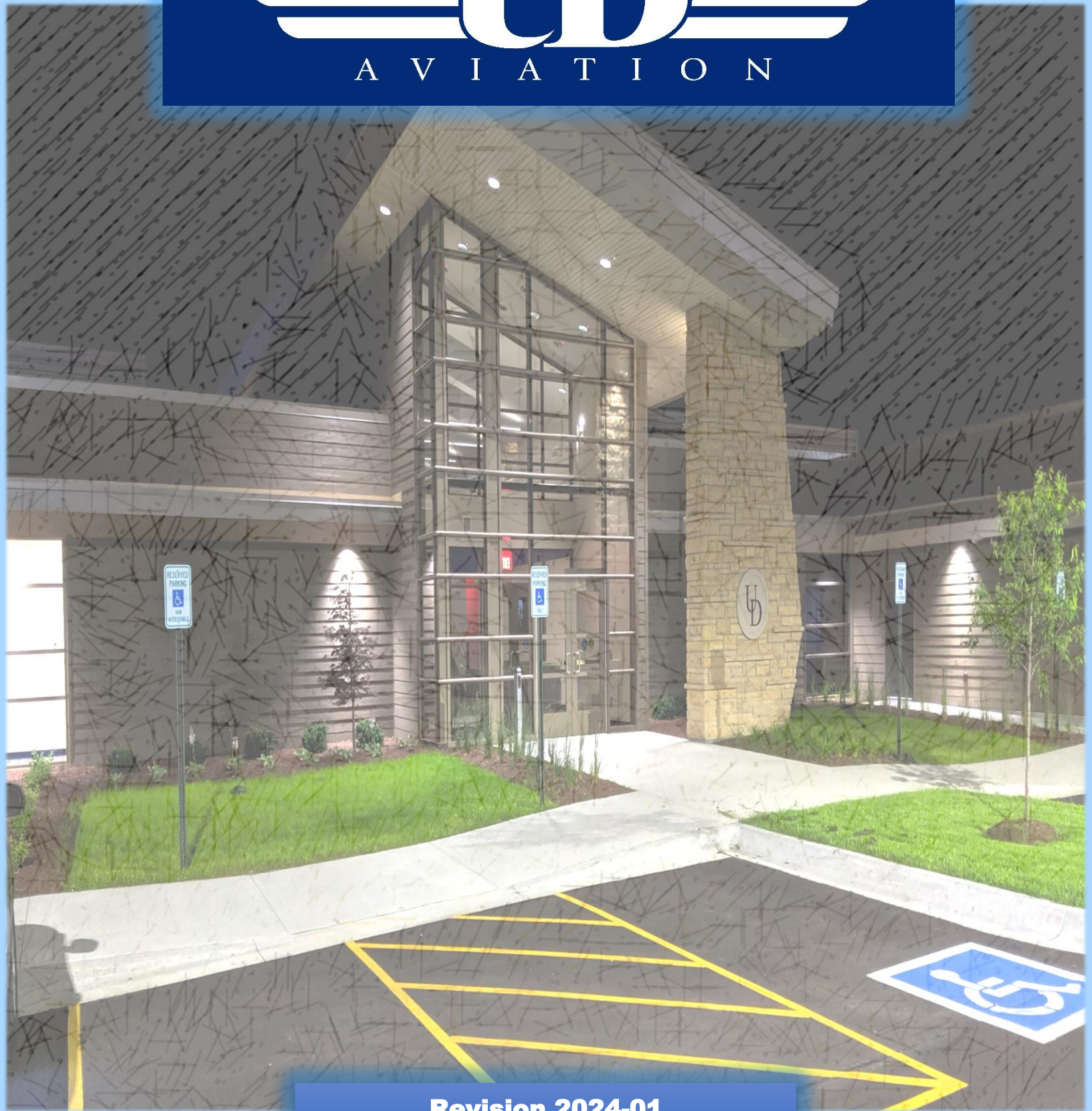


UNIVERSITY of DUBUQUE



A V I A T I O N



Revision 2024-01

(Effective June 1, 2024)

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Preamble

The intent of this handbook is to ensure that all stakeholders engaged within Aviation Programs at the University of Dubuque are aware of the policies, procedures, and expectations related to the Aviation Department's team, including all staff, faculty, adjuncts graduate-assistants, and work-study.

With safety at the forefront, this document will provide an approach to responsibilities, performance, and expectations for the program's Aviation Team. *This handbook will be used in conjunction with the Federal Aviation Regulations, University of Dubuque Employee Handbook, University of Dubuque Faculty Handbook, Aviation Safety & Operations Manual, Aviation Emergency Response Manual, and the Standard Operating Procedure (SOP) manuals.*

To achieve this end, everyone's responsibility is to ensure they are familiar with relevant publications, regulations, rules, policies, and procedures. Request for waivers or changes to the policies contained herein will be addressed to the Director of Human Resources and the Director of Aviation Programs.

The Aviation Program is designed to provide students, staff, and faculty, with reasonable practices that enhance safety, leadership, and scholarship. The Aviation Department has a robust safety and scholarly culture, and we need a foundation built on solid pillars to accomplish our mission. The following pillars will help us achieve the university's mission and the vision of the Aviation Program.

Integrity: Individuals that are authentic, candid, transparent, principled, and consistent in their engagement.

Accountability: Individuals that take ownership, demonstrate initiative, accept the consequences, conscientious, and are responsible.

Transcendence: Individuals that are appreciative, inspired, purposive, future-oriented, and optimistic.

Collaboration: Individuals that are team-oriented, cooperative, collegial, respectful, flexible, and interconnected.

Compassion: Individuals who are compassionate and caring engender an inclusive and healthy work environment approaching every situation with compassion and kindness and create a hospitable environment.

Scholarship: Individuals that create and provide a robust teaching and learning environment.

Mentor: Individuals that mentor and role model appropriate professional and ethical behavior.

Followership and Leadership: Individuals that practice engaging and humble followership culminating in authentic transformational leadership.

Randy Warm

Director of Aviation Programs

Use and Distribution of the Aviation Team Handbook

This handbook is a supplement to and will be used in conjunction with the University of Dubuque Employee Handbook and the Faculty Handbook. Additional information regarding employment policies and procedures are available in the University of Dubuque Employee Handbook and the Faculty Handbook.

The Aviation Department will disseminate team policies and expectations to all Aviation Program stakeholders through the Aviation Team Handbook, located on the shared drive, and distributed electronically to all Aviation Department staff, faculty, adjuncts, graduate assistants, and work-study. Applicable federal, state, and local laws or policies will supersede the provisions within this document. If there is inconsistency or incongruity between this handbook and the University of Dubuque Employee Handbook or the University of Dubuque Faculty Handbook, the Director of Human Resources and the Office of Academic Affairs must be consulted to reconcile the differences before the application of the provisions within this handbook.

Printed copies of the Aviation Team Handbook will be maintained at key locations as reference for all stakeholders including, but not limited to, Dispatch Desk, the CFI workspace, the offices of the Director of Aviation Programs, Director of Safety, Director of Operations, Director of Flight Operations, and the Director of Maintenance.

Documents that have been rescinded or superseded are retained on the Aviation Shared Drive. Printed copies may be obsolete. Therefore, it is the responsibility of anyone who retains a printed copy to ensure they have the current version of any documents.

Deviations to Policies and Procedures

In consultation with the Director of Human Resources and the other process owners or managers, the Director of Aviation Programs may approve temporary amendments to the Aviation Team Handbook or deviations to the provisions contained within it. Before any such deviations are implemented, they will be subject to review to ensure the process's integrity and applicability. Temporary amendments or deviations will be distributed via e-mail, and information on the conditions under which such deviations may, or must, be used if such considerations apply.

Disclaimer

Neither this handbook nor any of the contents or employment practices set forth herein create a contract of employment between the university and any Aviation Department team member. This handbook is not intended to create and should not be construed as creating an express or implied employment contract.

All Aviation Department Team members are “at-will” employees, and employment may be terminated with or without cause and with or without notice by either university or employee. The University of Dubuque retains the right to unilaterally modify, interpret or cancel in whole or in part any of the published or unpublished policies set within this document without notice or consideration to an employee.

Record of Changes

Revision: 2021-01 (Effective June 1, 2021)

Revised Section & Description:

ALL: Document created to align with new policies and procedures and Aviation Staff Manual is rescinded.

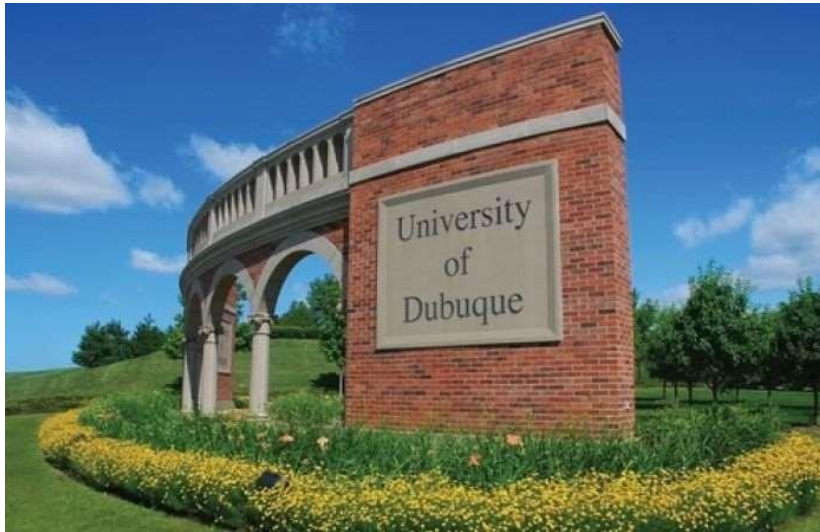
Revision: 2024-01 (Effective June 1, 2024)

Revised Section & Description:

ALL: Document created to align with new policies and procedures and Aviation Team Manual 2021 is rescinded.

SECTION 1:
ORGANIZATION AND
ADMINISTRATION

1.1.0 University of Dubuque Mission



The University of Dubuque is a private university offering undergraduate, graduate, and theological seminary degrees and other educational opportunities with the intention of educating and forming the whole person. The University is comprised of individuals from the region, our nation, and the world.

As a community, the University practices its Christian commitments by educating students, pursuing excellence in scholarship, challenging students to live lives of worth and purpose, and preparing students for service to the church and the world.

Therefore, the University of Dubuque is committed to:

- A hospitable Christian environment which respects other faith traditions;
- Relationships which encourage intellectual, spiritual, and moral development;
- Excellence in academic inquiry and professional preparation;
- A diverse and equitable community where Christian love is practiced;
- Stewardship of all God's human and natural resources;
- Zeal for life-long learning and service.



1.2.0 Aviation Department Mission

The aviation programs provide students with the academic and professional tools needed to achieve success in the constantly changing aviation industry. The mission of the Aviation Department is to provide students with the professional skills that allow for success in all segments of the aviation industry while enhancing their critical thinking and decision-making skills. The Aviation Department supports the University of Dubuque Mission by establishing excellence in professional preparation, fostering a zeal for life-long learning, focusing on the development of professional skills enhanced by technology and integrated with safety practices, and characterized by fiscal prudence with quality equipment and facilities.

1.3.0 Aviation Department Vision

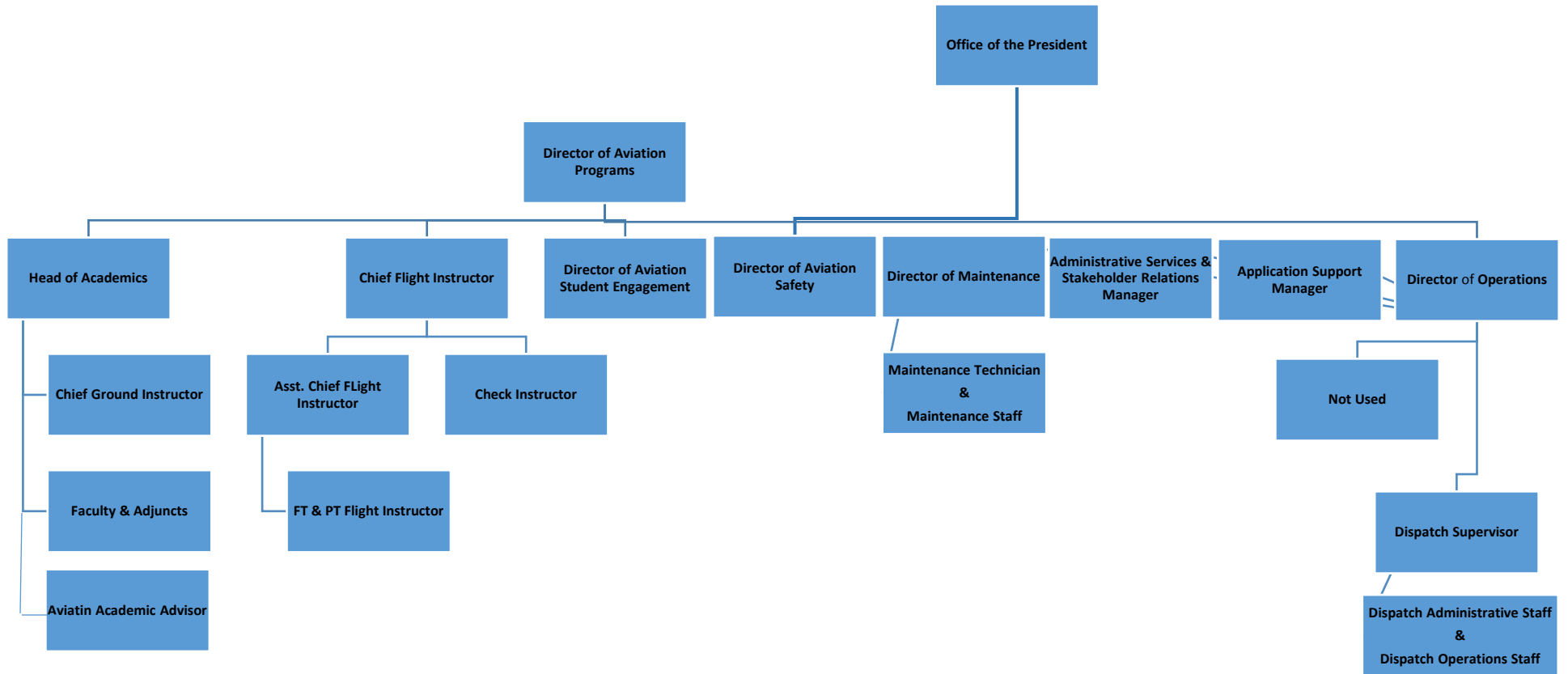
- Sustaining a professional, healthy and enjoyable environment where students, staff, and faculty are valued, given the opportunity to grow, and where diversity of thought is encouraged.
- Instilling an exceptional work ethic where integrity, safety, and risk mitigation are the central core of the program, and transparency, community service, life-long learning, fairness, and compassion are practiced.
- Continuing our work to build a world-class aviation program supporting our students in their career endeavors.

