USAPPROGRAM

Online Course Guide

COURSE 1 - Introduction to the U.S. Airport Industry

COURSE 2 - Airport Planning, Environment, Operations & Safety

COURSE 3 - Airport Security and Facilitation

COURSE 4 - Airport Business Management – Part I

COURSE 5 - Airport Business Management – Part II

COURSE 6 - Leadership Development and Strategy

COURSE 1 - Introduction to the U.S. Airport Industry

3 hours

Module 1: International Aviation Regulatory Framework (1 hour)

1. The International Regulatory Framework
2. The International Civil Aviation Organization (ICAO)
3. Freedoms of the Air and Air Service Agreements
4. Other International Organizations
5. Assessment
6. Resources

Module 2: United States Aviation Regulatory Framework (45 minutes)

1. Introduction to the U.S. Aviation Regulatory Framework
2. Federal Government Agencies
3. United States Congress
4. Assessment
5. Resources

Module 3: United States Airport Framework (45 minutes)

1. Airport Governance in the U.S.
2. Governance Authority and Structure
3. Airport Funding and Financing
4. Assessment
5. Resources

Module 4: Role of Airports Council International – North America (30 minutes)

1. About ACI-NA
2. ACI-NA Industry Contributions
3. Assessment
4. Resources

COURSE 2 - Airport Planning, Environment, Operations & Safety Industry

16 hours

Module 1: Airport Operating Management Structures (1 hour)

1. Role of Management and Airport Employees
2. Airport Planning and Development
3. Airport Operations and Maintenance
4. Other Stakeholders
5. Assessment
6. Resources

Module 2: Airport Planning and Development (3 hours)

1. Airport Planning Overview

2. U.S. Regulatory Requirements
3. Airport Master Plan
4. Airside and Airspace Planning
5. Terminal Planning
6. Ground Transportation Planning
7. Ancillary Facility and Land Use Planning
8. Airport Construction and Project Delivery Methods
9. Assessment
10. Resources

Module 3: Airport Environmental Planning and Management (2.5 hours)

1. Introduction to Airport Environmental Management
2. U.S. National Environmental Policy Act (NEPA)
3. Noise Management
4. Air Quality
5. Water Quality Management
6. Waste Management
7. Natural Resources Management
8. Other Environmental Issues
9. Assessment
10. Resources

Module 4: Airside Operations (2.5 hours)

1. Airside Operations Overview
2. Airside Operations Management and Personnel
3. 14 CFR Part 139 – Key Requirements
4. Apron and Gate Management
5. Airside Vehicle Control
6. Airside Operations Centers
7. Airside Capacity
8. Emerging Technology in Airside Operations
9. Assessment
10. Resources

Module 5: Terminal and Landside Operations (2 hours)

1. Introduction to Landside Operations
2. Ground Access
3. Passenger Terminals
4. Cargo Processing
5. Assessment
6. Resources

Module 6: Safety (2 hours)

1. Difference Between Safety and Security
2. SMS principles
3. Hazardous Conditions and Activities
4. Airside Safety Programs
5. Aircraft Operational Surfaces and Safety Areas
6. Workplace Safety and APEX in Safety Reviews
7. Assessment
8. Resources

Module 7: Airline and Airport Flight Operations (1 hour)

1. Airline Business Concerns at Airports
2. Airside Ground and Flight Operations
3. Irregular Operations (IROPS)
4. Assessment
5. Resources

Module 7: Emergency Response (2 hours)

1. Introduction to Emergency Management
2. Types of Emergencies
3. Common Elements in Emergency Response
4. Emergency Response Planning
5. Airport Rescue & Fire-Fighting
6. Emergency Response Communications and Coordination
7. Resumption of Normal Operations
8. Emergency Management Training and Preparation
9. Assessment
10. Resources

COURSE 3 - Airport Security and Facilitation Industry

11 hours

Module 1: Introduction to Airport Security and Facilitation (1 hour)

1. Introduction to Airport Security
2. ICAO and Aviation Security
3. Assessment
4. Resources

Module 2: Airport Security (2 hours)

1. Risk and Basic Security Measures
2. Human Factors and Security Culture
3. Airport Security Programs
4. Barriers and Other Access Points

