

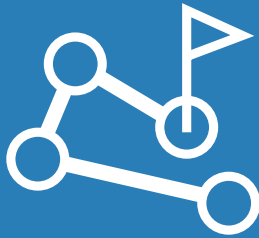
Vaughn

COLLEGE MAGAZINE

SPRING 2023

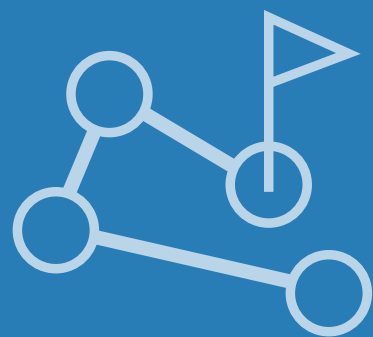


YOUTH ACCESS TO AMERICAN JOBS IN AVIATION REPORT



**NATIONAL TASK FORCE
CRAFTS PLAN TO ADDRESS
WORKFORCE SHORTAGE**

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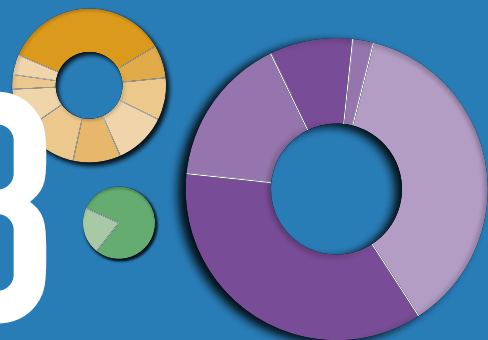
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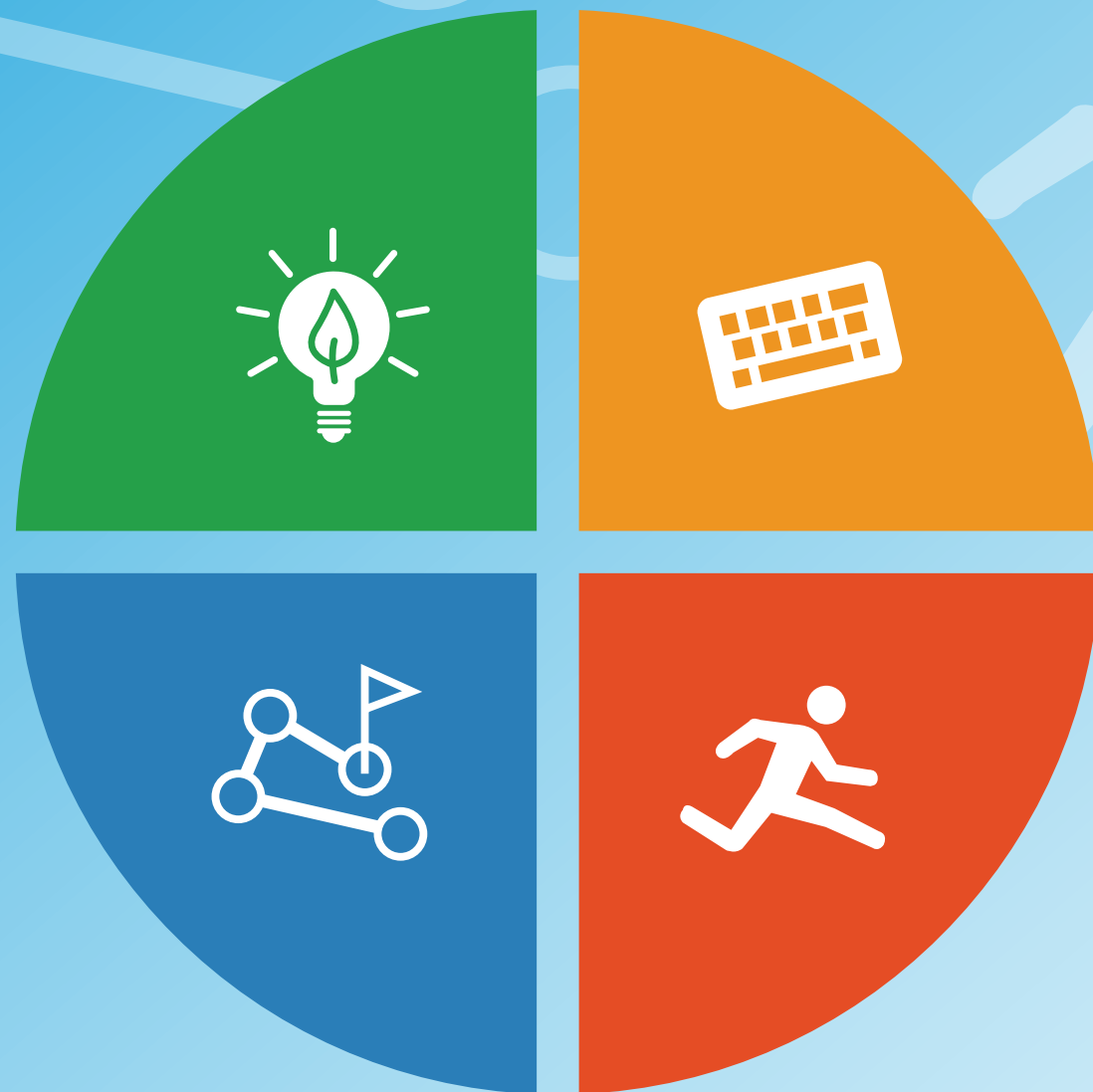
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Design: hgDesign NYC

ADDRESSING THE AVIATION INDUSTRY'S WORKFORCE SHORTAGE:

Youth Access to American Jobs in Aviation Task Force Report Provides a Roadmap



YIATF REPORT

The presentation at the Federal Aviation Administration (FAA) headquarters in Washington, DC, on September 22 was the culmination of two years of work and countless hours and meetings by the 21 task force members. Formed by an act of Congress and chaired by Vaughn College President Dr. Sharon B. DeVivo, the Youth Access to American Jobs in Aviation Task Force (YIATF) was charged with nothing less than addressing a workforce shortage in aviation that has touched every part of the industry, leaving 50,000 positions unfilled, according to a McKinsey report in 2022.

Task force members, appointed by Department of Transportation (DOT) Secretary Elaine Chao in 2020, came from across the country and represented industry, secondary education, workforce associations, training providers and colleges. They had met in four subcommittees and talked to youth-serving organizations, industry, journalists and researchers, to understand current programs and how they could be expanded and reimaged to build a long-term pipeline of qualified talent. At this, the seventh and final public meeting of the YIATF, many of the task force members were meeting in person for the first time due to the pandemic. Now it was time for DeVivo to present their recommended solutions in a report named to express the task force members' optimism about their proposals and

the future of aviation and aerospace: "Building a Brighter Future." The FAA's Designated Federal Officer, Angela O. Anderson, opened the meeting and introduced FAA Acting Administrator Billy Nolan.

"Aviation has come roaring back from the pandemic... our industry needs to recruit the next generation of workforce and this means reaching young people early and showing them career possibilities," said Nolan. "Otherwise we'll lose them to other careers...Two years ago you all came together to address the workforce shortage and meet a specific purpose: to encourage high school students to pursue careers in aviation and find ways for them to get the technical education and training needed, and also identify apprenticeships, mentoring and other pathways for them to be successful."

For too long, the vast majority of aviation and aerospace workers and leaders has been overwhelmingly male and white.



EXCERPTS FROM STATEMENT BY PETE BUTTIGIEG, SECRETARY OF TRANSPORTATION

“For the long-term good of the aviation sector and therefore the long-term good of the American economy, we need more young people entering this field now than ever before. These are good paying careers. We want more students to get involved, including those who may not have automatically known that aviation had a place for them... students who don’t always see themselves represented in aviation. There is still a lack of diversity today, and barriers to entry can be costly. We need to do more to open these doors and help a diverse range of young people walk through them all the way to the flight deck.

... Right now America cannot leave any talent on the table if we are to succeed as a country. I appreciate your help identifying and confronting the barriers we need to tear down... We’re at the outset of the one of the greatest opportunities for transportation in US history, building up infrastructure that will serve Americans for generations to come. And young people today are going to be at the heart of all of this.”

Citing the demand for pilots, air traffic controllers, aviation maintenance technicians and other traditional professions, Nolan also pointed out the need for skills that didn’t even exist 10 or 20 years ago, such as drone pilots, cyber security specialists and data analysts. “It is hard to predict the future,” he said, “but as Abraham Lincoln put it, ‘the best way to predict the future is to create it.’ Because of your work, we are in a position to create a future in which we have a highly skilled, diverse workforce that’s ready to succeed in this dynamic sector.” Expressing his appreciation to the task force for the insights and recommendations that would help the aerospace community reach out to underserved communities, he spoke of the FAA’s commitment to diversity, saying, “We want the doors of aerospace to be open to people of all walks of life...At the FAA, we know that having a diverse workforce makes aviation safer...It’s essentially the whole aerospace community working together to multiply our outreach efforts and to make them more effective. Your recommendations will help us do it.”

