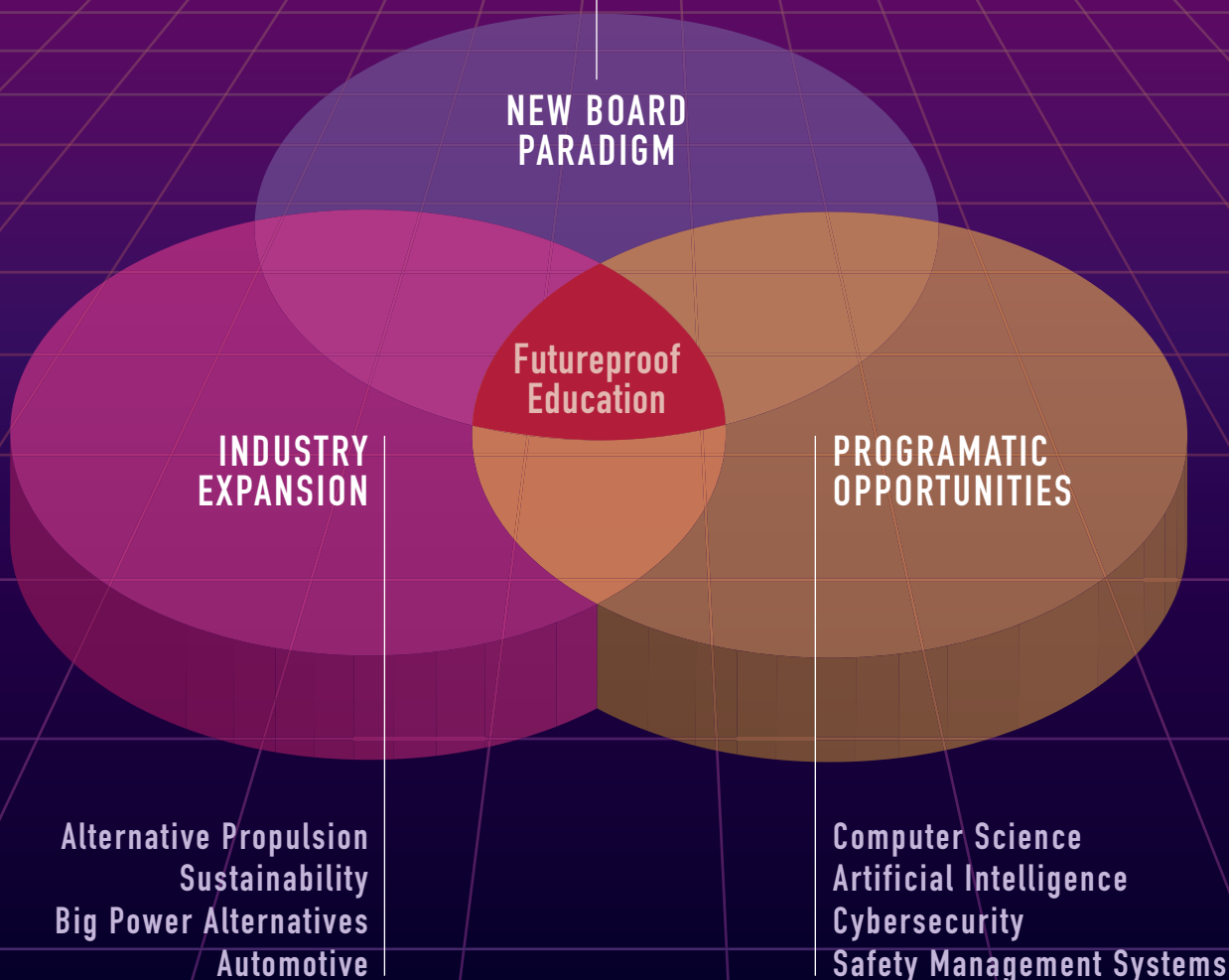


Vaughn

COLLEGE MAGAZINE FALL 2021

Diverse
Entrepreneurial
Nimble
Collaborative



INNOVATIVE LEADERSHIP LOOKS TO THE FUTURE

Where Vaughn's Strengths Intersect With Industry Needs

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VAUGHN MAGAZINE

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INNOVATIVE LEADERSHIP KEEPS VAUGHN ON THE LEADING EDGE OF EDUCATION

How does an institution continue to progress and evolve, even when faced with challenges of the magnitude of the pandemic? An innovative approach to governance that was adopted half a decade ago prepared Vaughn to not only meet the moment, but also to lay the groundwork for the next wave of [transformative education](#) that is this institution's core mission.

AN ACCELERATED RESPONSE

As the pandemic struck in March of 2020, Vaughn's President Sharon B. DeVivo, along with the senior leadership of the College, went into crisis mode. Meeting almost every day to figure out the next steps to best support teaching and learning, were the primary focus. As the scope of the pandemic slowly unfolded, the potential impact to the institution also became a critical focal point for the long-term health of the institution.

"We were able to quickly mobilize the best brains on the board, the faculty and the administration when the pandemic struck because we were already functioning as a generative board," said DeVivo, describing Vaughn College's response to the COVID-19 crisis. "There is no doubt that our years of working toward the generative model is one of the reasons we could be nimble, future-focused and intentional about turning the crisis into a transformative opportunity to shape this institution's future rather than just trying to ride out the storm."

DeVivo is referring to a process that began at a leadership as governance retreat in 2014 with a discussion of a new paradigm for the board structure of higher education institutions. Embraced by a number of forward-looking universities, the new "generative board model" entailed a smaller board, eliminating standing committees with siloed functions; and collaborating as a dynamic "committee of the whole" in board-level discussions that focus on substantial issues on the horizon, rather than historical reporting. After diligent research and outreach with universities that had already adopted the model, DeVivo and the board of Vaughn College at the time, led by Chair Thomas J. McKee, decided that adopting this new model was the best way to support Vaughn's evolution and to create and meet ambitious goals for the future.

When Vaughn alumnus and board secretary Ken Stauffer '83 was elected to succeed McKee as chair in 2018, the process of adopting the generative model was underway, and Stauffer was a strong proponent. "As an entrepreneur and CEO, I knew the value of brainstorming with an engaged group of people with different perspectives and using the talents of the whole group to drive innovation and change. So we were working on our strategic plan and 'rightsizing' our board in keeping with the generative model—and that was a big process. Then the pandemic hit."

Like DeVivo, Stauffer believes the board's paradigm shift had a huge impact on the College's coronavirus response. "When discontinuity ripped through society, Vaughn's board had already morphed into a functioning generative board. We were all in—everyone put their shoulder to the wheel, and that enabled us to respond not only to the immediate challenges,

but also look at the long term. We could all see that this new form of close collaborative leadership with President DeVivo was working, and we could all see the benefit of a more diverse slate of board members."

Many changes have come about as result of the adoption of the generative approach: the reduction of the size of the board; the establishment of term limits; the diversification of the slate of board members; the elimination of standing committees in favor of one-year ad hoc committees; and the active engagement of all leadership in intentional, forward-looking thought about the institution's future. All of these changes have had an impact on Vaughn's evolution and on the bold plan that is being developed to ensure that Vaughn College emerges from the pandemic stronger than ever.

"Being proactive and strategic, being intentional—that is what is taking us to the next place as an institution," said DeVivo, "and our generative approach is accelerating our progress."

Emeritus Trustees

In order for us to stay connected with valued board members who have completed their term, a “trustee emeritus” status was created. Emeriti trustees receive information about the progress of the institution and can contribute their expertise in a non-voting manner while continuing to be part of Vaughn’s institutional memory.

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George A. Vaughn
Chairman, AMF Head Racquet Sports (retired)
Founder, Direct Airways Inc.

Joseph A. Werner '57
Vice President of Maintenance and Engineering (retired),
Trans World Airlines

THE BOARD OF TRUSTEES:
STREAMLINED, DIVERSE, ENGAGED

“Today our board of trustees is almost 50% women and 40% minority, and the generative approach helped us get here with recommended term limits and a smaller board,” said DeVivo. In order to shrink the board from 21 people to the current size of 12, we had to agree on term limits—which is now a maximum of nine years, and the chair serves a three-year term. “We’ve always had wonderful board members, but we wanted to make room for more diversity—not only to reflect our student population but also to expand beyond aviation and enrich our engagement with more fields and industries. And the more diverse we become, the more we can attract other talented leaders from farther afield.”

Oswin E. Moore, vice chair of the board, sees Vaughn’s leadership model as essential to maintaining the College’s unparalleled success rates in the upward mobility of graduates. “As a college, we demonstrate the power of diversity,” he said. “I mean every kind of diversity: international and domestic, different kinds of experience, gender, age. The diversity of our board reflects how we value equity and inclusion, so students can see that they can not only get jobs, but they can be managers, heads of companies and, yes, board members. How can you go forward without having any idea or example of leadership? People need to be exposed and see examples that they can relate to, and we take that seriously when we elect board members.”

