



CUNY
AVIATION INSTITUTE
AT YORK COLLEGE
on the move 



YORK COLLEGE MISSION

As a senior college of The City University of New York (CUNY), York College is committed to the University mission of “teaching, research, and public service” responsive to “the special needs of an urban constituency.” The College is a student-centered institution whose mission is to prepare students to:

- ✈ Succeed in a chosen discipline
- ✈ Acquire basic knowledge in the humanities, behavioral and natural sciences, and mathematics
- ✈ Think, speak and write clearly, critically and effectively
- ✈ Develop technological literacy and skill
- ✈ Seek objectivity and shun bias
- ✈ Esteem research and scholarship for life-long learning
- ✈ Understand and appreciate culture and cultural diversity
- ✈ Value ethical attitudes and behavior
- ✈ Promote knowledge of health and pursue wellness
- ✈ Engage in public service
- ✈ Enrich their communities, the nation, and the world

CUNY AVIATION INSTITUTE VISION STATEMENT

The CUNY Aviation Institute at York College is committed to servant leadership of our students and the aviation community. As such, our vision is to:

- ✈ Provide a transformative and holistic educational model through the delivery of innovative academic programs and services
- ✈ Address emerging national and international issues in the aviation industry
- ✈ Foster relationships within the industry and the communities in which we live and serve

AVIATION INSTITUTE BOARD MEMBERS

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It has been gratifying to see the progress made by the Aviation Institute, which welcomed three optimistic students in fall 2006, has grown to some 75 by fall 2009, and will celebrate its first graduating class in spring 2010.

The Aviation Management degree is preparing students for leadership well into this new millennium, supplementing the curriculum with leadership retreats, conferences, and meaningful internships with industry giants such as the Port Authority of New York and New Jersey, Jet Blue Airways, American Airlines, and the Federal Aviation Administration. Equally important to the Institute's success is the support of the broader community and of Congressman Gregory Meeks, who is able to provide federal funding.

The Institute is a vital part of the newly-formed School of Business and Information Systems, offering the Bachelor of Science in Aviation Management. It has engineered an environment where students are engaged at all levels of learning. The Aviation faculty members are leaders in their field eager to invite industry professionals to the campus to enhance the teaching and learning experience.

The commitment of the first cohort of students is significant; their dedication has played a crucial role in the Institute's achievements. Equally important have been faculty members, such as Michel Hodge and Reeves Gandy who gave the inaugural class the encouragement it needed to build the program, and Gilbert Escamilla, a valued faculty member. This first issue of the *Annual Report* provides a glimpse at this dedication and some of its out comes.

This past year also has been one of leadership transition. In this respect I wish to record my appreciation for the work of Michel Hodge, who ably guided the Institute's work while the search for a new director was underway. I also am delighted that Dr. Robert Aceves has joined us as director. I look forward to his stewardship in taking the Institute to new heights.

As an educational and research enterprise in the aviation field, the Institute aims to become the center for a network of global partners comprising the private sector, educational institutions, international organizations, trade associations, governments and other bodies interested in aviation management. I am confident that the Institute will achieve this aim, helping York College to rise to new levels of academic excellence as it optimizes the educational experiences of students and gives literal meaning to our mantra, "crawl, walk, run, fly!" □

Sincerely

A handwritten signature in black ink, appearing to read "I. Griffith".

Ivelaw L. Griffith, Ph.D.
Provost and Senior Vice President
for Academic Affairs



The Aviation Management students at York College have demonstrated a positive contagious spirit of pride for their Aviation program and for York College. When that spirit met opportunity, they created a year of trailblazing style accomplishments. As you read the following pages you'll find that our aviation students live the College's slogan of "On the Move".

The majority of the students who are entering their senior year, and who will make up our inaugural class of Aviation Management graduates, have already secured industry internships with organizations like the Port Authority of NY and NJ, the Council for Airport Opportunity, JetBlue Airways, American Airlines, Northrop Grumman Corporation, and the Federal Aviation Administration. With funding from a US Department of Education Grant, students and faculty attended the National Business Aviation Association Conference, in Orlando, the Women in Aviation International Conference in Atlanta, and the Transportation Research Board Conference in Washington, DC. With each conference attended, the students have expanded their professional network and if they observed a program or activity that could strengthen their campus organizations, they customized the concept for York and implemented it on campus. Our aviation management students have shown that they are concerned with their team's success and they inspire others to do well. We should all be looking forward to the day when these students will be among the leaders who are entrusted with the safety and financial viability of the global aviation industry.