The critical importance of workplace diversity to solve the workforce shortage was also emphasized by Secretary of Transportation Pete Buttigieg, in a prerecorded message (see excerpts in the adjacent box) that followed Acting Administrator Nolan’s remarks. Indeed, this was a core finding in the task force’s two-year analysis of the industry and the issues and a lynchpin of the 21 recommendations detailed in its report to the FAA.

THE DIVERSITY CHALLENGE AND OPPORTUNITY

“For too long, the vast majority of aviation and aerospace workers and leaders has been overwhelmingly male and white,” said DeVivo. “A lot of that has to do with the fact that we are such a mysterious field. Unless you know somebody—uncle, brother, father, cousin—you tend not to know about it. So the percentage of women who are pilots and maintenance technicians is less than 10 percent, with even smaller percentages from ethnically diverse backgrounds. Central to the work of this task force has been a shared understanding of the powerful opportunities for social mobility offered by aviation and aerospace and a commitment to bringing those opportunities to underrepresented

and underserved communities, including rural communities. To achieve that will require ongoing education, commitment and action by those in position of power to expand opportunities and create pipelines of success.”

Stating that “outreach to underrepresented groups is paramount,” DeVivo spoke of the importance of creating a diverse, equitable and inclusive industry, of creating greater awareness at the middle and elementary schools to build more engagement in high school and beyond, and of showing an affordable pathway to get the credentials required by the industry. “To meet the need for a qualified and well-trained workforce, we must create awareness in communities that can be the greatest contributors to the industry’s success.”

[The YIATF Report makes](#) it clear that there is no one solution to solve our workforce challenges, particularly where the lack of representation from women and minorities is concerned. Instead, the report lays out a multi-solution approach with recommendations that fall into four major categories, each with a set of actionable items supported by data and survey results that led to the recommendation and by documented best practices. The report runs to over 100 pages, below is a look at the highlights of the task force recommendations.

The “Building a Brighter Future” report provides a roadmap for implementation for specific constituents in aviation and aerospace, including industry, education (at all levels), states, youth-serving organizations and the federal government.

All of recommendations include initiatives designed to open pathways for minorities and women, underserved and underrepresented groups who have so much to gain and so much to give to an industry that needs to capitalize on their potential.

#1 START THEM YOUNG: EARLY AWARENESS AND ENGAGEMENT



Although the FAA charged the task force to “facilitate and encourage high school students in the United States” to pursue education leading to careers in aviation, this report makes clear that waiting until high school is simply too late, given that awareness

of aviation opportunities and financial support are two of the significant barriers that have been identified. In fact, research by the YIATF Trends subcommittee found that youth are highly influenced toward their potential career paths at the ages of 10 and 18, and there is a startling lack of information and knowledge about aviation resources available to their teachers, parents and counselors. To address this “aviation awareness gap” and get young people interested in aviation at the ages when their passions and interests are formed, YIATF proposed initiatives that fall into three broad areas: education, new platforms and industry support.

Educational venues—libraries, classrooms and afterschool programs—are where young people grow and learn and where the availability of high-quality information plays a critical role. The task force’s research shows that by providing funding for aviation and aerospace books and media in elementary through high school libraries and public libraries, we can reach the primary information hub in rural and urban communities, especially for under-resourced families. Their research also found that teachers and guidance counselors, who are on the front lines every day with the students we want to reach, are eager for written materials on aviation and for in-person presentations on aviation and aerospace careers. Afterschool programs are very much in demand, having been identified as effective both at reducing the numbers of at-risk youth and also being credited as key programs in workforce development pipelines. YIATF recommends responding to the need for turnkey afterschool programs with easy-to-implement aviation and aerospace activities that could be used within current school programming.

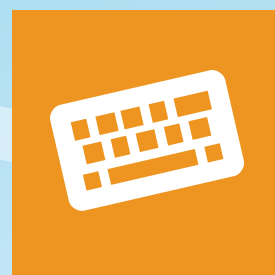
“More than 10 million children and youth participate in afterschool programs annually, and the demand for additional programs remains strong—with 25 million children waiting for an available program.” *Afterschool Alliance, 2022*

Teachers including future teachers are at the forefront when it comes to influencing young people and informing these educators of aviation and aerospace career opportunities is of vital importance to building awareness in the educational community. YIATF recommended teacher training and certifications for people pursuing teaching careers, and equipping teachers with aviation projects and curriculum and providing continuing education units and funding to empower them to ignite student interest.

New technology, such as gaming and social media, offers an essential platform to reach young people “where they are” and expose them to the richness of the aviation and aerospace industry. Young people, ages 8 to 18 spend, on average, well over six hours a day consuming digital media, gaming and in-front screen time. Eighty percent of middle school educators and counselors surveyed by the task force said that social media and other digital collateral would help create greater awareness. Possible implementations include an outreach advisory committee composed of young people, exploring YouTube as a delivery vehicle, and reaching out to celebrity and prominent influencers, specially Black, Indigenous People of Color and women in their social media platforms, and having a short video for seat-back entertainment on airplanes. Developing partnerships with the gaming industry to create digital collateral with an aviation focus is another promising avenue—particularly since 71 percent of those under the age of 18 play video games, and “video gamers are as likely to be female as male,” according to a report by Entertainment Software Association 2022.

Partnering with industry to create exciting competitions for middle and high school students is a positive way to engage young people. “We know, and I’ve seen in my institution,” said DeVivo, “how much a difference participating in a competition makes for students—it’s the lead indicator in the literature for student success.” Proposed National and Regional Advisory Councils could develop new areas of competition, working with nonprofit industry associations.

#2 INFORMATION ACCESS:



BUILD A ONE-STOP SITE ON THE INTERNET

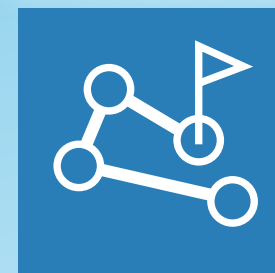
It’s surprising to realize there is currently no centralized internet site for aviation and aerospace career development resources. When students, families and educators want to learn more about

how to turn an interest or passion into a career path, information is fragmented, confusing and sometimes nonexistent.

The task force suggested the development of a one-stop, comprehensive national website to meet the needs of all the key constituents and provide connections to local resources. The portal would have messages and resources for students, parents/caregivers, educators and counselors, as well as video, frequently asked questions, events, access to curriculum and information on career pathways, salaries and education/training resources. For instance, students could get information on internship opportunities, careers and their requirements and salaries, games and simulations, and true stories from people who pursued different aviation career paths.

Educators could access ready to print teaching tools, existing curriculum and lesson plans and grant information. Parents and caregivers could find financial planning tools and resources. They also proposed a “virtual counselor” interactive component that would use an artificial intelligence chatbot to answer questions, and a long-term, limited live-chat option.

#3 COLLABORATION:



TO CREATE A CONNECTED CAREER PATHWAY

“There are so many amazing programs across the United States, but we are so siloed,” said DeVivo during the presentation. “We need to work together to create connected

career pathways that lead to positions in aviation and aerospace, and a core component to accomplish this is to create Regional Advisory Councils with representatives from industry, non-profits, government and education.” Each council would have a master list of locally available resources, from camps to aviation museums to airport visit days and collegiate aviation programs, helping the various entities collaborate to reach exponentially more students.

The task force also proposed leveraging the power of existing college and career readiness platforms (such as Naviance, CareerZone, Career Connect and Xello) to provide richer information on aviation and aerospace careers. “These are powerful tools used by almost all high school students across the country,” said DeVivo, “and they offer a great opportunity to reach young people and their families to prepare them for a career.” A public-private partnership could then be developed between these career platforms and the FAA/DOT and the Department of Education to create a free flow and exchange of relevant economic data.

Mentoring, pre-apprenticeships and apprenticeships were identified as one of the most direct ways to deepen understanding of job opportunities and grow future employees. There is a need to significantly increase these kinds of direct engagement between employers, students, educators and caregivers. Successful programs like Job Corps training should include aviation partners, and aviation companies need to expand apprenticeships, internships and externships and promote them to colleges, training institutions and high schools, especially Title I high schools and minority-serving colleges and universities.

Indeed, building outreach to minority-serving institutions, including non-aviation minority organizations is essential to building a more diverse aviation industry. “As the president of a minority-serving institution, this recommendation is near and dear to my heart,” said DeVivo. “A student in one of our focus groups pointed out, you have to stop going to predominantly white institutions and expecting a diverse population to show up.” Proposed implementations range from providing information on market-driven job opportunities to partnering with minority sororities and fraternities that already have youth auxiliary groups

needing speakers and programs. Dual enrollment programs are another opportunity to reach underrepresented populations with high school students simultaneously receiving credit for a high school course and a college-level course. These programs not only make economic sense by reducing college debt, they also create well-aligned pathways that increase the likelihood of college enrollment.

