



Airline Pilot Shortage?

Myths, Facts, and Solutions



AIR LINE PILOTS ASSOCIATION, INTERNATIONAL



Thursday, June 25, 2015

**DoubleTree by Hilton Hotel
Arlington, VA**

Airline Pilot Shortage?

Myths, Facts, and Solutions

The aviation industry is growing and airlines are hiring pilots, flight attendants, and mechanics. Professional educators are prepared to fill our industry with highly trained workers and skilled aviators, but there are challenges in attracting young people to our industry. This conference brings together airlines, educators, professional pilots, aircraft manufacturers, regulators, and others to explore ways of ensuring that the best and brightest students are not only able, but will also choose, to come to our industry and become airline pilots.

JUNE 25, 2015

7:30 a.m.–8:30

REGISTRATION & COFFEE

8:30–9:10

WELCOME

Master of Ceremonies:

[Captain Paul Ryder](#)—Resource Coordinator & Chair, Fee-for-Departure Committee, Air Line Pilots Association, Int'l

[Captain Tim Canoll](#)—President, Air Line Pilots Association, Int'l

[Captain Carl Davis](#)—Chief Pilot, Pilot Services, The Boeing Company

9:10–9:20

OVERVIEW OF AIRLINE PILOT TRAINING & QUALIFICATIONS

[Captain Paul Ryder](#)—Resource Coordinator & Chair, Air Line Pilots Association, Int'l

9:20–11:00

PATHWAYS FROM HIGH SCHOOL TO COCKPIT

Moderator:

[Captain Chuck Hogeman](#)—Aviation Safety Chair, Air Line Pilots Association, Int'l

[Colonel Juan Narvid](#)—Chief, Department of Defense NextGen Lead Service Office, U.S. Air Force

[Dr. Becky Lutte](#)—Assistant Professor, University of Nebraska Omaha, Aviation Institute

[Mr. Steven J. Brown](#)—Chief Operating Officer, National Business Aviation Association & Chairman, Aviation Accreditation Board International

[Mr. Paul Woessner](#)—Director of Business Development, ATP Flight School

11:00–11:30

NETWORKING BREAK

11:30–12:30 p.m. ATTRACTING THE NEXT GENERATION TO AVIATION

Moderator:

[First Officer Justin Dahan](#)—Vice Chair,
Education Committee, Air Line Pilots Association, Int'l

[Ms. Shannon Morrison](#)—Coordinator, Career Eagles
Program, The Ohio State University

[Captain Barrington Irving](#)—Founder, Experience Aviation
and the Flying Classroom

12:30–2:00 KEYNOTE LUNCHEON

[Mrs. Nicole Barrette-Sabourin](#)—Training and Licensing
Specialist, International Civil Aviation Organization

2:00–3:15 RETURN ON INVESTMENT

Moderator:

[Captain Paul Ryder](#)—Resource Coordinator & Chair, Fee-for-
Departure Committee, Air Line Pilots Association, Int'l

[Dr. Kenneth Byrnes](#)—Chairman, Flight Department,
Embry-Riddle Aeronautical University

[Ms. Janelle Kilgore](#)—Director of Student Financial Aid,
University of North Dakota

[Ms. Alex P. Marren](#)—Chief Operating Officer, ExpressJet

[Captain Bill Couette](#)—Vice President—Administration/
Secretary, Air Line Pilots Association, Int'l

3:15–3:45 NETWORKING BREAK

3:45–4:45 SUCCESS STORIES

Moderator:

[First Officer Justin Dahan](#)—Vice Chair, Education
Committee, Air Line Pilots Association, Int'l

[First Officer Iyob Makonnen](#)—Delta Air Lines

[First Officer Alice McCormack](#)—ExpressJet Airlines

[Captain Eric Kronenberger](#)—PSA Airlines

[First Officer Faye Matthews](#)—United Airlines

[Captain Steve Gillen](#)—United Airlines MEC

4:45–5:00 WRAP-UP

[Captain Paul Ryder](#)—Resource Coordinator & Chair,
Fee-for-Departure Committee, Air Line Pilots Association, Int'l



UNIVERSITY AVIATION ASSOCIATION

The Air Line Pilots Association, Int'l would like to thank
the University Aviation Association
for its generous support of and contributions to this conference.