1.4.0 Code of Conduct

I commit to conducting myself in the following manner throughout my life and career:

- Acting in a manner that mitigates and manages risk and behaves in a safe manner.
- Acting professionally and ethically and working towards excellence.
- Upholding a high level of integrity, honesty, accountability, and trustworthiness.
- Developing and exercise good judgment, avoid taking unnecessary risks, or being complacent.
- Learning and training to a proficiency beyond the minimum requirements.
- Being compassionate, respectful, maintaining a positive attitude, and being a good steward of the environment.
- Utilizing technology as needed and avoid overreliance or abuse.
- Being prepared, utilizing checklists, and being diligent about managing and utilizing time.
- Following and adhering to all laws, regulations, rules, and procedures.
- Being a good steward of all resources and operating equipment and aircraft in a manner that will not cause harm, damage, or unnecessary maintenance.

1.5.0 Organizational Structure



1.6.0 TEAM RESPONSIBILITIES

1.6.1 Director of Aviation Programs

The Director of Aviation Programs is the head of the Aviation Department and Aviation Programs. Responsibilities include, but not limited to:

- Representative of the Aviation Department at the university level.
- Provide leadership and management of all Aviation Program activities.
- Strategic planning and oversight of academics at the undergraduate & graduate level.
- Provide guidance and oversight for the Safety Management Systems program and safety culture.
- Planning and oversight of the department budget & all financial activities.
- Planning and oversight for equipment purchase, leasing, sales, etc.
- Representative for the university at industry trade organizations and other institutions.
- Provide leadership and manage industry and investor relations.
- Coordinate academic accreditation assessment and associated activities.
- Provide leadership and oversight of Part 141 and FAA Air Agency Certification compliance and other related activities.
- Manage and maintain the FAA LOA requirements and RATP oversight.
- Primary FAA Airman Certification Representative (ACR) for the University.
- Manage Aviation Department academic/operational issues, program changes, auditing/signing graduation applications, etc.
- Manage department faculty & staff, including recruiting, performance reviews, and associated tasks.
- Support the Director of Aviation Safety to ensure compliance with SMS requirements.
- Engage in life-long learning and scholarship opportunities to continuously enhance the Aviation Program and furtherance of the safety culture
- Perform other duties as assigned in support of the University's *mission*.

1.6.2 Director of Aviation Safety

The Director of Safety is responsible for safety risk management within the Aviation Department and reports to the Director of Aviation Programs with a direct line to the University President. Responsibilities include, but not limited to:

- Advocate and lead all efforts to ensure compliance with safe operations.
- Implement and manage all aspects of the Safety Management Systems (SMS), and promote the establishment of a robust, effective, and non-punitive safety culture.
- Maintain an integrated safety standard operating procedure, a robust tracking and analysis system in compliance with policies, regulations, and the SMS.
- Report safety concerns and issues to the Director of Aviation Programs and the Office of the President.
- Ensure accessibility, actively engage with and provide guidance to all department heads, flight staff, and students to ensure safe operations.
- Interfaces routinely with ATC, airfield operations, and other airport stakeholders to ensure safe practices for all UD flights.
- Assist with the management of the Aviation Department's drug and alcohol program
- Attend CFI meetings and standardization activities as needed, in addition to coordinating and managing all safety-related meetings.

- Engage in life-long learning and scholarship opportunities to continuously enhance the Aviation Program and furtherance of the safety culture
- Perform other duties as assigned in support of the University's *mission*.

1.6.3 Head of Academics

The Head of Academics will assist the Director of Aviation programs with managing, planning, and updating the academic program and related activities. Responsibilities include, but not limited to:

- Assist Director of Aviation Programs with academic planning, program changes, and reviewing graduation applications (undergraduate & graduate).
- Mentoring and providing guidance to Faculty and Academic Advisors
- Assigning students to faculty advisors and providing advisors with necessary mentoring.
- Manage course schedules, instructor assignments, and course requirements for the department.
- Coordinate academic accreditation assessments and related activities.
- Manage adjunct instructor recruiting and selection
- Provide documentation for SACM students or other academic documentation as required.
- Assist Dept. Head with managing and maintaining the FAA LOA requirements for the RATP.
- Support the Director of Aviation Safety to ensure compliance with SMS requirements.
- Engage in life-long learning and scholarship opportunities to continuously enhance the Aviation Program and furtherance of the safety culture
- Perform other duties as assigned in support of the University's *mission*.

1.6.4 Director of Operations

The Director of Operations will be responsible for managing the Babka Aviation Learning Center (BFC) and other UD Aviation Airport facilities and reports to the Director of Aviation Programs. Responsibilities include, but not limited to:

- Assist Director of Aviation Programs and manage the budget, insurance, and equipment purchase/contracts.
- Day-to-day management and oversight of dispatch operations.
- Day-to-day management and oversight of vendor and operational contracts.
- Assist with managing Aviation Program requirements for fixed-wing, rotor-wing, and UAS in coordination with the Chief Flight Instructor, Chief Ground Instructor, and the Asst. Head - Academics.
- Ensure Part 141 and FAA Air Agency Certification compliance.
- Assist Chief Flight Instructor and Director of Aviation Programs with managing operations and staff.
- Assisting with accreditation assessments.
- Support the Director of Aviation Safety to ensure compliance with SMS requirements.
- Engage in life-long learning and scholarship opportunities to continuously enhance the Aviation Program and furtherance of the safety culture
- Perform other duties as assigned in support of the University's *mission*.
- Monitor all flight-related activity to ensure dispatch reliability.
- Approve all cross-country flights, review weather, flight plans, and flight risk assessment documents before dispatching aircraft.
- Coordinate maintenance-related activities with the aviation maintenance staff and dispatch.

- Ensure data integrity and tracking information needed for the flight program (FSP).
- Conduct CRJ Training as an Instructor for student CRM classes as needed.
- Engage in life-long learning and scholarship opportunities to continuously enhance the Aviation Program and furtherance of the safety culture.
- Perform other duties as assigned in support of the University's *mission*.

1.6.5 Director of Aviation Student Engagement

The Director of Aviation Student Engagement will report to the Director of Aviation Programs and is accountable to the Head of Academics, and Chief Flight Instructor to ensure student engagement within flight training acculturation into the aviation program. Responsibilities include, but not limited to:

- Assist the Director of Aviation Programs, Head of Academics, Director of Operations, and the Chief Instructor with operations, compliance, and related tasks.
- Provide student advising support as needed, as well as interface with the first-year advising process.
- Advise/Mentor students on their flight accounts to ensure positive balance and financial literacy.
- Manage activities related to student scholarships, career opportunities for students, and interface with career services on related activities.
- Liaising with industry professionals and managing internships for the Aviation Department.
- Assist with retaining flight staff and students and promoting a healthy, professional, and fun working environment.
- Act as a secondary Airman Certification Representative (ACR) and assist with operational planning.
- Support the Director of Aviation Safety to ensure compliance with SMS requirements.
- Engage in life-long learning and scholarship opportunities to continuously enhance the Aviation Program and furtherance of the safety culture.
- Perform other duties as assigned in support of the University's *mission*.

1.6.6 Chief Flight Instructor

The Chief Flight Instructor is responsible for all flight training activities and will mentor all flight instructors and reports to the Director of Aviation Programs. The Chief Flight Instructor is the principal point-of-contact to the Federal Aviation Administration (FAA), the Transportation Security Administration (TSA), local Air Traffic Control facility, and airfield operations for the University of Dubuque. Responsibilities include, but not limited to:

- Manage flight training and compliance requirements under Part 141 and other applicable regulations.
- Conduct initial and recurrent flight standardization checks as prescribed by Part 141.
- Ensure syllabi and other documents comply with required regulations and policies
- Maintenance of a flight standardization program includes instructor pilot qualifications, proficiency checks, course assignments, aircraft assignments, check instructor authorizations, assignment of stage-check and end-of-course authorizations, and evaluations.
- Submits grades to the registrar's office upon completing each flight training course and reviews each Training Course Outline (TCO) to certify those documents as completed.
- Assist Director of Safety, Director of Operations with compliance and day-to-day operational oversight.
- Provide mentoring, guidance, and leadership to flight instructors
- Manage standardization, end-of-course evaluations, and other operational needs.

- Coordinate with the Director of Safety, Director of Operations, Director of Maintenance, and Director of Flight Operations to ensure adequate maintenance procedures exist and coordinate routinely with staff for compliance.
- Act as the primary point of contact for the FAA, interfaces routinely with ATC, airfield operations, and commercial operators.
- Lead regular CFI meetings and organize an annual standardization meeting before the start of each Fall Semester.
- Support the Director of Aviation Safety to ensure compliance with SMS requirements.
- Engage in life-long learning and scholarship opportunities to continuously enhance the Aviation Program and furtherance of the safety culture
- Perform other duties as assigned in support of the University's *mission*.

1.6.7 Chief Ground Instructor

The Chief Ground Instructor is responsible for all ground school activities and will mentor all ground school course faculty. The Chief Ground Instructor is the secondary point of contact to the Federal Aviation Administration (FAA). Responsibilities include, but not limited to:

- Ensure compliance with Title 14 CFR part 141 applicable to ground school training, other regulatory policies, and the SMS.
- Management of all ground school course activities and Training Course Outlines (TCO).
- Ground Course instructor authorization, end-of-course evaluation, and authorization
- Ensure compliance with record-keeping related to ground school courses and maintenance of a ground school standardization.
- Coordinate the needs of the program with the Head of Academics to ensure adequate course coverage for all ground school courses offered by the Aviation Program.
- Support the Director of Aviation Safety to ensure compliance with SMS requirements.
- Engage in life-long learning and scholarship opportunities to continuously enhance the Aviation Program and furtherance of the safety culture.
- Perform other duties as assigned in support of the University's *mission*.

1.6.8 Assistant Chief Flight Instructor

Assistant Chief Flight Instructors are supervised by the Chief Flight Instructor and will mentor Flight Instructors. Responsibilities include, but not limited to:

- In the absence of the Chief Flight Instructor, Assistant Chief Instructors will ensure the daily activities of flight training are conducted in a safe and professional manner.
- Perform all duties prescribed in Title 14 CFR part 141.
- Administer stage-checks and end-of-course evaluations as authorized.
- Mentor and supervise flight instructors as assigned by the Chief Flight Instructor.
- Conduct instructor initial and annual recurrent flight checks as prescribed by Title 14 CFR part 141.
- Ensure quality assurance of student records and other duties assigned by the Chief Flight Instructor.
- Support the Director of Aviation Safety to ensure compliance with SMS requirements.
- Engage in life-long learning and scholarship opportunities to continuously enhance the Aviation Program and furtherance of the safety culture.
- Perform other duties as assigned in support of the University's *mission*.

1.6.9 Check Instructor & Stage-Check Instructor

Chief Flight Instructor supervises Check Instructors and Stage-Check Instructors. Check Instructors may conduct the duties associated with Check Instructor's position when authorized in writing by the FAA for specific training and stage-checks courses. Responsibilities include, but not limited to:

- Scheduling and administering stage-check and check-rides when authorized and assigned by the Chief Flight Instructor.
- Support the Director of Aviation Safety to ensure compliance with SMS requirements.
- Engage in life-long learning and scholarship opportunities to continuously enhance the Aviation Program and furtherance of the safety culture.
- Perform other duties as assigned in support of the University's *mission*.

1.6.10 Flight Instructor

The Chief Flight Instructor supervises flight Instructors through an Assistant Chief Flight Instructor. Responsibilities include, but not limited to:

- Meet training standards and all applicable 14 CFR Part 141 or 61 training requirements.
- Perform all flight instructor-related responsibilities in relation to training requirements.
- Mentor and guide students as it relates to their career and professional goals.
- Ensure aircraft is appropriately signed out, airworthy and serviceable for any flight.
- Ensure that all weather and other conditions stated in the Aviation Safety & Operations Manual are met for Flight training.
- Support the Director of Aviation Safety to ensure compliance with SMS requirements.
- Engage in life-long learning and scholarship opportunities to continuously enhance the Aviation Program and furtherance of the safety culture.
- Perform other duties as assigned in support of the University's *mission*.

1.6.11 Director of Maintenance

The UD Director of Maintenance is responsible to the Director of Aviation Programs for ensuring that the aircraft available are safe and maintained under applicable FARs and policies of the University of Dubuque.