#4 OVERCOMING THE BIGGEST HURDLE: FUNDING



It takes financial resources to earn the licensing, certifications or degrees that are required for a career in aviation. These requirements are the necessary foundation for the industry’s safety record, but they do create barriers to

entry, especially for low-income families and underrepresented groups. Just the cost of training to become a pilot is about \$87,000 for training and certification. The task force made a number of recommendations aimed at creating a consistent funding stream for individuals, aviation and aerospace educators and organizations to allow them to focus on growing the pipeline rather than competing for scarce resources.

The seven recommendations made by the task force are: decreasing the cost of flight training by increasing the allowable simulator time for pilot certification; increasing the maximum Pell Grant for students; developing a national aviation scholarship program with specific criteria and approved programs; increasing donations to aerospace education programs by increasing corporate tax benefits; leveraging the FAA’s regulatory oversight to lower costs by updating its personnel and certification standards. The Task Force also suggested the implementation of a multifaceted aerospace workforce development program to provide sustainable funding to nonprofit organizations and institutions so they can spend more time serving students and less time looking for funding. This program is one of several that would require congressional action.

“Existing funding is not enough to cover all the costs for a student... With additional funding the gap could be closed and more students could make it into aviation careers.”

President and CFO of an aviation college

CONCLUSION:

A NEW REGIONAL MODEL TO DRIVE SUCCESS

After two years of work, one of the major overarching recommendations made by the task force was to suggest a new model for how educators, industry and the federal government can work together to drive success at both the regional and national levels.

Throughout the report, they recommended the formation of regional advisory councils that bring together all the major stakeholders in each of the nine FAA-defined regions: airports, airlines, repair stations, business aviation, museum, nonprofits, scouting education/training providers including high schools, colleges and universities, especially minority-serving institutions. The regional advisory councils would meet on a regular basis to connect resources, collaborate on projects, and imbue a passion for aviation and aerospace across the region. These regional advisory councils would then send a representative from their group to a national advisory council that would monitor the regional efforts, assist in further collaboration, share best practices and lead a national effort to make a difference.

“This seems like a simple idea,” said DeVivo, speaking about the Regional Advisory Committees, “but sometimes the simplest ideas are the best, and these committees could be incredibly helpful. And though it seems obvious on the face of it, we all knew that a national advisory council would only be effective if there’s work and regular communication at least one step lower. In fact, the report offers national, regional and local suggestions with opportunities to get started now or in the future.”

The YIATF “Building a Brighter Future” concluded on an optimistic but realistic note: “Now is the time to change how we attract the talent pipeline to the aviation and aerospace industry.

The current workforce crisis gives us the perfect opportunity to make fundamental changes in order to attract young people to this vast industry of opportunity. Equally important, we must build an industry that reflects the nation and the customers that we serve by hiring underrepresented individuals who will strengthen an industry that is at the forefront of innovation and technological change...

...We are at a pivotal moment with the chance to be the world leader, demonstrating how one of the least diverse industries can transform itself to become the most diverse. This is a win-win opportunity that solves the workforce issue holding the industry back from optimal growth.”

**VISIT VAUGHN COLLEGE’S
PRESIDENT’S PAGE TO SEE
THE FULL REPORT.**

WHAT’S HAPPENS NEXT?

At the conclusion of the presentation, the task force voted to approve the final report and submit it to the FAA for review and strategic implementation. The report was then sent to the Senate Committee on Commerce, Science and Transportation, with Senate Chair Senator Maria Cantwell and Senate Ranking Member Senator Roger Wicker, and to House of Representatives Committee on Transportation and Infrastructure with Chair Congressman Peter A. DeFazio and Ranking Member Congressman Sam Graves. Task force members followed up by talking with the staffs of the Senate and House Committee leaders in late November and December as they were working on the next [FAA Reauthorization Bill](#). The hope is that YIATF recommendations that require congressional support could be included in the 2023 Reauthorization Bill. All members were also encouraged to disseminate the report through their own contact lists and to make a difference “where they sit.”

Asked about the impact of the task force and its two years of work, DeVivo reflected, “In some ways it

too early to tell what the impact will be. But to me, it will be a success if any of our recommendations get included in the 2023 FAA Reauthorization. It’s a success if the FAA Aviation and Space Education (AVSED) Office uses our suggestions, or if anyone in a rural location reads the report and decides to do a youth program at their local airport. And it’s already a success because it brought together 21 passionate, dedicated individuals from across the industry, who have formed lifelong friendships and who are committed to making a difference. We are sharing updates and ideas about everything from how to get regional advisory councils up and running to local examples of innovative programs that will put young people on a path to transformative careers in aviation. Here at Vaughn, our students know firsthand how aviation and aerospace changes can change the trajectory of their lives, and I hope that the YIATF’s ‘Building a Brighter Future’ report will truly do that for a vastly greater number of students across America.”

TWO INDEPENDENT GROUPS REACH SIMILAR CONCLUSIONS ON HOW TO INCREASE UNDERREPRESENTED PEOPLE IN AVIATION

A few months before the YIATF submitted its report to the FAA, another FAA-appointed group called the Women In Aviation Advisory Board (WIAAB) also submitted a report to the agency on ways to attract and retain more women in the aviation industry. This group focused specifically on the barriers facing women in aviation, and on strategies to address the barriers that have resulted in women representing less than 20 percent of the workforce in most aviation occupations. [WIAAB’s report](#) shared many of the recommendations made in the YIATF report, from early engagement to information access, and from apprenticeships and mentoring to scholarships and funding. “The fact that two independent groups are making similar recommendations reinforces the validity of what’s being presented,” said DeVivo. “At least I hope Congress sees it that way, too!”

VAUGHN STUDENTS WIN FIRST PLACE IN MICROMOUSE COMPETITION AT MIT WITH A SMALL ROBOT MISCHIEVOUSLY NICKNAMED “JERRY”

After participating in the Institute of Electrical and Electronic Engineers (IEEE) Region 1 spring 2022 Micromouse Competition, Vaughn’s team returned to the fall competition with a more sophisticated design of the Jerry micromouse and earned first place.

“When I first learned about the spring Micromouse Competition through IEEE, there was just one month to prepare,” said Dr. Ghania Benbelkacem, assistant professor in the engineering and technology department and leader of the project. “But since it would be a great, fun learning opportunity, I approached four students in the mechatronic engineering program, briefed them, and they, along with a fifth student, agreed to take it on despite the crazy timeline.”

The IEEE Micromouse Competition is a university-level competition in which undergraduate student teams build small “mouse” robots capable of exploring, mapping and racing through a maze. Typically, the IEEE holds just one competition a year, but with the pandemic years’ gap, two events were scheduled for 2022. The first competition was April 9 at Union College in New York. “The students worked so hard and put in long hours to build an effective micromouse from scratch in just one month,” said Benbelkacem, “and they actually won the best design through their PowerPoint presentation despite a technical issue right before the competition!” With a second Region 1 Micromouse Competition on the calendar in October at Massachusetts Institute of Technology, Dr. Benbelkacem saw that students could apply what they already learned and study new software and electrical design to help Jerry grow into a smarter, faster robot.

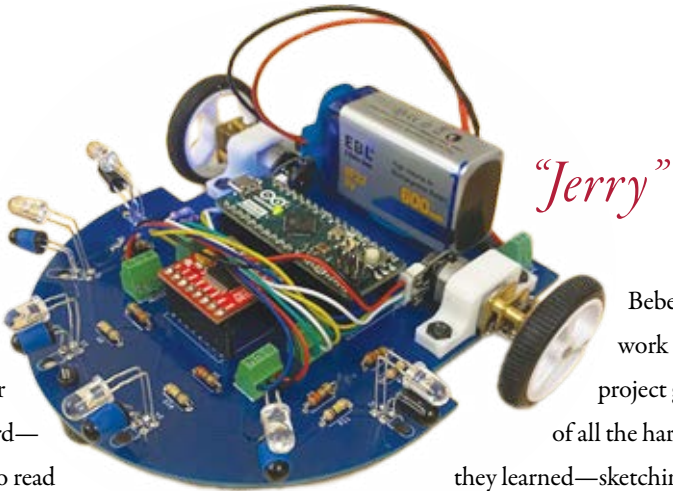
Almaz Abdrasulov, who graduated from Vaughn in the fall of ’22 with a degree in mechatronic engineering and was recently hired by Hyster-Yale Materials Handling, was the team leader and participated in both competitions.

He spoke about why the [Micromouse Competition](#) was so valuable and why the intense learning curve that he and his fellow students went through.