5. Security Related Systems
6. Quality Management and Quality Assurance
7. Security Incident Preparation, Response & Reporting
8. Assessment
9. Resources

Module 3: U.S. Department of Homeland Security (DHS) (30 minutes)

1. Introduction to the Department of Homeland Security
2. Applicable Airport Agencies / Offices
3. Trusted Traveler and Country Programs
4. Assessment
5. Resources

Module 4: Transportation Security Administration (TSA) (2 hours)

1. Introduction to the Transportation Security Administration
2. Legislative and Regulatory Framework
3. Airport Security Design Guide
4. Passenger Screening Checkpoints
5. Evolution of the Checkpoint
6. Other Security Screening
7. Communication and Outreach
8. Assessment
9. Resources

Module 5: U.S. Customs and Border Protection (CBP) (2 hours)

1. Introduction to U.S. Customs and Border Protection
2. Legislative Background
3. Federal Inspection Services (FIS)
4. CBP Airport Technical Design Standard
5. CBP Programs
6. CBP Staffing and Airport Relationships
7. Assessment
8. Resources

Module 6: Crisis Response (2 hours)

1. Recent Security Incidents
2. Meta-Leadership Program
3. Issues and Options
4. Response Framework
5. Airport Operations Centers
6. Communications
7. Assessment
8. Resources

Module 7: Cybersecurity (1.5 hours)

1. Introduction to Cybersecurity
2. International Standards and U.S. Regulatory Considerations
3. Establishing a Cybersecurity Program
4. Implementing Cybersecurity Best Practices
5. Cybersecurity Summary and Key Actions
6. Assessment
7. Resources

COURSE 4 - Airport Business Management *Part I*

`13 hours`

Module 1: Introduction to Airport Business Management (1.5 hours)

1. Importance of Airport Business Management
2. Economic Benefits
3. Differences in U.S. Airport Economic Regulation
4. Organizational Business Strategy
5. Business Continuity
6. Assessment
7. Resources

Module 2: Airport Financial Management (2 hours)

1. Introduction to Airport Financial Management
2. The Business Plan and Budget
3. Airport Capital Improvement Programs
4. Financial Reporting and Disclosure
5. Assessing Airport Business Performance
6. Assessment
7. Resources

Module 3: Airport Financing/Funding (1.5 hours)

1. Introduction – Funding vs. Financing
2. Airport Capital Funding and Financing
3. Financial Compliance
4. Trends in U.S. Airport Financing
5. Assessment
6. Resources

Module 4: Aeronautical Revenue (1.5 hours)

1. Introduction to Airport User Charges
2. Rates and Charges
3. Airport-Airline Use and Lease Agreements
4. Other Aeronautical Revenue

5. Assessment
6. Resources

Module 5: Non-aeronautical Revenue (1.5 hours)

1. Introduction to Non-Aeronautical Revenue
2. Commercial Land and Real Estate Development
3. Ground Transportation Overview
4. Airport Terminal Concessions
5. Other Sources of Revenue
6. Assessment
7. Resources

Module 6: Ground Transportation Management (2 hours)

1. Parking
2. Taxi and Transportation Network Companies
3. Rental Cars
4. Airport Shuttles and Public Transportation
5. Access Fee Management
6. Planning for the Future
7. Assessment
8. Resources

Module 7: Airport Concessions (3 hours)

1. Introduction to Airport Concessions
2. Concessions Strategy and Masterplan
3. Concessions Business Models
4. Concessions Program Planning
5. Selecting Concessionaires
6. Managing the Concessions Program
7. Cost of Doing Business at Airports
8. Assessment
9. Resources

COURSE 5 - Airport Business Management   *Part II*

`16 hours`

Module 1: Airport Stakeholder Relationships (1 hours)

1. Introduction to Airport Stakeholder Relationships
2. Airlines as Stakeholders
3. Other External Stakeholders
4. Airport Employees
5. Assessment

6. Resources

Module 2: Air Service (2.5 hours)
1.   Introduction to Air Service Development
2.   Airline Industry Overview
3.   Drivers of Airline Revenue
4.   Competition
5.   Attracting New Air Service
6.   Managing and Marketing Air Service
7.   Sources of Data
8.   Trends Impacting Air Service
9.   Assessment
10. Resources