Responsibilities include, but not limited to:

- Manage and oversee all maintenance functions of UD aircraft, simulators, FTDs, and operations-related equipment, including creating or updating any documentation or database.
- Manage supplies and inventory needs to ensure timely maintenance operations.
- Coordinate hangar/facilities maintenance with Dubuque Regional Airport maintenance personnel and/or UD maintenance personnel as needed.
- Work with the Director of Operations for flight schedule planning of aircraft usage.
- Assist the Director of Operations with managing vendor contracts.
- Provide monthly maintenance reports to the Director of Operations.
- Manage and mentor maintenance staff.
- Support the Director of Aviation Safety to ensure compliance with SMS requirements.

- Engage in life-long learning and scholarship opportunities to continuously enhance the Aviation Program and furtherance of the safety culture.
- Perform other duties as assigned in support of the University's *mission*.

1.6.12 Maintenance Assistants

The Maintenance Assistants will report to the Director of Maintenance and is accountable to the Director of Operations. Responsibilities include, but not limited to:

- Assist the Director of Maintenance with managing all tasks related to the maintenance of aircraft, simulators, aviation department ground support equipment, and UD airport facilities.
- Performing basic, 50-hour, and 100-hour maintenance tasks as needed.
- Ensure all aircraft maintenance logbooks (airframe, engine, propeller, etc.), Pilots Operating Handbook, pilot's guides, onboard quick reference guide are maintained.
- Review aircraft squawk sheets to determine serviceability in conjunction with maintenance providers and any trends that need to be addressed.
- Updating navigation and other databases as required, retrieving flight data from aircraft, and uploading to the server for SMS purposes.
- Coordinate hangar and ramp maintenance with Dubuque Regional Airport maintenance personnel or UD maintenance personnel as appropriate to ensure issues are resolved in a timely manner.
- Coordinate and communicate with dispatch and flight staff for aircraft to be ferried for maintenance, scheduled and unscheduled maintenance updates, and any flight training scheduling impacts.
- Ensure daily that the tachometer hours are accurate and maintenance records are updated as required, and help identify any flight or maintenance meter discrepancies.
- Assist with training operations staff as needed.
- Support the Director of Aviation Safety to ensure compliance with SMS requirements.
- Engage in life-long learning and scholarship opportunities to continuously enhance the Aviation Program and furtherance of the safety culture.
- Perform other duties as assigned in support of the University's *mission*.

1.6.13 Supervisory Pilot

The supervisory pilot is responsible to the Chief Pilot and Assistant Chief Pilots. Each flight shift is authorized one Supervisory Pilot and will perform supervisory duties as directed by the Chief or Assistant Chief Pilots.

- All duties as assigned by the chief or assistant chief pilots.
- Maintain CFI student load as directed by the chief pilot.

1.6.14 Dispatch Supervisor

The Dispatch Supervisor is responsible to the Director of Flight Operations. Responsibilities include, but not limited to:

- Coordinate and manage all functions related to the dispatch and flight/simulator operations functions.
- Schedule and maintain a robust and efficient flight/simulator schedule.
- Supervise, mentor, and manage all dispatch staff.
- Ensure flight instructors and students meet currency and endorsement requirements before dispatching of aircraft.

- Support the Director of Operations and the Director of Maintenance in all flight operations-related activities.
- Support the Director of Aviation Safety to ensure compliance with SMS requirements.
- Engage in life-long learning and scholarship opportunities to continuously enhance the Aviation Program and furtherance of the safety culture.
- Perform other duties as assigned in support of the University's *mission*.

1.6.15 Dispatch Administrative Staff

The Dispatch Administrative Staff will report to the Dispatch Supervisor and is accountable to the Director of Operations. Responsibilities include, but not limited to:

- Assist the Director of Aviation Programs, Director of Operations, and the Chief Instructor with operations, compliance, and related tasks.
- Process instruction and flight account billing for students, ensure accuracy of records, enter student/staff information into databases, and manage related records and information.
- Assist the Dispatch supervisor with managing tasks related to the scheduling and dispatching of aircraft and simulators and any Dispatch Operations staff-related responsibilities.
- Support the Director of Aviation Safety to ensure compliance with SMS requirements.
- Engage in life-long learning and scholarship opportunities to continuously enhance the Aviation Program and furtherance of the safety culture.
- Perform other duties as assigned in support of the University's *mission*.

1.6.16 Dispatch Operations Staff

The Dispatch Operations Staff will report to the Dispatch Supervisor and is accountable to the Director of Operations. Responsibilities include, but not limited to:

- Assist the Dispatch supervisor with managing tasks related to the scheduling and dispatching aircraft and simulators and any dispatch operations-related responsibilities.
- Verify flight plans, review weather, track aircraft, maintain necessary records, and provide reports as needed.
- Communicate with students, flight instructors, and other operations staff on scheduling and dispatch needs and coordinate all related activities.
- Open and close the Babka Aviation Learning center and other UD facilities.
- Coordinate maintenance-related activities and squawking of aircraft with the aviation maintenance staff.
- Assist with aircraft push/pull responsibilities if needed and coordinate stacking of aircraft.
- Support the Director of Aviation Safety to ensure compliance with SMS requirements.
- Engage in life-long learning and scholarship opportunities to continuously enhance the Aviation Program and furtherance of the safety culture.
- Perform other duties as assigned in support of the University's *mission*.

1.6.17 Administrative Services and Stake Holder Relations Manager

The Administrative Services and Stakeholder Relations Manager is responsible to the Director of Aviation Programs and works closely with all the aviation program departments to support ongoing activities.

Responsibilities include, but not limited to:

- Assist Aviation Programs leadership in coordinating all budget-related activities, including invoicing, bill payments, and managing vendor contracts.
- Create and manage reports related to the budget and operations of the Aviation Program to assist with planning and decision-making.
- Assist Aviation Programs leadership with managing paperwork required for FAA, other organizational compliance, HR documentation, and other UD required paperwork.
- Assist the Director of Aviation Programs in managing all social media, promotional activities of department events, and updating the department website.
- Manage activities related to stakeholder relationships, including industry representatives and vendors.
- Assist with retaining flight staff and students and promoting a healthy, professional, and fun working environment.
- Support the Director of Aviation Safety to ensure compliance with SMS requirements.
- Engage in life-long learning and scholarship opportunities to continuously enhance the Aviation Program and furtherance of the safety culture.
- Perform other duties as assigned in support of the University's *mission*.
- Update aircraft, rental rates, activity charges

1.6.18 Application Support Manager

The Application Support Manager is responsible to the Director of Aviation Programs and works closely with all the aviation program departments to support ongoing activities. Responsibilities include, but not limited to:

- Flight Schedule Pro (FSP) coordinator between vendor and aviation department
- Manage users of FSP and assign privileges
- Maintain student FSP training folders
- Monitor student flight progress using FSP in coordination with chief pilots
- Coordinate with Chief Pilots and Aviation Academic Advisor for student flight block scheduling
- Provide administrative (HR) support services to the Aviation Department
- Manage assigned software application, new releases, user access, and training
- Answer queries and resolves issues with the software application
- Provide support to mitigate software adoption barriers, technical issues
- Support the Director of Aviation Safety to ensure compliance with SMS requirements.
- Engage in life-long learning and scholarship opportunities to continuously enhance the Aviation Program and furtherance of the safety culture.
- Perform other duties as assigned in support of the University's *mission*.

1.6.19 Aviation Academic Advisor

The Aviation Academic Advisor is responsible to the Head of Academics and works closely with campus staff and department staff to support student academic advising activities. Responsibilities include, but not limited to:

- Work closely with the Center for Advising to collaborate on academic advising and student needs

- Tracking student progress and assisting with student engagement and interventions
- Providing training and guidance to department faculty advisors
- Assisting the Center for Academic Advising with first-year advising and student registrations
- Managing the assignment of students to faculty advisors
- Assisting with organizing and implementing Aviation Registration Days on campus
- Meeting with prospective students
- Overseeing and managing prior flight training credit for flight operations students
- Assisting with transfer students for scheduling and crediting transfer classes
- Providing training and guidance to other faculty advisors

SECTION 2:
GENERAL POLICIES
AND PROCEDURES

2.1.0 Employment Policies

2.1.1 Alcohol and Drug Policy

The University of Dubuque Aviation Program has a Drug and Alcohol policy. All team members employed within the Aviation Department or Aviation Programs are required to comply with this policy and will be administered by the Director of Safety in collaboration with the University of Dubuque's Health Service Administrator or Human Resources Department. **Drug and alcohol testing is conducted in compliance with the DOT and FAA guidelines and rules.** All team members must review the policy outlined in the Aviation Safety & Operations Manual. The Aviation Safety & Operations Manual applies the policies and procedures to all team members employed within the Aviation Department or Aviation Programs.

2.1.2 Wellness, Mental Health, and Brain Health

The University of Dubuque Aviation Program places emphasis on the health and well-being of all our stakeholders. The brain's health and well-being are just as important as the rest of the body's health. Taking steps to protect your mental and brain health is critical to enjoying a fulfilling, productive career and maintaining an active and meaningful life. If a team member requires assistance in this area or has a concern about another team member's wellbeing, they must communicate that information with the Director of Safety, Director of Aviation Programs, Coordinator of University Safety and Awareness, or the Director of Human Resources.

2.1.3 Administrative Actions, Traffic and Non-Traffic Violations or Convictions

In line with the industry expectations, the University of Dubuque Aviation Program has a standard of behavior expectations, and it requires all stakeholders to act in a professional and lawful manner. Therefore, any violations or convictions related to administrative actions, traffic, and non-traffic incidents must be reported to the Director of Aviation Safety & Operations for review. All team members should review this policy outlined in the Aviation Safety & Operations Manual.

2.1.6 Harassment, Bullying, Intimidation and Retaliation

The Aviation Department is committed to maintaining a healthy environment in which people are treated with dignity, decency, and respect. This commitment is central to the University's and the Aviation Department's mission and vision. Accordingly, the Aviation Department has a Non-Discrimination, Anti-Harassment, Anti-Bullying, Anti-Intimidation, and Anti-Retaliation policy for enforcement at all levels to create an environment free from discrimination, harassment, bullying, retaliation, physical or sexual assault.

See the UD Employee Handbook and the Faculty Handbook for additional information.

2.1.4 Violation of Policies and Procedures

University of Dubuque Aviation Program practices and emphasizes a “Just Safety Culture” philosophy. When mishaps or deviations from correct/intended actions occur, they fall into three categories: human error, at-risk behavior, or reckless behavior. All team members should review this policy outlined in the Aviation Safety & Operations Manual.

In cases of **human error**, it is recognized that the individual did not intentionally deviate from intended actions. These are considered mistakes, slips, and lapses. If it is determined that the team member's actions fall within this category, no punitive action will be instituted in response. The team member will meet with their supervisor and be mentored on preventing future mishaps from occurring.

In cases of **at-risk behavior**, policies/procedures may have been violated, and it is determined that these actions were intentional in some capacity. However, the magnitude of the deviation is not to the degree of being considered reckless. In these cases, the team member will be coached by their supervisor or the Director of Aviation Programs on how to improve and the importance of complying with policies/procedures.

In cases of **reckless behavior**, it is determined that the individual's actions were intentional and/or reckless in nature. That is, the deviation from policies or procedures was of the magnitude that potential for harm, damage, injury, or rules violations was possible. In these cases, for flight instructors or aviators, flying privileges at the University of Dubuque may be suspended for up to 90 semester-days for each occurrence, and/or a written warning will be added to their employee file. Other team members may be temporarily suspended from work, and/or a written warning will be added to their employee file. Additionally, the team member may be financially liable for any damage incurred to UD aircraft or property. The Director of Aviation Programs or the Vice President for Academic Affairs will make the monetary amount determination. Multiple occurrences may result in an indefinite suspension of flying privileges at the University of Dubuque and/or employment termination and/or revocation of access to the Babka Aviation Learning Center (BFC) and its facilities.

The Director of Safety or the Director of Aviation Programs will determine which type of behavior a given incident gets assigned in conjunction with the operation process owner. In extreme cases, higher-level individuals such as the Vice President for Academic Affairs or the President of the University may be involved in the determination process. Any action taken by the Aviation Department may be appealed. The first appeal will be to the Human Resources Department and the Director of Aviation Programs. Successive appeals may be made to the Office of Academic Affairs.

2.2.0 Employment Processes

2.2.1 Hiring Process

All team members within the Aviation Department must complete an interview and a background check before being offered employment. The interview process and number of interviews will vary depending on the position.

- Vice President for Academic Affairs will conduct and manage all faculty, Head of Academics, and Director of Aviation Programs hiring processes, which will require a minimum of the following:
 - Interview with the Vice President for Academic Affairs
 - Interview with the Director of Aviation Programs and the Head of Academics
 - Interview with Aviation Department Faculty
 - Interview with Human Resources

- The Director of Aviation Programs will conduct and manage Director of Safety, Director of Operations, Administrative Services and Stake Holder Manager, Director of Maintenance, Dispatch Supervisor, Application Support Manager, and Chief Flight Instructor hiring processes, which will require a minimum of the following:
 - Interview with the Director of Aviation Programs
 - Interview with the Vice President for Academic Affairs or designee
 - Interview with Aviation Department Faculty or other operations team members
 - Interview with Human Resources

- Designated Department heads will conduct and manage all other hiring processes with the guidance from the Director of Aviation Programs, which will require a minimum of the following:
 - Interview with the designated manager/supervisor
 - Interview with Human Resources

2.2.2 Contracts, Appointments, and Compensation

All team members within the Aviation Department will be issued contracts or letters of appointment to establish their responsibilities, obligations, and pay rates. Faculty contracts will be issued by the Vice President for Academic Affairs. Human Resources will issue all other team member contracts.