“The competition challenged us to go beyond the classroom and also to implement what we learn in the classroom. With Jerry 1, we hardwired everything and soldered the wires, which made it heavy and prone to overheating—and a part melted right before the spring competition. With Jerry 2, there was time to be analytical, and we learned how to design a printed circuit board (PCB) and a proportional-integral-derivative (PID) control system, which we had

to study and implement on our own and which gave us huge design advances. The software for Jerry 2 was also a big jump forward—much cleaner, clearer and easier to read by the next team that will be involved in the next generation of Jerry.”

The students worked all summer on Jerry 2, with necessary funding thanks to a Department of Education federal grant and stipends through the CSTEP program. By the time the fall Micromouse Competition arrived, Jerry 2 was equipped with a modern electrical system and an innovative design that made autonomous movement more convenient. The Vaughn team went to Boston as one of nine teams registered to compete. Abdrasulov was charged with placing the micromouse at the start of the large maze. “That was the scariest moment,” he said. “When the judges called, ‘Vaughn next,’ I was just praying Jerry would go! Then we won. It’s a great feeling for our team.”



Bebelkacem is proud of the group’s persistence, work ethic and commitment to reaching the project goal. “The prize is great recognition of all the hard work, and the biggest thing is how much they learned—sketching, researching, building, coding, testing—plus the collaboration and teamwork, and the creative way they applied their skills to solve a problem,” she said. “Vaughn College’s micromouse team will continue to make improvements to Jerry and compete in future events. We have already lined up students and new goals to enhance the code and the path planning, so Jerry will be able to better memorize paths to the goal and select the best.”

For team leader Abdrasulov, the Micromouse Competition helped pave the way to another very tangible reward—a new job as a software engineer in control systems at forklift manufacturer Hyster-Yale. “After we won the competition, I added this achievement to my resume and sent it to a number of companies,” he said. “Hyster-Yale called me, and then in the interviews, they asked a lot of questions about the Micromouse Competition focused on my knowledge of controls and applied control theory. It was a great way to demonstrate my knowledge, and it definitely helped me to land the job!”



From left to right:
Dominik Fital ’25,
Almaz Abdrasulov ’22,
Assistant Professor
Ghania Benbelkacem,
Atalay Erem ’24 and
Kirill Sokolov ’23



DALMA NOVAK, PhD JOINS THE BOARD

Professor, photonics entrepreneur, lifelong Institute of Electrical and Electronics Engineers (IEEE) volunteer and champion of diversity, Dalma Novak is inspired by the Vaughn community and the opportunity to share her unusual combination of academic and industrial experience to advance Vaughn’s mission. Here are some of her thoughts on her new role.

How did you connect with Vaughn College?

I initially learned about Vaughn through Ken Stauffer, a Vaughn trustee and former board chair, who was also a volunteer at IEEE and chairman of the entrepreneurship committee. We worked together on the membership development committee for IEEE, and we talked to a lot of different people, including interviewing some Vaughn students, who were very impressive. Ken also got me into a panel session on diversity, equity and inclusion (DEI), and Dr. Sharon DeVivo was on that panel. She and I worked together on a board level on DEI, and through the two of them and my interviews with students, I got to know more about the College and its mission, and the more I learned, the more inspiring I found the institution.

Why will your combination of academic and industrial experience be helpful in your new role at Vaughn?

My experience on the academic side as professor in electrical and

electronic engineering definitely gives me an understanding of the curriculum that will be valuable to contribute to the strategic mission. At the same time, my industrial experience as an entrepreneur and co-founder of a technology company will enable me to advise and support students in their interests in a range of industries. There are exciting synergies between industry sectors attractive to Vaughn’s students and my business connections, and I’d like to help students make the most of those synergies!

As a trustee, what are you most excited about and what do you hope to accomplish?

I’m excited about the College community, the quality of the curriculum and the opportunity to be involved and engaged with undergraduate students after my 12 years as a professor at The University of Melbourne, Australia where I taught graduate and undergraduate students while conducting research. Also, as an

“In my company and across industry, it is challenging to find good engineers who want to be engineers and are committed to engineering as a career.”

employer, I feel strongly about advising both on technical skills and on the soft skills students will need upon graduation, particularly communication skills. I want to advocate for these soft skills and make sure students know about the types of interactions and varying expertise levels they can expect while working in a company. And, of course, I look forward to advising students on being an entrepreneur—which may not be important immediately but could be in the years to come.

Is there anything about this period in time that creates a special opportunity for Vaughn College and its students? Or a special challenge?

In my company and across industry, it is challenging to find good engineers who want to be engineers and are committed to engineering as a career. Vaughn is unique in providing students with practical expertise and skill sets that are now, and will for the foreseeable future be, in high demand, and this is a huge opportunity—especially with Vaughn’s diverse student body. And here’s the challenge. Growing up in Australia, my education didn’t cost me anything. Now, we are in an environment where education does require income to support it, and we must provide accessibility to students to enter these fields despite the financial obstacles.

You have been a champion of diversity throughout your life. How do you see your role on the board at Vaughn as an avenue to continue this work?

First of all, diversity on the board is significant in itself. I realized early on as a professor the importance of role models, because the female students gravitated to me to see someone like them succeeding and showing a career path. I think it’s essential to have people who represent all different aspects of diversity on the board, because they have the critical impact of providing strategic direction that is reflective of the student body.

Second, I see that students at Vaughn are inherently diverse and they will find when they leave and graduate that the companies they go to may be less diverse. I want to convey to them that this may be an opportunity to effect change. I want to convey to them the importance of their diversity and how essential that will be to the organizations they are joining...there are ways to help organizations understand the value of diversity, and they themselves can be champions of change.

ABOUT DR. NOVAK

- Vice President of Engineering at Octane Wireless (formerly Pharad, LLC), developing high-performance RF-over-fiber technologies for defense wireless applications.
- Internationally recognized for her expertise in the microwave photonics field and has published more than 300 papers.
- An Honorary Professorial Fellow in the Department of Electrical and Electronic Engineering at The University of Melbourne, Australia.
- A lifelong IEEE volunteer. Dr. Novak was president of the IEEE Photonics Society and launched the Women in Photonics program.
- Bachelor of Engineering (Electrical) with First Class Honors and a PhD from the University of Queensland, Australia, in 1987 and 1992 respectively.

FACE-TO-FACE WITH FUTUREPROOF OPPORTUNITIES

VAUGHN'S IN-PERSON CAREER FAIRS MARKED BY EXCITEMENT

In fall 2022, Vaughn College hosted its first in-person career fair since the COVID-19 pandemic began more than two years ago. Students, staff and employers were excited to be back with more than 220 students and 45 companies filling the hangar with enthusiasm and questions. Students lined up outside the doors waiting for the event to begin to meet with representatives from the companies that attended including Boeing, the Federal Aviation

Administration (FAA), Endeavor Air, the Port Authority of New York and New Jersey, LaGuardia Gateway Partners and Republic Airways. And in another first—and at the students' request—Hawaiian and Alaskan Airways joined the presenting companies that talked to students about various internship and career opportunities available to them now and in the future.

"I am passionate about the world of work," says Chaundra Daniels, director of career services, and co-chair of the Diversity, Equity and Inclusion Committee. "My goal is to help every student prepare for a job, excel at the interview and succeed once they are employed." That commitment is why 92% of Vaughn graduates are employed, or furthering their education, within one year of graduation. It is also why Vaughn has been ranked #1 in upward mobility nationwide.

"We are thrilled to be offering in-person career fairs again," says Daniels. In addition to presenting students with a hands-on opportunity to meet representatives of these influential aerospace, engineering and technology companies, students can also share their resumes, ask direct questions, and meet successful alumni who are looking to hire.



MEETING STUDENT CANDIDATES IN PERSON HAS SEVERAL DISTINCT ADVANTAGES

Longer Interviews Give More Time to Build Rapport

In-person meetings often last longer than virtual ones and give students more time to cover answers, discuss topics and gain a solid impression of the company they are interested in. Companies can take the time to build rapport and have a more honest conversation with potential.

There's More Flexibility to Clarify and Expound Upon Questions and Answers

Conversations can ebb and flow in an in-person interview. Companies can express curiosity and leverage excitement to get a candidate to come out of their shell and get a stronger impression of who they are beneath their interview preparation. Both the company and the student can take the time to dig deeper into the answers they provide.

Personal Charisma Plays a Role

A personality match is a great indicator of a student's future success. This is critical when a company is putting together high-performance teams. A lot of this comes from non-verbal cues and elements of body language that don't come through in a virtual meeting.



Above: Director of Career Services Chaundra Daniels
Below Left: Mechatronic engineering students Anton Deguzman '24, Natalia Correa Garzon '24 and Lilidania Rodriguez '24 at the fair.

Career Services Provides Comprehensive Support

In addition to the larger career fairs, the career services department also holds employer engagement days every Wednesday. One company at a time is invited to visit so that the employer and the students get more quality time to explore opportunities and get to know one another. Silver Airways, PSA Airways and Tesla were recent employer participants.

A further way of supporting Vaughn students is to employ student ambassadors who volunteer their time and skills outside of class to make sure that everyone has help with their resumes, that companies are receiving the most relevant information about Vaughn and its students and that any student who wants extra support finding a job gets it. Two of this year's ambassadors include: Nusrat Khan '23 and Jocelyn Tenasaca '23 who are both pursuing bachelor's degrees in airport management with a concentration in air traffic control. Khan decided to work in career services because of the vital role it plays for Vaughn students and says she "looks forward to doing my part, in the continuous effort of helping my peers prepare for their professional goals."

The career services team continued its success this March with the second in-person career fair where 200 students and 36 companies attended. Daniels sums it up by saying, "This has been a very eventful and productive year for supporting Vaughn students and their career goals, and I'm so proud of our students and of the companies that recognize the value of a Vaughn education."

Vaughn Launches FutureProof Focus Podcast Series

Led by Vaughn College President Dr. Sharon B. DeVivo, the Futureproof Focus podcast series explores ideas to support first-generation college students throughout their academic journey and securing successful, fulfilling and futureproof careers. Vaughn's podcast will focus on diversity, equity and inclusion in education and employment and the forces that drive personal and career growth.

With prominent industry, student, faculty and alumni guests, Vaughn's podcast is a space for courageous, honest, open and unscripted conversations focused on the latest news, career opportunities and insights in the exciting fields of engineering, technology, management and aviation.

Since launching in July [the podcast](#) has hosted the following guests:

Vaughn graduate **Kirei Watson '18** who spoke about breaking barriers and following her dreams that led to her current job at Collins Aerospace.

Chaundra Daniels, director of career services, discussed the booming job market in aviation, engineering and management, and how Vaughn is preparing its students to gain the competitive edge for landing positions in these in-demand fields.

Senior Vice President of Human Resources at Atlas Air Worldwide **Patricia Goodwin-Peters** gave us a look inside the air cargo industry noting the pivotal role air cargo played throughout the pandemic and how the demand for aviation professionals extends far beyond pilots and flight attendants to crew planners and schedulers, R&D and maintenance.



Watson



Santos-Silva



Munder

Dr. Stacey Dutil, director of counseling and wellness, and Omari Wright, athletics coordinator, held a candid discussion about the mental health of today's college students and how Vaughn is helping its students stay well, both mentally and physically.

Gagandeep Munder '14, first officer at United (formerly captain at Delta Connection) spoke about his passion for aviation and how he broke barriers to pursue his dream of becoming a pilot.

Eric Santos-Silva '21 discussed how his enthusiasm for aviation maintenance grew in the military and how he is climbing his way to the top of his career as an aircraft maintenance technician at Delta Air Lines.

SPECIAL APPEAL FOR THE STUDENT EXPERIENCE FUND

Vaughn College students receive more than just an education—they receive opportunities to network with professionals, hone their academic and professional skills and prepare for the futureproof careers of tomorrow.

The Student Experience Fund supports student attendance at professional conferences to present research and to represent student club chapters of professional organizations at their annual meetings. Through this exposure, many leave with internship and employment offers before graduation. Students also attend networking events, employer webinars and career fairs through this fund's support.

Vaughn students attended the Society of Hispanic Professional Engineers conference in 2022 and won two of the top three prizes with a combined award of \$11,000 from the Nissan design challenge.



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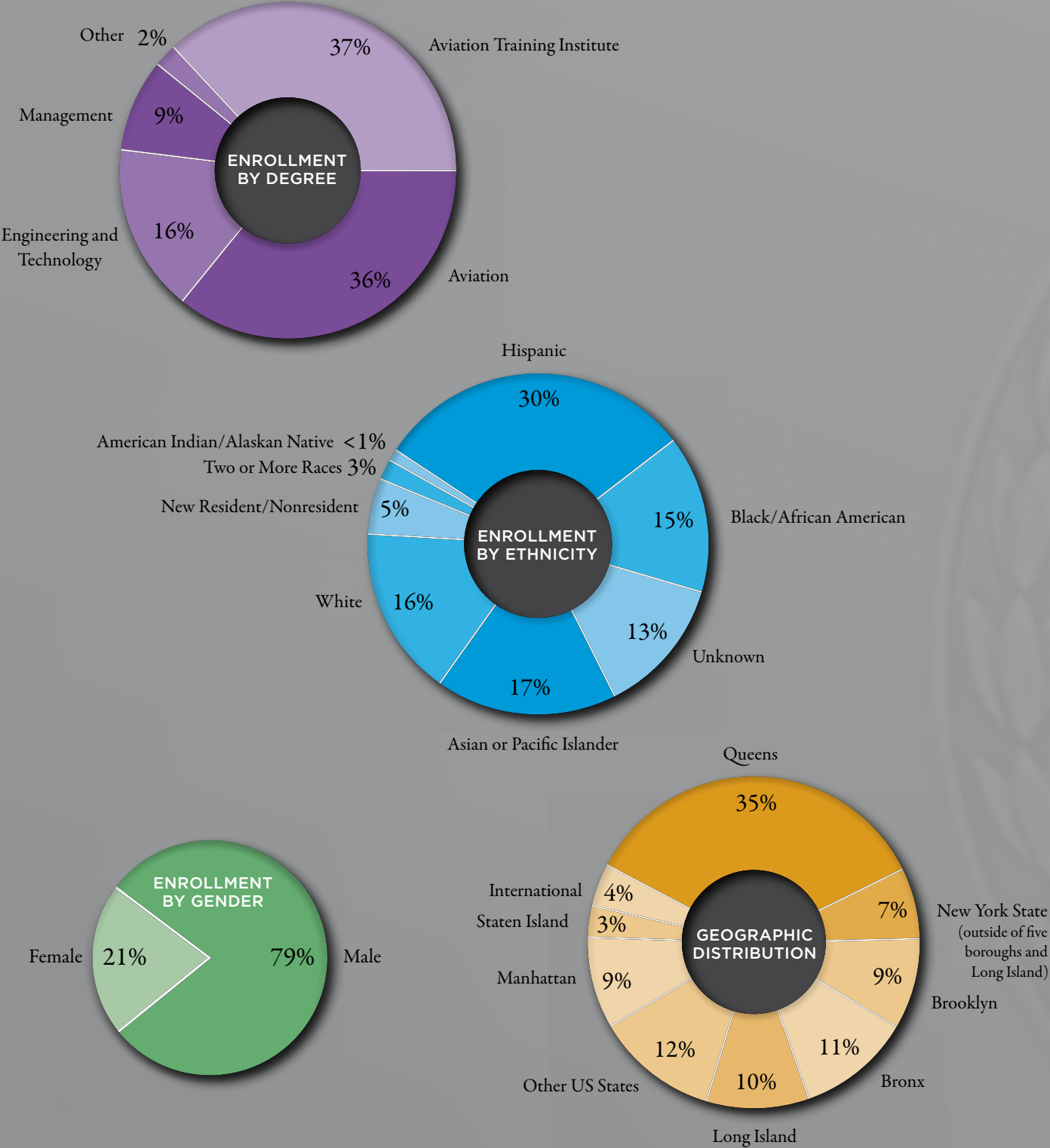
www.vaughn.edu/give-a-gift. For more information contact

Stephen DeSalvo, chief development officer at stephen.desalvo@vaughn.edu or 718.429.6600 extension 353.

VAUGHN COLLEGE REPORT 2021-2022

Demographics, Financial Summary and Annual Fund

DEMOGRAPHICS OF ENTERING FALL 2021 FRESHMEN



FINANCIAL SUMMARY

BALANCE SHEET

	2022	2021
Total Assets	\$98,455,390	\$105,761,771
Total Liabilities	\$63,356,810	\$63,058,440
Total Net Assets	\$35,098,580	\$42,703,331
<i>Comprising:</i>		
Without Donor Restrictions	\$30,378,554	\$37,330,116
With Donor Restrictions	\$4,720,026	\$5,373,215
Total Net Assets	\$35,098,580	\$42,703,331

REVENUES AND EXPENSES

	2022	2021
<i>Revenues</i>		
Tuition and Fees	\$28,483,575	\$31,327,430
Less: Scholarships and Fellowships	\$4,358,954	\$5,264,977
Less: Federal Aid	\$308,465	\$256,797
Net Tuition and Fees	\$23,816,156	\$25,805,656
Government Grants and Contracts	\$9,065,810	\$7,741,381
Contributions, Including Equipment	\$394,852	\$73,773
Investment Income	\$349,693	\$335,701
Auxiliary Revenue	\$1,608,269	\$1,331,901
Appreciation (Depreciation) in Fair Value of Investments	(\$3,658,016)	\$4,505,796
Other	\$175,406	\$1,880,248
Total Unrestricted Revenues, Gains and Other Support	\$31,752,170	\$41,674,456
<i>Expenses</i>		
Educational and General	\$34,596,675	\$33,817,166
Depreciation and Accretion	\$4,107,057	\$5,343,620
Total Expenses	\$38,703,732	\$39,160,786
Change in Unrestricted Net Assets	(\$6,951,562)	\$2,513,670
Increase (Decrease) With Donor Restrictions Assets	(\$653,189)	(\$263,743)
Change in Net Assets	(\$7,604,751)	\$2,249,927

