

NEWS & VIEWS



IAWA NEWSLETTER

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PRESIDENT'S MESSAGE

Abby Bried

As we close out 2014 and look forward to 2015, let us be proud about how IAWA continues to impact women's leadership in the aviation industry. Our 2014-2015 focus is on how IAWA members Connect, Inspire & Lead to further women's careers in the aviation and aerospace industry.

Over the past twelve months we have had a chance to demonstrate how that motto works. We had multiple opportunities to meet with women at Connect events from Chicago to Uruguay, from Prague to Shanghai and all points in between. Our 26th Annual Conference in Seattle this fall was a record breaker - 254 women from 133 different companies and organizations in our industry representing 18 countries came together to create lasting connections. I am excited to report that IAWA is already deep into planning next year's Connect events with the ERAU Connect & Scholarship event in Orlando on January 30th and several other Connects in the planning for first quarter. We also are hard at work on the annual conferences Dubai-2015 and Montreal-2016, as well as on a European venue for 2017.



2014 will go down as the year IAWA continued to Inspire. As an organization, we were honored to accept a prestigious award on behalf of Amelia Earhart. We were also honored to present IAWA Women's of Excellence Award to Renee Martinagle, a woman beloved not just by our members, but the aviation industry as a whole. In Seattle we were inspired by Captain Suzanna Darcy-Hennemann, Boeing's Chief Pilot and the first woman to pilot the 747-400 and 777 jetliners. "A big part of being bold is lifelong learning and using your knowledge to reach out and help others be successful," she said in her keynote address, titled "Test Pilots Don't Wear Pearls." Look for more in 2015 from Suzanna. The past year also gave us an opportunity to feature "Career Connects" articles by mentees about women who have inspired them, such as Francine Kerner, Chief Counsel for the Transportation Security Agency and Nancy Graham, Director of the Air Navigation at ICAO.

IAWA continues to concentrate efforts on leading the development of women across our industry. Our longstanding scholarship programs continued to thrive. We were thrilled to launch new scholarship opportunities for advanced development through ICAO and ACL, as well as new internship opportunities at Textron. IAWA also affiliated with other organizations that have made the development of women in their organization a priority, such as the Airport Council International and the Royal Aeronautical Society. IAWA's Women's Development objectives were featured in several industry events including the Global Summit in Abu Dhabi, Navitaire's airline conference in Park City Utah and IATA's World People Symposium in Prague. This year, we were so proud to see IAWA recognized around the globe as a true leader in the advancement of women in our industry.

As I start my last year as IAWA President, I continue to reflect on the "Lead" prong of our mission and where IAWA should focus on women's leadership development in 2015. Luckily I am of the generation where the glass ceilings have been broken over the last 50 years and actually now shattered in many areas. So now we know it can be done. The diversity discussion has shifted to why women leadership numbers still are so low? Some reports say it will take another 70 years for women to be equal in leadership numbers. Today talk encompasses more about how more women can make it to the top. Is it by leaning in or doing the splits of work-life balance? Does it require quotas like we are seeing in Europe requiring certain percentage of women at the board level? What role should men play, if at all supporting women into leadership? All very good questions, but it is the latter that has IAWA's attention. You will hear IAWA talk about the role men play in supporting women. We launch in this quarter a series of articles where men in our industry speak about this topic. We are very proud that Thierry Baril, Chief Human Resources Officer Airbus Group & Airbus kicks off this insightful series. I also will hit the topic straight on in my remarks at the upcoming Embry-Riddle Aviation Law and Insurance Symposium. We welcome input from our members and supporters on this hot topic during the course of 2015.

Connect, Inspire & Lead culminated in December when past IAWA scholarship winners took the lead to organize a Connect event to pay it forward and recognize those that inspire. Jimena Blumenkron and Isabella Maria Vasilogiorgi led ICAO and IAWA in the celebrations of the 70th Anniversary of the Chicago Convention and celebrated 70 inspirational women whose courageousness and ability to succeed under challenging circumstances continue to inspire aviation professionals across continents and generations.

For all the connection opportunities, conference platforms, and communications we provide, in the end all of our success is about you - our members and the women who are working to support each other, develop deep connections and make a difference. The essence of IAWA is collaboration and when you reach out and share your experience or support women's development, you embody that. My hope is in 2015, you and others will reap even greater rewards from what IAWA has to offer. Join us as part of the continued transformation as we will Connect, Inspire and Lead our way through 2015.

Best Wishes for the New Year!

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IAWA-ACI affiliation agreement

Airports Council International (ACI) and IAWA have joined forces as part of a new affiliation announced earlier this year. The official signing of the affiliation agreement took place on September 23, 2014 at United Airlines' offices in Chicago.

Angela Gittens, Director General of ACI World, and Abby Bried, President of IAWA, signed the agreement on behalf of their respective organizations in the presence of several Chicago-based IAWA members. The leadership team from United Airlines' women's business resource (uIMPACT), as well as other representatives from the airline, were also present to support this example of women's leadership development in the area of airport management.

Both organizations will work collaboratively on education, training and job opportunities by:

- offering IAWA members ACI's robust suite of educational programmes at ACI member rates;
- giving IAWA members the opportunity to earn executive and technical scholarships from ACI; and
- encouraging IAWA members to explore job offerings in the airport field.

ACI will provide IAWA with one annual scholarship for the Airport Operations Diploma Programme (AODP) valued at US\$1,795. To achieve the AODP diploma, candidates must successfully complete three self-paced online courses within a three-year time frame.

ACI will also provide IAWA with one annual scholarship (not including the cost of travel) for the ACI Airport Executive Leadership Programme (AELP), which fosters the development of strategic management skills by preparing individually selected candidates to handle senior-level executive responsibilities, thereby creating a network of future airport industry leaders. AELP is targeted at future CEOs, Deputy CEOs or Vice-Presidents of airport operating organizations. IAWA will be responsible for selecting member candidates.

Finally, ACI posts job listings from the airport industry on its website. As part of the affiliation these listings will be cross-posted to the IAWA website to encourage IAWA members to explore airport job opportunities.