As Stauffer’s three-year term as chair comes to an end Trustee Peter Vaughn is transitioning into that role, and both have expressed their enthusiasm for the way the board is evolving. Looking back over his term, Stauffer spoke of seeking out potential board members with different kinds of talent. Mary Ward-Callan was the first. She is an engineer who runs the largest professional organization in the world as the managing director of technical activities at the [Institute of Electrical and Electronic Engineers](#) and now the board treasurer. Roderick Randall is one of the nation’s only Black venture capitalists, and is now engaged in urban air mobility. Barry Eccleston joined

“Today our board of trustees is almost 50% women and 40% minority... with recommended term limits and a smaller board...”

—SHARON DEVIVO

Three Recent Additions to the Board

Barry Eccleston, retired president and chief executive officer of Airbus Americas Inc.

Eccleston [joined the board in 2020](#), bringing five decades of experience working in and providing dedicated support to the aviation and aerospace industry. He is an aeronautical engineer, pilot and past president of the Wings Club and was awarded an honorary doctorate from Vaughn in 2007. Eccleston joined Airbus in August 2005 and retired as chief executive officer in 2018 after serving for more than 12 years, during which time Airbus’ market share of sales in the region grew from approximately 20% to more than 70% in 2017. Prior to Airbus, he served as vice president and general manager for Honeywell’s Propulsion Systems Enterprise, and previously as Honeywell’s vice president of commercial aerospace for Europe, the Middle East and Africa. He currently serves on two public company boards: for Wizz Air Holdings PLC, a UK-listed airline operating in Europe; and as executive chairman for FLYHT Aerospace Solutions, a small aviation aftermarket business in Toronto.

Patty Clark, retired chief strategy officer in the Aviation Department at the Port Authority of New York and New Jersey.

After a long career in public service that began when she was a 17-year-old working for Sen. Daniel Patrick Moynihan, Clark joined the New York Port Authority’s Airport Access Program in 1995. There, she 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, Clark 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. She retired from the Port Authority in 2020 and 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.

Dr. Surya Raghu, president, Advanced Fluidics; co-founder, ETCube International.

Before founding Advanced Fluidics, Raghu’s earlier affiliations include Yale University, Technical University of Berlin (Germany), State University of New York at Stony Brook and Bowles Fluidics Corporation. He has also been a visiting scientist at the National Institute of Standards and Technology (NIST), the Air Force Office of Scientific Research (AFOSR) Laboratories and a guest lecturer at Kyushu Institute of Technology (Japan). He is currently a visiting professor at the University of Witwatersrand in South Africa. Raghu has inventions related to aerospace, automotive, consumer and biotechnology applications and has been awarded 15 US patents as an inventor or co-inventor. Raghu’s dual mode of working—as an engineer-entrepreneur and teacher both in the US and in developing countries, and his own background as a first-generation college graduate and immigrant—makes him uniquely qualified to inspire students to pursue their education and dream careers.

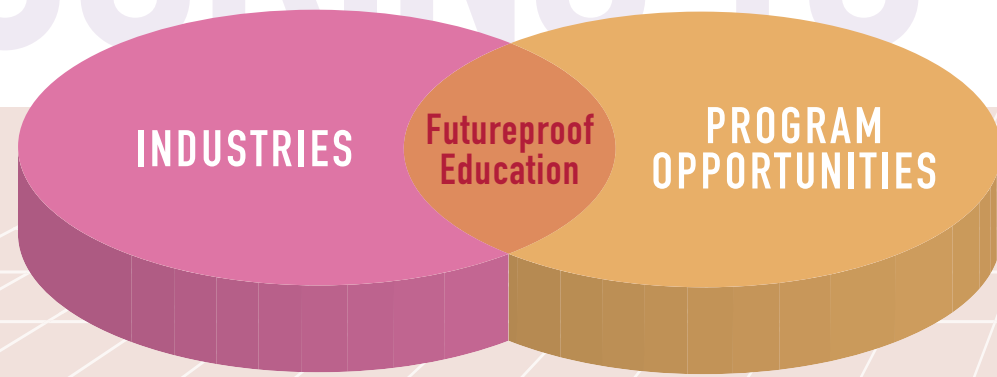
“I’m very excited about all of the new contributors who have come on board... about our orientation as a generative board and the level of engagement we’re expecting.”

—PETER VAUGHN

last year from Airbus, and most recently the board added Patty Clark from the Port Authority of New York and New Jersey. Finally, Dr. Surya Raghu is an educator and inventor who has been actively engaged in entrepreneur workshops in Latin America and Africa. We have a board that is much more diverse, and we know that diversity produces better ideas and productivity,” noted Stauffer.

Peter Vaughn, whose term as chair begins on October 21, has his eyes on the future. “I’m very excited about all of the new contributors who have come on board. When we approach people, we are very transparent about our orientation as a generative board and the level of engagement we’re expecting. If someone just wants to simply nod and agree to a committee report, that’s not a good fit. We expect them to be active participants, to collaborate, to look forward and to do it together. My philosophy with the profile of the board is we have to have a diversity of skills that match the needs of the future of the institution.”

LOOKING TO THE FUTURE



Industries and Opportunities: Where Vaughn’s Strengths Intersect With Industry Needs

INDUSTRIES

“What makes the findings of the committees powerful is that we see so much opportunity. We want to stay close to our aviation heritage, but the breadth of what we’re doing is totally relevant to these fast-growing industries. The more we looked at job growth, the skills needed by these companies and where they usually go for talent, the more we saw that these areas make the most sense and create the most opportunity.”

— Peter Vaughn, chair of the Industry Broadening Committee

COMPETENCIES

“We believe there are skills and competencies that cut across many fields; and that Vaughn is a leader in using them to prepare our students not just for a narrow field, but for a broader education in complementary disciplines. This is an attractive ‘capability multiplier’; one that tangibly differentiates our students from others in the marketplace.” — Oswin Moore, chair of the Programmatic Opportunities Committee

FINAL RECOMMENDATIONS TO THE BOARD OF TRUSTEES:

One to two years

Cybersecurity
Robotics
Safety Management Systems
Artificial Intelligence/Machine Learning
Industry 4.0

Two to four years

Automotive (electric vehicles)
Supply Chain Management
Existing Power
Urban Air Mobility
Big Power Alternatives

Three to five years

Alternative Propulsion

Capability Multipliers

Project Management
Data Analytics
Entrepreneurship
Sustainability

TWO AD HOC COMMITTEES: LASER-FOCUSED ON TRANSFORMATIVE OPPORTUNITIES

In March 2020, when the pandemic struck and the aviation industry took a sharp downturn, Vaughn’s leadership immediately began discussing how to make sure graduates would continue to find excellent employment opportunities. What resulted was the creation of two ad hoc committees: the Industry Broadening Committee under the leadership of Board Secretary Peter Vaughn, which delved into industries, companies and sectors outside or adjacent to the hard-hit aviation industry that could benefit from the technical and engineering skills of Vaughn graduates; and the Programmatic Opportunities Committee, led by Vice Chair Oswin Moore, which

examined the content and format of Vaughn’s academic programs to determine what level and type of educational credentials needed by identified current and newly identified industries. In keeping with the generative governance model, the committees included board members, faculty and staff.

“The advantage of an ad hoc committee is that it allows us to bring focused, concentrated attention to a big question and collaborate to solve it,” said Vaughn. “In the Industry Broadening Committee, we quickly recognized that Vaughn’s approach and its impact on our students prepares them to work in many industries, not necessarily just aviation-related. We looked at how we could broaden their opportunities from an employment perspective, how we could

mitigate the short-term impact of the pandemic and how we could make the long-term value proposition for Vaughn graduates even more powerful. What makes our findings exciting is that we see so much opportunity.”

The Industry Broadening Committee considered new technical, logistic and engineering needs in many sectors that were flourishing during the pandemic and showed strong future growth potential. Some of the industries they identified are cybersecurity, artificial intelligence, machine learning, automotive, cargo, expanded robotics, urban air mobility and power generation including alternative power generation. Cybersecurity, safety management systems and automotive (design of electric cars) ranked especially high in surveys of employers, students, industry advisers and alumni as desired proficiencies, while core competencies like project management and data analytics were identified as desirable skills every student should acquire as part of a Vaughn education.

Meanwhile, the Programmatic Opportunities Committee under Moore’s leadership was working in parallel, not only to identify courses and curricula that Vaughn already offers and that are relevant, desired by industry and showed strong demand, but also to see how these programs can be quickly expanded to become best in class. “It’s easier to build on what is already working than to start from scratch — we are already [number one in upward mobility](#) and doing so many things right,” said Moore. During the process the two committees also presented their work for input from all students, faculty and staff with open campus meetings.

The two committees came together to complete their work to look at the gaps and overlaps. They came to an agreement that was the best intersection of Vaughn’s strengths and industry needs. “I credit the generative process with making it easy to allow ideas to be improved upon and to creating a true consensus,” added Moore.

They refined the recommendations over the summer and in September, a new ad hoc Resource Committee took up the recommendations to look at the budget and resource implications necessary to turn the recommendations into realities.

A second open campus meeting was held in mid-October to update the community on the groups’ progress and gather any additional input, followed by a presentation of final recommendations to the board of trustees for approval in the October meeting. Once approved, the board will pass the entire plan to an operational team comprising members of the faculty and administration to formulate an implementation plan with detailed tasks, champions, timelines and indicators of success.