ANNUAL FUND GIVING

THE FOUNDERS CLUB
\$2,500 and beyond
British Airways Engineering
ATL Advisor, LP
James Vaughn
Aviation Week and Space
Technology
The Resource Foundation, Inc.
Twin Peaks
Dassault Systems Foundation
United Airlines Jetstream
Foundation
Pratt & Whitney Global
Service Partners
Atlas Air
Joseph Martella
George A. Vaughn
Love Family Foundation, Inc.
Valley National Bank
Bond, Schoeneck & King, LLC
LaGuardia Gateway Partners,
LLC
Quinn Jacobson
Cargo Airline Association
EGC Group
International Aviation Womens
Association
O'Melveny & Myers
Shamrock Acoustics, Inc.
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Caitlin DelliPaoli
Britni Downey
Marie Essex
Robert Gargiulo
Matthew Gilbert
David A. Hopkins
Frank Ingegno
Michael Lavitt
Dominick Mezzapasa
Viswanath P. Misir '12
Sergio Murillo
Conni Ridolph
Matthew Salomon

Tchanari Kombieni
Kathleen Flynn
Joan Anderson
Katelyn Brewer
Joseph Calandra '54
Jessica Castro
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Jessica Ford
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Ayanna Jones
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Yahay Obeid '05
Freddy Peralta
Joseph Sauer
Clifford Sooklall '18
Carla Vasquez Chavez
Davique Joseph
Josh Nathaniel
Mikaela Orange
Paula Osorio
Allan Palacios

A DOWN-TO-EARTH EXPERIENCE FOR AVIATION'S NEXT GENERATION

By: Tom Topousis, Port Authority of New York and New Jersey

A contingent of Port Authority interns from Vaughn College of Aeronautics and Technology in Queens is learning that a future in the aviation industry begins on the ground.

The students, most of whom were awarded a LaGuardia Redevelopment Opportunity Scholarship by the Port Authority to attend Vaughn College, have been spending their summers learning the ropes about airport operations.

So far, it's been a very down-to-earth experience. Jonathan Quezada, 20, a senior majoring in aeronautical science and a licensed pilot, has been assigned to the Port Authority's Aviation Department, where he has been working on programs to improve taxi service at the airports.

Among his assignments is planning a "Taxi Drivers Appreciation Week" to celebrate drivers and acknowledge the challenges they face in order to serve airline passengers. "It's a huge task for the drivers, so we want to recognize them," Quezada said.

First awarded for the [2019-20 academic year](#), the LaGuardia Redevelopment Opportunity Scholarships include full tuition for the students to attend Vaughn for four years, paid summer internships while

they are enrolled at the college, and a guaranteed job with the Port Authority upon graduation. The scholarship program also provides the agency an opportunity to develop and hire well-qualified candidates for jobs at its facilities.

"The scholarship is part of the Port Authority's ongoing commitment to provide opportunities for our neighbors living in the local Queens communities, especially those adjacent to the airport, to share in the economic benefits of LaGuardia Airport's redevelopment program," said Hersh Parekh, Port Authority Director of Government and Community Relations for New York.

Because of COVID, the Vaughn students conducted their internships remotely for the past



"The scholarship is part of the Port Authority's ongoing commitment to provide opportunities for our neighbors living in the local Queens communities, especially those adjacent to the airport..."

two summers. This year, they've had the opportunity to work a hybrid schedule, with three days of the week spent in person at their work sites. The in-person opportunity has made the internships far more valuable and rewarding, they said.

"The coolest thing was meeting all the people I would be working with. Everyone came with a smile," said Anton DeGuzman, 20, a junior majoring in mechatronics, a combination of mechanical and electrical engineering and computer science. "It really does feel like a family, here."

Assigned to the general manager's office at LaGuardia Airport, DeGuzman said he's been focused on communications, helping to keep the airport's employees and departments informed about developments at the airport.

Jessica Velez, 27, a senior studying aviation maintenance, brings several years of "real-world" experience to her studies, having worked as a licensed aircraft maintenance technician before attending Vaughn. An intern working at LaGuardia's Airport Operations Center (AOC), Velez is learning about aspects of the airport that affect the customer experience, including TSA lines, restroom conditions and on-airport traffic, among others.

"We're the liaison between the customer and the airport," Velez said of the AOC, where she helps monitor social media for customer feedback. "We



Anton DeGuzman '24 a mechatronic engineering major and Jessica Velez '22 an aviation maintenance management alumna.

always ask how we can improve the experience for customers."

As part of the Port Authority's internship program, she has been able to get hands-on training by doing purposeful work. "It's not a go-get-me-a-cup of coffee type of internship."

DeGuzman agreed. "This experience will really put you on the right step forward in your career. Working here will open a lot of doors in the future."

ATL PARTNERS: Supporting the Next Generation

Vaughn students are being supported three ways with a new relationship with ATL Partners.

ATL is a private equity firm focused on the aerospace, transportation and logistics sectors across North America. This partnership funds the management department's students with scholarships, the Student Experience Fund and the Industry Insights Speaker Series.

"We care deeply about our sectors and know that Vaughn is instrumental in providing education that results in lucrative career opportunities for its students within the aerospace industry," says ATL Vice President Allie Donini. "We're especially excited to support the communities right in our own backyard."

Over the next four years, ATL will support four management students with scholarships and provide funding for learning outside of the classroom including visits to industry partners as well as attending conferences tied directly to their career choice like the American Association of Airport Executives and the New York Aviation Management Association. Conference participation costs include travel, hotel, registration and food costs. At these conferences, students can network with professionals and access internships and employment.

Hosted and championed by the Management Department Chair, Dr. Maxine Lubner, Industry Insights is part of the College's comprehensive approach to

academic success. Not only do guest speakers offer a dynamic look into the industries they serve, but they also provide guidance for Vaughn's students while sharing internship and employment opportunities. This long-standing management department program regularly brings executives within the technology, aerospace and engineering industries to present to the Vaughn community. During these interactive presentations, students have a unique opportunity to explore a diverse array of career options, ask questions and understand the future of their chosen fields of study.

"It has been a goal to bring our speaker's insights to a wider audience," notes Lubner. "With this critical support, including funds for scholarships and experiential learning, we can fulfill our mission to create an environment in which students develop the theoretical and practical knowledge needed to achieve professional success."

To reach the widest audience, the series is actively promoted across campus, presentations are embedded in classes where students are encouraged to come prepared with questions, and the talks are archived for students to revisit at any time. According to Lauren DiBartolomeo, Chief Administrative Officer at ATL, "We were extremely impressed with Vaughn and the positive impact its programs have on student achievement. Vaughn has a demonstrated track record of helping students get ahead and move into successful careers in aerospace."

THE INDUSTRY INSIGHTS SPEAKERS

The professionals who present at the Speaker Series are among the most successful in their fields and are chosen because of their unique professional trajectories and willingness to share career insights with students. Experts range from drone photography and safety management systems, to the impact of noise on health and wellness. Recent guests have included:



TERRY KILBY Aerial Photographer and 3D Specialist

With more than a decade of experience as an aerial photographer, Terry Kilby was a pioneer in the rapidly emerging drone industry beginning in the late 2000s. Prior to becoming a full-time drone pilot, Kilby worked in the software and engineering field.

Kilby discussed his early experience in aerial photography, which included attaching cameras onto RC helicopters and utilizing the gimbals in Wii remotes for the cameras, the first art book created consisting of only drone shots, and his book on how to build a quadcopter. Kilby has produced 3D drone models and time-lapses on historical sites, and his 3D drone shots have been animated and used in the Metaverse as well as international art exhibits. His talk covered the challenges of using 3D modeling and potential future careers in the drone industry.



TOM DOXEY President, Breeze Airways

Tom Doxey is an airline industry veteran with more than a decade of experience in the field. Prior to becoming president of Breeze Airways, Doxey served as senior vice president of technical operations at United Airlines, having also worked for Allegiant Air and US Airways.

Doxey's presentation focused on the history of Breeze Airways and the operations of the company. The founder of Breeze Airways, David Neeleman, had previously founded four other airlines, including JetBlue. Breeze Airways was born during the height of the COVID-19 pandemic and featured highly desirable networks of nonstop flights between underserved markets. He reviewed this successful approach and noted that Breeze Airways' business model saw a 396 percent growth in weekly departures during its inaugural year of operation. In July 2022, Travel + Leisure magazine named Breeze Airways the second-best domestic airline. Doxey noted that Breeze Airways is built to succeed in a post-pandemic world by merging technology and kindness.



