Master Pilot Award. She has published “Letters Home,” a book about her time in the service, and her original uniform is on display in the Smithsonian National Air and Space Museum.

Haydu was awarded an honorary doctorate degree from Vaughn during a commencement ceremony in 2015. Her legacy will remain a constant reminder of her commitment to women who hold prominent roles in the military and aviation.



**“FOLLOW YOUR DREAMS. THERE MAY BE PITFALLS ALONG THE WAY BUT JUST PICK YOURSELF UP, DUST YOURSELF OFF AND CONTINUE ON YOUR WAY.”**

— Bernice “Bee” Falk Haydu

### Bill McShane ’83 1959-2020

Bill McShane’s aviation career started when he completed his aviation maintenance program at Vaughn College, at the time called the Academy of Aeronautics. He continued on for more than 30 years in aviation, working as an aircraft mechanic at the Long Island Jet Center at MacArthur airport and continuing on to eventually become president of the company. The Long Island Jet Center was eventually sold to Sheltair Aviation, where McShane served as vice president of business development and special projects.

Outside of his career, McShane’s passion for aviation led him to work on legislation that would secure aviation jobs on Long Island, play an instrumental role in bringing the annual Bethpage Air Show to Jones Beach State Park, serve as president and board member of the New York Aviation Management Association (NYAMA) and the Long Island Business Aviation Association, and to receive the silk scarf award from the National Business Aviation Association for his contributions to the industry.

A memorial scholarship, administered by NYAMA has been created in McShane’s name to help students who are planning to pursue careers in aviation. [Visit NYAMA](#) for more information or to donate to the scholarship.



## ► VAUGHN IN THE MEDIA



◀ **THE NEW YORK TIMES CONSULTED WITH ADJUNCT PROFESSOR LORETTA ALKALAY** in their article “What Kind of Plane am I Flying On?” in February. The article discussed aviation safety in the wake of engine debris causing damage in a suburb of Denver, Colorado.



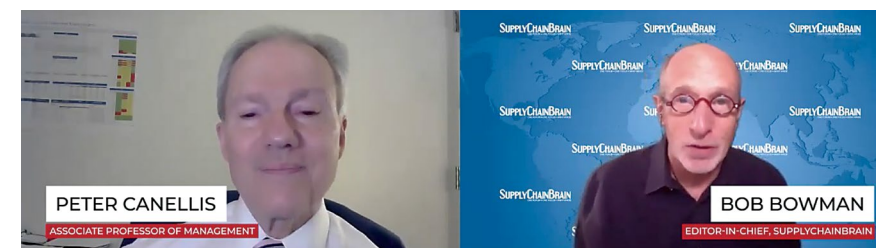
### ► DIRECTOR OF CAREER SERVICES MARIA ALFONSO

was among the honorees in Airport Voice’s “Women of Achievement” issue in April. The annual issue highlights women in the aviation industry who are making an impact and empowering others. “It is our job in a higher learning institution to expose the many career opportunities that women can have in the aviation industry,” Alfonso said.



### ▲ VICE PRESIDENT OF TRAINING DOMENIC PROSCIA

was featured on the All Things Aviation and Aerospace webcast in February, where he discussed career opportunities and options for future aviation maintenance professionals. The webcast, organized by the Private Air Media Group, brings aerospace educators and professionals together to discuss the industries’ growth and encourage the next generation of students to pursue careers in these futureproof fields.



### ◀ MANAGEMENT ASSOCIATE PROFESSOR DR. PETER CANELLIS

was interviewed in September 2020 for Supply Chain Brain about the importance of management education and the state of management education in the face of the coronavirus pandemic. “More people are becoming aware of the fantastic career opportunities in this field,” he said. “I’m quite confident that will continue after the pandemic.”

**VISIT VAUGHN’S FACEBOOK PAGE TO SEE MORE:** [facebook.com/VaughnCollegeFB](https://facebook.com/VaughnCollegeFB)



# NATHALIA BRACHE TORRES '21 | Student

First she “transferred” from the Dominican Republic to Brooklyn, and then she transferred from community college to Vaughn. Now this airport management student is about to graduate and is confident that the hard work is worth it.

Growing up, Nathalia Brache Torres had no idea that aviation could be a field of study, let alone a career for her. It wasn’t until she had moved to Brooklyn and enrolled in CUNY community college for an associate degree that she began to do research into a wide array of career opportunities available in her new home. It didn’t take long for this ambitious student to discover aviation as a career target and a bachelor’s degree from Vaughn College as the best path to achieving her goal.

“When I learned about the great careers in aviation and saw Vaughn’s statistics on job placement and upward mobility, I was so impressed and motivated to apply,” says Torres. “Students who graduate from Vaughn have been incredibly successful finding jobs in the industry! I could see it would be worthwhile to study at Vaughn—it’s like making an investment that you know is going to pay off.”