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Navitaire's September Customer Conference

During Navitaire's September Customer Conference in Park City, Utah, Kris Fellrath, an IAWA Advisory Board member and VP-Business Operations at Boeing Commercial Airplanes, shared her insights on being a female executive in the airline industry and managing through the "glass ceiling." Raelynn Sink, Global Product Management Director for Navitaire and new 2014 IAWA member, kicked off the session with a brief review of the historic relevance of women in aviation. Women attendees from Navitaire's global airline and rail community enjoyed and appreciated the session.



IAWA President Abby Bried and ACI World Director General, Angela Gittens sign the affiliation agreement. With them, fellow IAWA members and United Airlines' women, as well as Tom Bolling, United's Vice President and Deputy General Counsel.



Raelynn A. Sink, Director, Global Product Management at Navitaire and Kriss Fellrath, VP-Business Operations at Boeing Commercial Airplanes and IAWA Advisory Board member.

Kris shared a unique perspective on her career, challenged the women to question and review the choices they are making in their lives and careers, and provided a message about the aviation industry's opportunity to contribute to improving the overall global welfare.



Kriss Fellrath with Navitaire women attending the session.

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IAWA Advisory Board member Mary Ellen Jones, Vice-President, Sales-Asia Pacific and China of Pratt & Whitney speaks at All Nippon Airways (ANA)

Courtesy of Pratt & Whitney.

Japanese Prime Minister Shinzo Abe is encouraging more women to enter the workforce to help spur the country's economic growth. Leading Japanese airline ANA is embracing that directive to ensure its capturing as broad a talent pool as possible.

ANA executive Akihiko Miura recognizes the accomplished women in his organization and invited IAWA member Mary Ellen Jones to speak to a group of them to share her experiences in growing her career and managing work and home life. Jones, Pratt & Whitney Vice-President of Sales for Asia-Pacific and China, travels to the region frequently and sees the cultural challenges facing many women in the workforce.



Mary Ellen Jones (center, front row) with some of ANA's talented women.

She met recently with a group of approximately 20 women at ANA's Haneda Airport headquarters in Tokyo, talking about steps - and missteps - taken through her career, and encouraging the women to convey their career goals and questions to their supervisors and other trusted colleagues. The women, primarily engineers with an average of 5-10 years experience at ANA, were also eager to discuss their desires for full home lives in addition to full careers, an objective often made difficult by long workdays and commutes. After some initial formalities the session soon evolved into a free-flowing discussion about bosses, husbands and kids.

"I was very impressed with how these women expressed ownership of their job responsibilities while also being confident enough to seek ways to optimize their personal lives," Jones said. "Miura-san is very proactive in bringing these ladies together and so visibly supporting them."

ANA recently announced its selection of the PW1100G-JM engine to power its 30 new A320neo aircraft. The P&W-ANA partnership extends back almost 60 years to when the Pratt & Whitney R-1830-92 Twin Wasp powered ANA's first DC-3 in November 1955.

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Women Leaders in Aviation and Aerospace

November 6, 2014

IAWA President-elect Lisa Piccione (first, from right to left) and fellow attendees to the event in Brussels.

IAWA proudly participated in the event on Women Leaders in Aviation and Aerospace in Europe and the USA. The gathering was organized by Women in Aerospace (WIA), IAWA and the European Business Aviation Association (EBAA) - along with aviation and transport law firm, Verhaegen Walravens, and the Belgian Science & Policy Office (Belspo). Speakers included Alessia Mosca, Member of Parliament (MEP) for the Committee of International Trade; Catherine Lang, Federal Aviation Administration Director at the Embassy of the USA in Brussels; Fabio Gamba, CEO, the European Business Aviation Association; and Veronique Dehant, Head of Section (Time, Earth Rotation and Space Geodesy) at the Royal Observatory of Belgium.

Representatives of WIA, IAWA and EBAA agreed to collabo

rate on expanding women's opportunities for career development and leadership in the aviation and aerospace sectors through the establishment of a broad network of professional contacts. "The partnership established between IAWA, Women in Aerospace - Europe and the European Business Aviation Association provides an important new forum to expand the global network and discuss the future of our industry," said Lisa Piccione, IAWA president-elect. "Another core value that our organizations share is ensuring that we can attract and retain the next generation of women in aviation and aerospace." [Read more](#)



IAWA President-elect Lisa Piccione (first, from right to left) and fellow attendees to the event in Brussels.



INTERVIEW: THIERRY BARIL- AIRBUS GROUP & AIRBUS

IAWA has continually strived to provide a forum for discussion, networking and support to women who are involved in and want to continue a successful career in the aviation industry.

While the efforts of our organization focus on our members and women seeking support to achieve their career goals, we have always recognized that IAWA would not be possible without the support of many men who not only believe in our work and share our mission, but who also promote the positioning of women in their own companies.

This is the first of a series of interviews IAWA has prepared in recognition of some of those men who unselfishly help, promote and enhance the development of women in the aviation industry. Their input and support have been and are also a fundamental part of our work. Thank you!



THIERRY BARIL- CHIEF HUMAN RESOURCES OFFICER AIRBUS GROUP & AIRBUS

1. Can you describe either the event or person that influenced you the most or shaped your belief in the importance to support women at work?

The aeronautics industry is clearly a male dominated industry and bringing more gender diversity within Airbus Group represented one of the key challenges when I was appointed Chief Human Resources Officer of Airbus in 2007.

My objective was to create an inclusive culture, embracing all these differences, and we have worked hard to promote diversity as the company expanded further in Europe and overseas and make it a strategic objective of the Group. I have seen the Group evolve significantly and I can see the strength of our diverse workforce on a daily basis.

When it comes to gender diversity, many inspiring role models come to my mind but one really stands out: Marie Curie. She became one of the greatest scientists of the 20th century and the first double Nobel Prize winner, and all this despite the significant barriers that women faced at the time.

Besides, women have played a major role in the history of Aviation. I think of pioneers like Amelia Earhart, the first woman to fly solo across the Atlantic Ocean, or Sally Ride, first American lady to go into space. These are women who dared to excel in living their dream and should continue to inspire us daily.