All full-time and part-time staff will be on a 90-day probationary period from the initial date of hire/work. Pay rates and additional benefits for Flight Instructors and Assistant Chief Flight Instructors are outlined in section 3.1.4

2.2.3 Onboarding and Training

All team members within the Aviation Department will have a required onboarding and initial training process. Additionally, every 12 calendar months, Aviation Department Team members will have other required and voluntary training, professional development, and scholarship opportunities. The process is outlined in the Aviation Staff Handbook (Rev 2024-01)

Onboarding Checklist for the Aviation Department. Staff members may have additional training or orientation requirements by Human Resources or the Vice President for Academic Affairs.

Additionally, new faculty or adjunct faculty will be assigned a faculty mentor by the Head of Academics as part of the onboarding.

All staff requiring a Transportation Security Agency (TSA) badge will work through the Director of Operations and the Dubuque Airport

2.2.4 Mission Assessment or Performance Reviews

To ensure excellence in education and meet all mission and strategic goals, all team members within the Aviation Department must complete periodic Mission Assessments (staff) and Faculty Reviews or Classroom Observations (faculty).

- Supervisors or department managers will conduct Mission Assessments within the first 90-days of employment for all full-time and part-time staff members. Any staff member not meeting the minimum 90-day expectations or has deficiencies may be terminated from employment. Subsequently, Mission Assessments will be conducted annually within 30 days of the Aviation Staff member's work-anniversary date.
- Supervisors or department managers will conduct regular informal meetings with Aviation Department Team members to discuss their performance and other work-related items.
- The Head of Academics or their designee will conduct Classroom Observations for all new Faculty and Adjunct-Faculty within the first semester of teaching. Subsequently, Classroom Observations will be conducted every 24 to 36 calendar months, or as needed.
- The Head of Academics will review and discuss Student Course Evaluations within 30-days of the end of the semester with all Faculty and Adjunct Faculty.
- End of Academic Year faculty reviews will be conducted as needed by the Dean or the Vice President for Academic Affairs.

2.2.5 Unsatisfactory Performance and Disciplinary Action

If Faculty or Adjunct Faculty does not meet the expectations or has unsatisfactory performance reviews, the Head of Academics or the Director of Aviation will consult with the Dean or Vice President for Academic Affairs before taking appropriate action. Faculty expectations and guidance is outlined in the Faculty Handbook.

If an Aviation Team member does not meet expectations or has unsatisfactory performance reviews, the supervisor or department manager will utilize the process outlined within the UD Employee Handbook and must be documented.

2.2.6 Termination of Employment

All team members within the Aviation Department should provide adequate notice before voluntary termination (resignation) of their employment. A minimum of two weeks of written notification or e-mail notification to a supervisor or department manager is required for all Aviation Department Team member members. Faculty members will follow the Faculty Handbook and will be required to notify the Head of Academics in writing of their intentions.

- ➔ All team members voluntarily terminating their employment will be invited to participate in an exit interview. Participation is at the discretion of the team member, although highly encouraged. Feedback from these interviews are utilized to make policy and procedural changes and to make improvements to work-life.
- ➔ The Human Resources Department will compile all feedback provided during these exit interviews and provide necessary or relevant information to the Director of Aviation Programs and/or the Vice President for Academic Affairs. Information provided will be anonymous, and the identity of the team member will be protected.

The process for involuntary employment termination is outlined in the UD Employee Handbook.

2.3.0 General Policies and Procedures

2.3.1 Equal Opportunity

The Aviation Department is committed to and accountable for Equal Opportunity. For additional information, refer to the UD Employee Handbook.

- We embrace individual uniqueness, provide equitable opportunities, foster a culture of inclusion, and engage all individuals to help them thrive.
- We will foster and maintain a safe environment of respect, compassion, and inclusion for all Aviation Program stakeholders and the University of Dubuque.
- We will ensure fair and equal access to our programs, resources, and services.
- We will ensure that all of our policies, procedures and practices are inclusive and equitable.
- We will advance and build our team by assessing hiring practices and mission review procedures to attract, retain, and develop talented Aviation Department Team members, and faculty from diverse backgrounds and experiences.

2.3.2 Confidentiality, FERPA, and IDEA

The federal Family Educational Rights and Privacy Act (FERPA) and the federal Individuals with Disabilities Education Act (IDEA) mandate that education records and personally identifiable information in education records relating to students and their families be maintained as confidential.

Generally, **education records** are records directly related to the student and maintained by the University of Dubuque and the Aviation Department or by a party acting for the agency or institution. **Personally identifiable information** includes the student's name; the name of the student's parents or other family members; the address of the student or family; a personal identifier, such as the student's social security number or student number; other information that is linked or linkable to a specific student that would allow a reasonable person to identify the student with reasonable certainty.

Educational records and personally identifiable information include, but are not limited to, the information contained within the student's academic records, MyUD, Moodle, AIMS, Training Course Outlines, or any other documents or electronic software maintained by the University of Dubuque and the Aviation Department.

Generally, education records or personally identifiable information may be disclosed to a third party **only with the student's prior written consent**. Unless such consent is obtained, the discussion, use, duplication, dissemination, or access of education records or personally identifiable information is limited to job-related, legitimate educational interests.

Please consult the Head of Academics, the Director of Aviation Programs, the Director of Aviation Student Engagement, the Chief Flight Instructor, the Chief Ground Instructor, or the Registrar's office before disclosing or discussing student information with third-party individuals.

2.3.3 Ancillary Employment Opportunities

All Aviation Team members must have prior approval from their supervisor or manager and Director of Aviation Programs or the Vice President for Academic Affairs for any additional internal or external employment opportunities outside of their primary responsibilities/contract. Employment responsibilities and obligations within the University of Dubuque must take precedence over all other employment opportunities. Outside employment opportunities must not interfere with regular business or operations and must not create a conflict of interest.

2.3.4 Community Service and Volunteer Opportunities

All Aviation Team members are highly encouraged to volunteer for community service and volunteer opportunities. Team members do not need to notify their supervisor or manager of these opportunities unless they negatively impact, interfere, or conflict with work expectations or responsibilities.

2.3.5 Security Awareness Training

- All team members within the Aviation Department will receive initial security awareness training before starting their duties or responsibilities.
- Additionally, within 60 days of starting their job with UD, the following campus personnel will receive initial TSA security awareness training from the Director of Aviation Safety or designee.
 - Dean of Admission
 - Director, International Admission
 - Director, Student Accounts & Loans
 - Ground School Instructors
 - University of Dubuque Security personnel
- Initial Training Records
 - **Flight Instructors:** Director of Aviation Safety or designee will ensure all flight instructors complete the web-based TSA Security Awareness Training before being assigned, students. The record will be maintained in the flight instructor's standardization record.
 - **Academic Course Ground Instructors or faculty:** Director of Aviation Safety or designee will ensure all academic ground instructors complete the web-based TSA Security Awareness Training before starting an academic course. The record will be maintained in the ground instructor standardization record.
 - **Campus and Aviation Facilities Personnel other than Ground Instructors:** Director of Aviation Safety or designee will ensure all personnel not identified as flight or ground instructors receive TSA Security Awareness Training. A record of that training will be maintained in the Aviation Business Office at the Babka Aviation Learning Center.
- The University of Dubuque will utilize the provisions of 49 CFR 1552.23 for recurrent security awareness training. In general, recurrent training will follow the following format:
 - Review security procedures with emphasis on recent changes.
 - Identify all security violations during the past 12 calendar months and brief potential future problems.

- Clarify threats and solicit discussion on future threats.
 - Identify future security plans and procedures and solicit discussion on additional security needs.
- Recurrent Security Awareness Training: All recurrent training will be the Director of Aviation Safety or the designee's responsibility. This individual will ensure all recurrent training is documented utilizing the appropriate forms.
- Records of initial and recurrent training will be maintained for a minimum of 12 calendar months after the departure of any UD employee.

2.3.6 Social Media Policy

Social media can be a fun and rewarding way to share your life and opinions with family, friends, and co-workers. However, the use of social media also presents risks and carries with it specific responsibilities. See the UD Employee handbook for additional information.

Ultimately, you are solely responsible for what you post online. Before creating online content, consider some of the risks and rewards that are involved. Keep in mind that any of your conduct that adversely affects your job performance, the Aviation Department Team's performance, or otherwise adversely affects stakeholders of the University of Dubuque's legitimate business interests may result in disciplinary action up to and including termination.

SECTION 3:
DEPARTMENTAL
POLICIES AND
PROCEDURES

3.1.0 Flight Instruction Team

This section pertains to all full-time and part-time Flight Instructors, Assistant Chief Flight Instructors, and Chief Flight Instructors.

3.1.1 Performance Expectations and Responsibilities

The University of Dubuque's Aviation Program aims to provide comprehensive flight preparation for our students to become professional aviators. Moreover, the focus must be to provide this service safely and efficiently while minimizing the student's time and cost burden. To accomplish these goals, the Flight Instruction team must conduct and professionally present themselves at all times, instilling an exceptional work ethic where integrity, safety, and risk mitigation are the central core, and transparency, community service, life-long learning, fairness, and compassion are practiced.

Flight Instructors, Assistant Chief Instructors, may be assigned additional non-training responsibilities in furtherance of the Aviation Program and based on the needs of the Operation.

In addition to the expectations prescribed within this document and the goals outlined in the Aviation Department Team Goals document, Flight Instructors, Assistant Chief Flight Instructors, and Chief Flight Instructors are expected to mentor students to develop as professional aviators and leaders and achieve their educational goals cost-effectively and efficiently while maintaining a safe operation.

Additionally, Assistant Chief Flight Instructors and Chief Flight Instructors are required to meet the following administrative objectives in support of the Aviation Program:

- Mentor students and Flight Instructors to develop as aviators and achieve their training, educational and professional development goals cost-effectively and efficiently while maintaining a safe operation and meeting the Aviation Department vision and the University mission.
- Track progress, investigate and report deficiencies, and implement corrective action on student completion standards/goals. Including, but not limited to, TCO progress and attendance.
- Track progress, investigate and report deficiencies, and implement corrective action on CFI work performance. Including, but not limited to, engagement with students a minimum of three contact periods per week and completing all work-related tasks.
- Ensure all flight training and ground instruction time are efficiently utilized, report shortfall or inefficiencies, and implement corrective action.
- Investigate and implement corrective action on all policy/standard deviations or violations related to safety and operations. The review and corrective action implementation must be completed within 7-days of the occurrence.

3.1.2 Flight Instructor Code of Conduct

→ GENERAL RESPONSIBILITIES OF INSTRUCTORS

Instructor must:

- make safety a high priority,
- seek excellence in airmanship,
- develop, exercise, and teach good judgment and aeronautical decision-making,

- recognize and manage risks effectively, and teach sound principles of risk management,
- demonstrate and teach situational awareness, prudent operating practices, and personal operating parameters,
- aspire to professionalism,
- act with responsibility and courtesy, and
- adhere to applicable laws and regulations.

→ STUDENTS, PASSENGERS, AND PEOPLE ON THE GROUND

Instructor must:

- maintain student and passenger safety first, and then reasonable student and passenger comfort,
- manage risk and avoid unnecessary risk to students, passengers, people and property on the ground, and people in other aircraft,
- brief and debrief students on planned flight lessons and inform them of any significant or unusual risk associated with the flight,
- seek to prevent unsafe conduct by students and passengers, and
- avoid operations that may alarm, disturb, or endanger students, passengers, or people on the ground.

→ TRAINING AND PROFICIENCY

Instructor must:

- engage in regular recurrent training to maintain and improve instructor proficiency beyond legal requirements,
- engage in flight safety, education, and professional development programs,
- remain vigilant and avoid complacency,
- train to recognize and deal effectively with emergencies,
- plan every lesson carefully,
- follow the Training Course Outline and ensure students are progressing efficiently, and
- maintain an accurate log to satisfy training, currency requirements, endorsements, and maneuvers practiced for both instructor and student.

→ SECURITY

Instructor must:

- seek to maintain the security of all persons and property associated with their aviation activities,
- remain vigilant and immediately report suspicious, reckless, or illegal activities,
- become familiar with the latest security regulations or policies, and
- avoid special-use airspace except when approved or necessary in an emergency.

→ ENVIRONMENTAL ISSUES

Instructor must:

- teach and seek to mitigate the environmental impact of aircraft operations,
- minimize the discharge of fuel, oil, and other chemicals into the environment during refueling, preflight preparations, ground servicing, and flight operations,
- respect and protect environmentally sensitive areas, and set such examples for students,

- comply with and teach applicable noise-abatement procedures and mitigate aircraft noise near noise-sensitive areas, and
- review and adhere to prudent hazardous materials handling procedures.

→ ADVANCEMENT AND PROMOTION OF AVIATION INSTRUCTION

Instructor must:

- advance and promote aviation safety and adherence to the Code of Conduct and professional behavior,
- volunteer and contribute to organizations that promote aviation and airports, and should use their skills to contribute to society at large—and encourage their students to do so,
- demonstrate appreciation for other aviation professionals and service providers,
- advance a training culture that values openness, humility, integrity, positive attitudes, and the pursuit of personal improvement,
- promote ethical behavior within the aviation community, and
- mentor veteran, new, and future aviators.