“The results of the ad hoc work give me great confidence because I see huge employment and career opportunities for students...”

—PETER VAUGHN

THE FUTURE: THE FOUNDATION IS IN PLACE

“The findings of the two subcommittees will lay the foundation for the future of this institution,” said incoming Board Chair Peter Vaughn. “The results of the ad hoc work give me great confidence because I see huge employment and career opportunities for students who come to the College. We are so gratified by the number one ranking reported in The New York Times for upward mobility. I hope to accelerate this impact in my new role and bring the committee’s foundational work to life in ways that expand opportunity for our students and their families. Now it’s a matter of executing and implementing our recommendations including the investments and technology that we will adopt now to help us in the future.”

Already, Vaughn has invested in a three-year contract with Burning Glass Technologies (BGT), which uses advanced artificial intelligence text mining to decipher and code millions of job postings, and has developed and manages the nation’s largest database of online job postings and social résumé profiles. BGT’s software provided the Industry Broadening Committee with powerful tools to gain insights about growth industries and skills that matter most to industries. Going forward, faculty and staff from various academic and support departments, including career services, will have access to BGT’s labor, career and program Insights to identify skills employers are seeking, assist students and alumni in finding careers, and incorporate findings into current and future curricula. This is an example of a technology adopted during the pandemic that will continue to provide the value-added information needed to fulfill our mission of a futureproof education. See the full story on page 16.

In addition, Vaughn is expanding programming to include computer engineering, which builds off of the institution’s increasing capabilities in robotics and machine learning. This past summer, the engineering and technology department submitted an application to the New York State Education Department for a bachelor of science degree in computer engineering with a curriculum that addresses the multidisciplinary nature of the field and emphasizes fundamentals of programming, computer algorithms, networking and systems security.

LOOKING TO THE FUTURE

NEXT CHAIR: PETER VAUGHN

When Peter Vaughn joined the board of Vaughn College in 2013, he became the third generation of the family to be actively involved in the institution. Having inherited his family's love of aviation and achieved his pilot's license while still in college, he also spent a lot of time with his grandfather, George A. Vaughn, Vaughn College's founder, visiting the campus and seeing firsthand the institution's growth and development. Now, as he steps into the role of chair of the board of trustees, he is looking to the continued progress of the College.

“My passion for this institution is not just because my last name is Vaughn. I have a passion for education, community, making a difference, impacting peoples' lives—and that is what Vaughn College is all about. What I hope to accomplish during my term is to accelerate our ability to expand opportunities for our students. And because of our work in the ad hoc committees, I very clearly see that opportunity.” Chair Vaughn hopes to expand the number of companies that know about the institution's capabilities. His professional background in strategic marketing and branding will assist in leveraging its expertise to raise both the visibility and profile of the College. Vaughn's career included over 25 years in a variety of global marketing, branding, business management and new product development roles at American Express and two years as the chief experience officer at a global K-12 private school. He is currently the founder and managing director of Vaughn Advisory LLC, a branding, marketing and leadership development consulting company working primarily with non-profits, educational institutions and entrepreneurs.

DeVivo has worked with Chair Vaughn for many years. “I'm delighted to be working with Peter, who has been actively engaged with the College for close to two decades and actually started on the President's Advisory Council. **His institutional knowledge provides us with great perspective about how far we have come. He knows the past, has played a key role in the present and has his eyes on the future.**”

That view of the past and the future of the College give the new chair hope and confidence in its continued growth. He said, “Vaughn College has gone through so many evolutions since my grandfather's days and each time gone from strength to strength. That is a huge foundation from which to launch the next chapter and what gives me such a high level of confidence and enthusiasm for the future of this institution.”

Computer engineering is an ever-growing field that demands well-trained individuals with knowledge and skills for a broad range of computing industries, from hardware and computer networking to security, telecommunication and systems design—and Vaughn intends to meet this demand with graduates who will excel in professional careers or as graduate students.

This program will also give students the freedom to concentrate in either of two white-hot tracks: cybersecurity and artificial intelligence. The New York Times reported that in 2021 alone, there will be a mind-boggling 3.5 million cybersecurity jobs unfilled. Given the growing dependence on the world's cyber infrastructure and its vulnerability to cyberattack, it is not surprising that the need for cybersecurity professionals has grown exponentially in the past 10 years and shows no signs of slowing. Vaughn is also investing in the construction of a cybersecurity lab to support the program funded by a US Department of Education grant. Implementation of the cybersecurity track in the computer engineering bachelor's degree program is targeted as an immediate priority based on the recommendations of the Industry Broadening Committee, and development of the artificial intelligence track with courses in machine learning, data mining and deep learning will follow as new faculty are hired as a direct result of an additional US Department of Education grant awarded October 1 this year. This second grant came as a direct result of the work done by the ad hoc committees.

“The work of our ad hoc committees really let us think about where we have inroads and building blocks in place and what the next several steps should be,”

said President and Chief Executive Officer Dr. Sharon B. DeVivo. “We decided early on in the pandemic that, yes, there were huge challenges, but we weren't just going to look at solving operational problems. We kept our eyes on how we were going to make sure we come out of this stronger as an institution.”

A Reflection From President DeVivo: ‘AN INSTITUTION THAT PUNCHES ABOVE ITS WEIGHT’

One of the advantages of being a small institution is that you can potentially be nimbler and more dynamic, but that's wasted if you don't have the right pieces in place to respond quickly. You have to be proactive and intentional — this has been such an important part of our becoming an institution that really punches above its weight and takes us to the next place.

I think back to 25 years ago when we primarily focused in one program area, and now we have a cadre of undergraduate and graduate degrees. We got here with intention and careful planning. Our generative board allows me to tap into the expertise of individual board members in industries that are different from higher education and use that knowledge to drive planning and change. This kind of governance allows us to take advantage of market forces and industry demands in a way that would be harder to do if we didn't have the board riding the wave with us.

I'm so proud of this community and our ability to evolve and change to meet the demands of the moment. Since I began at Vaughn, we have faced two historic crises. September 11, 2001 was a very difficult time. We had recruited our largest number of students, and then it fell away over the next five years as the aviation industry struggled. This happened again after the 2008 national economic crisis. But, in both situations, we had a strategic plan that led to strong growth and our evolution as an institution.

The pandemic is the latest test and our students have endured the greatest impact. The work that we do as a board, and as a community, is to continue on this journey of transformation and to change lives. As essential element of that work is what I call, 'our superpower of diversity.' Diversity of our students, diversity of our faculty and staff and diversity of our board allows us to see around corners that we otherwise would not be able to and to develop solutions that we also might not otherwise consider. Diversity is how we keep growing and changing and it is fueling this institution's future.”

‘OUR SUPERPOWER OF DIVERSITY’



VAUGHN PARTNERS WITH JETBLUE UNIVERSITY GATEWAY PROGRAM

A NEW PATHWAY OPENS FOR ASPIRING STUDENT PILOTS AS VAUGHN PARTNERS WITH JETBLUE IN THE AIRLINE'S UNIVERSITY GATEWAY PROGRAM

Vaughn College, with its long history of educating students in all aspects of aviation, including flight training, has now partnered with JetBlue in the airline's long-running University Gateway pilot pathway program for Aviation Accreditation Board International (AABI)-accredited institutions. The program gives students another competitive edge to gain futureproof careers in aviation and strengthens the already strong ties between JetBlue and Vaughn.

"This partnership is a natural fit and next step with Vaughn, and a great fit with JetBlue. This builds upon our existing relationship with the college to increase awareness for the many possibilities within aviation," said Nancy Hocking, JetBlue's director of Gateway College Programs. "JetBlue is New York's hometown airline, and Vaughn is right down the street from our Long Island Support Center. Vaughn's students live in the area; they know the city and will make great crewmembers for JetBlue in the near future. Many Vaughn alumni are already JetBlue pilots, and we will try to pair Vaughn students with those alumni as part of the mentorship program that starts as soon as an applicant is accepted. Not only is this an investment in these students, but also the future of our airline. We will support the students throughout the full process."

Hocking said that JetBlue and Vaughn also share important values. "The goal of our Gateway program is to make a pilot career accessible to more candidates who are willing to do the work to meet our rigorous

requirements and who qualifies," she said. "We want to extend JetBlue opportunity across the board, and we love the fact that Vaughn is a minority-serving institution with a great track record for upward mobility. We want our workforce to represent the diversity of the communities we serve."

Domenic Proscia, vice president of training at Vaughn College, sees great advantages for Vaughn College students. "The need for well-trained pilots to fill the potential shortage is crucial, and working with an aviation leader like JetBlue to prepare candidates for successful careers is an incredible opportunity for Vaughn students. This pilot pathway program means students can look forward to working at a main airline straight out

VAUGHN STUDENTS WHO ASPIRE TO BE PILOTS NOW HAVE A WELL-LIT, CLEARLY DEFINED RUNWAY TO JOBS AS FIRST OFFICERS AT JETBLUE—AS LONG AS THEY MEET ALL THE PROGRAM REQUIREMENTS. THE PROGRAM IS A TRIPLE WIN, BENEFITING STUDENTS, VAUGHN COLLEGE AND JETBLUE.

of college. It's a prescribed pathway, and students know what the end result will be. It truly is a pathway because they know what they're working toward, roughly how long it will take and what the milestones are."