2. What advice would you give women in how to succeed?

I would encourage anyone wanting to build a successful career to find their own way and be daring and ambitious! Women should not try to act like men.

Women should have belief in what they do, their competences and skills. In other words, they should never underestimate their capabilities and also work constantly at developing them. They should also be - like all others - open-minded and agile, meaning they should stay open to any opportunity.

I would also encourage them to promote their achievements and show them to the hierarchy. Everyone should also have an open dialogue with their managers on their potential career development. For this, building, developing and leveraging their network are very important.

Finally, I can only encourage everyone to do what they enjoy. If you enjoy your profession, you will excel. The recognition of others will automatically follow.

3. What characteristic/s do you believe women should have to succeed? What characteristic/s or trait/s do you think either prevents them from succeeding or derails them?

When I talk to my female colleagues, it is clear that there are no "specific characteristics" or requirements that lead to success. All individuals should believe in their talents, continuously improve their skills and competences, and remain open minded for all opportunities. These are, in my opinion, the key drivers of success irrespective of gender, origin or background.

The great thing about diversity in the workforce, including gender diversity, is that it brings together many different approaches to managing teams and finding solutions. In the aerospace industry, we need to make sure that all management approaches, when successful, find their way. My team is extremely diverse in terms of gender, age, background and culture, and for me this represents a big asset for bringing cultural change in the business.

In fact, it just depends on us, industrialists, to build an inclusive and sustainable environment, ensuring equal opportunities for everyone and guaranteeing the fair treatment of all employees. This is why at Airbus Group we strive to build an inclusive workplace where all employees are respected and valued for their distinctive characteristics and where these distinctions are viewed as strengths.

If we want to secure our future competitiveness and if we want to remain one of the leaders of the aeronautics industry, we need to engage everyone - both men and women - and encourage them to utilise their talents, go beyond their limits and drive high performance.

Thierry Baril

Appointed Chief Human Resources Officer of AIRBUS Group (then EADS) in June 2012, and a member of the Airbus Group Executive Committee; also still Airbus Chief Human Resources Officer and member of the Airbus Executive Committee.

Mr. Baril joined Airbus in 2007 as Executive Vice President, Human Resources, and Member of the Airbus Executive Committee. Prior to that, he was Executive Vice President Human Resources at Eurocopter and member of the Eurocopter Executive Committee, and Vice President Human Resources of Alcatel Space, HQ Toulouse, among other relevant positions in other companies.

Mr. Baril holds a University Degree in Personnel Management (Diplôme Universitaire de Technologie en Gestion des Entreprises et des Administrations); and Business Degree in Human Resources Management and Development obtained at the Institut de Gestion Sociale (IGS).

Thierry Baril was born in February 1965 in Suresnes, France. He is married with four children. In his spare time, he enjoys riding a motorbike and playing the guitar.

4. Mentor vs. sponsor? Which idea do you subscribe to and why?

Both mentoring and sponsorship aim to provide proactive career-related support, improving employees' skills, competences, experience and networks through a sustainable and trustful relationship. If sponsorship is usually defined as a more efficient and powerful method than mentoring, I believe that both are complementary.

Mentoring consists of developing a long-term relationship, where mentees benefit from the professional experience of the mentor. The mentor's main role is to accompany the mentee, challenge them and guide them depending on their career aspirations. Mentors should also act as a "sounding board" in case of difficult situation within the work place, and should provide guidance.

Sponsors aim to provide more visibility for their protégés, and are ready to defend them in the business environment. In an ideal world, everyone would need both! If people are not able to articulate their career aspirations, no-one would be able to "sponsor" them.

The common success factor to mentoring and sponsoring lies in the relationship. Both concepts can only be successful if a confidential and trustful environment where both individuals learn and grow is created and developed.

At Airbus Group, we encourage everybody with potential to take part in mentoring and coaching programmes and to participate in management and leadership development training programmes.

Our mentors are seniors managers and executives, appointed based on their capacity to inspire others, their leadership skills, their capacity to coach others in support of their career development and on their solid communication and interpersonal skills.

5. How have you encouraged/ensured your organization &/or peers implement your belief in helping women?

At Airbus Group today, women represent 17% of the workforce and we now see more and more women in the top levels of the company: for example the CFO of Airbus Helicopters, the COO of Airbus Defence and Space and the Head of the Group Corporate Audit are all women.

However, despite our targets for increasing diversity, towards which we are progressing each year, we do not have quotas and jobs will always go to the best person. The recruitment focus is always skills and competences.

In order to encourage more gender balance, we need to trigger a real cultural change and this will not happen overnight, especially in our industry. We need to make clear that gender parity is not a

'women's issue' but a business necessity.

This is why we have identified three drivers to evolve towards more gender balance. Firstly, we aim to attract more women into Airbus Group to ensure the supply of talent to meet our future needs. In 2013, 21% of our recruits were women, which is more than the proportion of female students graduating in engineering in Europe (circa. 14%). We aim to have 25% of women in our recruits in 2014. Secondly, we aim to develop women in the company and target to have 20% female senior managers and executives in the next decade, compared to 10% in December 2013. We encourage them to take part in our internal women networks - engaging both men and women - treating concrete business related topics and promoting a different mindset. We also prepare our future leaders to embrace diversity and be conscious of the competitive advantage it brings to their teams. This should allow us to have more and more women in all functions and levels of the company.

Thirdly, we are encouraging girls and young women to study science, engineering and production and are urging them to consider careers in these areas. For this, we are working proactively with schools, universities and other institutions to enhance opportunities and encourage young women to discover the fascinating world of aeronautics.

In this context, Airbus, in collaboration with the Global Engineering Deans Council (GEDC), has developed and implemented a competition rewarding individuals who have been proactive in bringing more diversity into engineering schools and universities. The long-term aim of the award is to increase diversity among the global community of engineers so that the engineering industry reflects the diversity of the communities it supports.

We also support initiatives that will have an influence on society. For example, we have recently joined the ERT (European Round Table of Industrialists) initiative "advancing women in Business" which is about giving women greater visibility and the opportunity to hold non-executive supervisory board positions in the member companies.