3.1.3 Work Attire

All team members within the Aviation Department are required to present themselves professionally at all times. Specifically, while at work or performing work responsibilities outside of the Aviation Facilities, Flight Instructors, Assistant Chief Instructors, and Chief Instructors will adhere to a professional dress code. Exceptions may be made at the discretion of the Director of Aviation Programs during special events or holidays. Work attire expectations are as follows:

- Business formal, business casual, or smart casual
 - Suit, skirt suit, pantsuit, sports jacket, dress pants, khakis, skirt, dress shirt with tie, blouse, golf or polo shirts with UD or UD aviation logos, dress shoes or formal shoes, sweaters, cardigans, vests.
 - Long pants and close-toed shoes are required for flight.
- Ensure the attire is safety and weather appropriate at all times
- Team members may request an exception to this policy for extenuating circumstances as long as it does not compromise the safety of the operation. Such requests will be presented in writing/email to the Director of Aviation Programs for review and approval.

3.1.4 Work Schedule

All team members within the Aviation Department are expected to be on time for work, meetings, and other work-related responsibilities. In coordination with the Dispatch Supervisor, the Chief Instructor will assign work schedules for all Flight Instructors and Assistant Chief Flight Instructors based on the needs of the operations, the Aviation Program, and University of Dubuque policies.

- Flight Instructors and Assistant Chief Flight Instructors are required to be at work at the start of their shift, and at a minimum, must remain at work throughout their assigned shift.

- A Flight Instructor or Assistant Chief Flight Instructor may adjust their work schedule for any reason with prior approval from their supervisor.
- Flight Instructors and Assistant Chief Flight Instructors are required to fill out absence reports as required by Human Resources. All vacation time must be approved by a supervisor a minimum of 14-days before the start of the vacation time.
- Flight Instructors and Assistant Chief Flight Instructors are encouraged to take vacation during the summer session and semester breaks rather than in the middle of the semester to minimize disruptions to student progress.
- Due to the operations schedule and student academic needs, a Flight Instructor and Assistant Chief Flight Instructor may have to work more than five days a week, including weekends.
- An Assistant Chief Instructor or designee will oversee flight operations and supervise Flight Instructors during hours of operations. The Chief Flight Instructor will establish duties and schedules. The Chief Flight Instructor or Assistant Chief will be available as prescribed by Title 14 CFR Part 141.
- Flight Instructors and Assistant Chief Flight Instructors are required to comply with the Rest and Duty Limitations as outlined in the Aviation Safety and Operations Manual.

3.1.5 Pay and Benefits

The Aviation Department strives to ensure all team members are provided with competitive pay and benefits. The most current Flight Instructor and Assistant Chief pay schedule is outlined in Appendix A. Increases in pay and additional pay for ancillary responsibilities will be approved based on Mission Assessment reviews outlined in Appendix A.

In addition to the benefits provided to all staff at the University of Dubuque, Flight Instructors and Assistant Chief Flight Instructors may receive the following benefits with the approval of the Chief Flight Instructor and the Director of Aviation Programs:

- Full-Time Flight Instructors will be paid billable hour rate when calculating vacation or sick time, for a maximum of three (3) hours per day. To qualify for the billable hour rate, a CFI must have worked for a minimum of 90-days, and must be approved by their supervisor. Vacation payout on employment termination will be paid at the same billable hour rates.
- Flight Instructors, Assistant Chief Flight Instructors, and Chief Flight Instructors are eligible for the staff discount on aircraft and simulator rental costs for training purposes.
- Full Time and Part Time Flight Instructors, Assistant Chief Flight Instructors, and Chief Flight Instructors that work exclusively for the University of Dubuque get one free basic subscription to ForeFlight every year.
- Flight Instructors, Assistant Chief Flight Instructors, and Chief Flight Instructors get a free one-hour simulator session once a month to be used to maintain currency.
- Full-Time Flight Instructors, Assistant Chief Flight Instructors, and Chief Flight Instructors get a free one-hour flight rental during each of the fall, spring, and summer semesters to be used to maintain currency.
- Full-Time Flight Instructors, Assistant Chief Flight Instructors, and Chief Flight Instructors get reimbursement up to \$225 for the FAA flight medical
- Full-Time Flight Instructors, Assistant Chief Flight Instructors, and Chief Flight Instructors who have completed a Bachelor degree are eligible to enroll in the Aviation Cooperative Experience courses (AVI 490, AVI 498, and AVI 499) with full (100%) tuition remission. This will enable flight instructors to defer federal student loans for each semester enrolled in these courses.

- Full-Time Flight Instructors, Assistant Chief Flight Instructors, and Chief Flight Instructors who have completed a Bachelor degree may enroll in any master's program offered at UD with authorization from their supervisor and upon satisfactory completion of the 90-day probationary period. Courses for the master's program may be offered at 50% tuition remission as long as the Flight Instructors, Assistant Chief Flight Instructors, or Chief Flight Instructors remains in good standing. Flight Instructors have the option of participating in the Graduate Assistant (GA) program. Pay and benefits may be different if the Flight Instructor accepts a GA position.

3.1.6 Aviation Program and Outside Activities

To minimize disruptions to student progress and ensure the integrity of the Aviation Program, Flight Instructors and Assistant Chief Flight Instructors are required to:

- Conduct all flight training and ground briefing activities within Aviation Department-approved locations, facilities, aircraft, and equipment at all times.
- Flight Instructors, Assistant Chief Flight Instructors, and Chief Instructors will not cancel ground school or flight instruction of students to conduct flights for other organizations or external flight instruction. If Flight Instructors, Assistant Chief Flight Instructors, or Chief Instructors wish to conduct flights with outside organizations or provide non-UD students with flight instruction, a written/email request must be submitted to their supervisor and the Director of Aviation Programs for authorization to conduct such activities.
- Flight Instructors, Assistant Chief Flight Instructors, and Chief Instructors may not hold work responsibilities outside of their contractual obligations without prior written/email authorization from their supervisor and the Director of Aviation Programs. Community service and volunteer opportunities are encouraged as long as it does not violate the Rest and Duty Limitations outlined in the Aviation Safety and Operations Manual, does not interfere with contractual obligations, and are not a conflict of interest.
- Flight instruction and ground briefing activities for UD students must be conducted through the Aviation Department's dispatch/billing processes at all times. No exceptions for this will be allowed.
- All individuals receiving flight instruction or ground briefing must be registered for aviation or flight courses and authorized by the Chief Flight Instructors before conducting such activities.

3.1.7 Scheduling

Flight Instructors, Assistant Chief Flight Instructors, and Chief Instructors will manage their schedules utilizing the dispatch software and procedures outlined in the Aviation Safety and Operations Manual. Flight Instructors, Assistant Chief Flight Instructors, and Chief Instructors' schedules must also be synched or updated in Microsoft Outlook.

3.1.8 Flight Records, Logbooks, and Endorsements

Flight training records will be maintained for each aviator in accordance with the University of Dubuque flight syllabus, Training Course Outline (TCO), or Standard Operating Procedures.

- ➔ Records must be updated at the end of each flight for flight instruction or at the end of the duty shift for ground briefings.
- ➔ Aviator flight records, student records, logs, or other documents will not be removed from the UD Aviation facilities or shared with anyone unless authorized by the Director of Aviation Programs, Director of Operations, Director of Flight Operations, or Chief Instructor. Electronic records must be secured with passwords and may not be copied, transmitted, or shared unless authorized by the Director of Aviation Programs, Director of Operations, Director of Flight Operations, or Chief Instructor.
- ➔ Instructors will ensure all pre-solo, 90-day, and other student endorsements are current and correctly entered in the student's logbook and certificate.
- ➔ Cross-country endorsements will be valid only for the day on which the student's flight planning is to be completed. It is strongly encouraged that flight instructors stipulate any special weather and wind conditions on the endorsement. The student must file separate flight plans for each leg of the cross-country. The Instructor must ensure that the student's flight planning is correct and that the student is appropriately and fully briefed for the flight.

3.1.9 Student Evaluation and No-Shows

To ensure the integrity of the Aviation Program, the following items must be taken into consideration.

- ➔ Student grades for FLI courses are based on excellence, and criteria for consideration are:
 - Attendance
 - Successful completion of check-rides or end-of-course evaluations
 - Successful completion of stage-checks
- ➔ Pre-Flight and Post-Flight Briefings will be conducted for each flight to prepare and evaluate each lesson's completion standards. Utilizing approved software or other tools for post-flight briefings is required. Students will not specifically be charged for pre-and post-flight briefings. However, when a student is unprepared, the required ground training must be conducted, and the appropriate ground instruction charges should be processed.
- ➔ If a student fails to advise their instructor of a cancellation 24 hours in advance, they may be charged a "no-show" fee as outlined in the Aviation Safety and Operations Manual. As part of the no-show charge, the instructor will receive compensation equal to the amount of one billable hour. Instructors are to record the no-show in accordance with the Dispatch procedures.
 - The first no-show for a lesson will require the student's instructor to counsel the student.
 - A second no-show will result in a referral to the supervising Assistant Chief Flight Instructor
 - A third no-show will result in the student's removal from the flight block and put on standby.
- ➔ Upon completing each flight course, the last assigned flight instructor must complete the grade evaluation sheet.
- ➔ Student/Flight Instructor Evaluations will be completed after all end-of-course examinations.

3.1.10 Security

Flight Instructors

Security continues to be an area of emphasis for the University and the United States. Flight Instructors remain the primary group of UD employees responsible for early warning and identification of problem areas. Flight Instructors are expected to ensure the following on a daily basis:

- Aircraft keys will only be issued to pilots/students with solo privileges.
- Pilots/Students without solo privileges will be escorted at all times while on the airside of the airport (including hangars).
- Pilots/Students paying with large sums of cash will be brought to the Chief Flight Instructor or Director of Safety's attention.
- Pilots/Students who only want to be taught a specific skill will be brought to the Chief Flight Instructor or Director of Safety's attention.
- Pilots/Students who suddenly leave the Flight Program will be brought to the Chief Flight Instructor or Director of Safety's attention.
- Any other actions that appear to be inappropriate, suspicious, or inconsistent will be brought to the Chief Flight Instructor or Director of Safety's attention.

Student Aviators

No students will start flight training without proof of citizenship and, if required, appropriate approval from the Transportation Security Administration (TSA).

- **Option 1:** U.S. citizens must provide a valid U.S. passport that the Chief or Assistant Chief Flight Instructor must inspect. The Chief or an Assistant Chief Flight Instructor will copy and validate with their signature the passport, and it will be placed in the student's training record. Records will be maintained for 60 calendar months (5 years).
- **Option 2:** The U.S. citizen will provide a certified birth certificate (with a raised seal) and a government-issued ID card. The Chief or an Assistant Chief Flight Instructor will copy and validate with their signature the birth certificate and ID card, and it will be placed in the student's training record. The copies will be maintained in the student training record for 60 calendar months (5 years).
- Non-U.S. citizens will utilize the following process:
 - Student presents a current passport (make a copy for training records).
 - Student registers and applies for training with TSA (Flight Center validated registration).
 - Student pays the TSA processing fee.
 - TSA preliminary decision is received.
 - Student submits fingerprints to TSA.
 - TSA confirms receipt of fingerprints and fee and allows flight training to begin
 - Student photo taken on the first day of flight training and sent to TSA.
 - Records will be maintained for 60 calendar months (5 years).

3.1.11 Publications and Manuals

Every full-time Flight Instructor, Assistant Chief Instructor, Chief Instructor, Aviation Faculty teaching flight courses will receive the following:

- Apple iPad: The Apple iPad is a UD asset and must be returned when employment ceases.
- ForeFlight Mobile HD: Each CFI will pay for their ForeFlight Mobile HD subscription at the UD discount rate. The CFI must contact their supervisor prior to purchase to ensure compliance with the reimbursement process.

- If other flight publications are needed, they will be at the expense of the instructor.
- The Chief Instructor or designee will approve all publication purchases paid for by UD.

3.1.12 Liability and Insurance Considerations

All Flight instructors, Assistant Chief Instructors, Chief Instructors within the Aviation Department are covered by the University of Dubuque insurance policies for flight or ground instruction related activities. Anything that is not outlined in this handbook, the Aviation Safety and Operations manual, or other Aviation Department publications and policies is not covered.

Annually, all staff who fly will complete an updated pilot history form for the insurance company. These will be consolidated and forwarded in one group.

3.2 Dispatch Operations Team

This section pertains to all full-time and part-time Dispatch Administrative and Operations staff, Shuttle Drivers, Dispatch Supervisor, and Director of Flight Operations.

3.2.1 Performance Expectations and Responsibilities

The University of Dubuque's Aviation Program aims to provide comprehensive flight preparation for our students to become professional aviators. Moreover, the focus must be to provide this service safely and efficiently while minimizing the student's time and cost burden. To accomplish these goals, the Dispatch Operations team must conduct and professionally present themselves at all times, instilling an exceptional work ethic where integrity, safety, and risk mitigation are the central core, and transparency, community service, life-long learning, fairness, and compassion are practiced.

Dispatch staff may be assigned additional responsibilities in furtherance of the Aviation Program and based on the needs of the operation.

In addition to the expectations prescribed within this document and the goals outlined in the Aviation Department Team Goals document, Dispatch staff are expected to mentor students to develop as professional aviators and leaders and achieve their educational goals cost-effectively and efficiently while maintaining a safe operation and meeting the Aviation Department vision and the University mission.

Additionally, the Dispatch Supervisor is required to meet the following administrative objectives in support of the Aviation Program:

- Mentor Dispatch Operations Team to achieve their educational and professional development goals while maintaining a safe operation and meeting the Aviation Department vision and the University mission.
- Track progress, investigate and report deficiencies, and implement corrective action on Dispatch Operations Teamwork performance. Including, but not limited to, engagement with students and team members and completing all work-related tasks.
- Investigate and implement corrective action on all policy/standard deviations or violations related to safety and operations. The review and corrective action implementation must be completed within 7-days of the occurrence.