In my role as administrator-in-charge of the Institute, I had been a facilitator and a coach for the Aviation Management students and have seen them develop tremendously. As I turn the Aviation Institute over to our new Director, Dr. Robert Aceves, I see a future of limitless possibilities for our students and faculty. They have earned the confidence of their instructors, mentors and peers and we have great expectations of them □

Sincerely,



Michel A. Hodge

Acting Assistant Vice-President, Enrollment Management



Aviation Management Senior Class with Acting Vice President Michel Hodge (middle).



The CUNY Aviation Institute at York College, the York Women's History Month Committee, and the college's Women's Center, teamed up in March 2009, to host Susan M. Baer, then deputy director/chief operating officer, Aviation Department of the Port Authority of New York and New Jersey. Billed as "One Woman's Journey in the Aviation World," the well-attended event, held during Women's History Month, was the second in the Aviation Institute's Executive Speaker Lecture Series and was co-hosted by the Women in Aviation York College Chapter.

Students from the Aviation Institute as well as from Aviation high schools across the city were in attendance to listen to Baer's remarkable 33-year success story with the Port Authority -- from management analyst to her position at the time as deputy director and COO and many other job titles along the way. Baer made clear that her success with the Port Authority has its roots in her work ethic.

"If you have a strong work ethic, the rest falls into place," she said. "Finish what you start because whatever is worth doing is worth doing right. And if you see something that needs doing then do it; and make sure everyone who touches the product gets the big picture." The Executive Speaker Series, launched by the Institute in spring 2008, features leaders from the aviation sector. Last year, David "Dave" Bushy, chief operating officer of Cape Air/Nantucket Airlines, discussed future hiring in the airline industry.

Baer recorded another first, when she became the inaugural recipient of the CUNY Aviation Institute Award for Outstanding Achievement and Leadership. In the fall of 2009 she also added one more title to her impressive resume: Director of the Aviation Department of the Port Authority.

She is now in charge of five airports: John F. Kennedy International, Newark Liberty International, LaGuardia, Stewart International and Teterboro. She is the first woman to play such an important role in the aviation industry.

The most recent event in the Executive Speaker Lecture Series was a panel discussion in October of 2009, moderated by Philippa Karteron the Executive Director of The Council for Airport Opportunity. Three experts—Dr. Robert Aceves, Director of the CUNY Aviation Institute; Patty Clark, Senior Advisor of the Aviation Department of the Port Authority of New York and New Jersey; and Icema Gibbs, Director of Corporate Social Responsibility for JetBlue Airways—talked about balancing the demands of an aviation career and family □



Students present gift to Susan Baer.



David "Dave" Bushy signing poster.



Panelists Patty Clark, Philippa Karteron, and Icema Gibbs.



TUSKEGEE AIRMEN RISE AGAIN



An exhibit honoring the Tuskegee Airmen will find a permanent hangar at York College. As the only CUNY college that has an Aviation Institute and a bachelor's program in Aviation Management, York is the ideal venue for this display. "There are Tuskegee Airmen museums elsewhere in the United States," says Jerry Posman, Vice President for Administration and CFO of the college. This is an opportunity to create a local attraction near the airport.

Mitchell. Among the items on display are a life-sized statue of a Tuskegee pilot in full combat gear, a replica of the Congressional Gold Medal awarded to the airmen in 2006, and a model of the P-51 Mustang flown by squadron commander Roscoe Brown, a longtime New York City resident and CUNY executive. State-of-the-art elements, such as integrated audio of an Airman telling his story, allows visitors to immerse themselves in the era. The voiceover was supplied by Airman William Wheeler, a member of the gallery's planning committee.

The Tuskegee Airmen Gallery opened in temporary space on April 21, 2009, in the Performing Arts Center, where it set the stage for York's Second Annual Scholarship Benefit Concert that night. The event, appropriately enough, starred Tony Award-winner Brian Stokes Mitchell, who performed songs from the 1940s and wore the vintage jacket of his father, Airman George

The exhibit chronicles the collective achievements of the Airmen, who fought racism at home and Nazism overseas. "The United States is a good country now," observes Wheeler. "We like to think we were part of that change." By the time the war ended and records were established,

RedTails



Tuskegee Airmen, Julius Freeman, Spann Watson, and William Wheeler.



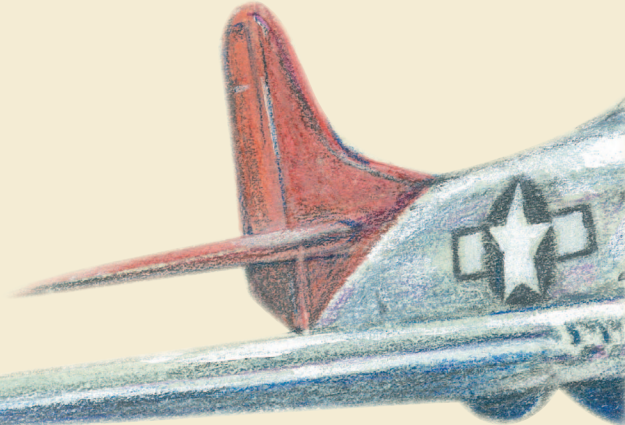
Julius Freeman shows off painting donated to York.



Local supporters Neil and Carole Phillips.



Statue of Tuskegee Airman



Airmen had flown 15,553 sorties and completed 1,578 combat missions while assigned to the U.S. Army's XII (Tactical) and XV (Strategic) Air Forces. They destroyed enemy aircraft in the air and many other military targets on the ground: airfields, rail traffic and facilities, oil refineries, ammunition depots, combat tanks, combat vehicles, and barges. Sixty-six Airmen were killed in combat and 32 were shot down and imprisoned in Germany. "We are honored to have a gallery that commemorates these celebrated American heroes," says York College President Marcia V. Keizs □

AKES HELM OF CUNY AVIATION INSTITUTE

Dr. Robert I. Aceves, director of the CUNY Aviation Institute at York College, is equally comfortable in an airplane and a classroom. He also understands the needs of first-generation college students. A native of California, where his parents were migrant workers, Aceves grew up “among the fields and beneath the crop dusters of the San Joaquin Valley,” he recalls. As a teenager, he enlisted in the Air Force Reserve, becoming an aircraft mechanic and then a flight engineer. He flew the C-5A Galaxy, one of the world’s largest transport planes, and the KC-10A Extender, an air refueling tanker/cargo aircraft.

In 20 years of service in the Reserves—including active duty in the Gulf War—Aceves accumulated 10,000 flight hours and numerous decorations. He advanced in civilian life, too, earning bachelor’s and master’s degrees from Embry Riddle Aeronautical University; a doctorate in school administration from Oklahoma State University; and commercial pilot and flight instructor licenses for a variety of land and sea aircraft. After teaching for the United States Department of Defense and Spartan College of Aeronautics and Technology, Dr. Aceves joined the faculty of St. Cloud State University in Minnesota as associate professor of aviation, a post he held for ten years.

Dr. Aceves’ research interests range from online accreditation to diversity initiatives and cross-cultural issues. With support from the United States Air Force, the Smithsonian National Air and Space Museum, and the Alfred L. and Constance C. Wolf Aviation Foundation, he is writing a textbook, *Chicanas and Chicanos in Aviation: Overcoming Barriers*. His unique combination of scholarship and hands-on experience make him an ideal administrator for the CUNY Aviation Institute □



Sabrina Ali was born in Georgetown, Guyana and moved to New York at 12. She will be graduating in spring 2010. "I was always fascinated with airplanes and would go to airports to watch them take off and land whenever someone I knew was coming or leaving on an aircraft," she has said. "I have worked in the airline industry for two years as a passenger service agent and I became comfortable in the field." Ali has interned with the Federal Aviation Administration (FAA) in the office of runway safety for seven months in the Eastern Region Headquarters; and is currently pursuing another internship in the Department of Aviation and Space Education for the FAA. She has about three hours of flight time. "The first time I flew an aircraft was at night and it was the most exciting and challenging thing I have ever done," she enthused. Ali is also pleased to be the outreach chair for Women in Aviation York College Chapter.