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Mrs. Nicole Barrette-Sabourin

**Training and Licensing Specialist
International Civil Aviation Organization**

Mrs. Nicole Barrette-Sabourin is a training officer and project manager for language proficiency requirements issues in the Air Navigation Bureau of the International Civil Aviation Organization (ICAO). She has been an ICAO staff member since 1983, worked in the TRAINAIR Central Unit since the inception of the programme in 1988 until 2005, and now belongs to the Aviation Safety Training Section. She holds a master's degree in educational technology from Concordia University in Montreal. She was involved in the work of the Flight Crew Licensing and Training Panel that developed the standards and guidance materials for the multicrew pilot license. She is involved in the ICAO-endorsed Government Safety Inspector Programme, the ICAO/ACI Airport Management Programme, the International Air Transport Association Training and Qualification Initiatives, and ICAO's Next Generation of Aviation Professionals Initiatives.



Captain Tim Canoll

President

Air Line Pilots Association, Int'l

Captain Tim Canoll (Delta) is the tenth president of the Air Line Pilots Association, Int'l (ALPA), which represents more than 52,000 professional airline pilots in the United States and Canada, and is the largest nongovernmental aviation safety organization in the world. He was elected by the union's Board of Directors on Oct. 22, 2014, and began his four-year term on Jan. 1, 2015.

As ALPA's chief executive and administrative officer, Captain Canoll oversees daily operations of the Association and presides over the meetings of ALPA's governing bodies, which set policy for the organization. He is also the chief spokesman for the union, advancing pilots' views in the airline industry before Congress, Parliament, government agencies, airline and other business executives, and also the news media.

As ALPA's president, Captain Canoll is a member of the AFL-CIO Executive Council as well as the Executive Committee of the AFL-CIO Transportation Trades Department. He serves on the FAA NextGen Advisory Committee, which is made up of industry decision makers and tasked with advising the administration on key-decision gates with regard to improving and modernizing the nation's aviation infrastructure.

Captain Canoll previously served as ALPA's executive administrator. His preceding ALPA offices include Delta Local Executive Council representative, Master Executive Council (MEC) Strike Committee member, MEC Security coordinator, MEC Strategic Planning chairman, MEC Negotiating Committee member, MEC vice chairman, and MEC executive administrator. In addition Canoll served as ALPA's representative to the Unsecured Creditors Committee during Delta Air Lines' 2005 bankruptcy.

Captain Canoll is a Delta MD-88 captain based in Atlanta, having also flown the B-727, L1011, and the B-767/757. He is a graduate of the U.S. Naval Academy, class of 1982, and a former Navy Reserve F/A-18 Strike Fighter Squadron commanding officer. He retired from the U.S. Navy Reserve as a captain in 2008.

Mr. Steven J. Brown

**Chief Operating Officer, National Business Aviation Association
Chairman, Aviation Accreditation Board International**

Steven J. Brown, chief operating officer for the National Business Aviation Association (NBAA), oversees all of the Association's activities relating to aircraft operations and Flight Department management issues as well as the administrative, financial, and human resources functions.

Prior to joining NBAA in 2004, Brown served as a top official with the FAA as vice president of Operations Planning. Brown also has previously served as associate administrator for air traffic services, managing the 35,000 air traffic controllers, maintenance and software technicians, flight-inspection pilots, and administrative personnel who are responsible for the day-to-day operation of the nation's airspace systems.

Before joining the FAA in 1998, Brown was president of the National Aeronautic Association and has served as senior vice president of Government and Technical Affairs at the Aircraft Owners and Pilots Association. He also has taught a number of aviation-related courses at Texas A&M University, where he was a member of the faculty; has worked for the Texas Aeronautics Commission; and has been employed as an air taxi pilot and full-time flight instructor.

Brown is a graduate of the executive management programs at the Pennsylvania State University and the University of Virginia and is a qualified aviation accident investigator certified by the University of Southern California. He holds a bachelor's degree in business management and a master's degree in industrial education.

Dr. Kenneth Byrnes

Chairman, Flight Department, Embry-Riddle Aeronautical University

Dr. Kenneth Byrnes is an associate professor of aeronautical science as well as the chairman of the Flight Training Department at Embry-Riddle Aeronautical University's Daytona Beach campus. Dr. Byrnes has over 15 years of leadership experience within Part 141 and 142 flight training organizations. In his current role as chairman of the Flight Department, Dr. Byrnes is responsible for leading over 1,000 flight students, over 150 certified flight instructors, 30 A&P mechanics, and 15 additional support staff members. His academic teaching responsibilities include Instructional design in aviation, aviation legislation, private pilot knowledge, and commercial pilot knowledge courses.

He holds a bachelor's degree in aeronautical science, a master's degree in business administration in aviation, and a PhD in business with a dual specialization in airline management and management of engineering and technology. His dissertation research investigated the relationship between organizational safety culture/climate

and pilot decision making. In addition, Dr. Byrnes has significant experience as a certified flight instructor and holds a commercial pilot certificate with airplane single-engine land, multiengine land, and instrument ratings. Dr. Byrnes is also a Six Sigma Green Belt and has completed research on important aviation topics such as ATP/commercial pilot career motivation, flight instructor training methods, aviation professionalism, ADS-B, flight instructor quality assurance, angle of attack indicators, and safety management systems. Additionally, Dr. Byrnes is an expert at simulation and modeling, having developed award-winning models to predict aircraft fleet requirements, student tuition cost sensitivity, and financial yield.

Captain Bill Couette

Vice President–Administration/Secretary, Air Line Pilots Association, Int'l

Captain William Russell “Bill” Couette (Envoy) was elected to his third consecutive term (all three by acclamation) as ALPA’s vice president–administration/secretary. In this role, he executes the policies of the Association’s governing bodies and acts as custodian for all ALPA documents, contracts, leases, property deeds, and general records. He oversees the Association’s membership programs as well as all union voting and election procedures. In addition he works with the Association’s Information Technology Advisory Committee.

“ALPA is going to accelerate our use of technology to communicate with our members,” said Captain Couette, in a statement following his reelection at the 45th ALPA Board of Directors meeting. The ALPA vice president, who also oversees the Association’s Professional Development Group, added, “Our union will do even more to encourage and mentor new pilots who come into the Association and join the profession.”

Captain Couette is a five-time elected ALPA local council representative, who served until the end of 2006 as the American Eagle Local Executive Council 133 chairman in Chicago. He acted as Strike Oversight Board representative for the Atlantic Southeast and Skyway pilots and also served as an ALPA negotiator, organizer, and merger representative. Captain Couette flies the EMB-145 and has served in the capacity of captain for all but four years of his airline flying tenure.

Captain Couette attended St. Cloud State University, graduating in August 1987 with a BS in aviation technology with a professional flight emphasis. His deceased father, Russell, a former member of IBEW Local 160, passed on to Captain Couette a deeply held belief in the importance of a strong, unified union.

First Officer Justin Dahan

Vice Chair, Education Committee, Air Line Pilots Association, Int'l

Justin Dahan is a first officer for PSA Airlines flying the Bombardier CRJ200/700/900 and is based in Charlotte, N.C. He is an active volunteer on ALPA's National Education Committee and is a liaison between the Education Committee and its original college outreach program, the ACE Club at Embry-Riddle Aeronautical University, which he also helped as one of the student co-founders while he was at the university. He holds a bachelor's degree in aeronautical science with a minor in applied meteorology from Embry-Riddle Aeronautical University's Daytona Beach campus, where he also flight instructed for a year and a half prior to entering the airline world.