3.2.2 Dispatch Operations Team Code of Conduct

→ GENERAL RESPONSIBILITIES

Dispatch Operations Team members must:

- make safety the highest priority,
- seek excellence in professionalism,
- develop and exercise good judgment and sound principles of decision-making,
- recognize and manage risks effectively, and use sound principles of risk management,
- act with responsibility and courtesy, and
- adhere to applicable laws and regulations.

→ TRAINING AND PROFICIENCY

Dispatch Operations Team members must:

- engage in regular recurrent training to maintain and improve proficiency beyond legal requirements,
- engage in safety education programs,
- remain vigilant and avoid complacency,
- train to recognize and deal effectively with irregular operations, and
- maintain accurate paperwork to satisfy all requirements.

→ SECURITY

Dispatch Operations Team members must:

- seek to maintain the security of all persons and property associated with their aviation activities,
- remain vigilant and immediately report suspicious, reckless, or illegal activities, and
- become familiar with the latest security regulations or policies.

→ ADVANCEMENT AND PROMOTION OF AVIATION

Dispatch Operations Team members must:

- advance and promote aviation safety and adherence to the Code of Conduct and professional behavior,
- demonstrate appreciation for other aviation professionals and service providers,
- advance a training culture that values openness, humility, integrity, positive attitudes, and the pursuit of personal improvement,
- promote ethical behavior within the aviation community, and
- mentor veteran, new, and future aviators.

3.2.3 Work Attire

All team members within the Aviation Department are required to present themselves professionally at all times. Specifically, while at work or performing work responsibilities outside of the Aviation Facilities, Dispatch Team will adhere to a professional dress code. Exceptions may be made at the discretion of the Director of Aviation Programs during special events or holidays. Work attire expectations are as follows:

- Business formal, business casual, or smart casual
 - Suit, skirt suit, pantsuit, sports jacket, dress pants, khakis, skirt, dress shirt with tie, blouse, golf or polo shirts with UD or UD aviation logos, dress shoes or formal shoes, sweaters, cardigans, vests.
- Ensure the attire is safety and weather appropriate at all times
- Team members may request an exception to this policy for extenuating circumstances as long as it does not compromise the safety of the operation. Such requests will be presented in writing/email to the Director of Aviation Programs for review and approval.

3.2.4 Work Schedule

All team members within the Aviation Department are expected to be on time for work, meetings, and other work-related responsibilities. The Dispatch Supervisor will assign work schedules for all Dispatch Team members and Shuttle Drivers based on the needs of the operations, the Aviation Program, and University of Dubuque policies.

- All Dispatch Operations Team members are required to be at work before the start of their shift, and at a minimum, must remain at work throughout their assigned shift.
- Dispatch Supervisor or the Director of Flight Operations may temporarily adjust work schedules for all Dispatch Operations Team members for operational needs or inclement weather.
- Full-time salaried Dispatch Operations Team members are required to fill out absence reports as required by Human Resources. All vacation time must be approved by a supervisor a minimum of 14-days before the start of the vacation time.
- All Dispatch Operations Team members are encouraged to take vacation during the summer session and semester breaks rather than in the middle of the semester to minimize disruptions to student progress.
- Full-time Dispatch Operations Team members may not hold work responsibilities outside of their contractual obligations without prior written/email authorization from their supervisor and the Director of Aviation Programs. Community service and volunteer opportunities are encouraged as long as it does not interfere with contractual obligations and are not a conflict of interest.

3.2.5 Pay and Benefits

The Aviation Department strives to ensure all team members are provided with competitive pay and benefits. Pay rates for full-time and part-time Dispatch staff, Shuttle Drivers, Dispatch Supervisor, and Director of Flight Operations are set by the Director of Aviation Programs in consultation with the Aviation Leadership Team, the Vice President for Academic Affairs, and the Director of Human Resources. All Dispatch staff, Shuttle Drivers, Dispatch Supervisor, and Director of Flight Operations will be on a 90-day probationary period from the initial date of hire/work. Any pay increases will be based on receiving “proficient” or “excellent” ratings on the Mission Accomplishment Assessment and supervisor recommendation.

In addition to the benefits provided to all staff at the University of Dubuque, all full-time Dispatch Operations Team members may receive the following benefits with the approval of their supervisor and the Director of Aviation Programs:

- Dispatch Operations Team members in good standing may receive the staff discount on aircraft and simulator rental costs for training purposes.
- Dispatch Operations Team members that have completed a Bachelor's degree may enroll in any master's program offered at UD with authorization from their supervisor and upon satisfactory completion of one-year full-time employment. Courses for the master's program will be offered at 50% tuition remission as long as the Dispatch Operations Team member remains in good standing. Dispatch Operations Team members must commit to a minimum of 24 calendar months of employment within the University of Dubuque after the degree conferral date.

3.2.6 Flight Records, Logbooks, and Other Documents

Aviator flight records, student records, logbooks, or other documents will not be removed from UD Aviation facilities or shared with anyone unless authorized by the Director of Aviation Programs, Director of Operations, Director of Flight Operations, or Chief Instructor. Electronic records must be secured with passwords and may not be copied, transmitted, or shared unless authorized by the Director of Aviation Programs, Director of Operations, Director of Flight Operations, or Chief Instructor.

3.3 Maintenance Operations Team

This section pertains to all full-time and part-time Maintenance staff and the Director of Maintenance.

3.3.1 Performance Expectations and Responsibilities

The University of Dubuque's Aviation Program aims to provide comprehensive flight preparation for our students to become professional aviators. Moreover, the focus must be to provide this service safely and efficiently while minimizing the student's time and cost burden. To accomplish these goals, the Maintenance Operations team must conduct and professionally present themselves at all times, instilling an exceptional work ethic where integrity, safety, and risk mitigation are the central core, and transparency, community service, life-long learning, fairness, and compassion are practiced.

The Maintenance Operations Team may be assigned additional responsibilities in furtherance of the Aviation Program and based on the needs of the operation.

In addition to the expectations prescribed within this document and the goals outlined in the Aviation Department Team Goals document, the Maintenance Operations Team are expected to mentor students to develop as professional aviators and leaders and achieve their educational goals cost-effectively and efficiently while maintaining a safe operation and meeting the Aviation Department vision and the University mission.

Additionally, the Director of Maintenance is required to meet the following administrative objectives in support of the Aviation Program:

- Mentor Maintenance Operations Team to achieve their educational and professional development goals while maintaining a safe operation and meeting the Aviation Department vision and the University mission.
- Track progress, investigate and report deficiencies, and implement corrective action on Maintenance Operations Teamwork performance. Including, but not limited to, engagement with students and team members and completing all work-related tasks.
- Investigate and implement corrective action on all policy/standard deviations or violations related to safety and operations. The review and corrective action implementation must be completed within 7-days of the occurrence.

3.3.2 Maintenance Operations Team Code of Conduct

→ GENERAL RESPONSIBILITIES

Maintenance Operations Team members must:

- make safety their highest priority,
- seek excellence in work-product,
- develop and exercise good judgment, and apply sound principles of technical decision-making,
- recognize and manage risks effectively,
- adhere to prudent operating practices and personal operating parameters (e.g., tolerances, limitations, and other human factors),
- advance professionalism,
- act with responsibility and courtesy,

- adhere to applicable laws and regulations, and
- comply with training and performance requirements.

→ SAFETY

Maintenance Operations Team members must:

- maintain a safe workplace environment,
- manage risk and avoid unnecessary risk to aircraft occupants, people and property on the ground, and people in other aircraft,
- brief team members on maintenance procedures and inform them of any significant or unusual risk associated with the task,
- seek to prevent unsafe conduct by third parties, including coworkers and pilots, and
- avoid operations and behavior that may alarm or disturb aircraft occupants, people on the ground, or other third parties.

→ TRAINING AND PROFICIENCY

Maintenance Operations Team members must:

- engage in regular recurrent training to maintain and improve proficiency,
- engage in aviation safety education programs,
- remain vigilant and avoid complacency,
- train to recognize and deal effectively with irregular operations or emergencies, and
- maintain an accurate log to satisfy training and recent experience requirements.

→ SECURITY

Maintenance Operations Team members must:

- seek to maintain the security of all persons and property associated with their aviation activities,
- remain vigilant and immediately report suspicious, reckless, or illegal activities, and
- secure aircraft and associated equipment to prevent unauthorized use.

→ ENVIRONMENTAL ISSUES

Maintenance Operations Team members must:

- recognize and seek to mitigate the environmental impact of aviation maintenance,
- minimize the discharge of fuel, oil, refrigerants, and other chemicals into the environment during refueling, ground, servicing, and maintenance operations,
- respect and protect environmentally sensitive areas,
- comply with applicable noise-abatement procedures and mitigate aircraft noise near noise-sensitive areas, and
- review and adhere to prudent hazardous materials handling processes.

→ USE OF TECHNOLOGY

Maintenance Operations Team members must:

- become familiar with and correctly use appropriate technologies, recognize their limitations, and supplement with conventional skills when helpful or required,

- keep current with the requirements and applicable procedures for all technologies that they service/maintain,
- recognize that advanced technologies may require a systems-oriented approach to service/maintenance, and
- contribute to the advancement of technology by providing appropriate feedback based on practical experience.

➔ ADVANCEMENT AND PROMOTION OF AVIATION MAINTENANCE

Maintenance Operations Team members must:

- advance and promote aviation safety and adherence to the Code of Conduct,
- volunteer in and contribute to organizations that promote aviation, and use their aviation maintenance skills to contribute to society at large,
- demonstrate appreciation for other aviation professionals and service providers,
- advance an aviation maintenance culture that values openness, humility, integrity, positive attitudes, and the pursuit of personal improvement,
- promote ethical behavior within the aviation community, and
- mentor future aviation maintenance technicians and aviators.

3.3.3 Work Attire

All team members within the Aviation Department are required to present themselves professionally at all times. Specifically, while at work or performing work responsibilities outside of the Aviation Facilities, the Maintenance Team will adhere to a professional dress code. Exceptions may be made at the discretion of the Director of Aviation Programs during special events or holidays. Work attire expectations are as follows:

- ➔ Hangar casual
 - Jeans, khakis, work shirt, blouse, golf or polo shirts with UD or UD aviation logos, sturdy work shoes, steel-toed shoes, sweatershirts, vests.
- ➔ Ensure the attire is safety and weather appropriate at all times
- ➔ Team members may request an exception to this policy for extenuating circumstances as long as it does not compromise the safety of the operation. Such requests will be presented in writing/email to the Director of Aviation Programs for review and approval.

3.3.4 Work Schedule

All team members within the Aviation Department are expected to be on time for work, meetings, and other work-related responsibilities. The Director of Maintenance will assign work schedules for all Maintenance Operations Team members based on the needs of the operations, the Aviation Program, and University of Dubuque policies.

- ➔ All Maintenance Operations Team members are required to be at work before the start of their shift, and at a minimum, must remain at work throughout their assigned shift.

- The Director of Maintenance or the Director of Operations may temporarily adjust work schedules for all Maintenance Operations Team members for operational needs or incremental weather.
- Full-time salaried Maintenance Operations Team members are required to fill out absence reports as required by Human Resources. All vacation time must be approved by a supervisor a minimum of 14-days before the start of the vacation time.
- All Maintenance Operations Team members are encouraged to take vacation during the summer session and semester breaks rather than in the middle of the semester to minimize disruptions to student progress.
- Full-time Maintenance Operations Team members may not hold work responsibilities outside of their contractual obligations without prior written/email authorization from their supervisor and the Director of Aviation Programs. Community service and volunteer opportunities are encouraged as long as it does not interfere with contractual obligations and are not a conflict of interest.

3.3.5 Pay and Benefits

The Aviation Department strives to ensure all team members are provided with competitive pay and benefits. Pay rates for full-time and part-time Maintenance staff and the Director of Maintenance are set by the Director of Aviation Programs in consultation with the Aviation Leadership Team, the Vice President for Academic Affairs, and the Director of Human Resources. All Maintenance Operations staff will be on a 90-day probationary period from the initial date of hire/work. Any pay increases will be based on receiving “proficient” or “excellent” ratings on the Mission Accomplishment Assessment and supervisor recommendation.

In addition to the benefits provided to all staff at the University of Dubuque, all full-time Maintenance Operations Team members may receive the following benefits with the approval of their supervisor and the Director of Aviation Programs:

- Maintenance Operations Team members in good standing may receive the staff discount on aircraft and simulator rental costs for training purposes.
- Maintenance Operations Team members that have completed a Bachelor's degree may enroll in any master's program offered at UD with authorization from their supervisor and upon satisfactory completion of one-year full-time employment. Courses for the master's program will be offered at 50% tuition remission as long as the Dispatch Operations Team member remains in good standing. Dispatch Operations Team members must commit to a minimum of 24 calendar months of employment within the University of Dubuque after the degree conferral date.

3.3.6 Flight Records, Logbooks, and Other Documents

Aviator flight records, student records, logbooks, maintenance records, or other documents will not be removed from the UD Aviation facilities or shared with anyone unless authorized by the Director of Aviation Programs, Director of Operations, Director of Flight Operations, or Chief Instructor. Electronic records must be secured with passwords and may not be copied, transmitted, or shared unless authorized by the Director of Aviation Programs, Director of Operations, Director of Flight Operations, or Chief Instructor.

3.4 Administrative Team

This section pertains to all full-time and part-time Administrative Team including Director of Aviation Student Engagement, Administrative Services and Stake Holder Relations Manager, and the Application Support Manager.