6. What is the biggest challenge women face today?

Let's face it, we will reach gender equality in corporations when this question no longer needs to be asked or answered!

I believe that the biggest challenge for women today, especially within male dominated industries, is to get away from the stereotypes and find the right balance between showcasing and promoting their own achievements and skills.

I believe that all individuals, both women and men, have unique values and qualities which they should exploit, while remaining humble and conscious of their shortcomings and flaws. Everyone should challenge themselves to become a better performer, no matter the gender.

In this context, women's networks within companies or dedicated leadership/mentoring programmes should be open to men as well. They need to be seen as catalysts for more diversity, consequently promoting innovation, performance and engagement across the company.

This is why we believe in cultural change and we strive to engage all our employees in this direction. I strongly support the HeforShe campaign that has been recently launched by the actress Emma Watson. Cultural change will be the key to gender equality.

7. What are you most proud of as a male leader?

Leadership has no gender! There can be inspirational male leaders and inspirational female leaders and equally there can be bad male leaders and bad female leaders.

I am very proud of leading the cultural change at Airbus Group. We have made significant progress into widening the diversity of our workforce and I want to further continue in this direction. We think that internal mobility between our Divisions and across countries will be a key asset to move on in this direction. In 2013 alone, we had more than 10,000 internal moves and we expect the same amount in 2014.

FLYING HIGH WITH AIRLINK: A VOLUNTEER'S PERSPECTIVE

By: Robyn Mandel

Working on cross-border airplane deals is status quo for me in my aviation and corporate law practice at Katten Muchin Rosenman LLP. However, advising Airlink, Inc., a non-profit pro bono client, in connection with setting up an air bridge to deliver medical relief supplies to Ebola-stricken countries in West Africa was a uniquely challenging and rewarding project, and anything but status-quo.

Airlink is a 24/7, rapid-response, humanitarian relief organization that links commercial airlines with pre-qualified nonprofits. Through its partnerships within the aviation community, Airlink enables its nonprofit members to get relief personnel and material aid to those in need around the world during disasters and crises faster and cheaper than standard transportation options.

Airlink has relied completely on the willingness of airline partners to provide passenger and cargo capacity on a donated or discounted basis when NGOs asked, but with the supply chain into West Africa severely constricted, Airlink had to seek alternatives to its traditional matching model to secure flights to deliver critically needed aid for Ebola response.

Working with logistics partners, Airlink executives developed a plan whereby cargo from several different nonprofits would be consolidated and sent to the intended destinations in West Africa by a charter carrier. Following the donation of a 737 cargo flight by Sarah and Ross Perot Jr. flown by two all-volunteer crews from ATX Services, The Paul G. Allen Family Foundation donated \$3 million dollars for the purpose of establishing an air bridge to West Africa. To date, Airlink has been able to secure 7 flights, transporting a total of nearly 1 million pounds of aid cargo. These shipments included gloves, masks, respirators, hazmat suits and other full-body personal protective equipment, and a variety of medical and surgical supplies.

While I was excited and proud to be part of this initiative, my lawyer cap forced me to raise my hand and express concern about the risks that Airlink was now incurring by playing such an integral role in the delivery of these donated supplies to such a volatile area of the world. I worked with Airlink and other experts to allocate risk among Airlink, the nonprofits shipping the goods, the logistics companies, and the charter airlines. This involved having parties enter into arrangements for risk allocation, procuring insurance for Airlink, and seeking coverage for them and the nonprofit shippers as additional insureds on the charter airline's policy. A freight forwarder and aircraft cargo charter broker were also used to facilitate the transportation.

Airlink does so many other things that I have not yet mentioned, some of which include supporting efforts during some of the world's most significant disasters: the 2010 earthquake in Haiti; the 2011 tsunami in Japan; the ongoing Syrian refugee crisis; Hurricane Sandy and various tornadoes and floods throughout the US; and Typhoon Haiyan in the Philippines.

I am thankful for the opportunity that Airlink provided to me to use my expertise to make a difference in the world. Counseling Airlink has been not only intellectually stimulating, but as a result of the great work that Airlink is doing and being part of the team, this work is truly fulfilling. I invite other IAWA members to get involved with Airlink.

Within my law firm alone, in addition to the aviation and corporate governance counsel my team has provided, several of my colleagues have offered advice on issues such as tax, trademark and employment matters. Many other organizations within and outside of the aviation industry have helped Airlink. For example, The Boeing Company, who in addition to committing to make a significant annual donation, has also allowed Airlink to transport material aid on otherwise empty delivery flights. Several companies have donated technology expertise, including Salesforce, who recently awarded Airlink a grant for IT development, and AerData, who rebuilt the Airlink website in early 2014. United Airlines has identified Airlink as a charity partner, allowing frequent fliers to donate their airline miles to Airlink through their website.

In addition, ISTAT has been incredibly supportive by providing a significant annual donation since founding the organization in 2010, and CAPA has named Airlink as their official charity partner. Airlink and I are also incredibly thankful for the relationship that we have developed with IAWA, which has already helped to expand our volunteer core and educate many more industry participants about Airlink's existence.

A small sampling of the current volunteer needs that Airlink would like to fill include journalists, appraisers or other valuation experts and individuals to provide website and social media support. In addition to needing volunteers, integral to Airlink's work is to expand its donated capacity from airlines. Airlink now has partnerships with over 30 airlines, but could have an even more significant humanitarian relief impact around the world with a greater number of airline partners.

If you would like to get involved with Airlink, offer your expertise or use your relationships to help expand Airlink's networks, please contact me and we will set up a call for you and an Airlink executive to strategize about the impact you and/or your organization can add to Airlink.

Airlink is a 501(c)(3) entity. Donations of cash and miles are happily accepted. Please visit Airlink's website at airlinkflight.org to learn more about Airlink or make your donation.



Robyn Mandel is Acting Secretary for Airlink and Special Counsel at Katten Muchin Rosenman LLP. robyn.mandel@kattenlaw.com.