Captain Carl Davis

Chief Pilot, Pilot Services, The Boeing Company

Carlton "Carl" Davis is chief pilot, Pilot Services, for Boeing Flight Services. He is responsible for the recruitment, training, and onboarding of contract instructor pilots who support the company's worldwide commercial training operations. Capt. Davis leads a Seattle-based team with oversight of contract airplane instructors who serve more than 400 customers at 18 global locations on Boeing's Next-Generation 737, 747-400 and -8, 777, and 787 airplanes.

Capt. Davis previously served as the 787 fleet manager for Boeing Flight Services while holding his own qualification as a pilot on the Boeing 787. In this position, he ensured pilot training on the Boeing 787 Dreamliner simulator was staffed with qualified instructors across five global campuses.

Prior, Capt. Davis was assistant chief pilot for Boeing Flight Services; when he first arrived at Boeing he was an instructor pilot on the Next-Generation 737, 747-400 and 777.

Before joining Boeing in 2005, Capt. Davis was a domestic and international pilot for Delta Air Lines, flying the Boeing 727, MD-88, 757, and 767 models in commercial service. Capt. Davis held a variety of positions in general and corporate aviation, building experience and flight time.

Capt. Davis attended the U.S. Naval Academy as well as Indiana State University. He has a bachelor's degree in general studies/business from Schreiner University in Texas. He is currently pursuing a master of science degree in leadership at Embry-Riddle Aeronautical University.

Captain Steve Gillen

Executive Administrator, United Airlines MEC

Captain Gillen will discuss his biography during the Success Stories panel.

Captain Chuck Hogeman

Aviation Safety Chair, Air Line Pilots Association, Int'l

Captain Charles “Chuck” Hogeman is the Aviation Safety chair for the Air Line Pilots Association, Int'l (ALPA), and directs the efforts of the volunteer safety structure for its 52,000 member airline pilots at 31 U.S. and Canadian airlines. He oversees safety work in aircraft design and operations, airport ground environment, air traffic services, accident analysis and prevention, human factors and training, and environment.

He currently serves as ALPA's representative on the Commercial Air Safety Team, and is a member of the Aviation Safety Information and Analysis Sharing executive board. He is also a representative on the FAA's Air Carrier Training Aviation Rulemaking Committee. Previously, he was chairman for the Association's Human Factors and Training Group. He served as an adviser to the FAA from 2003 to 2006 at the International Civil Aviation Organization's flightcrew licensing panel.

Captain Hogeman began his professional airline career in 1977 with Commuter Airlines in Binghamton, N.Y. In 1978, he joined Colorado-based Aspen Airways. He also held director of training and chief pilot positions at Aspen Airways, which later merged into Air Wisconsin.

Captain Hogeman holds aircraft type-ratings on A320, AVR/BAe-146, B-737, B-757/767, B-777, and CV-580 aircraft and maintains a FAA gold seal flight instructor certificate. He currently flies the Airbus 320 as a captain for United Airlines.

He holds a master of science degree in technical communication from the University of Colorado, a bachelor of science degree in business management from Southern New Hampshire College, and an associate of science degree in aeronautical engineering from Daniel Webster College.

Captain Barrington Irving

Founder, Experience Aviation and the Flying Classroom

In 2007, at age 23, Barrington Irving became the youngest person and the first black pilot to fly solo around the globe. On his 97-day journey, he flew 30,000 miles in a single-engine plane called “Inspiration.” He made the trip to show other youth that if he could achieve his dream, they could, too.