3.4.1 Performance Expectations and Responsibilities

The University of Dubuque's Aviation Program aims to provide comprehensive flight preparation for our students to become professional aviators. Moreover, the focus must be to provide this service safely and efficiently while minimizing the student's time and cost burden. To accomplish these goals, the Administrative team must conduct and professionally present themselves at all times, instilling an exceptional work ethic where integrity, safety, and risk mitigation are the central core, transparency, community service, life-long learning, fairness, and compassion are practiced.

The administrative Team may be assigned additional responsibilities in furtherance of the Aviation Program and based on the needs of the operation.

In addition to the expectations prescribed within this document and the goals outlined in the Aviation Department Team Goals document, the Administrative Team are expected to mentor students to develop as professional aviators and leaders and achieve their educational goals cost-effectively and efficiently while maintaining a safe operation and meeting the Aviation Department vision and the University mission.

3.4.2 Administrative Team Code of Conduct

→ GENERAL RESPONSIBILITIES

Administrative Team members must:

- make safety the highest priority,
- seek excellence in professionalism,
- develop and exercise good judgment and sound principles of decision-making,
- recognize and manage risks effectively, and use sound principles of risk management,
- act with responsibility and courtesy, and
- adhere to applicable laws and regulations.

→ TRAINING AND PROFICIENCY

Administrative Team members must:

- engage in regular training to maintain and improve proficiency,
- engage in safety education programs,
- remain vigilant and avoid complacency,
- train to recognize and deal effectively with irregular operations, and
- maintain accurate paperwork to satisfy all requirements.

→ SECURITY

Administrative Team members must:

- seek to maintain the security of all persons and property associated with their aviation activities,
- remain vigilant and immediately report suspicious, reckless, or illegal activities, and
- become familiar with the latest security regulations or policies.

→ ADVANCEMENT AND PROMOTION OF AVIATION

Administrative Team members must:

- advance and promote aviation safety and adherence to the Code of Conduct and professional behavior,
- demonstrate appreciation for other aviation professionals and service providers,
- advance a training culture that values openness, humility, integrity, positive attitudes, and the pursuit of personal improvement,
- promote ethical behavior within the aviation community, and
- mentor veteran, new, and future aviators.

3.4.3 Work Attire

All team members within the Aviation Department are required to present themselves professionally at all times. Specifically, while at work or performing work responsibilities outside of the Aviation Facilities, Dispatch Team will adhere to a professional dress code. Exceptions may be made at the discretion of the Director of Aviation Programs during special events or holidays. Work attire expectations are as follows:

→ Business formal, business casual, or smart casual

- Suit, skirt suit, pantsuit, sports jacket, dress pants, khakis, skirt, dress shirt with tie, blouse, golf or polo shirts with UD or UD aviation logos, dress shoes or formal shoes, sweaters, cardigans, vests.

→ Ensure the attire is safety and weather appropriate at all times

→ Team members may request an exception to this policy for extenuating circumstances as long as it does not compromise the safety of the operation. Such requests will be presented in writing/email to the Director of Aviation Programs for review and approval.

3.4.4 Work Schedule

All team members within the Aviation Department are expected to be on time for work, meetings, and other work-related responsibilities. The Director of Aviation Programs or designee will assign work schedules for all Administrative Team members based on the needs of the operations, the Aviation Program, and University of Dubuque policies.

→ All Administrative Team members are required to be at work before the start of their shift, and at a minimum, must remain at work throughout their assigned shift.

- The Director of Aviation Programs or designee may temporarily adjust work schedules for all Administrative Team members for operational needs or incremental weather.
- Full-time salaried Administrative Team members are required to fill out absence reports as required by Human Resources. All vacation time must be approved by a supervisor a minimum of 14-days before the start of the vacation time.
- All Administrative Team members are encouraged to take vacation during the summer session and semester breaks rather than in the middle of the semester to minimize disruptions to student progress.
- Full-time Administrative Team members may not hold work responsibilities outside of their contractual obligations without prior written/email authorization from their supervisor and the Director of Aviation Programs. Community service and volunteer opportunities are encouraged as long as it does not interfere with contractual obligations and are not a conflict of interest.

3.4.5 Pay and Benefits

The Aviation Department strives to ensure all team members are provided with competitive pay and benefits. Pay rates for full-time and part-time Dispatch staff, Shuttle Drivers, Dispatch Supervisor, and Director of Flight Operations are set by the Director of Aviation Programs in consultation with the Aviation Leadership Team, the Vice President for Academic Affairs, and the Director of Human Resources. All Dispatch staff, Shuttle Drivers, Dispatch Supervisor, and Director of Flight Operations will be on a 90-day probationary period from the initial date of hire/work. Any pay increases will be based on receiving “proficient” or “excellent” ratings on the Mission Accomplishment Assessment and supervisor recommendation.

In addition to the benefits provided to all staff at the University of Dubuque, all full-time Administrative Team members may receive the following benefits with the approval of their supervisor and the Director of Aviation Programs:

- Administrative Team members in good standing may receive the staff discount on aircraft and simulator rental costs for training purposes.
- Administrative Team members that have completed a Bachelor's degree may enroll in any master's program offered at UD with authorization from their supervisor and upon satisfactory completion of one-year full-time employment. Courses for the master's program will be offered at 50% tuition remission as long as the Administrative Team member remains in good standing. Administrative Team members must commit to a minimum of 24 calendar months of employment within the University of Dubuque after the degree conferral date.

3.4.6 Flight Records, Logbooks, and Other Documents

Aviator flight records, student records, logbooks, or other documents will not be removed from UD Aviation facilities or shared with anyone unless authorized by the Director of Aviation Programs, Director of Operations, Director of Flight Operations, or Chief Instructor. Electronic records must be secured with passwords and may not be copied, transmitted, or shared unless authorized by the Director of Aviation Programs, Director of Operations, Director of Flight Operations, or Chief Instructor.

3.5 Faculty, Adjunct, and Academic Team

This section pertains to all Faculty, Adjunct, and Academic Team members. This section outlines supplemental policies beyond the Faculty Handbook requirements.

3.5.1 Performance Expectations and Responsibilities

The University of Dubuque's Aviation Program aims to provide comprehensive academic preparation for our students to become professional aviators and leaders within the aerospace industry. Moreover, the focus must be to provide this service safely and efficiently while minimizing the student's time and cost burden. To accomplish these goals, the Faculty, Adjunct and Academic Team must conduct and present themselves in a professional manner at all times, instilling an exceptional work ethic where integrity, safety, and risk mitigation are the central core, and transparency, community service, life-long learning, fairness, and compassion are practiced.

Faculty, Adjunct, and Academic Team may be assigned additional non-academic responsibilities in furtherance of the Aviation Program and based on the needs of the Operation.

In addition to the expectations prescribed within this document and the goals outlined in the Aviation Department Team Goals document, Faculty, Adjunct, and Academic Team are expected to mentor students to develop as professional aviators and leaders and achieve their educational goals cost-effectively and efficiently while maintaining a safe operation and meeting the Aviation Department vision and the University mission. Additionally, Assist the Director of Aviation Programs in maintaining the highest educational and performance standards, including, but not limited to, accreditation and FAA assessments.

Staff evaluations consist of a 90-day assessment and annual reviews. Use the Staff Evaluation forms in Appendix D. The form is also kept on the G: drive under staff evaluations.

3.5.2 Work Attire

All team members within the Aviation Department are required to present themselves professionally at all times. Specifically, while at work or performing work responsibilities outside of the Aviation Facilities, Faculty, Adjunct, and Academic Team will adhere to a professional dress code. Exceptions may be made at the discretion of the Director of Aviation Programs during special events or holidays. Work attire expectations are as follows:

- Business formal, business casual, or smart casual
 - Suit, skirt suit, pantsuit, sports jacket, dress pants, khakis, skirt, dress shirt with tie, blouse, golf or polo shirts with UD or UD aviation logos, dress shoes or formal shoes, sweaters, cardigans, vests.
- Ensure the attire is safety and weather appropriate at all times
- Team members may request an exception to this policy for extenuating circumstances as long as it does not compromise the safety of the operation. Such requests will be presented in writing/email to the Director of Aviation Programs for review and approval.

3.5.3 Pay and Benefits

The Aviation Department strives to ensure all team members are provided with competitive pay and benefits. Faculty, Adjunct, and Academic Team member pay will be determined by the Vice President for Academic Affairs in consultation with the Director of Aviation Programs and the Head of Academics.

In addition to the benefits provided to all faculty at the University of Dubuque, Faculty, Adjunct, and Academic Team may receive the following benefits:

- Faculty are eligible for the staff discount on aircraft and simulator rental costs for training or refresher purposes after completing. Adjunct and Academic Team members will need authorization from the Vice President for Academic Affairs and the Director of Aviation Programs and must be actively engaged in their work in the semester they use this benefit.
- Faculty teaching ground school courses may get one free basic subscription to ForeFlight with the Head of Academics' approval. Adjunct and Academic Team members will need authorization from the Director of Aviation Programs and the Head of Academics and must be actively engaged in their work in the semester they use this benefit.
- Faculty teaching ground school courses may receive a maximum of five hours of instruction time per calendar year. This time may be used in a simulator or aircraft to maintain currency or a refresher course based on the course they are teaching. Authorization for this instruction must be obtained from the Director of Aviation Programs, Head of Academics, and the Chief Instructor before each instruction session.

3.5.4 Aviation Program and Outside Activities

To minimize disruptions to student progress and ensure the integrity of the Aviation Program, Faculty and Adjuncts are required to:

- Conduct all academic activities within Aviation Department approved locations and facilities at all times.
- Faculty may not hold work responsibilities outside of their contractual obligations without prior written/email authorization from the Head of Academics and the Vice President for Academic Affairs. Community service and volunteer opportunities are encouraged as long as it does not interfere with contractual obligations and are not a conflict of interest.

3.5.5 Student Records and Other Documents

Aviator flight records, student records, logbooks, or other documents will not be removed from UD Aviation facilities or shared with anyone unless authorized by the Director of Aviation Programs, Director of Operations, Director of Flight Operations, or Chief Instructor. Electronic records must be secured with passwords and may not be copied, transmitted, or shared unless authorized by the Director of Aviation Programs, Director of Operations, Director of Flight Operations, or Chief Instructor.

3.6 Graduate Assistants and Work-Study

This section pertains to all Graduate Assistants and Work-Study. This section outlines supplemental policies beyond the University of Dubuque expectations of Graduate Assistants and Work-Study.

Graduate Assistants and Work-Study are expected to meet the responsibilities, code of conduct, goals, and expectations in their respective work areas or departments as outlined within this document.

3.6.1 Pay, Benefits, and Performance Reviews

- Pay rates and benefits for Graduate Assistants and Work-Study are set by the University of Dubuque and outlined in their letter of appointment or contract.
- Graduate Assistants and Work-Study are not eligible for the pay and benefits outlined in this document.
- Work-Study may receive pay increases and must be based on receiving “proficient” or “excellent” ratings on the Mission Accomplishment Assessment and supervisor recommendation after the completion of 120-days from the initial date of hire/work.
- Graduate Assistants and Work-Study are required to be evaluated periodically.
 - Informal evaluations are conducted within 30 calendar days and 60 calendar days of the initial date of hire/work.
 - Formal initial mission assessment 90 calendar days from the initial date of hire/work.
 - Mission assessments every 120 calendar days following the initial mission assessment.

3.6.2 Flight Records, Logbooks, and Other Documents

Aviator flight records, student records, logbooks, maintenance records, or other documents will not be removed from the UD Aviation facilities or shared with anyone unless authorized by the Director of Aviation Programs, Director of Operations, Director of Flight Operations, or Chief Instructor. Electronic records must be secured with passwords and may not be copied, transmitted, or shared unless authorized by the Director of Aviation Programs, Director of Operations, Director of Flight Operations, or Chief Instructor.

SECTION 4:

APPENDIX

Appendix A: CFI & ACFI Pay Schedule

Effective: January 2024

Part-Time Flight Instructor	Per billable hour
Fixed-Wing (CFI)	\$20.00
Fixed-Wing (CFI-Instrument)	\$22.00
Fixed-Wing (MEI)	\$27.00
Rotor-Wing (CFI)	\$22.00
Rotor-Wing (CFI-Instrument)	\$27.00
Rotor-Wing (CFI-Instrument & Turbine)	\$27.00
JetSim Instructor / Check-Instructor ³	\$30.00

Full-Time Flight Instructor	Per billable hour	Monthly Stipend or Base
Fixed-Wing (CFI)	\$20.00	\$1,000
Fixed-Wing (CFI-Instrument)	\$22.00	\$1,000
Fixed-Wing (MEI)	\$27.00	\$1,200
Rotor-Wing (CFI)	\$22.00	\$1,000
Rotor-Wing (CFI-Instrument)	\$27.00	\$1,000
Rotor-Wing (CFI-Instrument & Turbine)	\$27.00	\$1,200

Additional Pay for Other Responsibilities and Tenure (Monthly Stipend or Base)	
Flight Team Coach ¹	\$300
Senior Flight Instructor ²	\$300
Stage-Check or End-of-Course Check Instructor ³	\$300
Supervisory Pilot	\$500
Check Pilot	\$600 each or \$650 for three in seven days
2-Year service anniversary ³	\$200
3-Year service anniversary ³	\$200
5-Year service anniversary ³	\$300
Assistant Chief Instructor (<i>salaried position and no hourly pay</i>)	\$65,000 - \$75,000

¹ Recommendation by Chief Flight Instructor and based on “proficient” mission accomplishment assessment

² Based on “proficient” mission accomplishment assessment and qualified to teach first-time CFI

³ Based on “excellent” mission accomplishment assessment, recommendation by Chief Flight Instructor, and authorized by the FAA

Appendix B: Drug-Free Schools and Community Act

The Drug-Free Schools and Communities Act (DFSCA) and Part 86 of the Department of Education's General Administrative Regulations (EDGAR Part 86) require the University of Dubuque (UD) to develop and implement a drug and alcohol abuse education and prevention program (DAAPP) designed to prevent the unlawful possession, use, and distribution of drugs and alcohol on campus and at campus events. UD is required to distribute written information about its DAAPP as well as to conduct a biennial review to measure its effectiveness and ensure a consistent enforcement of its disciplinary sanctions.