First official Air Bridge flight that departed on 9/22. Picture provided by AmeriCares.

IAWA 2014 SEATTLE CONFERENCE

Thank you for joining us in Seattle for
IAWA's 26th Annual Conference!

- 251 Number of Attendees
- 92 First Time Attendees
- 118 Non-Members
- 46 Sponsor Companies
- 155 Attendees from Sponsor Companies
- 134 Companies Represented
- 18 Countries Represented



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Istanbul ISTAT Reception

September 22, 2014

ISTAT Europe 2014 was held on September 21-23 at the Hilton Istanbul Bosphorus. ISTAT once again sponsored a Women's Networking Reception in conjunction with IAWA, giving the opportunity for women attending the conference to meet and network with one another and representatives from ISTAT's Board of Directors. Nearly 50 women attended the reception on the hotel's 9th floor with a stunning view of the Bosphorus, and heard welcome remarks from Doug Runte, ISTAT's Treasurer.

For the first time, there were three IAWA members who chaired panels at ISTAT Europe this year: Mary Ellen Jones, Alison Mason and Mary Prettyman.

Thank you to ISTAT for sponsoring the event!



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IAWA Board member Mary Prettyman (center) and fellow attendees to ISTAT.



Milan Connect

September 24, 2014

The Milan Reception hosted at the offices of Studio Legale LS-LexJus Sinacta, featured over fifty men and women including IAWA Board Members Zoe Layden and Dagmar Drucker. The event included a great speech by Donatella Catapano, Senior In-House Legal Counsel for International Contract and M&A Agusta Westland SpA (Finmeccanica group). Among the promoters and presenters in the event was also Anna Masutti, IAWA member and also member of the European Centre of Space Law (ECSL) c/o the European Space Agency with seat in Parigi (ESA), and Air Law Professor c/o Bologna University. In all, a woman who holds a key position in Italian aerospace industry, and who for many years struggled for an increasing presence of women in this sector. "The aerospace industry is now a key element in our Country, continues to offers many jobs, and is well supported by the European Union - explained avv. Masutti during Avio-Italia -. Unfortunately, the number of women holding a key managing position in this industry is still rather limited, and during the conventions and seminars of this industry there are too few women as presenters. IAWA goal is precisely to increase their presence in this sector, helping them in their career, both thanks to specific trainings and forming a true network which would allow their skills to expand".
Avio-Italia.com



IAWA Board members Dagmar Drucker and Zoe Layden with attendees to the Milan Connect



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Sao Paulo Reception

October, 2014

Elizabeth Freidenberg, IAWA Advisory Board member, organized an IAWA reception in Sao Paulo, Brazil sponsored by Ms. Carla Schnapp, partner at the local firm Bernardi Schnapp, whom we thank deeply for her hospitality. Brazil is one of the countries with the most aviation activity in the world, and this event attracted more than 20 Brazilian women in the industry, from the city of Sao Paulo.



The first IAWA event in Brazil was well attended by women in the aviation industry.



IAWA Advisory Board member Elizabeth Freidenberg (first from right to left) with Brazilian aviation women.

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NBAA Connect

October 22, 2014

Last October, Freestream hosted an IAWA connect at their booth at the NBAA conference in Orlando. Fifteen women attended, some of whom had just met IAWA at the Seattle conference the week before. The Freestream CEO and her team were wonderful hosts.



IAWA Advisory Board Member Ellyn Slow and fellow attendees to the Connect

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IATA World People Symposium

November 4-6, 2014

IAWA Board Member Carol Anderson was invited to speak at the IATA World People Symposium which was held in Prague last November, as part of a new Women in Leadership session which took place on the opening afternoon of the Symposium. IAWA and IATA have recently become strategic partners and are collaborating on common projects in relation to promotion, support and coordination of scholarship and mentoring programmes to assist women with career objectives in the aviation industry. Anderson's presentation focussed on the power of professional networks and how she has grown her networking skills and developed her career as an aviation lawyer since becoming involved with IAWA whilst she was working at IATA back in 1999.

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IAWA-ICAO Montreal Connect

Celebrating 70 women inspiring generations of aviation professionals

December 4, 2014

In line with the celebrations for the 70th Anniversary of the Chicago Convention, the International Civil Aviation Organization (ICAO) dedicated its Second IAWA Connect event to celebrate 70 inspirational women whose level of competence and their ability to succeed under challenging circumstances inspire aviation professionals across continents and generations. Jointly hosted by Ms. Nancy Graham and Dr. Fang Liu, Directors of the Air Navigation and the Administration and Services Bureaux, the Connect brought together more than 60 professional women from all aspects of the aviation industry, including Ghislaine Richard (Canada), Nagwa Hassan El Aasar (Egypt), Kerry Macaulay (Australia), Malgorzata Polkowska (Poland), Maria Helena Faleiro T. de Almeida (Portugal), Aysha Al Hameli (UAE), Mercy Beatrice Awori (Kenya), Marina Donato and Paola Tamburelli (Argentina), Angela Gittens (ACI), Iyabo Sosina, (AFCAC), Ashley Laurysen (EUROCONTROL), Mylène Scholnick (IAWA), among others.

The highlight of the Connect was the unveiling of a commemorative plaque, featuring a photo-collage recognizing 70 professional women in aviation.

ICAO also launched a fundraising campaign for the ICAO-IAWA Aviation Scholarship, a programme that allows a young professional woman to work in ICAO for a period of up to 9 months. The first ICAO-IAWA scholarship has been awarded to Isavella Maria Vasilogeorgi (Greece), currently working with the ANB under the supervision of Jimena Blumenkron (Mexico), who were responsible for this memorable event.



IAWA Past President Mylene Scholnick (third from left to right) and some past IAWA scholarship winners who led in the organization of the event.



Jimena Blumenkron, Isavella Maria Vasilogeorgi, Dr. Fang Liu and Ms. Nancy Graham.