Named a National Geographic Emerging Explorer in 2012, Captain Irving took flight again in September 2014 with his innovative “Flying Classroom” project. During an eight-week trip to 12 countries on three continents, he conducted 16 air, land, and sea expeditions that engaged thousands of students as they followed him online in their school science curriculums. He is currently carrying out a new round of educational expeditions focusing on STEM (science, technology, engineering, and math) in the United States and abroad.

Ms. Janelle Kilgore

Director of Student Financial Aid, University of North Dakota

Janelle Kilgore has been the director of student financial aid office at the University of North Dakota for three years, but has worked in the student aid industry for 12 years. Six of those years were working directly with students and families attending UND's John D. Odegard School of Aerospace Sciences. Janelle is currently serving as the president of the North Dakota Association of Student Financial Aid Administrators. She has given financial aid and work-life balance presentations at the Rocky Mountain Association of Student Financial Aid Administrators' annual conference and served as a faculty member at its Summer Institute, and has presented at North Dakota's annual conference. She has also worked as a financial aid consultant to Williston State College. In December 2010, Janelle received her master's degree in educational leadership at UND. Janelle has been married for 12 years to husband Kelly; they have three active kids with one more on the way.

Captain Eric Kronenberger

PSA Airlines

Captain Kronenberger will discuss his biography during the Success Stories panel.

Dr. Becky Lutte

Assistant Professor, University of Nebraska Omaha, Aviation Institute

Becky Lutte is an assistant professor at the University of Nebraska at Omaha Aviation Institute. She is a former regional airline pilot, current pilot, and aircraft owner. Becky teaches undergraduate and graduate courses in aviation operations, human factors, international aviation, and aviation policy. Her research interests are in the area of aviation safety policy with an emphasis on consequences of regulatory change on the airline industry. Her current research includes a joint study of the impact of the first-officer qualification rule on collegiate aviation flight students' career plans.

Ms. Alex P. Marren

Chief Operating Officer, ExpressJet

Alexandria "Alex" Marren is ExpressJet Airlines' chief operating officer. During a family trip to Greece as a child, Alex decided that she wanted to be part of the industry that connects people around the world—the airlines.

She landed a job with People Express Airlines directly out of college, and later joined United Airlines. Alex earned a steady progression of promotions at United, where she held roles as director of Customer Service, vice president for Airport Operations East, and, most recently, senior vice president of Onboard Services and then Network Operations. In each role, she led teams that continually improved efficiency, as well as

operational and service performance. One of her career highlights took her full circle back to that special childhood trip: she served as United's Country Manager in Athens, Greece, where she opened the station and built the operation from the ground up.

In October 2014, Alex joined ExpressJet Airlines as COO. Her constant objective is for ExpressJet to be the industry best in safety, reliability, and service, with a workplace that supports teamwork and respect.

Alex is a graduate of Harvard University and holds a certificate from the Advanced Executive Education Program at Northwestern University's Kellogg School of Management. She has served on the board of directors for Alliant Credit Union since 2008 and the Red Cross of Greater Chicago since 2012.

First Officer Alice McCormack

ExpressJet Airlines

F/O McCormack will discuss her biography during the Success Stories panel.

First Officer Iyob Makonnen

Delta Air Lines

F/O Makonnen will discuss his biography during the Success Stories panel.

First Officer Faye Matthews

United Airlines

F/O Matthews will discuss her biography during the Success Stories panel.

Ms. Shannon Morrison

Coordinator, Career Eagles Program, The Ohio State University

Ms. Shannon McLoughlin Morrison works for the Center for Aviation Studies at The Ohio State University as the Career Eagles coordinator. She is also a doctoral candidate, completing her dissertation research in educational policy and leadership with a focus on the history and philosophy of educational reform. Shannon has extensive experience in the field of educational policy having worked for the Ohio Department of Education and the Ohio Board of Regents.

In her role as the Career Eagles coordinator, Shannon has begun to develop a high-school aviation outreach program that would enable students to gain valuable experience in the industry prior to beginning their college careers. Career Eagles has also formally partnered with Youth Aviation Adventure, a national aviation outreach program in order to engage and encourage more students to consider the field of aviation for their future careers.