Alcohol and other drug abuse have serious effects on campus safety, community well-being, and our students' academic performance. Conducting a biennial review provides UD an opportunity to document its prevention efforts and closely examine its scope and effectiveness. Throughout this process, UD can continually identify gaps in evidence-based practices and develop recommendations for future improvements.

Please refer to the Annual Notification DFSCA, which can be found here:

<https://www.dbq.edu/media/AboutUD/CleryReport/Annual-Notification-DFSCA.pdf>

Please refer to the Biennial Review DFSCA, which can be found here:

<https://www.dbq.edu/media/AboutUD/CleryReport/Biennial-Review-of-DFSCA.pdf>

Appendix C: Duty to Report Child Abuse

The University of Dubuque provides meaningful educational opportunities for people of all ages. The University understands the importance of a safe environment for children. One aspect of a safe environment is the proper reporting of potential issues. The purpose of this policy is to outline the responsibility of University employees for reporting suspected child abuse.

Consistent with the Iowa Code, all University employees who in the course of employment receive information related to physical or sexual abuse of children must immediately report such information to **Campus Safety and Security 563-589-3333**. Any student or visitor who suspects physical or sexual abuse of a child on campus or relating to a University program or activity should provide a report to **Campus Safety and Security at 563-589-3333**.

In the case of incidents not on the University of Dubuque campus, local police authorities should be called in order to avoid any delay in response. There should be no retaliation against a person who makes a good faith report of physical or sexual abuse of a child under this policy.

The report to Campus Safety and Security should include all of the relevant facts known to the person who is making the report, including:

1. The child's name, contact information, and/or description;
2. The name and/or description of the person suspected of the abuse;
3. The person/reporter's name and contact information;
4. The time, date, and location of the suspected abuse; and
5. A description of the suspected abuse, with all relevant information and any supporting evidence.

Campus Safety and Security will provide report information to the Dubuque Police department as well as the University President as soon as possible. The University President will work with appropriate University administrative offices and employees immediately to provide safety to the child and deal with the situation, including the person suspected of the abuse. For more information regarding mandatory reporting for child abuse: <https://dhs.iowa.gov/sites/default/files/Comm164.pdf?020520211616>

This policy is intended to implement Code of Iowa section 261.9(1)h. [Note: A mandatory reporter of "child abuse" under Iowa law would also be obligated to report physical or sexual abuse of a child to the Iowa Department of Human Services (DHS) as provided under the Code of Iowa sections 232.67 – .70. The definition of "child abuse" in section 232.68 includes more than physical or sexual abuse. Any employee, student, or visitor who is not a mandatory reporter is encouraged to report any type of "child abuse" to DHS as provided by Iowa law.]

Definitions:

Child: A person under the age of eighteen years, Iowa Code section 232.68.

Mandatory Reporter: A person as described in Iowa Code section 232.69(1). In general, this includes a person who in the scope of her or his professional or employment responsibilities examines, attends, counsels, or treats a child, and who is a health practitioner; social worker; certified psychologist; licensed school employee, certified para-educator, or holder of a coaching authorization under Iowa Code section 272.31; employee or operator of a licensed child care center; employee or operator of a mental health center; peace officer; counselor or mental health professional; or employee or operator of a provider of services to children funded under a federally approved medical assistance home and community-based services waiver.

Physical Abuse: Any non-accidental physical injury, or injury which is at variance with the history given of it, suffered by a child as a result of the acts or omissions of a person responsible for the care of the child. Common indicators could include unusual or unexplained burns, bruises, or fractures.

Sexual Abuse: The commission of a sexual offense with or to a child as a result of the acts or omissions of the person responsible for the care of the child. The commission of a sexual offense includes any sexual offense with or to a person under the age of 18 years. Sexual abuse includes but is not limited to lascivious acts with a child, indecent exposure, assault with intent to commit sexual abuse, indecent contact with a child, incest, and sexual exploitation.

Key Numbers:

Department of Human Services:

<https://dhs.iowa.gov/contact-us>

1-800-362-2178

Dubuque Police Department:

<https://www.cityofdubuque.org/209/Police>

563-589-4415

770 Iowa St., Dubuque, IA 52001

Campus Safety and Security:

<https://www.dbq.edu/AboutUD/CommunityStandards/SafetyandSecurity/>

563-589-3333

Smith Hall, Room 112, at 2205 Grace Street

Human Resources Department:

https://www.dbq.edu/Contact/FacultyStaffDirectory/#cgi.SCRIPT_NAME#

563-589-3619

Smith Hall, Room 205, at 2205 Grace Street

Appendix C: Incident Reporting

The University of Dubuque is committed to providing a safe campus. To assure this, the University has a confidential third-party reporting service. Its purpose is to provide a convenient tool to anonymously and confidentially report activities that may represent **criminal, unethical, or otherwise inappropriate behavior in violation of college policies**.

Reports may be made 24/7 to **Anonymous Hotline 833-290-0001** or www.lighthouse-services.com/dbq

This hotline service is not meant to replace or supersede currently approved reporting methods. The University encourages students, faculty, staff, and other University community members to utilize existing lines of communication and guidelines/remedies whenever possible. For example, complaints of discrimination, including sexual harassment and related misconduct, should be addressed by following the established procedure outlined in the Non-Discrimination, Anti-Harassment, and Retaliation policy of this document and the Employee Handbook.

Appendix D: Staff Evaluations



Staff Evaluation

As a community, the University practices its Christian commitments by educating students, pursuing excellence in scholarship, challenging students to live lives of worth and purpose, and preparing students for service to the church and the world.

Therefore, the University of Dubuque is committed to:

- A hospitable Christian environment which respects other faith traditions;
- Relationships which encourage intellectual, spiritual, and moral development;
- Excellence in academic inquiry and professional preparation;
- A diverse and equitable community where Christian love is practiced;
- Stewardship of all God's human and natural resources;
- Zeal for life-long learning and service.

Aviation Department Mission:

The aviation programs provide students with the academic and professional tools needed to achieve success in the constantly changing aviation industry. The mission of the Aviation Department is to provide students with the professional skills that allow for success in all segments of the aviation industry while enhancing their critical thinking and decision-making skills. The Aviation Department supports the University of Dubuque Mission by establishing excellence in professional preparation, fostering a zeal for life-long learning, focusing on the development of professional skills enhanced by technology and integrated with safety practices, and characterized by fiscal prudence with quality equipment and facilities.

Aviation Department Vision:

- ➔ Sustaining a professional, healthy and enjoyable environment where students, staff and faculty are valued, given the opportunity to grow, and where diversity of thought is encouraged
- ➔ Instilling an exceptional work ethic where integrity, safety and risk mitigation are the central core of the program, and transparency, community service, life-long learning, fairness and compassion are practiced
- ➔ Continuing our work to build a world class aviation program supporting our students in their career endeavors

Employee Name:	<input type="text" value="[Click or tap here to enter text.]"/>	Employee ID Number:	<input type="text" value=" "/>
Position/Title:	<input type="text" value="[Click or tap here to enter text.]"/>		
Assessor Name:	<input type="text" value="[Click or tap here to enter text.]"/>		
Assessment Period:	<input type="text" value="90 Day"/>	Initial or Annual Assessment:	<input type="text" value="[Initial]"/>

Provide a detailed description and utilize at least one example when commenting on the seven criteria in the assessment. Your assessor or supervisor will discuss the criteria and provide their own comments along with your strengths and areas or criteria for improvement.

If goals were established during a previous assessment, discuss how those goals were or were not met in the “*Past/Current Performance Goals or Development Plans.*” Additionally, establish new goals for assessment over the next six to twelve months for future reviews and add those to the “*Performance Goals or Development Plans for the Next Assessment Period.*” **Ensure the goals outlined are specific, measurable and have a finite timeframe.**

Utilize the following standards when describing performance for each of the seven criteria:

<i>Singularly Exceptional</i>	Performance is consistently extraordinary and is sustained at a level well beyond that of even other excellent employees.
<i>Excellent</i>	Performance is consistently better than that expected of a fully proficient employee.
<i>Fully Proficient</i>	Performance meets the full expectations of an employee for this job classification.
<i>Needs Improvement</i>	Performance is less than that of a fully proficient employee. Improvement is necessary.
<i>Not Working Out</i>	Performance does not meet the minimum job requirements. Immediate and substantial improvement is necessary. Performance plan required immediately.

Assessment Factors
Criteria 1: Safety and Risk Management
→ <i>Demonstrates effective safety risk management at all times, not only at work</i>
→ <i>Actively engages in all aspects of the Safety Management System (SMS)</i>
→ <i>Role models appropriate safety management behavior</i>
→ <i>Understands safety protocols and provides constructive feedback</i>
→ <i>Provide guidance and mentoring related to safety risk management</i>
Employee Comments <i>(Briefly discuss accomplishments and how you have met this criteria):</i>
Assessor Comments <i>(strengths and areas for improvement):</i>
Click or tap here to enter text.

Assessment Factors
Criteria 2: Communications
→ <i>Demonstrates effective listening skills</i>
→ <i>Tact and diplomacy</i>
→ <i>Transparent and shares information willingly</i>
→ <i>Builds and Enhances Relationships</i>
→ <i>Straightforwardness and Composure</i>
Employee Comments <i>(Briefly discuss accomplishments and how you have met this criteria):</i>
Assessor Comments <i>(strengths and areas for improvement):</i>
Click or tap here to enter text.

Assessment Factors

Criteria 3: Competency

- *Job knowledge*
- *Ability to complete work without supervision*
- *Judgement and Decision Making*

Employee Comments *(Briefly discuss accomplishments and how you have met this criteria):*

Click or tap here to enter text.

Assessor Comments *(strengths and areas for improvement):*

Click or tap here to enter text.

Assessment Factors

Criteria 4: Character

- *Ethical conduct*
- *Utilizes effective risk mitigation and safety strategies*
- *Professionalism in appearance and behavior*
- *Maintains appropriate confidentiality*
- *Promotes Diversity*
- *Effective Leadership and/or followership*
- *Productive and effective interactions with peers, students and supervisors*
- *Makes a positive contribution to morale*
- *Willingness to assist team members as appropriate*

Employee Comments *(Briefly discuss accomplishments and how you have met this criteria):*

Click or tap here to enter text.

Assessor Comments *(strengths and areas for improvement):*

Click or tap here to enter text.

Assessment Factors

Criteria 5: Initiative

- *Maintains work productivity*
- *Actively seeks ways to streamline processes and/or proactive in problem solving*
- *Initiates and takes on responsibility willingly*
- *Committed to self-improvement and/or seeks additional training and development*
- *Challenges status quo processes appropriately*
- *Helps achieve overall goals of the department*

Employee Comments (*Briefly discuss accomplishments and how you have met this criteria*):

Assessor Comments (*strengths and areas for improvement*):

Click or tap here to enter text.

Assessment Factors

Criteria 6: University Mission

- *Promotes a hospitable work environment*
- *Encourages intellectual, spiritual, and moral development*
- *Excellence in academic inquiry and professional preparation*
- *Stewardship of all God's human and natural resources*
- *Zeal for life-long learning and service*

Employee Comments (*Briefly discuss accomplishments and how you have met this criteria*):

Click or tap here to enter text.

Assessor Comments (*strengths and areas for improvement*):

Click or tap here to enter text.

Past/Current Performance Goals or Development Plans

Performance Goals should support the University’s mission, core competencies and core values. Identify goals that were set at the beginning of the performance cycle and summarize substantive accomplishments. Additional sheets can be attached to this section if more space is required.

Last Assessment Period	Progress Made towards Accomplishments	Assessor Feedback
1. <i>Initial assessment.</i>	Click or tap here to enter text.	Click or tap here to enter text.
2. <i>Initial assessment.</i>	Click or tap here to enter text.	Click or tap here to enter text.
3. <i>Initial assessment.</i>	Click or tap here to enter text.	Click or tap here to enter text.

Performance Goals or Development Plans for the Next Assessment Period

Goals for the upcoming appraisal period are collaboratively identified with supervisor and employee, with accompanying measurements and timeline stated for each goal. Additional sheets can be attached to this section if space is required. The supervisor and employee should refer to this form as they meet periodically throughout the review period to discuss progress. These goals should be reviewed periodically and updated with any changes, deletions, or additions as determined to be necessary.

Next Appraisal Period Goals	Measurement
1. Click or tap here to enter text.	Click or tap here to enter text.
2. Click or tap here to enter text.	Click or tap here to enter text.
3. Click or tap here to enter text.	Click or tap here to enter text.

7. Employee Comments

This section provides an opportunity for the employee to furnish additional comments, if needed, regarding the employee’s performance.

Click or tap here to enter text.

8. Supervisor or Assessor Comments

This section provides an opportunity for the supervisor and/or the next level supervisor (optional) to furnish additional comments, if needed, regarding the employee’s performance..

Click or tap here to enter text.

Employee Signature

Date:

(signature acknowledges receipt, not necessarily agreement)

Next Level Supervisor Signature

Name:

Date:

Assessor Signature

Date:

Randy Warm, Director of Aviation Programs

Date:
