



STATE OF THE UNIVERSITY ADDRESS

DR. P. BARRY BUTLER

AUGUST 20, 2020





STATE OF THE UNIVERSITY ADDRESS

Thank you, Chairman Hosseini for your encouragement and acknowledgment of everyone who contributed to our success over the past year. I also want to recognize the trustees who are watching online. The State of the University is being delivered virtually this year across our three campuses.



State of the University

.... continuing to **EXCEL** during **EXTRAORDINARY TIMES**

P. Barry Butler
20 August, 2020
EMBRY-RIDDLE

Continuing to Excel During Extraordinary Times

I add a subtitle to each State of the University address that captures the theme. This year's subtitle, "Continuing to Excel During Extraordinary Times," recognizes our amazing trajectory over the last several years but also acknowledges the ongoing impact of the global pandemic. Our achievements throughout 2020 are proof that excellence and unprecedented challenge can coexist. Building on our strengths and guided by our strategic goals, we will continue to move forward in the coming year while protecting the Embry-Riddle community.

OUR VISION FOR THE FUTURE

- 1) Be the unquestioned **GLOBAL LEADER** in aviation and aerospace higher education
- 2) Have a reputation for **PERSONAL ATTENTION** to student success
- 3) Be the **DEFINITIVE SOURCE** for innovation and excellence in aerospace education and research

EMBRY-RIDDLE

What Is Our Vision?

"What is our vision?" That question clarifies how we see our progress. The vision we set for Embry-Riddle has three key elements: First, to be the unquestioned global leader in aviation and aerospace education.

I firmly believe we hold that lofty position, but we have to continue to grow and improve to maintain our preeminence. Second, we must continually earn our reputation for student success. This is the daily focus of all of us – faculty, staff and students. Third, our commitment to innovation and excellence in aerospace education and research must continue to drive our emergence as an economic development engine and resource to the industry.



STATE OF THE UNIVERSITY ADDRESS

COVID-19: CONTINUITY OF PROGRAMS

- Faculty migrated courses online
- IT online tools and services
- Emergency Operations Team
- Many shouldered new responsibilities
- Worldwide staff scheduling and training support
- CLTE support for Spring online pivot and Fall preparation
- 150 volunteers staffed wellness check stations
- 121 high school students enrolled for credit



Significant Effort By Everyone

EMBRY-RIDDLE

Teams Stepped Up

Chairman Hosseini highlighted many of our successes over the past spring in his introduction. I join him in expressing my admiration and appreciation for how our university pivoted, within days, to migrate to online courses with minimal disruption to our students. Our outstanding IT team was highly proactive and collaborative in addressing issues to keep everyone productive.

Our team at Worldwide excelled in supporting the transition and providing training support as we migrated into summer term. Our Center for Teaching and Learning Excellence (CTLE) staff provided invaluable support to our pivot and preparations for fall.

I also want to acknowledge our Emergency Operations Team. In Florida, this team typically operates during hurricane season, but the pandemic brought challenges across the university we had never seen before. Beginning in early March, this team met daily to develop solutions to keep our campuses safe and continue our mission. Everyone took on new responsibilities and volunteered to take on unfamiliar tasks. More than 150 volunteers staffed wellness check stations, a duty new to almost all of them. They learned on the fly and they helped us make it through those early days.

Something I am particularly proud of is the fact that we looked beyond our immediate needs and responsibilities to serve the broader community and the aerospace industry.

For example, our team members saw an opportunity to make STEM-focused courses available to high school students who were moving to at-home learning. Working with Florida and Arizona, we were able to award college credits to more than 120 students who took online courses from Embry-Riddle. I hope these students think of us, and careers in aerospace, in the future.

Within our own campus community, our Financial Services team worked through unique challenges with families under financial pressure due to the pandemic and took on extra duties related to the CARES Act. Our Financial Aid advisors shifted to virtual outreach to find solutions for many students in need.

Our Career Services staff students helped students prepare for virtual internships – a new idea that employers tell us may continue because it expands their access to talent. Career Services was an important connection between students and industry, and their exceptional work helped make these opportunities valuable to everyone involved.

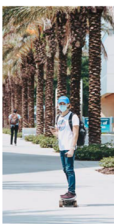
Embry-Riddle was fortunate to have the stability, resources and in-house talent to adapt quickly and effectively to the disruption of the pandemic. We owe a debt of gratitude to our Board of Trustees, which has consistently made prudent financial decisions, and our Chief Financial Officer, Dr. Randy Howard, who has established a disciplined financial model that includes wise investments. Consequently, we were in a much stronger position than many universities and were able to avoid layoffs and cuts to academic and athletic programs. Kudos to the Board of Trustees Finance Committee and CFO Howard.