Vaughn alumna Nicole Legister-Davis '07, who joined JetBlue in 2020 as an analyst for the Gateway Programs, sees another big advantage for Vaughn students. "Being in this program gives students insight into the culture of the company. So it's not just getting an understanding of the work and the industry; it's getting to know the company and how it actually feels to work there. That's pretty cool!"

JetBlue's Gateway Program is the airline's longest running pilot pathway program, originating in 2008. Hocking attributes its success to the strong level of mentorship and engagement the airline immediately establishes with participants. "As soon as they're in the program, students are assigned to a mentor pilot and we try to pair them based on experience. In addition, we check in regularly with the students, and we ask them to let us know when they hit milestones so we can celebrate together. We also have our Pro Pilot speaker series, where pilots present real-life topics like human factors, safety and crew resource management to the program participants. By the time the student completes the program and gets to JetBlue, they have a strong connection with us. We are so proud of the fact that we have virtually no attrition!"

As the airline industry today faces the potential of massive retirements, and are competing for the same pool of candidates, the loyalty and connection formed during the pathway program have become more important than ever to JetBlue. Said Hocking, "A stable, predictable pipeline of pilots is an important advantage for us, but it's not the only one. It's also important that we've gotten to vet students at every step of the way. It's not just numbers—it's also the quality and the AABI-accredited education. Our experience shows that these students come and remain crew members at JetBlue for the long run."

She continued, "I like to say, 'A traditional job interview gives you one hour. This program is like a four- to five-year interview where everyone's true colors shine through.'"

HOW THE GATEWAY PROGRAM WORKS

The JetBlue University Gateway Program allows students in flight programs from an AABI-accredited partner college to earn a conditional job offer for a position as a first officer at JetBlue. Once accepted, students follow one of several prescribed paths to gain experience and build their flight time. Provided they meet all program requirements and pass required background and other related checks, those in the program will join JetBlue as first officers and will not be required to complete any additional JetBlue interviews.

1. Apply and be accepted as a University Gateway Program participant and earn a conditional job offer for a JetBlue first officer position.
2. Graduate from your AABI-accredited aeronautical university with a 3.0 GPA in your major.
3. Serve as a certified flight instructor at your school for at least 500 hours of dual given.
4. Fly for Cape Air, JetSuiteX or a Part 121 regional carrier (2,500+ hours of flight experience) for at least 1,000 hours and complete your full commitment with the carrier (as applicable).
5. Attend the jet transition course (as applicable).
6. Complete all requirements to become a JetBlue first officer.

HERE'S THE FUTURE, HERE'S THE PROOF: ALUMNI JOAN CRUZ AND ATIF SAEED REACH THE STARS AT SPACEX

Vaughn College has helped launch the careers of some outstanding graduates, and two notable alumni, Joan Cruz '20 and Atif Saeed '20, are perfect examples. Both have been recruited by Space Exploration Technologies Corp. (SpaceX), one of the world's foremost aviation and aerospace companies. SpaceX designs, manufactures and launches advanced rockets and spacecraft, including the Falcon 9 and Falcon Heavy launch vehicles, Cargo Dragon, and Starlink communications satellites. It is a private company founded in 2002 by Elon Musk to revolutionize space transportation, with the ultimate goal of making life multiplanetary. [SpaceX](#) is one of the most closely watched companies on the planet.

While both Cruz and Saeed say that one of the best things about SpaceX is their exposure to all aspects of the technology and business, both have had exposure to the industry-changing Falcon 9 and Dragon initiatives. Falcon 9 is the world's first reusable, two-stage rocket designed and manufactured for the safe transport of people and payloads into Earth's orbit and beyond. The Dragon spacecraft can carry up to seven passengers to and from Earth's orbit. It is the only spacecraft currently flying that is capable of returning significant amounts of cargo to Earth, and the first private spacecraft to take humans to the space station.

JOAN CRUZ—NEVER GIVE UP ON YOUR DREAM

Sometimes the path to success is not clear. Joan Cruz knew he had dreams and goals but wasn't sure of the best way to reach them, or if

there was even a spot for him once he got there. Happily, Cruz found his success through hard work, volunteerism, never giving up and using the best of his Vaughn education to leap forward. Today, Cruz has his dream job as a manufacturing engineer with SpaceX.

Throughout high school, Cruz did not have a vision for his career path. His father suggested engineering, sensing his son's abilities. However, Cruz felt he needed more direction and discipline in his life and decided to join the army. During his three years of service, he worked as a diesel mechanic in a combat engineering unit. And there, Cruz found his passion. When an injury ended Cruz's military career, he began to search for ways to become an engineer even though it seemed an impossible dream. "That's when I discovered Vaughn College," he said.

Discovering Vaughn

"As far-fetched as becoming an engineer was for me then, becoming a pilot was even more of a dream—but one I took seriously," Cruz said. After researching various schools, he chose Vaughn for its outstanding engineering and aerospace curricula. Cruz pointed out two of his favorite things about Vaughn: the one-on-one relationship students have with their professors and the small class sizes. "The opportunity to ask questions without judgment and faculty support were driving factors in my success," he said. "I admit I needed some motivation to keep the momentum going. College is a test of your skills, and Vaughn has the perfect formula to cultivate a student's success."

During his time at Vaughn, Cruz completed his bachelor's degree in mechanical engineering in less than four years, during which time he also earned his pilot's license. He was an active tutor in the [STEP](#) program and a member of the Vaughn student chapter of [Engineers Without Borders](#) that visited the African country of Rwanda to test water supplies in the village of Kibingo.

'Launching' his Career

Cruz was determined to land a job before graduating from Vaughn. He sent out several job applications, including one to SpaceX for the position of associate engineer. Ultimately—and to his own surprise—Cruz was hired as associate engineer at the [Kennedy Center](#) in Cape Canaveral, Florida. "I'm convinced that the combined experience and knowledge I gained at Vaughn, earning my pilot's license, working on the Rwanda project and my veteran work experience were the winning combination to landing my current job."

Living the Dream

After only three months, Cruz was promoted to manufacturing engineer at SpaceX, where his responsibilities include delivering a fully scalable working piece of hardware for a successful SpaceX rocket launch manifest, among other duties. "The magnitude of responsibility is immense," he explained. "We all work long hours, but we love every minute of it." Cruz points out how SpaceX is a positive environment where everyone takes ownership of their work and is an integral part of the process. "Anything worth doing is worth overdoing," he said emphatically.

"If you told me years ago that I would be working as an engineer—building launch hardware components for rocket ships—I would have told you you're crazy," laughed Cruz. "I believe everything happens for a reason. Joining the army and then finding Vaughn were the stepping stones I needed to launch a career I could only dream of."

ATIF SAEED—REACHING NEW HEIGHTS

Going above and beyond and embracing opportunities has led Vaughn graduate Atif Saeed to achieve academic success throughout his life. At 22 years old, Saeed graduated Vaughn summa cum laude with a bachelor of science in mechatronic engineering—completing the program one year early—and is currently finishing his master's in aerospace engineering from the University of Southern California. He is accomplishing all this while happily working as a lifecycle engineer at SpaceX. Saeed credits Vaughn College for supporting him every step of the way and [offering opportunities](#) that he says were stepping stones to his success.

At 17 years old, Saeed enrolled in Vaughn's Aviation Training Institute seeking Federal Aviation Administration (FAA) Airframe and Powerplant certification, an associate of occupational science (AOS) in aviation maintenance and a Federal Communications Commission (FCC) General Radiotelephone Operator license. After earning his AOS degree, he kept his eye on his future and enrolled in the mechatronic engineering bachelor's program at Vaughn. "I chose mechatronic engineering to broaden my job opportunities after graduation," he stated. "I believe the wealth of knowledge in the fields of mechanical and electrical engineering—combined with computer science—is a winning combination to position myself for a futureproof career."



Embracing Opportunities at Vaughn Led to SpaceX

In addition to a rigorous academic program throughout his time at Vaughn, Saeed believes going [beyond the walls of the classroom](#) helped set his future on a track for success. "I made it a priority to take on leadership roles in several [clubs at Vaughn](#)," he said. "I embraced every opportunity that was offered to further my education and knowledge in the field." He has authored four publications presented at engineering industry conferences, including the Latin American and Caribbean Consortium of Engineering Institutions ([LACCEI](#)) Conference in Lima, Peru, and the American Society for Engineering Education ([ASEE](#)) annual conference in Tampa, Florida, and received several awards during his time at Vaughn.

Saeed had numerous job offers upon graduation and began the next chapter of his life at [Lockheed Martin Space](#) in Sunnyvale, California, working as a mechanical engineer while also attending the University of Southern California to pursue his master's in aerospace engineering.

'Inspiration Forward'

His time at Lockheed Martin was edifying, and he has now moved on to a new opportunity at SpaceX. "I'm thrilled to be working at SpaceX, where I get to be part of history every day. Every team works quickly and in sync, resulting in the development and launch of more than two missions a month! It's also really gratifying to see so much of what I learned at Vaughn in real-world application. All engineers love to see their work come to life."