Colonel Juan Narvid

Chief, Department of Defense NextGen Lead Service Office, U.S. Air Force

Col. Juan Narvid is a 29-year combat-decorated command pilot as the chief for the Department of Defense NextGen Lead Service Office, integrating requirements for Department of Defense. He has served on numerous executive-level committees dedicated to advancing the future of aviation in unmanned aircraft systems and the Federal Aviation Administration's Next Generation Air Transportation System.

Col. Narvid held several executive positions within aviation, including the FAA Headquarters, USAF Headquarters, Air Mobility Command Headquarters, and Air Force Reserve Command Headquarters. He is responsible for the Air Force's aviation operations and integration across the entire globe. He was previously a vice wing commander in Germany, where he stood up and was second-in-command of a new Air Force organization of over 3,000 people across 11 different countries in Europe, Africa, and the Middle East.

Col. Narvid has flown the C-141, C-9, KC-10, T-37, and C-17. He led and flew combat missions in Operations Desert Storm, Desert Fox, Just Cause, Iraqi Freedom, and Enduring Freedom. He was an instructor pilot and flight examiner in the C-141, C-9 and T-37, and was an aircraft commander in the KC-10 and C-17. He also commanded a mobility squadron in Hickam, Hawaii. Col. Narvid is a primary member of the Commercial Aviation Safety Team dedicated to significantly increasing public safety.

Col. Narvid holds a bachelor of business administration in business data systems from the University of Texas at San Antonio, master's degree in human resource development from Webster University, master's degree in national security and strategic studies from the Naval War College, and a master's degree in strategic studies from the Air University. Col. Narvid also holds an airline transport pilot license and a project management professional certificate.

Captain Paul Ryder

Resource Coordinator & Chair, Fee-for-Departure Committee, Air Line Pilots Association, Int'l

Paul Ryder, an EMB-145 captain for ExpressJet Airlines, became ALPA's resource coordinator in March 2015. In this newly created position, Capt. Ryder facilitates the full and efficient usage of ALPA staff and resources by pilot leadership. He works closely with all departments and pilot groups to coordinate efforts for maximum impact. Since December 2014, Capt. Ryder has also served as chair of ALPA's National Fee-for-Departure (FFD) Committee, working with representatives from all FFD carriers to find innovative and constructive solutions to the issues facing this group.

He continues to serve his own pilot group, ExpressJet, on their Strategic Planning and Communications committees and as a pilot mentor. Previously, he was chair of ExpressJet's Pilot-to-Pilot Committee and chair of ALPA's National Education Committee. He served in the U.S. Marine Reserves for six years and continues to volunteer as a member of the Civil Air Patrol. He lives in Florida with his wife and fellow pilot, Kate, and two young sons, Alex and Matthew.

Mr. Paul Woessner

Director of Business Development, ATP Flight School

Paul Woessner currently serves as director of International Business Development and European Aviation Safety Agency Program coordinator for ATP Flight School headquarters in Jacksonville Beach, Fla. Paul has been in the ab-initio (novice to expert) pilot training field for over 15 years, serving in key roles and positions including: executive director Embry Riddle Aeronautical University–Daytona Beach, Fla.; led development of Future Track (later known as Commercial Airline Training Program)—zero-time students to type rating; director of MPL programs for Boeing Training and Flight Services and led development of Boeing’s MPL program; and was senior vice president of the Aerosim Flight Academy (formerly Delta Connection Academy).

Paul is a commercially rated pilot with over 6,000 hours and is rated to fly airplanes, airships, and balloons and was the first man to fly a balloon over Lake Michigan, first man to win back-to-back World Hot Air Balloon Championship titles, and has set (and still holds) numerous national and world records in helium airships.

He is married to Lindsey (a pilot) and has two sons, Paul III and Sean (also a pilot).

NOTES



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