STATE OF THE UNIVERSITY ADDRESS

SUMMER B/C – THE DATA

- **1,300** ---- Face-to-face enrollments
- **1,887** ---- Online enrollments
- **6,000** ---- Class contact hours
- **30,000** – Flight operations contact hours
- **20,000** -- Dining transactions
- **2,500** ---- Visitors toured campuses
- **900** ----- Diagnostic tests
- **17** ----- Positive cases
- **5** ----- Active cases as of 8/5/20



EMBRY-RIDDLE

We Opened Summer 2020

In early June, we reopened campuses in Florida and Arizona to students, offering online and face-to-face classes and flight instruction. Online enrollment was 1,900 and 1,300 students were on campus. We delivered 6,000 class hours of face-to-face instruction. (A “class hour” is one hour of contact between faculty and a group of any size.)

We relaunched our flight programs under stringent safety standards. Flight Operations on both campuses logged roughly 30,00 contact hours in airplanes, in one-on-one sessions with students and instructors, or in simulators.

The safety standards we put in place allowed us to open the campuses to limited visits early in the summer. Our Admissions team on both campuses modified campus tour options. We welcomed 2,500 to campus and had 20,000 dining transactions.

We also began diagnostic testing and we have completed more than 1,000 Covid-19 tests to date. We identified 17 positive cases and, as of last week, had only five active cases. That low incidence did not happen by chance. It took consistent discipline and compliance by everyone. Our procedures, protocols and safeguards set the stage for a safe return to campus in the fall.

CAPITAL INVESTMENTS



Investments and Improvements Continued

While many universities were forced to put improvements on hold over the summer, thanks to continued investment by the Board of Trustees, we were able to complete a new Worldwide Headquarters building in Daytona Beach, open a new baseball diamond in Prescott, and replenish our university fleet with four Diamonds, four Cessnas and three new flight simulators.

OTHER MAJOR INVESTMENTS



Another new resource is Workday, which we will introduce at the end of the year. Workday is a convenient app that will allow employees to quickly find HR information, including benefits and wages. In an era when everyone expects to access information immediately, this new phone app should be a welcome addition.



STATE OF THE UNIVERSITY ADDRESS



STRATEGIC PLAN GOALS

Strategic Plan Progress

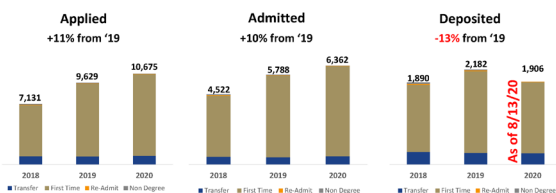
Our Strategic Plan sets goals in five categories: enrollment management, research, global strategy, philanthropy and alumni relations, and at the center of it all, student success. We continued to make progress toward goals in all of these categories in 2020.



ENROLLMENT MANAGEMENT

With respect to Goal 1, enrollment remains strong as we begin the academic year.

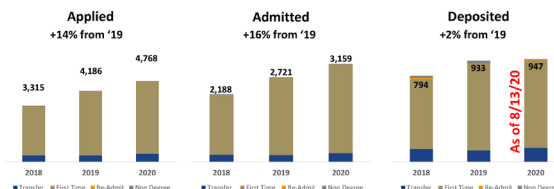
DAYTONA BEACH – NEW UNDERGRADUATES



This is a snapshot of enrollment trends for Embry-Riddle's Daytona Beach Campus from 2018 through 2020. The left of the chart shows the number of applicants. The right shows the number of students who made deposits. The middle group represents those who were admitted.

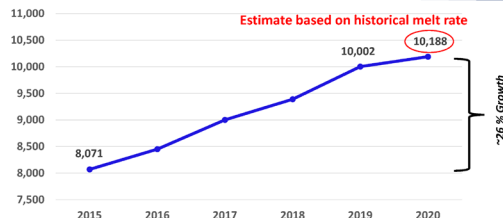
Unlike many other universities, our number of applications has remained strong. Our rate of deposits was on track until the pandemic hit, when it leveled off by about 13%.

PRESCOTT – NEW UNDERGRADUATES



At Prescott, we see similar trends, but deposits continued to rise to the double digits. Applications and admissions are also up.

RESIDENTIAL ENROLLMENT - TOTAL



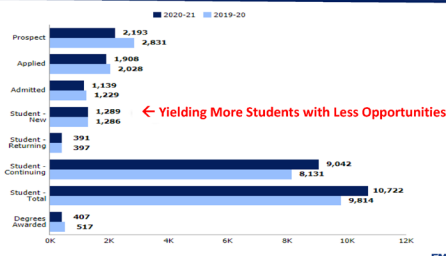
Enrollment at both Daytona Beach and Prescott exceed 2020 Strategic Plan goals. Daytona Beach enrollment remains ahead of two years ago, with 150 students beyond our goal. Prescott is also ahead of Strategic Plan goals, with 947 deposits against a goal of 800.