Arlington Aguebor has had a life-long love affair with aviation. "I was always interested in airplanes," says Aguebor. "Since I was four years old, I [have] wanted to know what that tin can in the sky was." He also wanted to fly one, a goal that worried his family. A Nigerian immigrant who grew up in Texas and New York, Aguebor didn't want to borrow money for school, so he joined the Navy's delayed entry program when he was in eleventh grade -- alarming his mother once again -- as a way to get training and finance his education. Upon completing five years in the service and earning his pilot's license, Aguebor enrolled in an aeronautical college full-time and found it disappointing. Then he transferred to York. "Before I even started school, I got to meet Tuskegee Airmen," he notes. "I was starstruck." Currently an intern at Northrop Grumman, Aguebor is planning to go to graduate school, either in business or public administration. In his spare time, he'd like to be a flight instructor.



Lynnette Perez was born and raised in the Dominican Republic. Perez came to the United States at 18 to pursue a bachelor's degree. She was a sophomore at York when she learned about the Aviation Management program. "Certainly, a special interest for economics and finance guided me to study the aviation field and especially in the dynamics that involve running an airline productively, profitably and cost-effectively," said Perez who completed an internship with JetBlue Airways, in crew scheduling, providing assistance to the flight crew about notifications and changes in their schedules. Perez is a member of the Latin Caucus and Women in Aviation. She plans to expand her horizons in the industry and apply to graduate school.



Geeta Singh signed up for an internship at the Port Authority of New York and New Jersey last year and the York College junior was in for a life-changing professional experience. She was the first of York's Aviation students to intern with "The Port," as she calls it, and they pulled out all the stops to ensure a meaningful experience for the enthusiastic intern. "I didn't have any experience before," said Singh. "But the internship was well-rounded. I did desk work and field work at the terminal gate. I worked the counter, runway and airport ops area and toured Kennedy Airport." It was preparation for her future career. "You get a foot in the door for when you graduate," she observed.



Yetunde Adegoke has high goals for her career. "I am interested in aviation law and operations," said Adegoke. After taking an introductory aviation class with Professor Reeves Gandy, she became interested in the Aviation Management program and loved every bit of it. Originally from Nigeria, Adegoke is the only person in her family interested in aviation. She had the opportunity to fly from and to Republic Airport in Farmingdale, New York. Adegoke also participated in a summer internship at the York College Project Management Office. There she helped plan activities for the college and the CUNY Aviation Institute. During her internship, she learned about team work and acknowledging other people's ideas.



Sara Bawazir is the sole undergraduate student from Qatar, Middle East, in the Aviation Management program. "My interest in aviation came through my brother who is an aeronautical engineer now working for the Qatari Air Force," she disclosed. "I foresee myself working in the area of security in the aviation industry. My internship with the Port Authority of New York and New Jersey as well as other internship experiences have prepared me well." Bawazir says her internship was in the aviation security and technology field where she participated in different pilot programs. One of them was RFID (Radar Frequency Identification) program at LaGuardia Airport. She is a proud board member in Women In Aviation York Chapter, is the mother of a seven year-old daughter.



Veronica Carpio was one of the first students to enroll in the Aviation Institute. "My passion is airports," she explained. "They're cities of their own. There is always a mixture of people working in the terminal to make it better and safer." Carpio saw lots of waiting areas during her childhood; like her classmate Jenny Chimbo, she shuttled back and forth between her family's residence in Queens and relatives' homes in Ecuador. Carpio has supplemented her coursework by attending conferences and interning at the Federal Aviation Administration, American Airlines, and the Port Authority of New York and New Jersey. Consequently, she has built up a professional network and is ready to discuss any industry topic, from federal flight standards to customer service issues. Not surprisingly, Carpio looks forward to a career in airport management.