Saeed believes anyone can be successful if they are willing to work hard and do what it takes to achieve it. "Attitude is everything. From a young age, I was taught to go above and beyond anyone's expectations, including your own," he said. "You only answer to yourself. If you do whatever it takes to rise above the rest, you can achieve anything."



CAMILA TURRIETA '11 | Alumnus

Camila Turrieta is an adjunct professor at Vaughn and an airline pilot with JetBlue Airways flying the Airbus 320 and 321.

She holds a variety of Federal Aviation Administration certifications, including an Airline Transport Pilot certificate with type ratings on the Airbus 320, Boeing 737 and Embraer 170/190. She is also a certified flight instructor, aircraft dispatcher and unmanned aerial systems pilot. But these accomplishments don't tell her whole story.

Originally from Chile, Turrieta fell in love with airplanes on the flight to the United States with her family when she was a small girl. While there were new opportunities once they arrived, there were also many challenges facing her and her family. However, according to Turrieta, "Overcoming these challenges has allowed me to appreciate what I currently have. It's also a constant reminder for me to never forget where I came from and the struggles I faced along the way." That sensibility has informed her teaching and her passion for equality, diversity and inclusion.

Turrieta graduated from Vaughn, where she obtained a bachelor of science degree in aircraft operations. She went on to obtain a master's degree from Embry Riddle Aeronautical University with specializations in aircraft accident investigation and human factors and is currently pursuing a doctor of education degree, focusing on higher education and adult learning, from Walden University.

In addition to her active career as a pilot, Turrieta is a volunteer with a variety of aviation organizations, such as Women in Aviation International ([WAI](#)), Organization of Black Aerospace Professionals ([OBAP](#)), and the Latino Pilots Association ([LPA](#)). She is also a member of the Professional Standards Committee and Pilot Peer Support program at the Air Line Pilots Association ([ALPA](#)). Turrieta's work and mission within these organizations are to mentor the future leaders of the aviation industry.

Her volunteer work with ALPA is especially close to her heart. ALPA strives to promote a diverse, inclusive culture where all pilots



can be their authentic selves and are motivated to do their best and be reflective of the composition of the communities they serve. ALPA represents and advocates for more than 61,000 pilots at 38 US and Canadian airlines, making it the world's largest airline pilot union. ALPA also collaborates with other aviation industry stakeholders to reinforce that an inclusive workplace contributes to positive social changes throughout the aviation industry and world.

These efforts are coordinated through the ALPA President's Committee for Diversity and Inclusion (PCDI), which is composed of ALPA members who represent different cultures, experiences and backgrounds. In recognition of her work and passion for inclusivity, Turrieta was named the first chair of the committee. "I will lead the development of ALPA's diversity and inclusion efforts to ensure that all members feel respected and that future generations of airline pilots from all walks of life and backgrounds—regardless of race, gender, religion or sexual orientation—feel that the piloting profession is accessible to them," says Turrieta. PCDI will also strengthen relationships with existing organizations that serve targeted groups of pilots and look for new opportunities to connect with young people who many never have considered piloting as an attainable career. The Committee is guided by the core values of Respect, Responsiveness, Inspire, Show Compassion, Equality, Equity, Unity and Passion (RRISEEUP).

Vaughn, JetBlue and ALPA are not the only ones to recognize Turrieta's contributions to the industry and to the community at large. She is a spokeswoman for organ donation throughout the US and is a two-time recipient of the President's Call to Service Award, given to an individual who has completed over 4,000 hours of community service in their lifetime. She was presented the award by President George W. Bush and President Barack Obama.

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 in honor of new alumni and future leaders.

"The most memorable moment of my life was receiving a scholarship that allowed me to pursue my career as a pilot. Because of opportunities such as this, Vaughn has fulfilled my dream and instills belief in their students that they can achieve anything possible. Your contribution to the annual fund will help shape Vaughn students to be tomorrow's leaders."

—RYAN A. BARREN '15

GROUND OPERATIONS COORDINATOR
ATLAS AIR

MAKE YOUR GIFT TODAY

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For more information contact
the Annual Fund Office at
718.429.6600, extension 353.



A POWERFUL DATA TOOL UNLOCKS OPPORTUNITY FOR VAUGHN STUDENTS AND GRADUATES

REAL-TIME LABOR DATA FROM BURNING GLASS TECHNOLOGIES IS BEING USED BY DEPARTMENTS ACROSS VAUGHN TO EXPAND JOB OPPORTUNITY, EMPOWER STUDENT CAREER PATHWAY DECISIONS AND DIRECT PROGRAM ENHANCEMENTS TO MATCH PRESENT AND FUTURE EMPLOYER NEEDS.

In January 2021, representatives of several Vaughn departments participated in a demonstration of the Burning Glass Technologies (BGT) product, which mines and codes millions of job postings and social profiles from more than 40,000 online sources daily. Career services, academic affairs, admissions, the Aviation Training Institute, institutional research, the management and engineering and technology departments, library and public affairs were introduced to BGT’s programs and reports and shown how these can be used by students, faculty and the administration.

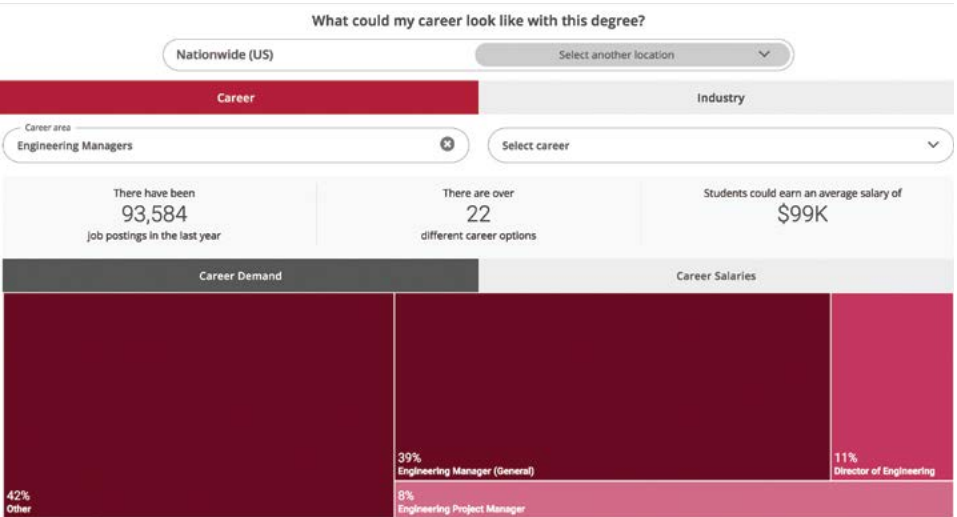
Visual: screenshot p2 and p3 from BGT presentation

After a week of trials, in which the participants had access to the tools and the ability to run sample reports, there was across-the-board agreement that this new technology would be tremendously useful in fulfilling Vaughn’s commitment to futureproof careers for students

and alumni. Additionally, the technology will support the bold plan that is being developed by the board of trustees, faculty and staff members to ensure that Vaughn College emerges from the pandemic stronger than ever.

“BGT aligns with our future-proof mission by providing value-added information,” said Dr. Peter Canellis, associate professor of management and one of the trial participants. “It gathers a massive amount of raw, not-so-usable data you could get from job boards and the Bureau of Labor Statistics (BLS), and then BGT’s intelligence agent sifts through it to make sense of it and deliver what really are Insight about careers, labor and programs that an educational institution needs to keep classes updated with skills necessary to prepare students for long-term career success.”

In February, the College approved a three-year BGT solutions



package that included: Career Insight, accessible to all faculty, staff, students and prospective students, as well as Labor Insight and Program Insight with access available through specific departments for research and market analysis needs. Because of the importance of this technology as part of Vaughn’s COVID-19 response, funding was fortuitously available under the CARES Act, making access to BGT more affordable for the College. A subsequent merger with another major database company has resulted in the formation of Emsi Burning Glass, which will offer an even greater array of resources.

To know the capabilities of these Insights is to understand how this new technology is impacting Vaughn everywhere, from strategic planning to career services, recruitment and program development.

CAREER INSIGHT

Career Insight is the student-facing tool, accessible to all, including alumni, and it has already been implemented on several departmental and degree pages on the Vaughn website. Students walk through a simple questionnaire to define their personal motivations, interests and skills. The system then presents the students with real career options they can achieve through Vaughn’s curriculum. Students will quickly see how many job postings exist in a particular job track, what the average salary is, and who the top employers are and in which industries. Often, students are not aware of the myriad job and career possibilities, and these Insights allow them to explore all of Vaughn’s programs and find the best matches for their interests. This online “widget” increases engagement on the website and gets students thinking of career pathways earlier in their educational process, a goal that career services actively encourages.

LABOR INSIGHT

Burning Glass Technology has quickly become integral to career services and is used in the mandatory Career Development course CD101, student and alumni career counseling sessions, instructional workshops and other activities. “The beauty of Burning Glass is that it’s real-time analysis,” said Phillip Meade, assistant vice president of career services. “In a counseling session, a mechanical engineering

student can come in and we can run a report and get an overview of how many job positions are open, and if there’s a geographical concentration of postings, as well as job qualifications, salary levels based on education and experience, necessary skills, differentiating skills and more. Then we can download it all onto a spreadsheet and give that student a road map of opportunity.”