To learn more about the “70 Women” project, please contact Jennifer Miller at: jennifer@iawa.org

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Dubai Reception at MEBA

December 9, 2014

F&E Aerospace kindly hosted IAWA at its recent Middle East Business Aviation (MEBA) show at Dubai World Central on 9 December with a fabulous view of the business jets on display at the show. IAWA thanks everyone who attended and was especially delighted that new IAWA member Laila Al Muhairi from the UAE's GCAA was able to attend. Carol Anderson, IAWA Board Member welcomed everyone to the reception and made a short speech on the benefits of networking and associations like IAWA and encouraged all those attending to keep in touch with a view to attending IAWA's 27th Annual Conference taking place 10-12 November in Dubai. IAWA sincerely thanks Sharief Fahmy and Michele van Akelien of F&E Aerospace together with all of their colleagues for making IAWA's MEBA Reception such a success.



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IWA Orlando Connect at Embry Riddle Aviation Law and Insurance Symposium

Location:

ORLANDO, FL

Date:

Jan 30 2015

Event Time:

8:00 am



You are invited to CONNECT with IAWA at the 2015 Orlando Connect. This networking event will be held over a continental breakfast on January 30th at the 26th Annual Embry Riddle Aviation Law and Insurance Symposium (ALIS). [Click here to learn about the event](#)

IAWA President Abby Bried will speak on Connect, Inspire and Lead - Developing Women Leaders in the Aviation and Aerospace Industry. In addition, Abby will present the IAWA Scholarship Award to a women student at ERAU during the Luncheon on Friday, January 30th.

Date: January 30, 2015

Time: 8:00 am

Location: Hyatt Regency Orlando Center, Orlando, FL

[Click here to RSVP](#)

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IWA 27th ANNUAL CONFERENCE

Location:

Dubai, UAE

Date(s):

November 10- 12, 2015

Venue:

Fairmont The Palm

Palm Jumeirah

Dubai, United Arab Emirates

Tel: +971 4457 3388

International Numbers: <http://www.fairmont.com/contact-us/morenumbers/>

Hotel Website: <http://www.fairmont.com/palm-dubai/>



SAVE THE DATE

More information coming soon!

Fairmont The Palm, named after Dubai's iconic Palm Jumeirah, is located on the world's largest man-made island shaped in the form of a palm tree. This beachfront Dubai hotel showcases unrivalled views of the Arabian Gulf and provides easy access to Dubai's attractions, the Dubai International Airport, some of the city's best shopping with Mall of the Emirates, Marina Mall and The Dubai Mall, in addition to numerous golf courses in Dubai.

This Palm Jumeirah Dubai hotel features 381 guest rooms and suites, including two Presidential Suites and a Fairmont Gold Lounge. You don't have to miss a workout with the fitness centre and health club facilities, or can choose to relax at Willow Stream Spa.

Check out the buzz about the 27th Annual Conference!

IAWA's Dubai-based Board Member Carol Anderson promotes the 27th Annual Conference in the October 2014 issue of Aviation Business. Click here to read the article on page 66: <http://edition.pagesuite-professional.co.uk/launch.aspx?eid=c585ca02-6d4>



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IAWA members at the Camp GOALS for Girls

IAWA members Nilza Santos, Alice Chan and Susan Baer, along with Camila Turrieta were mentors at the Aviation Week Camp GOALS for Girls, an Aviation and Aerospace Science Youth Leadership Conference at the Intrepid Sea, Air & Space Museum in New York City. The Camp GOALS program (Greater Opportunities Advancing Leadership and Science for Girls) consists of 50 8th and 9th grade girls from New York City schools who have a great interest in math and science. They learn through the camp about the exciting field of STEM (science, technology, engineering and mathematics), and participate in activities and lessons on team-building, communication, confidence and overcoming challenges. The mentors discussed with the campers the field of aviation and aerospace, and encouraged them to explore STEM education and careers. Go GOALS Girls!



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Katherine Staton Named a 2014 Winning Woman by 'Texas Lawyer'

IAWA's Past President Kat Staton was recently named a 2014 "Winning Woman" by Texas Lawyer. Founded in 2011, Texas Lawyer's "Winning Women Award" honors lawyers who have achieved significant recent victories and established a track record of prevailing in high-stakes cases; won large monetary awards; successfully defended against actions seeking substantial damages; handled first-of-their-kind cases; made a substantial changes to the practice of law; or claimed victory in cases that had a national or statewide impact...[Read more](#)



Kathy Posner, Expert Editor to Margo On Aviation Insurance

Congratulations to IAWA member and former President, Kathy Posner, on the publication of the Fourth Edition of Margo on Aviation Insurance. Kathy and a team of expert editors updated this seminal work on Aviation Insurance bringing a wealth of international experience to the title and expanding and updating the content, makeup and comparative analysis for the 2014 audience. The publication is available for purchase from various publishers, including LexisNexis (UK) and Wildy & Sons Ltd.



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Jerrie Mock, first female pilot to fly solo around the world, dies at 88

Jerrie Mock was the first woman to fly solo around the world in a Cessna 180 with a 36-foot wingspan.

[Read more about her accomplishment and her life.](#)

2014 Aviation Highlights

Check out: <http://www.flightglobal.com/features/top-25/?cmpid=NLC|FGFG|FGFIN-2014-1216-GLOB&sfid=70120000000taAh> the most relevant events in the aviation industry during 2014.

70th Anniversary of the Signing of the Convention on International Civil Aviation

December 7, 2014 was the 70th Anniversary of the Signing of the Convention on International Aviation. On that date, 52 nations established an agreement that established the framework for the development of civil aviation worldwide, and created the International Civil Aviation Organization (ICAO).

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MEET OUR NEW MEMBERS



Kholode Al-Obaidli, Vice President National Talent Management, Qatar Airways

Kholode Al-Obaidli is Vice President National Talent Management at Qatar Airways based in Doha, Qatar. She heads up the National Talent Management Department that is responsible for advocating and implementing nationalisation within Qatar Airways reporting into the Chief Human Resources Officer. National Talent Management is the promotion of Qatari nationals already in the workplace whilst improving recruitment and retention of nationals.

Dr. Al-Obaidli holds a PhD in Public Policy and Education from the University of Birmingham, UK. She also has received both a Master Degree from the University of Manchester, UK and a Bachelor Degree from Qatar University.