Jenny Chimbo, at the age of eight, moved from Ecuador to Queens with her family. The hours she spent aloft, between her home and her homeland, whetted her interest in aviation as did knowing of her dad's experience. "My father trained to be in the Ecuadorian Air Force, but could not continue due to an injury," explains Chimbo, who decided to pursue a similar dream at York. To help share that dream with others, she founded the college's Aviation Club and became its first president. As president, she has organized annual career round tables, the annual trip to the National Business Aviation Association Conference and tours at airline and government facilities. She has interned with the Federal Aviation Administration, the Project Management Office at York College, and the Port Authority of New York and New Jersey. Chimbo just started another internship with Frost & Sullivan, the Growth Partnership Company, where she will be working with the Vice President for Global Growth, Innovation and Leadership.



Daysi Manzano seems to have aviation in her gene pool. "My dad used to work for an airline as a mechanic," recalls Manzano. "He'd take me inside the aircraft and I'd pretend I was flying." Her growing knowledge of airplanes and the aviation industry has given her a new connection to her father. As a high school student, Manzano gravitated toward mechanical engineering, thinking she wanted to design small aircrafts. Now, the managerial aspects of the industry holds more appeal for her. A Latina in a sector that remains heavily white and male, she's already entered the sisterhood of her field by establishing a Women in Aviation chapter at York.



Hanna Mohammed moved with her family from their native Bangladesh at the age of nine, to New York City where she has lived in Queens. "During my first semester I spoke to one of the Aviation major students, saw the video of them flying and then heard there was only 5 % female pilots out there at the time," said Mohammed. "That influenced me to strive to be a pilot, and since my country does not allow women to be pilots in the military, I am hoping to break the boundaries and be the first Bangladeshi woman Air Force pilot." Mohammed who has earned seven flight hours thus far, says everyone in the Aviation program has, "built me as a person," and has built the path to her dream career.



Devon Philips, like his classmates, always liked the concept of space exploration. "Studying aviation is a more practical way into future endeavors," said Philips. Learning of his interest, high school counselors steered him to York after he was accepted by John Jay College of Criminal Justice. He is getting a well-rounded education at York, where he is accumulating flight hours and is pursuing a minor in Theater Arts. He is inspired by the career of accomplished actor/pilot John Travolta. Phillips envisions himself working for the government or other public sector environment such as the Port Authority of New York and New Jersey or the Department of Transportation. "The internship experience I received through York College was the most pivotal step towards my aviation career," he has said. "The knowledge and hands-on experience working with The Council for Airport Opportunity [an umbrella not-for profit organization under the PANYNJ] could never match anything in a classroom setting."



Mical Tewolde, like most children, liked airplanes, but prior to attending York, it was not a clear career goal. "I never thought it was possible for me to actually fly an airplane," she said. "It was always a dream that I thought would never become reality. I was raised by my grandparents in Ethiopia, and came to the United States at the age of 14. A senior, graduating in May of 2010, Tewolde revealed her career interest in aviation safety and security. She has taken flight lessons, an experience she says she cannot put into words. Equally important to Tewolde is the "family atmosphere," she shares with colleagues and faculty in the Institute and the many important opportunities she has had. Tewolde is a research assistant at the Institute and is an executive officer with the Women in Aviation York College Chapter.

AVIATION CLUB



"The Aviation Club unites, guides, and supports aviation management students," says Jenny Chimbo, who served as founding president of the group, which began meeting in spring 2008. "Our mission is to share our knowledge and passion for aviation with the York community of students, faculty, and staff. Students are exposed to aviation leaders and a variety of events designed to maximize each student's intellectual, professional, and personal growth."

Getting together twice a week with the support of Aviation Professor Reeves Gandy, their faculty advisor, Aviation Club members plan presentations and excursions. Last year, the schedule included Aviation Day, which brought a panel of industry experts to campus; a visit to JetBlue Airways' headquarters in Queens; and a trip to the National Business Aviation Association Annual Meeting and Convention and JetBlue's Training Facility in Orlando, Florida. This year, under the leadership of its new president, Salvador Saravia, an Aviation Management Foundation Scholar and Aviation High School graduate, the club hopes to do more of the same.