These Insights are also invaluable in helping the department explore and identify employers in the New York area with whom Vaughn does not already have relationships,

providing an opportunity for outreach to let these employers know that Vaughn graduates are an excellent talent pool with the skills and training they seek. Expanding partnerships and getting the word out about Vaughn are a critical part of Vaughn’s growth strategy.

PROGRAM INSIGHT

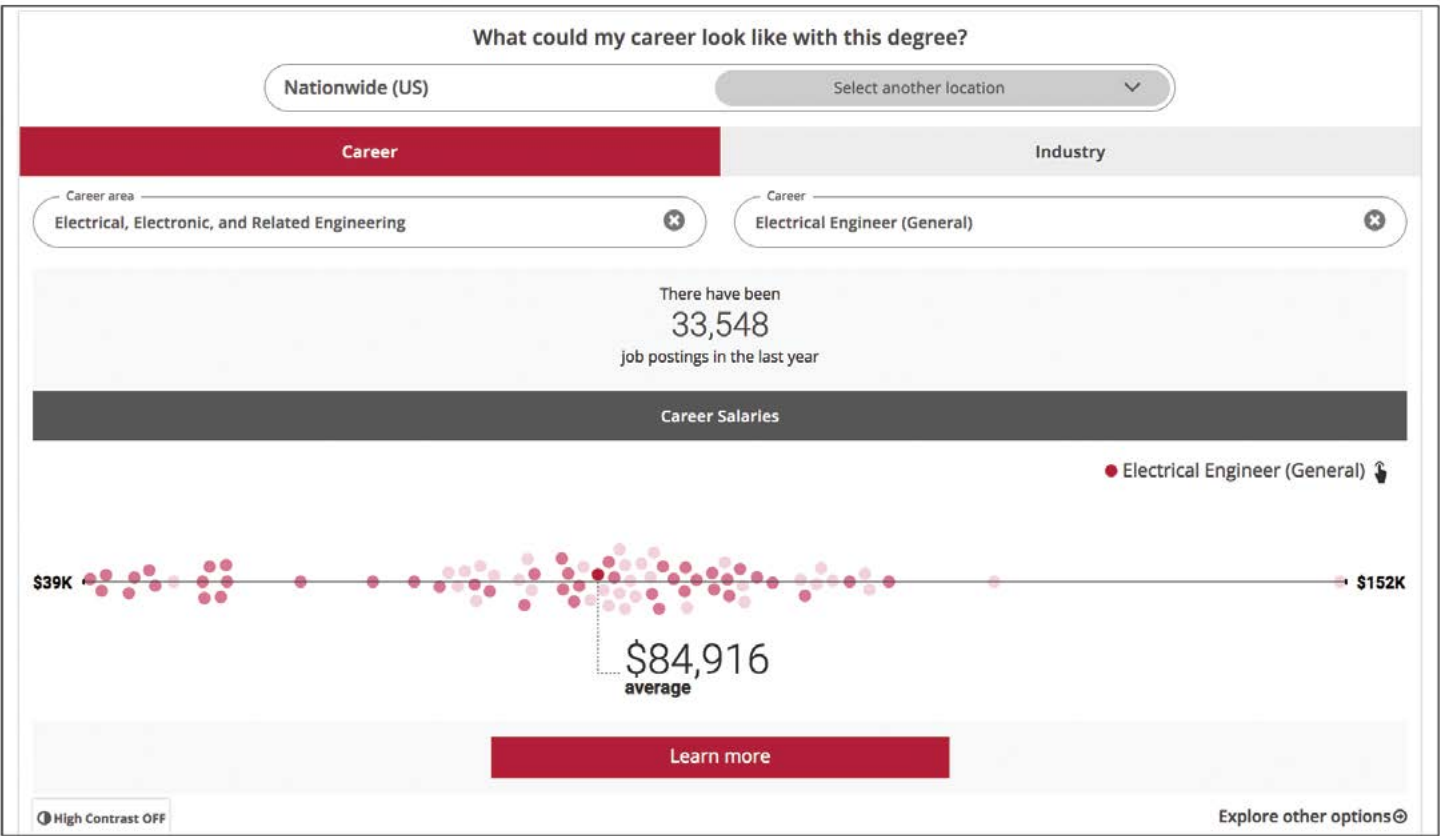
Faculty and staff are using Program Insight to more quickly validate courses and competencies and make sure that the skills offered to students are fully aligned with the needs—both existing and emerging—of employers. In addition to validating employer demand, faculty can also assess student demand and the competitive landscape.

Canellis explained the high impact benefit of Program Insight. “Before BGT, we had to rely on professors keeping current with industry and the advisory committee to figure what competencies to change, keep or delete from our curriculum. Now we can confirm in near real time what skill areas are hot and which are cooling down. It’s helping us to pinpoint what we have to do going forward, not only

to create new courses but also to constantly update the content of existing courses—because the content is constantly changing. So as part of our program reviews, it guides the refreshing and fine-tuning of courses—you can add, modify or delete them—and it takes conjecture out of the equation. And another huge plus: Program Insight gives you competitive data from other colleges.”

LABOR INSIGHT REPORTS

- Certification Analysis
- Occupation Analysis
- Hard-to-Fill Jobs
- Industry Analysis
- Local Workforce
- Demographics
- Regional Analysis
- Program Analysis
- Skills Analysis
- Related Jobs
- Competitor Benchmarking



PRESIDENT DEVIVO APPOINTED TO CIVIL AIR PATROL'S BOARD OF GOVERNORS

IN JUNE, PRESIDENT DEVIVO WAS SELECTED TO SERVE ON CIVIL AIR PATROL [\(CAP\)'S](#) BOARD OF GOVERNORS.

She was appointed by Secretary of the Air Force Noel Christina Nolte to join CAP's top governing board. She succeeds retired US Navy Cmdr. George Perry, whose six-year term on the board ended in May.

CAP's Board of Governors consists of four Air Force appointees, three members appointed jointly by the secretary of the Air Force and CAP's national commander and four members-at-large selected by the CAP Senior Advisory Group. The 11-member board generates strategic policies, plans and programs designed to guide and support the volunteer service of the organization's 52 wings.

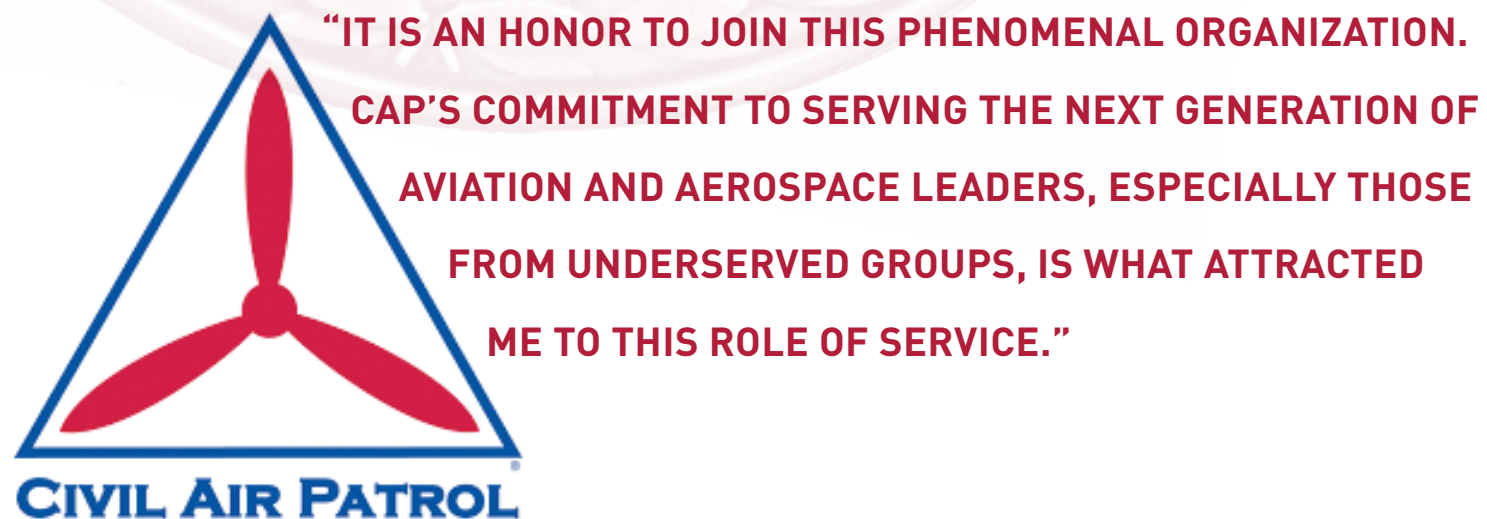
"Dr. DeVivo has significant executive-level experience in strategic planning and leading through change," said Maj. Gen. Mark Smith, Civil Air Patrol's national commander and CEO. "She is well-suited to help CAP in key areas such as strategic planning, enhancing diversity and helping CAP to increase our effectiveness in offering our cadets aviation and other STEM-related career exploration opportunities."