Module 3: Marketing and Communications (2 hours)
1.   Introduction to Marketing and Communications
2.   Airport Branding
3.   Airport Marketing and Communications Programs
4.   Community Outreach and Media Engagement
5.   Passenger Communications
6.   Assessment
7.   Resources

Module 4: Customer Experience (2.5 hours)
1.   Introduction to Customer Experience
2.   Customer's End-to-End Journey
3.   Airport Facilities, Amenities, and Experiences
4.   Framework for Organizational Culture and Structure
5.   Accessibility
6.   Customer Loyalty Programs
7.   Monitoring and Measuring the Customer Experience
8.   ACI Customer Experience Accreditation
9.   Assessment
10. Resources

Module 5: Procurement and Contracting (2 hours)
1.   Introduction to Procurement
2.   Public Sector Procurement
3.   Solicitation Process
4.   Business Diversity / Small Business Programs
5.   General Terms of Contracts and Agreements
6.   Auditing
7.   Assessment
8.   Resources

Module 6: Disadvantaged Business Enterprise (DBE) Programs (1.5 hours)

1. Introduction to DBE Programs
2. Airport DBE Programs
3. ACDBE Programs
4. Barriers to Participation
5. Assessment
6. Resources

Module 7: Sustainability (2 hours)

1. Introduction to Sustainability
2. Organizational Resiliency
3. Airport Sustainability Programs
4. Integrating Sustainability and Resiliency
5. Sustainability Rating Systems
6. Assessment
7. Resources

Module 8: Innovation and Future Trends (2.5 hours)

1. Introduction to Innovation
2. Airport Innovation Programs
3. Culture of Innovation
4. Key innovations
5. New Experience Travel Technologies
6. Airport Workforce Implications
7. Assessment
8. Resources

COURSE 6 - Leadership Development and Strategy

Module 1: Strategy Overview (2 hours)

1. Introduction to Strategy
2. Changing Global Aviation Industry
3. Developing Strategy
4. Communicating Strategy
5. Executing Strategy
6. Assessment
7. Resources

Module 2: Organizational Development and Capacity (2 hours)

1. Introduction to Organizational Development
2. Key Levers of Organizational Growth and Progress
3. Aligning Strategy, Culture, and Organizational Structure
4. Selecting and Executing Critical Organizational Initiatives
5. Team Development
6. Organizational Learning
7. Assessment
8. Resources

Module 3: Change Management (2 hours)

1. Introduction to Change Management
2. Characteristics of Successful Change Initiatives
3. Understanding Barriers to Change
4. Managing Organizational Change
5. Managing Project Change
6. Managing Individual Change
7. Assessment
8. Resources

Module 4: Leadership Development (2 hours)

1. Introduction to Leadership Development
2. Leadership Development Concepts and Models
3. Executive Level – Leading the Organization
4. Managerial Level – Leading the Group or Department
5. Individual Level – Leading One's Self
6. Assessment
7. Resources

Module 5: Talent Management (2 hours)

1. Introduction to Talent Management
2. Attracting and Recruiting Talent

3. Managing and Retaining Talent
4. Ensuring Diversity Across the Organization
5. Succession Planning
6. Assessment
7. Resources

Module 6: Airport Board Management and Engagement (1 hour)

1. Introduction to Board Management
2. By-Laws and Board Policies
3. Best Practices in Board Management
4. Balancing Diverse Board Perspectives
5. Open Meetings Acts
6. Assessment
7. Resources

Module 7: Workforce of the Future (2 hours)

1. The Future of Jobs
2. Building Critical Thinking Skills
3. Practical Critical Thinking Tools
4. Making a Business Case
5. Managing Workforce Transitions
6. Assessment
7. Resources

Module 8: Latest Leadership Challenges (2 hours)

1. Competing for Talent Across Industries
2. Managing in a Virtual World
3. Managing Employee Mental Health and Wellness
4. Impacts of a Rapidly Changing Airport Environment
5. The Reimagined Airport
6. Assessment
7. Resources