"I plan to continue our annual trip to NBAA, the Transportation Research Board Annual Meeting in Washington D.C. and encourage students to be part of the American Airport Association of Airport Executives," says Saravia. "I want to continue with the club's tradition of being recognized for outstanding leadership, academic excellence and public service, by the York College community and eventually the entire aviation industry." Clearly, it's a formula that appeals to students; in a short time, the roster has grown from 28 to 60 ☐



WOMEN IN AVIATION

The Women in Aviation, York Chapter, is experiencing a similar trajectory to the Aviation Club. Daysi Manzano became motivated to start the club after attending the NBAA conference in fall 2008, when she stopped at a booth for Women in Aviation International. 'We have to support each other,' one of the staffers told her. The message resonated with Manzano, who had studied at City College before coming to York. "At City College, I was one of the few females in mechanical engineering," she explains. "I wanted to make sure that I could promote aviation achievements for women." Today, the Women in Aviation York Chapter holds free weekly campus sessions drawing about 30 students. Roughly half of the participants pay annual dues to join the York College Chapter of Women in Aviation International; membership benefits include the opportunity to attend conferences and apply for scholarships. In its first year, the chapter set up a tour of the AirTrain and co-hosted last spring's Aviation Institute Executive Lecture Series featuring speaker Susan Baer, then Deputy Director/Chief Operating Officer, and now Director of the Aviation Department of the Port Authority of New York and New Jersey. On the agenda for this year: a tour of John F. Kennedy International Airport, a return to the AirTrain, and an initiative to familiarize high school students with the Aviation program at York ☐





An intensive off-site workshop



Last summer, 37 aviation students became the first CUNY contingent to participate in the LeaderShape Institute, an intensive off-site workshop. Accompanied by seven York College staffers, the group traveled to The Country Place Retreat Center in White Haven, Pennsylvania, for a six-day program that enhanced students' leadership skills, helped them create career visions, strengthened the bonds between the Aviation majors, and showed them the importance of leading with integrity. "Today's aviation industry is looking for people who will be the future leaders of the industry," says former Aviation Institute Administrator, Michel Hodge, who led the team that secured funding for York's participation. "Many people will be retiring from the industry in the next decade and they need talent to fill the leadership positions. This program gives students the tools to become better leaders."

LeaderShape organizer agreed. "It's a learning sanctuary," explains [LeaderShape] vice president Mike McRee, one of two facilitators who worked with the group in Pennsylvania. "In daily sessions organized around specific themes, we give students opportunity to practice, to make mistakes, to try new things." One new development that emerged from the workshop: a mentorship program that connects new Aviation Institute students to more seasoned upperclassmen. "York students created the program then and there!" continues McRee, who has been affiliated with LeaderShape for ten years. "I'd never seen that before."



The program also allows students to spend time with each other, building on the day's discussions and exercises. This is a luxury for undergraduates at a non-residential campus. "They get to hang out 24/7 with fellow students," comments McRee's fellow facilitator Kristin Skarie, president and CEO of Team Works. "A lot of conversations take place at 1:00 o'clock in the morning."

The LeaderShape Institute was established by the Alpha Tau Omega Fraternity in 1986. In August, a York student became the 34,000th graduate of the Institute, joining people from more than 200 colleges, universities, companies and other organizations across the U.S. and abroad who have completed the program. Participating colleges and universities include Georgia, Indiana, Illinois, Michigan, Penn State, Ohio, Purdue, Wisconsin, MIT, Florida State, and Nebraska. Hodge would like to line up private and corporate funding to send York students to LeaderShape next year and beyond □

LeaderShape



The **CUNY Aviation Institute at York College** was established in 2003 by a grant from the Port Authority of New York and New Jersey to promote high quality education and research for the aviation industry. The Aviation Institute is headquartered in New York City and is located on the campus of York College.

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Dedication

This annual report is dedicated to the memory of William R.

DeCota, a founding member of the **CUNY Aviation Institute Advisory Board**, and one of our nation's great aviation leaders who served as the **Port Authority of New York and New Jersey's Aviation Department Director** from 1999 to 2009. He not only oversaw the world's largest aviation system, he was never too busy to mentor York students and other aviation professionals.

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