President DeVivo has led three strategic planning efforts that have transformed the College from primarily

a training institution to one that offers undergraduate and graduate degrees in engineering, technology, management and aviation. In a 2017 study published in The New York Times, Vaughn was ranked as the number one institution out of more than 2,100 colleges in the nation in upward mobility – the best at moving students from the bottom 40 percent to the top 40 percent in income.

"It is an honor to join this phenomenal organization," expressed President DeVivo. "CAP's commitment to serving the next generation of aviation and aerospace leaders, especially those from underserved groups, is what attracted me to this role of service. I look forward to supporting the Board, the staff and the volunteers in their critical work."

President DeVivo also chairs the Department of Transportation's Youth Access to American Jobs in Aviation Task Force and recently provided congressional testimony about the growing need for pilots and aviation maintenance professionals as well as for increased government education funding. In addition, she is well-connected to and supportive of Civil Air Patrol—The New York Wing's Academy Cadet Squadron meets on the College's campus, adjacent to LaGuardia Airport.



JETNET, the leading provider of corporate aviation information, has partnered with Vaughn College to encourage diversity and higher learning for students at the [2021 JETNET iQ Global Business Aviation Summit](#). Four Vaughn students were selected to participate in the summit, which was held mid-September at the TWA Hotel at John F. Kennedy International Airport.

"We are thrilled to partner with Vaughn College and have students take part in this year's 2021 JETNET iQ Global Business Aviation Summit," stated Paul Cardarelli, JETNET's vice president of sales.

"We are always looking for the next generation to step into their roles in business aviation and lead us into the future. Students from Vaughn College represent a terrifically diverse background, which JETNET believes is essential for company and industry success."

"They will help pave the way, and we hope their experience at the summit will inspire them, and us, to new opportunities and aspirations within business aviation."

The four students selected to attend the conference were Sadia Akhi '24, Sadia Harun '21, Tommaso Rossi '23 and Zarin Tasnim '21. Akhi, Harun and Tasnim are all majoring in airport management, and Rossi is enrolled in the airport/airline dual major program.

"I am very honored and excited have been selected to participate in the annual JETNET iQ Summit," said Akhi. "This goes without saying, but I am blessed to have such an opportunity and more than eager to learn and understand the latest in industry trends and policies for the foreseeable future that is aviation."

The panel included Vaughn College President Dr. Sharon B. DeVivo, who is also chair of the Federal Aviation Administration's Youth Access to American Jobs in Aviation Task Force (YIATF), who commented: "Vaughn College serves an incredibly diverse population of students who become outstanding contributors to all facets of the aviation and aerospace industry. We are pleased to partner with JETNET iQ, an industry leader, during their annual summit, and are so appreciative of the opportunity provided to students to attend, network and add to their educational experience."

DEB HENNEBERRY | Faculty

According to Deb Henneberry, assistant professor in the aviation department at Vaughn, nothing is more gratifying than working with students and seeing them succeed.

“The more hands-on I am, the greater the support and encouragement I can provide our unique group of dedicated students,” she says. Henneberry’s passion for her students stands out. According to one of her undergraduate students, “Deb is so amazing. She teaches in a way everybody will understand. For example, I was failing FLT110, but ended up with a B+. This semester, I got an A. She is fun while teaching and helps you outside of class. Choosing Deb as your professor is really one of the wisest choices you can ever make!”



African Symposium on Human Factors and Aviation Safety. She has published extensively and recently participated on an International Aviation Womens Association panel to discuss the impacts of the pandemic on aviation education and the ongoing challenges and best practices going forward.

Henneberry is also known for her commitment to bringing more girls and women into the aviation industry and has presented to the Girl Scouts of the USA and other groups

Prior to joining Vaughn in 2012 as a professional pilot and flight instructor, Henneberry worked as a personal pilot to private aircraft owners. She also served as a government administrator for several years and as a first responder and emergency medical technician (EMT) for more than 10 years. During that time, Henneberry trained with the Federal Emergency Management Agency, the Department of Energy, and the Department of Homeland Security as a first responder. Her time as an EMT fired up her passion for emergency management, and she is currently adding certificates in that discipline from John Jay College in New York City.

Henneberry has spoken about pilot training at many international aviation psychology conferences, including the first

“DEB IS SO AMAZING. SHE TEACHES IN A WAY EVERYBODY WILL UNDERSTAND...CHOOSING DEB AS YOUR PROFESSOR IS REALLY ONE OF THE WISEST CHOICES YOU CAN EVER MAKE!”

about the career possibilities in the STEM fields. Her doctoral dissertation addressed the lack of female pilots and how to interest young girls in an aviation career. As part of that commitment, Henneberry serves as director of the Greater New York chapter of The Ninety-Nines, an international organization that provides networking, mentoring and flight scholarship opportunities to recreational and professional female pilots. She is also the New York/New Jersey Section scholarship chair and co-host of the group’s international webinar series. Founded in 1929 by Amelia Earhart, the organization now has 155 chapters across the globe.

Henneberry was awarded the prestigious [2021 Ninety-Nines President’s Award](#) for her commitment and dedication as the group’s online events coordinator during the pandemic. Additionally, she twice received the Vaughn College Faculty Award. She has an impressive array of flight certifications, including commercial pilot, single and multi-engine; certificated flight instructor instrument and multi-engine, and Federal Aviation Administration small, unmanned aircraft systems. Additional certifications include emergency medical technician and police diver, and she is a weapons of mass destruction instructor for first responders.

Not surprisingly, students, faculty and staff all agree that Henneberry’s knowledge and dedication make her one of a kind.

TATIANA JAIMES ’22 | Student

Inspiration comes from many places. For Tatiana Jaimes ’22, a mechatronic engineering student at Vaughn College, the blind children in her native country of Colombia were the driving force behind conceptualizing and designing BrailleBud, a teaching tool that encourages pre-k and first-grade children to read by learning the Braille alphabet.

Although Jaimes was born in New York City, she moved to Colombia with her grandmother to attend elementary school and high school. She explained how the educational system in Colombia focuses strongly on the science, technology, engineering and math (STEM) curriculum. “From a young age, I learned the fundamentals of physics and engineering,” Jaimes said. “I saw how the majority of blind children in my country live in poverty and can’t afford the schools for the blind, not to mention Braille reading materials. I knew this would be one of my callings in life— developing a device that would give visually impaired children a chance at literacy and going on to have a fruitful life.”

As high school graduation approached, she began searching for colleges to pursue her degree. Her mother, who lives in New York, discovered Vaughn College. After exploring the degree programs, Jaimes knew the College would be the perfect fit for her and enrolled.

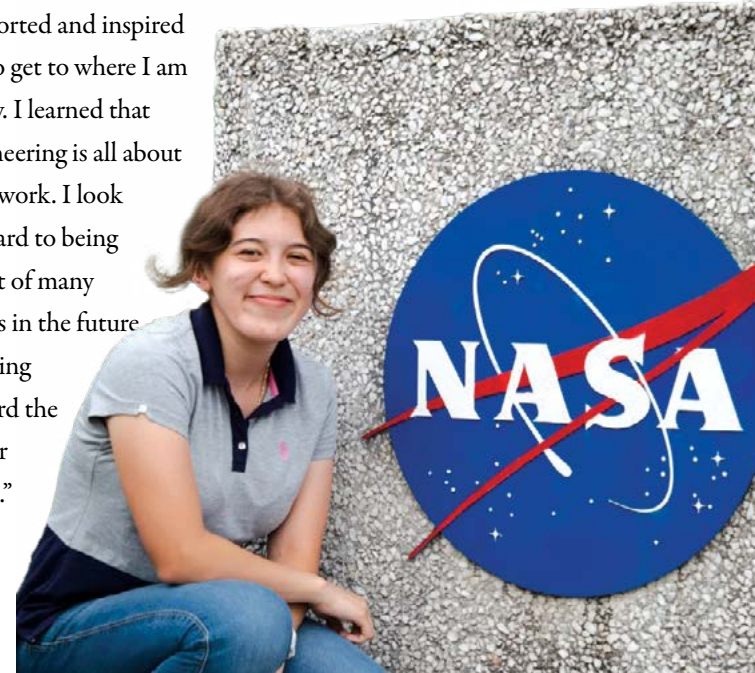
Jaimes joined clubs and got involved with collaborating on research papers. She befriended engineering and technology students Alina Santander Vinokurova ’23 and August Rodriguez ’22, who were looking to work on a community-based project. Jaimes and her team conceptualized how to make BrailleBud completely mechanical, and with the help and support of Miguel Bustamante, PhD, assistant professor of engineering and technology and Dr. Hossein Rahemi, chair of Vaughn College’s engineering and technology department, the process was smooth and productive. The team combined all three elements of mechatronic engineering—mechanical, electrical and computer—when designing the prototype, and by 2021, it was complete, with the support of the College having paid all expenses for the project.