Torres describes the transfer process as “straightforward,” with plenty of information on the website and an easy online system for scheduling her campus visit. Her admissions counselor walked her through the process and discussed the transfer of credits, scholarships and financial aid. With the registrar’s help, she was able to transfer more credits than she initially thought possible. When she went to financial aid for help with her Free Application for Federation Student Aid, she was delighted to find that her grades qualified her for a Vaughn Founders’ scholarship.

“Getting this scholarship money has been so important,” says Torres, “and the financial aid staff was supportive and helpful in getting me the financing I needed to make this possible.” Although she was initially concerned about a harder challenge as a transfer student, she soon found that the caring, friendly attitude she had encountered in the admissions office extended to Vaughn’s entire community of faculty, staff and students. “I knew right away that Vaughn is more than an institution,” she says. “It is a community.”

Torres started at Vaughn in spring 2019. As a transfer student, she appreciated the relatively small campus and student body, and describes how these factors make it easy to meet people and interact: “You see everyone and you have close contact with the professors. At some colleges, you never meet the president—and I saw President DeVivo on campus several times a week. I miss that interaction with the staff and faculty.”

The small size of the campus wasn’t the only aspect that made Vaughn feel welcoming. During her first semester, she joined the Vaughn student chapter of Women in Aviation International (WAI) and quickly made friends with other students who were able to help her and guide her to get the most out of her college experience. Today, Torres is president of the WAI club, which she believes has helped her gain leadership skills and enables her to give back to new students at Vaughn.

Torres is optimistic about her job opportunities after she graduates in May with her BS in airport management. Her goal is to land a job at LaGuardia Airport or John F. Kennedy International Airport in any operations position, or in the management department of an airline. “I knew Vaughn was the right choice for me when I came to the Vaughn tower for the first time and saw LaGuardia from an entirely different perspective,” she says. “I’m sure I made the right decision about transferring to Vaughn and would highly recommend Vaughn to other students thinking about transferring.”



## ▶ Bronx’s Community Board 11 Appoints first Muslim and Vaughn Alum to Executive Board



Community Board 11 (CB11) made history on September 24, 2020 when it elected the first Muslim, Yahay Obeid ’05, to its executive board as first vice chairman. Borough President Ruben Diaz appointed Obeid as a member of CB11 in 2016 where he serves as chairman

of the Public Safety and Ethics and Disciplinary Committees and director of outreach for the Bronx Muslim Center in the Bronx. Obeid was born in Yemen and migrated to the United States at the age of 8. He works for the Federal Aviation Administration (FAA) and started his FAA career as an air traffic controller at John F. Kennedy International Airport in 2008. He earned his private pilot license in 2003 and received his bachelor of science in airline management from Vaughn College in 2005. Obeid was an adjunct professor at Vaughn from 2009 to 2012.

### ▶ NEW FACES, NEW PLACES

The staff who are in new positions or joined Vaughn College recently:

#### STAFF:

**Cherrie Illidge**  
assistant director, STEP

**Cecelia Izzo**  
assistant director, CSTEP

**Rajeev Jayadeva**  
assistant vice president, registrar

**Genesis Rodriguez**  
assistant director, admissions

**Pamela Sookralli**  
library services coordinator from senior library administrative associate

## ▶ Mechatronic Engineering Student Receives Solar Rising Woman Fellowship

Women of Renewable Industries and Sustainable Energy (WRISE) and GRID Alternatives announced their selection of eight women for the 2020 Rising Women Solar Fellowship. Samia Oishi ’21, a mechatronic engineering student, was among the eight women to receive the fellowship. Born in the People’s Republic of Bangladesh, Oishi’s family moved to Brooklyn, New York when she was two years old.

The fellowship is an opportunity for women from diverse backgrounds who are interested in solar careers to participate in [North American Smart Energy Week](#) for networking, mentorship and solar education. The program is aimed at women training for careers in installation and design as well as college and graduate students studying renewable energy and related fields.

The experience has afforded Oishi the opportunity to network with other members of the fellowship and learn about the renewable energy industry. “It’s been an amazing experience and extremely beneficial for a student like me, who will soon be entering the workforce.”

Oishi, who graduated in May, explains how her degree in mechatronic engineering will give her a competitive edge in the the renewable energy industry. “Automation already exists in the industry,” Oishi said. “My knowledge of mechanical, electrical

and computer engineering will position me favorably for the workforce.” Oishi has accepted a position as a sustainability consultant at Kinetic Communities Consulting, a certified social enterprise Benefit Corporation that advocates and implements strategic energy equity market transformations for diverse New York communities.





SAVE THE DATE  
THURSDAY, NOVEMBER 4, 2021

VAUGHN COLLEGE

# GALA

FALL 2021

HONORING  
**STEPHEN A. ALTERMAN**  
PRESIDENT, CARGO AIRLINE ASSOCIATION

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