She is one of a handful of Qatari women holding a PhD and is a strong advocate of women's issues in the Arabian Gulf countries. She is also one of the few senior women in the aviation industry in the Arabian Gulf.



Christina Balis, Principal and Director of European Operations, AVASCENT

Christina Balis is a principal at Avascent, the leading strategy and management consulting firm serving clients operating in the aerospace, defense, and government-driven markets. She directs Avascent's European operations out of Paris. Christina has experience providing strategic advisory services and supporting M&A activities across a diverse set of defence, civil government, and commercial markets, informed by broad multicultural exposure and experience in consulting, corporate management, and public policy. Christina brings unique perspectives into her client engagements, informed by broad multicultural exposure and first-hand experience in consulting, corporate management, and public policy. She holds degrees in business administration and international relations from US, UK and German universities.



Viridiana Barquin, Associate, Abogados Sierra y Vazquez

Legal counsel for internationally-oriented companies dealing with financing, leasing, sales and acquisitions, corporate matters, antitrust, bankruptcy and insolvency, environmental control, and foreign investment in Mexico. Viridiana has experience in structuring and negotiation of a full range of commercial agreements providing counsel on the applicable international and local regulation on several frameworks, as well as representation of foreign companies in numerous disputes resulting in the repossession of assets through settlement and alternative methods of dispute resolution.



Jayne Baxter, Managing Director, GMR Consulting, LLC

Jayne serves as Managing Director of GMR Consulting and is a licensed helicopter pilot with experience in Europe and the USA. She leads a multi-disciplined team of highly experienced aviation professionals who provide consulting and expert witness services. Her team have been called upon to provide consulting services to the global aerospace sector and have given expert testimony in highly complex aviation litigation. They have been retained by both plaintiff and defendant lawyers in a variety of civil and criminal cases to provide detailed, in-depth reports and oral testimony. GMR have offices in New York, Florida and London and work on an international basis.



Ruxandra Brutaru, General Manager, Aviation East

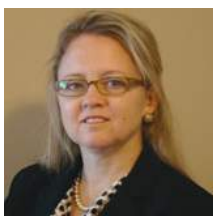
Ruxandra has a broad understanding of airline operations - from the technical and operational aspects to the strategic and commercial ones. She has extensive experience working in international projects with a career that started at EUROCONTROL, the European Safety Agency for Air Navigation, where she worked with the Air Navigation Service Providers across Europe improving safety performance.

She then moved on to the commercial side of the industry as the Marketing and Sales Director at the first low cost airlines in Romania, Blue Air. Her standout skills in the area of airline operations drew the attention of Binter Canarias of Spain where she assumed responsibility for demand forecasting as International Expansion Manager expanding the fleet from ATR72s to B737-400s and transitioning the airline from a traditional island-based operation to an international carrier. Ruxandra led TAROM, the Romanian national airline, as the CEO where she successfully grew its passenger numbers by more than 25% and formed an important international strategic partnership for TAROM by joining the SkyTeam Alliance. She now leads the business development effort for Aloft Aviation Consulting in Europe while also acting as General Manager of Aviation East.



Michelle Crippin, Director, Services Product Marketing, The Boeing Company

Following a passion for aviation that began when Michelle first flew on a commercial flight at the age of 13, she attended Embry-Riddle Aeronautical University. Michelle earned a B.S. and an MBAA from Embry-Riddle and began her career with McDonnell Douglas-Douglas Aircraft Company in 1987. Michelle has spent time working on both the airplane and services side of commercial aviation and became a manager 13 years into her career. Michelle is currently Director of the Services Product Marketing team for Boeing Commercial Airplanes.



Debbie Fanjoy, Managing Director, Marsh Aviation, Inc.

Debbie is the Central Zone Aviation Practice Leader for Marsh Aviation. Prior to joining Marsh, Debbie served in various underwriting capacities with Global Aerospace, as well as the Chicago aviation practice leader for a regional brokerage firm.

- *Chartered Property Casualty Underwriter (CPCU)
- *Associate in Risk Management (ARM)
- *Certified Aviation Insurance Professional (CAIP)
- * Commercial Pilot and Certified Flight Instructor



Dora Habachy, Corporate and Compliance Counsel, JetBlue Airways Corporation

Dora is Corporate and Compliance Counsel at JetBlue Airways Corporation. In that capacity, she works on aircraft financing and acquisition, SEC compliance and general corporate work, including maintenance, lease review and component sales. Prior to joining JetBlue, Dora was an associate at Cleary Gottlieb Steen & Hamilton's New York office focusing on leverage finance.



Nicole Holscher, Director of Production Support - ADC, The Boeing Company

Nicole is currently the director of production support for the Boeing Advanced Developmental Composites Center. She is responsible for the engineering and business operations functions. Previously, Nicole was the manufacturing director at Boeing Canada Winnipeg where she was focused on operations excellence, developing a focused operations strategy, and championing lean and leadership development. Nicole came to Winnipeg from Boeing Portland where she was responsible for creating a long-term vision and strategy for the machined aluminium component value stream. Nicole joined Boeing as a first-line manager in May 2007. Nicole holds a bachelor of chemical engineering degree from the University of Minnesota and a MBA from Georgia State University. She is married with two sons and a daughter.



Angel Houck, Tax Manager, CliftonLarsonAllen

Angel L. Houck is a Tax Manager with CliftonLarsonAllen, LLP and has more than 6 years' experience in tax planning and consulting for individuals and privately held companies that own and operate business aircraft. She consults on all tax related aspects of aircraft ownership including ownership structure, IRS record keeping requirements, purchases, sales and exchanges, operations, and assistance in IRS exams. She also provides compliance work services for business and individual tax and federal excise tax requirements. She is an active member of the NBAA and has been cited in several articles in their Aviation Insider publication.