HON. CHRIS HART Founder, Hart Solutions

The Hon. Chris Hart is the founder of Hart Solutions and former chair of the National Transportation and Safety Board (NTSB). Hart has more than 30 years of experience in the aviation and transportation industries, having previously worked for the Federal Aviation

Administration (FAA) and the National Highway Traffic Safety Administration. In August 2009, Hart was appointed to a two-year term as vice chairman of the NTSB. President Obama appointed Hart as the 13th chairman of the NTSB on April 26, 2014, where he held the position until August 2017. Hart is a licensed pilot with commercial, multiengine and instrument ratings as well as chair of the 14-country panel, Joint Authorities Technical Review, to advise the FAA regarding the recertification of the Boeing 737 Max. He also holds an honorary doctorate from Vaughn.

His presentation gave insight on what we need to understand about human-automation systems for airplanes, cars and other

transportation systems and showcased several examples of the dangers posed by the overreliance on automation and the challenges associated with it.



JOHN ALLEN President, Allen and Associates Consulting

John Allen is president of Allen and Associates Consulting, a firm that specializes in aviation, safety and quality management systems and leadership consulting for associations such as the Federal Aviation

Administration (FAA), where he previously worked for more than 20 years. Prior to this position, Allen spent seven years as the vice president of safety at JetBlue and served in the United States Air Force, achieving the rank of brigadier general. Allen detailed his life serving in the military, where he learned to pilot several aircraft, including the C-141 and T-37, and held several command positions, including vice wing commander and squadron commander. While working for the FAA, he helped with drafting safety management systems, which resulted in him being hired by JetBlue. While there, Allen was responsible for leading the growth and effectiveness of the JetBlue safety program and maintaining JetBlue's focus and practice of safe operations both in the air and on the ground.



DR. ARLINE BRONZAFI Environmental Psychologist, Author

Dr. Arline Bronzaft is a renowned environmental psychologist, author and researcher who studies the impact of sound and noise on people's lives. Bronzaft has accumulated more than 50 years in her field, beginning in the 1970s

with the effects of subway noise on children. Bronzaft has been appointed by five New York City mayors to the board of GrowNYC and has helped revise the city's noise code. She has written several research papers, co-authored multiple books and is a co-founding member of The Quiet Coalition. Bronzaft is a professor emerita of the City University of New York.

DRONE LAW WITH LORETTA

FAA CHANGES DRONE ENFORCEMENT SANCTION POLICY

AND IT'S NOT A GOOD THING FOR REMOTE PILOT CERTIFICATE HOLDERS

By Loretta Alkalay and Kathy Yodice*

Without any notice or explanation to the drone community, the Federal Aviation Administration made a significant change to its enforcement sanction policy last year specifically directed to cases the FAA takes against drone operators accused of violating FAA's regulations. While this change doesn't affect the criteria the FAA will use to determine when to take an informal administration action versus a legal enforcement action, it does change what sanctions against remote pilot certificate holder can flow from those circumstances when the FAA does take legal action. This new policy changes decades of prior airman sanction policy and applies only to drone pilots.

What is the FAA's Enforcement Handbook?

For decades, the FAA has had in place an internal handbook for employees to follow when deciding how to process possible violations of federal aviation laws and regulations, including setting out appropriate sanctions for such violations. FAA's Order 2150.3C, FAA Compliance and Enforcement Program, is that handbook and the FAA's internal guidance for handling FAA investigations and enforcement decisions.

That is, going forward. For almost all other airman certificate cases, when the FAA revokes the certificate, that is the only action the FAA takes. Now, for remote pilot certificate holders, the FAA will take double action. The FAA justifies this change by claiming that "the FAA has observed a proliferation of 14 C.F.R. part 107 violations evidencing a lack of care, judgement or responsibility, including by remote pilot certificate holders." The FAA legal office appears to have quietly drafted and adopted this new policy into its enforcement handbook in February 2021.

While not regulatory or strictly mandatory, the handbook sets policy guidance that is generally intended to be followed by agency employees to promote standardization and uniformity: "[t]his order guides FAA personnel in the exercise of discretion in handling compliance and enforcement matters." It is possible to deviate from the handbook, but it's generally understood that the handbook will be followed unless there are extenuating circumstances.

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This Order is internal only and directed at how FAA employees are expected to act in gathering evidence and analyzing that evidence and moving forward, or not, with an action. Because the documents sets forth procedures for how matters are handled internally, it's not something that anyone in the flying public would normally consult when determining how to safely and compliantly conduct their own flying activities. And, while it is a document that is available to the public, it was drafted exclusively by FAA personnel without any public comment or input. When the FAA makes the decision to revoke a remote pilot certificate, the FAA intends to also impose and collect a civil penalty against the individual who held that remote pilot certificate.

What is the FAA's Sanction Policy?

Included in the enforcement handbook are the FAA's guidelines for setting sanctions for statutory and regulatory violations by individuals and entities regulated by the FAA, including drone pilots. That sanction policy is generally contained in Chapter 9 of the FAA's Order with changes and exceptions sometimes captured elsewhere in the Order. The sanction policy is intended as general guidance to FAA personnel for setting a sanction once it has been determined that legal - as opposed to administrative - action is warranted. While the general guidance on choosing when to take remedial (revocation) versus punitive (suspension or civil penalty) sanctions allows for both sanctions when specific circumstances warrant, the FAA recognizes that, "the FAA does not generally impose both a remedial and a punitive sanction when the remedial sanction is the revocation of an airman certificate." Now, the reverse is true for drone pilots- both remedial and punitive sanctions will be the norm whenever the FAA determines that a drone pilot's Part 107 certificate should be revoked.

So, What Exactly is this New Drone Pilot Sanction Policy?

The new sanction policy requires FAA prosecutors to generally seek both remedial and punitive sanctions when a drone pilot's actions are determined to demonstrate that the remote pilot certificate holder lacks the "care, judgement and responsibility" the FAA will revoke

his/her remote pilot's certificate (remedial sanction) AND pursue a monetary civil penalty (punitive sanction).

Specifically, the FAA's guidance states as follows:

Action: Until further notice, the following sanction guidance is in effect for holders of a remote pilot certificate who engage in conduct in violations of 14 C.F.R. part 107 that demonstrates a lack of care, judgement, or responsibility.

When the holder of a remote pilot certificate engages in conduct in violations of 14 C.F.R. part 107 that demonstrates a lack of care, judgement, or responsibility, the FAA generally will proceed with both remedial legal enforcement action in the form of a civil penalty for any regulatory violation.

What Violations Demonstrate a Lack of Care, Judgment, or Responsibility?

According to the FAA's enforcement handbook, "the FAA may revoke any certificate holder lacks the qualifications to hold the certificate. A certificate holder may lack the qualifications to hold the certificate because of a lack of technical proficiency or a lack of care, judgement or responsibility required of a certificate holder." While the FAA does not specifically define what conduct demonstrates a lack of care, judgement or responsibility, the FAA maintains that such deficiencies can be demonstrated by a pattern of conduct or by a single event.

From experience, violations that normally result in revocation include:

- falsification or intentionally false statements on any FAA required record, such as an application for a certificate or a logbook entry;
- cheating on a test;

- acting or attempting to act as a pilot while under the influence of alcohol or drugs, with an alcohol concentration of or above, or within 8 hours of consuming alcohol;
- refusing to submit to a drug or alcohol test;
- performing a safety-sensitive function with a prohibited drug in the system;
- operating an aircraft with knowledge that illegal controlled substances are carried;
- drug convictions other than for simple possession (some exceptions for convictions more than 5 years old) ;
- and repeated or intentional conduct in violation of a single or multiple regulations.

In addition, violations that the FAA determines are "egregious" include those that result from deliberate conduct that poses a significant threat to aviation safety.

Where Do We Go from Here?

There is little that the public can do to change the FAA's internal guidance. First and foremost, all drone operators should be diligent in staying informed, in maintaining proficiency and in planning and executing their flights in compliance with all laws that apply to their activities. Avoiding an FAA action in the first place is your best defense. However, if you do find yourself in the FAA's crosshairs, defending against this FAA policy of "double jeopardy", and winning, may be the only way to rid the FAA of this particular sanction policy.

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DRONE LAW EXPERTS



LORETTA ALKALAY

Loretta Alkalay is an aviation attorney, specializing in issues related to compliance with federal aviation regulations, including drone rules. She was an attorney for the Federal Aviation Administration for more than 30 years with more than 20 of those years as Regional Counsel in New York. Loretta is also an adjunct professor at Vaughn College of Aeronautics and Technology where she teaches drone laws, aviation safety and other courses. She has taught for Vaughn in joint degree programs with universities in Hyderabad, India and in Shanghai, China. Ms. Alkalay holds a B.A. from Cornell University and a J.D. from the NYU School of Law. She holds an FAA remote pilot certificate with sUAS rating. She is on the Board of the Professional Aviation Maintenance Association, the chair of the Scholarship Committee of the Aerospace Maintenance Council and an adviser to Woman Who Drone.