Leading the team, Jaimes said she is beyond proud of their accomplishments. “We work so great together,” Jaimes said. “We each bring our level of expertise to the table making this prototype the best it can be.” Jaimes’ responsibility was to build

the circuit, Santander Vinokurova worked on the audio function and actuators, while Rodriguez built the “home” and conducted all of the CAD-related work. Together, the team collaborated on the project and contributed to the research paper, [“BrailleBud: Transitional Learning Tool from Pre-Literacy to Braille Literacy.”](#) Their paper was presented virtually at the 2021 Latin American and Caribbean Consortium of Engineering Institutions (LACCEI) Conference in July and qualified them as finalists at the conference. “We owe our gratitude to Dr. Rahemi for his efforts in having our paper presented at the LACCEI,” Jaimes said humbly. “His support and the support of the Vaughn community helped us get to this point.”

As she continues to work on BrailleBud at Vaughn, she looks forward to living her dream of working at [NASA](#). Last March, she was chosen for the Pathways Internship at Goddard Space Flight Center in Maryland, where she worked over the summer. Her exemplary work ethic and leadership roles at Vaughn—combined with her mechatronic engineering focus earned Jaimes a job offer at NASA after graduation. She plans on pursuing a master’s degree in Control Systems and looks forward to working at the job that awaits her at NASA.

“I’m grateful to all of my professors at Vaughn who supported and inspired me to get to where I am today. I learned that engineering is all about teamwork. I look forward to being a part of many teams in the future working toward the better good.”



▶ LAURA TABER BARBOUR SCHOLARSHIP FUND COMMITTEE HONORS VAUGHN COLLEGE STUDENTS AND FACULTY



The Laura Taber Barbour Scholarship Fund Committee has selected students aspiring to begin careers in the aviation industry as 2021 Barbour Scholars. The students, chosen for their commitment to a career in aviation, scholastic excellence, and strong interest in aviation safety, also exhibit commendable character, professionalism, and integrity. These are the hallmarks of Barbour Scholars and supporting students with these qualifications and accomplishments is the primary reason the Laura Taber Barbour Scholarship Fund was founded in 2019.

Two of the 2021 Barbour Scholars are from Vaughn College. Sadia Harun '21, an airport management major, is currently working for Etihad Airlines at John F. Kennedy International Airport while pursuing a career as an air traffic controller. Kevin Ferrara '22 is also majoring in airport management and is interested in pursuing a career at the Federal Aviation Administration or the National Transportation Safety Board in accident investigation.

Barbour Scholar candidates are enrolled in aviation career studies at accredited aviation schools and nominated by their professors. The Laura Taber Barbour Scholarship Committee reviews all nominees and selects the Barbour Scholars. Since its founding in 2019, the Laura Taber Barbour Scholarship Committee has awarded more than \$61,500 to 46 students.

For her work with the organization, Dr. Maxine Lubner, the management department chair at Vaughn College, has been appointed to the Scholarship Committee for the Board of the Laura Taber Barbour Air Safety Foundation (LTBAS).



▶ IAWA SCHOLARSHIP RECIPIENT 2021

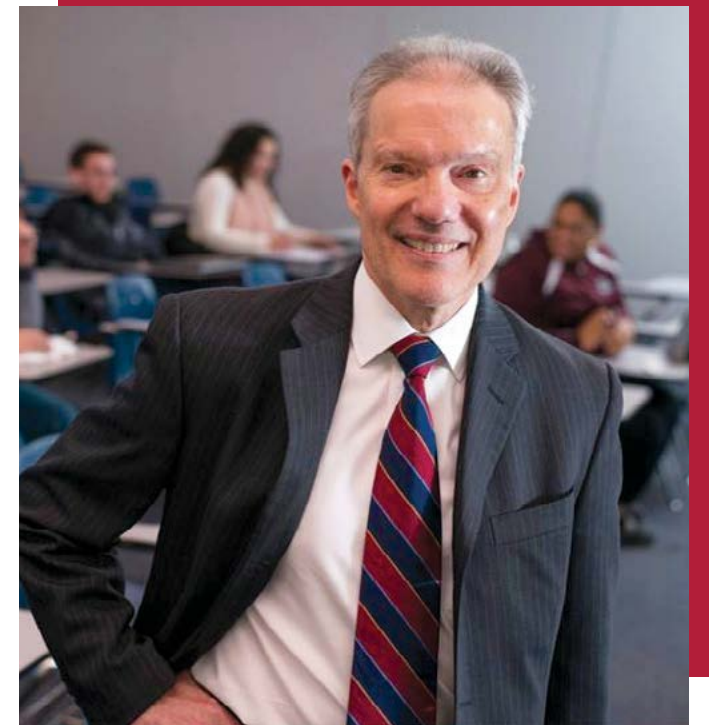
Alina Santander Vinokurova '23, an international student from Bolivia, is studying mechatronic engineering at Vaughn College and is the 2021 recipient of an International Aviation Womens Association (IAWA) scholarship. Her love for aviation developed in her early teens and flourished as she medaled at the science Olympics and participated in NASA competitions. Continuously committed to improving opportunities for women in STEM, she is the founding president of the newly established NASA Rover Club as well as the president of the Society of Women Engineers at the College.



2021 IAWA Scholarship recipient
Alina Santander Vinokurova '23 and President DeVivo.

▶ NEW FACULTY SENATE PRESIDENT

Management professor Dr. Peter Canellis has been selected as the new faculty senate president for Vaughn College. Drawn to the small size of the institution, Canellis began teaching and advising students on career paths beginning in 2012. His background includes a career as a manager and consultant in logistics and facilities operations before he became a faculty member. He enjoys teaching a broad array of subjects, including cargo management, statistics, economics, research methods, labor relations and business communications. He holds a bachelor's degree from City College in civil engineering, a doctorate in engineering, a master's in logistic management and a master's in business administration in management.



–In Memoriam– 1954-2021

THOMAS A. BROSCHART

'82, '90, a beloved alumnus and instructor in Vaughn College's Aviation Training Institute (ATI), was a member of the Vaughn College community for almost 40 years and president of the faculty senate for 13 years. He was instrumental in creating the structures curriculum and laboratory and taught an array of classes related to the airframe and powerplant (A&P) certification. In addition to holding his A&P certificate, he received his associate degree from the Academy of Aeronautics, his bachelor's



degree from the College of Aeronautics and his master's degree from New York Institute of Technology.

On Tuesday, September 21, Vaughn College honored him by naming the Structure Laboratory in the ATI building after him. His family, faculty and staff were on hand at the dedication ceremony.

Broschart's family has founded a student scholarship at Vaughn College to honor his memory.

Thomas Broschart with long-time friend and retired faculty member and alumnus Joseph Zych '67.



► PUBLICATIONS

STUDENT

ENGINEERING AND TECHNOLOGY

2021 LACCEI International Engineering Conference

- > “BrailleBud: Transitional Learning Tool from Pre-Literacy to Braille Literacy” by Tatiana Jaimes ’22, Alina Santander Vinokurova ’24, August Rodriguez ’23
- > “Intelligent Robot Design for VEX U Skills Challenge” by Misael Marquez ’23

FACULTY

Collegiate Aviation Review International, May 2021

- > “Divergent Attitudes Regarding the Benefits of Face Masks in Aviation Colleges and Universities” by Dr. Maxine Lubner, Dr. Andrew R. Dattel (Embry-Riddle Aeronautical University), Hanzi Xie (Embry-Riddle Aeronautical University) and Peiheng Gao (Embry-Riddle Aeronautical University).

► NEW FACES, NEW PLACES

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

FACULTY:

Oluwaseyi Ajayi
assistant professor, department of engineering

STAFF:

Simon Chan
admissions counselor, admissions

Danny Helbig
maintenance coordinator, college services

Nicholas Ingenito
public affairs coordinator, public affairs

Lisa Limbach
director from associate director, admissions

Kyle Mercadante
learning specialist, academic success services and human resources

Nicholas Sedia
advancement services manager, office of institutional advancement

► EVENTS

METS VS . ST. LOUIS CARDINALS



◀ The New York Mets squared off against the St. Louis Cardinals at the annual alumni baseball event at Citi Field. Vaughn College alumni, students and staff gathered for a special photo on the field before the game.

GRADUATION CELEBRATION OCTOBER 1, 2021



► An event was held at the Cradle of Aviation to celebrate the accomplishments of the graduating classes of 2020 and 2021. The evening brought out alumni and members of the Vaughn community to reconnect with each other.

GOLF OUTING JUNE 14, 2021



◀ Family, friends and alumni gathered at the Douglaston Golf Course for the Inaugural Vaughn Open Golf Outing in support of the George A. Vaughn Family Scholarship.

This event is expected to become one of Vaughn’s most important fundraising events to support the dream of making an education possible for students.



INAUGURAL SCHOLARSHIP CELEBRATION EVENT

Friday, April 1, 2022 | 12 p.m.

TWA Hotel | 1962 Ballroom

JOIN US FOR A CELEBRATION OF STUDENT SCHOLARSHIP RECIPIENTS AND THE GENEROUS DONORS THAT PROVIDE FUNDING SO STUDENTS CAN ACHIEVE THEIR DREAMS.

For more information contact Stephen.DeSalvo@vaughn.edu or via 718.429.6600 ext. 353.