Cheri Hutson, Senior Manager, International Feeder Aircraft Operations, FedEx Express

Management professional with over 20 years of progressive experience at FedEx Express including truck and aviation operations, warehousing, flight following, audit assessments and contracts. Action-oriented leader and a dynamic performer with a proven ability to improve operations, quality, service, and financial results. Specialties: Supervising contract negotiations and administration teams, problem resolution, management development, cost control, government liaison. Vendor relations, safety and quality programs, contingency development and implementation, operations planning, transportation network design and continuous improvement.



Kelly Isley, Global Strategy Leader, Honeywell

Kelly Isley is a Fortune 100 top performer who is a strategist, business leader, author, and private pilot with more than 20 years of experience in aerospace, aviation, healthcare and engineering. Collectively, she has helped her clients raise more than \$725 million in capital, complete \$550+ million in acquisitions, secure high-profile partnerships and capture 7-figure incentive programs. During her career she has managed asset risk for program development, created reseller/ manufacturing partnerships, executed award-winning communications programs, built profitable strategic plans, and managed operations teams for Fortune 500 companies. Her demonstrated turnaround capabilities for critical programs have focused on customers throughout Europe, Asia, North America, and South America.



Karen Kraus, President, Jet Midwest

Senior commercial aviation executive with over 17 years of experience in parts supply and aircraft trading industry. Core competencies include implementing strategic corporate plan, leading growth initiatives, overseeing the financial condition of the organizations, facilitating cross-company and cross-departmental cooperation and in supporting, motivating and developing organizational staff.



Marissa Lefland, Associate Attorney, Condon & Forsyth LLP

Marissa's practice encompasses all aspects of aviation litigation. Marissa has represented foreign and domestic air carriers, terminal operators and other entities in federal and state court, where she has conducted trials and alternative dispute resolution. She also counsels air carriers on compliance with federal regulations, and has experience with commercial transactions, employment and labor matters, and electronic discovery issues. Marissa is the associate editor of the ABA Tort and Insurance Practice Section (TIPS) Aviation and Space Law Newsletter and is a member of the Sex and the Law Committee of the New York City Bar Association.

Rebekka Martorano, Associate, The Ryan Law Group

Rebekka joined The Ryan Law Group as an Associate in 1995 and now works with Tim Ryan as an integral part of the litigation team. Rebekka practices in the fields of products liability, aviation, real estate and business litigation, including experience as lead trial counsel in multiple jury trials, and practice in state and federal courts. Born in Switzerland and raised in Germany, Rebekka moved to the United States to attend college and speaks fluent German. She currently lives in Davis where she is active in the community as a board member for the Northern California Shambhala Meditation Centers.



Patricia O'Connell, Executive Vice President, Commercial, RTI International Metals, Inc.

Patricia O'Connell is Executive Vice President, Commercial of RTI International Metals, Inc., (NYSE: RTI). Ms. O'Connell joined RTI as Executive Vice President, Commercial in 2013. She has global responsibility for strategy and business development while expanding the Company's existing business and customer relationships. Prior to joining RTI, Ms. O'Connell was the President of Rolls-Royce's North America Customer Business where she was responsible for leading and developing the new Customer Business organization in the U.S. Ms. O'Connell has held senior leadership positions at GE Aviation as VP of Customer Management, Business and General Aviation and President Civil Aviation Systems, as well as key leadership roles at Rockwell Collins. Ms. O'Connell has more than 20 years of experience in sales, business development, operations, material and supply, international business, strategy and customer relations including 17 years in the aviation industry. She obtained her master's degree in business administration from the University of Iowa.



Paige Palmateer, Manager, Communications, Pratt & Whitney

Paige Palmateer manages communications for the Legal and Information Technology organizations at Pratt & Whitney (P&W), a division of United Technologies Corp. (UTC). She started her UTC Communications career in 2007 at Hamilton Sundstrand (HS) managing employee and executive communications, including UTC's then largest divestiture of the HS Industrial businesses. Paige holds a bachelor's degree in English from the State University of New York College at Geneseo, a master's degree in Journalism from the S.I. Newhouse School of Public Communications at Syracuse University and a law degree from Western New England University School of Law.



Sarah Passeri, Associate, Holland & Knight

Sarah Passeri is an associate in Holland & Knight's New York office. Ms. Passeri's practice focuses primarily on aviation litigation, representing U.S. and foreign air carriers in civil litigation, including claims involving wrongful death and personal injury, premises liability, passenger delay, cargo liability and breach of contract. She also is developing a specialty in aircraft financing, leasing, sale, and acquisition.



Sheila Remes, Managing Director of Sales Strategy, The Boeing Company

Sheila Remes, Managing Director of Sales Strategy, is responsible for developing new go to market sales approaches which can enable BCA to best prioritize and maximize sales opportunities globally. She also focus on global sales approaches and strategies seeking to identify and "qualify" emerging customers as well as develop working relationships with key market influencers in the aviation consulting and financing world. Her team works across BCA and BCC to bring together best practices and learning from campaigns that are developing in order to help sales teams develop their unique strategies for their customers.



Mara'D Smith, Aviation and Aerospace Associate, Clyde & Co US LLP

Mara'D Smith is an aviation and aerospace associate at Clyde & Co US LLP in their San Francisco office. She previously worked as an airline pilot and keeps her flight experience current by providing flight instruction and flying aerobatics. She earned her Master's degree in Aviation Management from Embry Riddle Aeronautical University and her Bachelor's degree in Aviation Technology from Westminster.



Dawn Wavle, Assistant General Counsel, Textron Aviation, Inc.

Dawn Wavle has been practicing aviation law for ten years, is Assistant General Counsel at Textron Aviation Inc., which is comprised of Beechcraft Corporation and Cessna Aircraft Company. Prior to her work at Textron Aviation, Dawn served as AGC for Cessna. Prior to that, Dawn served as Senior Counsel at Beechcraft Corporation, and Associate Counsel at Bombardier Learjet. Dawn's practices focuses on supporting the supply chain and engineering functions in the design, development, manufacture, and service of piston, turboprop, and jet aircraft; protection of company IP; and legal support to company flight operations, with a focus on Part 91 and Part 135 flight rules. Dawn has a J.D. from Washburn University School of Law. She is an active private pilot, and is a trustee for the Amelia Earhart Birthplace Museum.

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