KATHY YODICE

Kathy Yodice has been practicing aviation law for 37 years, starting her career as an FAA attorney before going into private practice. She represents individual and corporate clients on all aspects of aviation law, including issues relating to FAA compliance and investigations, airport and airspace access, corporate governance, aircraft transactions and business contracts. Kathy enjoys close relationships in the aviation community through her membership and leadership roles in many organizations, including at General Counsel and member of the Board of Women in Aviation International, and through her writings and her presentations at aviation events. She is an adjunct professor at Kent State University, and Kathy is an instrument rated private pilot.



COOLEST JOBS IN AVIATION RECOGNIZED AT THE ALUMNI AND EMPLOYER RECEPTION

Vaughn hosted its annual alumni and employer reception in January 2023. Students, staff, faculty, employers and alumni reconnected as they toasted the New Year and planned for a successful spring 2023 semester. The event celebrated active supporters of the College with a new twist.

Last fall, Vaughn announced a contest for people in the aviation industry to compete for recognition of the coolest jobs in aviation. The contest call was posted on social media and sent out to employers and alumni. Contestants were asked to submit a 30-second video to make their case.

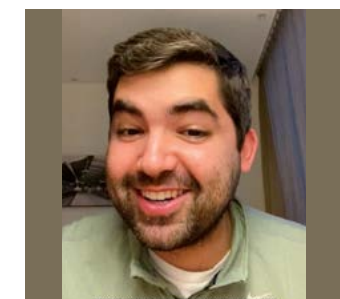
Video submissions were reviewed and selected prior to the event, and winners were announced at the end. The idea for the contest came from Vaughn College board member Patty Clark, who helped reach out to those in the industry to submit entries. The goal of the contest was to raise awareness of the vast opportunities in the aviation industry and showcase the numerous career options available to Vaughn students. The top entries were shown throughout the evening.

In addition to the contest, students at the event had the opportunity to network with employers to hear about internship and career opportunities and learn from Vaughn alumni about their successful career trajectories since graduation.

AND THE WINNERS ARE...



Margarita Cholakova '14
Captain, Republic Airways



Michel Ajjan
Revenue Management Specialist
Delta Air Lines



April Gasparri
General Manager
Westchester County Airport

► **CAMPUS UPDATES**

GE AEROSPACE ON CAMPUS EVENT:



◀ As part of the Aerospace on Campus Series, Vaughn welcomed industry experts to speak about career opportunities in the aerospace and defense industries. Jason Tonich, vice president of global sales and marketing at GE Aerospace, Lee Ann Shay, executive editor, business aviation and MRO at Aviation Week Network and Cassi Miller, staff engineer in the Advanced Technologies group at GE Aerospace led the discussion on business, cybersecurity, information technology, engineering and manufacturing.



LACCEI CONFERENCE:



◀ Last summer, Vaughn engineering students attended the 20th annual Latin America and Caribbean Consortium of Engineering Institutions (LACCEI) conference, along with Vaughn engineering faculty members to present their research papers at the international conference. "ReGenBot: Design of An Autonomous Robot to Revitalize Burnt Soil in South American Forests", by Alina Santander '23, Tatiana Jaimes '22 and Cristian Sorto '22 received the first-place award.

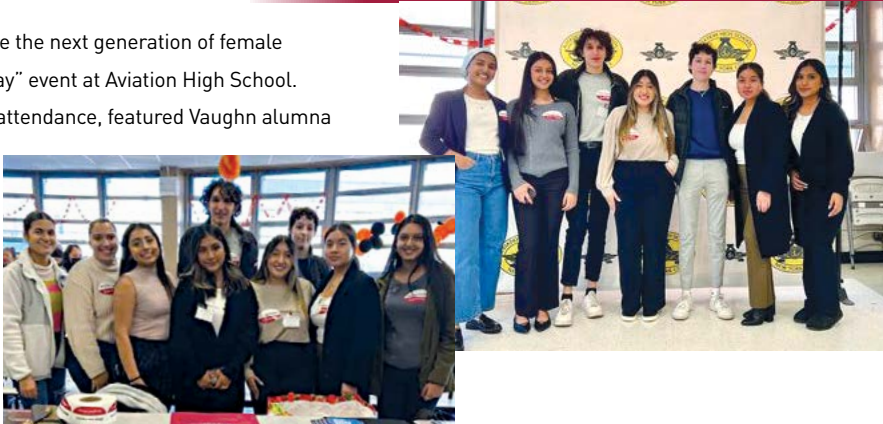
20 IN THEIR 20'S:

► The 20 Twenties program held its awards luncheon at the 65th Annual Laureates Awards sponsored by Aviation Week Network at the Watergate Hotel in Washington DC where Tatiana Jaimes '22 (pictured on left) and Alina Santander Vinokurova '23 (pictured on right) were recipients of this year's awards. The program seeks cultivate, inform and inspire the next generation of aerospace and defense professionals across the world.



GIRLS IN AVIATION DAY- AVIATION HS

► Vaughn students helped inspire the next generation of female leaders at the "Girls in Aviation Day" event at Aviation High School. The panel, who spoke to those in attendance, featured Vaughn alumna Camilla Turrietta '11, first officer at JetBlue and chair of the diversity, equity and inclusion committee for the Airline Pilots Association.



JETNET IQ GLOBAL BUSINESS AVIATION SUMMIT



◀ Last fall, Vaughn students attended the 11th JETNET IQ Summit at the New York Marriott Marquis Hotel in Times Square as part of an educational partnership between Vaughn College and JETNET IQ. Students had the opportunity to interact with and learn from industry leaders at the Global Business Aviation Summit. Boyuan Chen '23, Rachel Chin '25, Nusrat Khan '24 and Eraldo Loukas '22 obtained an exclusive inside look at the industry through the unique perspective of top industry professionals.

VAUGHN STUDENTS VISIT MAROTTA CONTROLS



◀ Students toured the Marotta facility, a fully integrated solutions provider which designs, develops, qualifies and manufactures innovative systems and sub-systems for the aerospace and defense sectors, along with Amir Elzawawy, engineering and technology professor and Rosario Sutton, career services assistant director and internship coordinator. The founder of Marotta, Patrick Marotta, was a 1940's graduate. His son Thomas, retired president and chief executive officer of Marotta, served on Vaughn's board of trustees for more than two decades. Patrick's grandson, current president and CEO, serves on Vaughn's President's Advisory Council.

► **CAMPUS UPDATES**

VAUGHN PARTNERS WITH GIRL SCOUTS OF GREATER NEW YORK



◀ Vaughn received a donation from JFKIAT's 4GOOD program to support a partnership with #Troop6000 from the Girl Scouts of Greater New York for an aviation workshop that proved interactive and engaging. Troop 6000 is the first Girl Scout troop designed specifically to serve girls in NYC's homeless shelter system. The troop toured the College, experienced flying in the flight simulator laboratory and explored the aviation industry through the lens of current women students and alumni. Thank you to Trustee Patty Clark for her leadership and support of this event.

THANKS FOR VISITING!

VAUGHN STUDENTS TRAVEL TO ALBANY TO ADVOCATE FOR STUDENT AID FUNDING

► Students and faculty traveled to Albany, NY for the annual New York Student Aid Alliance Advocacy Day. Vaughn students joined hundreds of other college students from around the state at the New York State Capital building to advocate for continued funding of student aid programs like the Higher Education Opportunity Program (HEOP). Lauren Cajade, executive director of Vaughn's opportunity programs, organized the trip and assisted students in speaking with legislators and staff about the impact student aid has had on their ability to attend college.



CALLING ALL ALUMNI



Would you like to see more activities take place with fellow alumni?
Would you like to network with other Vaughn graduates?
Are you willing to get involved in order to help organize such events?

Well now is your chance.

The Vaughn Alumni Ambassadors Council (VAAC) is looking for alumni across the country that are interested in creating Regional Alumni Chapters and Special Interest Groups and assisting with major College events such as the Vaughn College Gala, Vaughn Golf Open, social and professional networking events, enrollment initiatives and much more.

Contact Chief Development Officer Stephen DeSalvo in the office of advancement and engagement at stephen.desalvo@vaughn.edu or 718-429-6600 x353 for more information.

**Did you meet
your significant other
at Vaughn College?**

We'd like to tell your story.
Email marketing@vaughn.edu
with your contact information.



SAVE THE DATE

**JOIN US FOR THE THIRD ANNUAL VAUGHN OPEN GOLF OUTING
IN SUPPORT OF THE
GEORGE A. VAUGHN JR. FAMILY SCHOLARSHIP**

**TUESDAY, OCTOBER 10, 2023
NORTH SHORE TOWERS COUNTRY CLUB
27240 GRAND CENTRAL PKWY, QUEENS, NY 11005**