This strength reflects a five-year trend for residential campuses. We see an increase of about 26% and the projected total enrollment of 10,188 is up from last year.



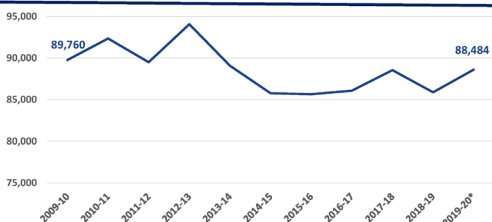
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WORLDWIDE – LIFECYCLE (YTD)



Worldwide enrollment trends reflect the number of students who apply, are admitted and choose to continue their studies with us, often with just a course or two at a time. A critical consideration is that despite fewer prospects, the number of students entering is either level or rising. In other words, we are effectively yielding more students from fewer opportunities and that is positive. Nevertheless, we are working to build on prospects and increase applications.

WORLDWIDE – ANNUAL REGISTRATIONS



Competition in the online environment is growing, but Embry-Riddle Worldwide continues to be highly ranked and respected. Looking at data for the last ten years, you can see a drop in 2013-2014 and a slight uptick in the last few years. We are at about 103% of planned course registrations for the coming year.

BOEING SCHOLARS



Student Performance Is Strong

I announced the Boeing Scholars program at last year's State of the University address. We welcomed 19 students. This year, our second cohort of 13 outstanding students have arrived in Daytona Beach and Prescott. These photos represent the day they received notification of their scholarships. We asked for selfies with their Boeing baseball cap and Embry-Riddle shirt. That is a great look – but their smiles are what stand out.

BOEING SCHOLARS

Key Programs:

38%+

Aeronautical Science
(Professional Pilot)

31%

Aviation Maintenance
Science

23%+

Aeronautical
Engineering

8%

Mechanical
Engineering

Diversity:

50%+

Female

85%

Underrepresented
Minorities

Academics:

4.1+

Average GPA Score

1,200+

Average SAT Score

Geography:

7

States Represented

Based on academic performance – in high school and now at the university level – our Boeing Scholars are impressive. They averaged a high school GPA of 4.1 (on a 4.0 scale). They are studying aeronautical science, aviation maintenance, aeronautical engineering and mechanical engineering. About 50% of the group is female and underrepresented minorities make up 85% of the class. They are from seven states.

The original cohort, now entering their sophomore year, has a 95% retention rate and an average first-year GPA of 3.8. Eleven of these students have a perfect 4.0 GPA. Part of this success reflects the program's emphasis on mentorship, both from Boeing and Embry-Riddle faculty. We thank Boeing for their support and contribution to diversifying the aerospace workforce of tomorrow.



STATE OF THE UNIVERSITY ADDRESS

K-12 VIRTUAL OUTREACH



4,740 Enrolled in August

EMBRY-RIDDLE

Pre-pandemic image. Masks and distancing are now in place.

Building a Student Pipeline

We are also doing our part to build a more inclusive workforce by promoting STEM talents in young people. The massive open online course (MOOC) developed by Dr. Bettina Musek and Roth Britton at Worldwide, under the leadership of Dean Ken Witcher, is a great example of how we can inspire students to consider aerospace careers. Our team worked with Women in Aviation International and the Girl Scouts to enroll 4,740 young women in an aviation-oriented MOOC. We are adding a module on next steps toward careers in the hopes that these students will pursue aviation with Embry-Riddle. This photo was taken before the pandemic, so you don't see social distancing, but notice the smiles.

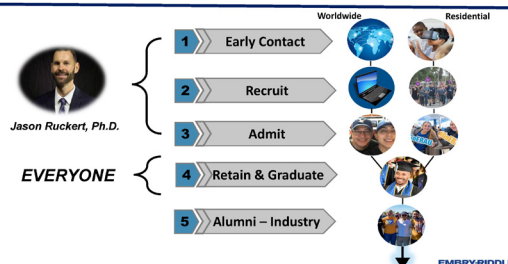


PRIORITIES MOVING FORWARD

EMBRY-RIDDLE

The year ahead will require new approaches and outreach, but we will continue to build the student pipeline through contact, recruitment and admissions efforts. We will introduce new approaches and our teams are already preparing to move forward. Dr. Jason Ruckert, formerly of the Worldwide Campus, is now responsible for recruitment at all three campuses.

BUILD STUDENT PIPELINE



Keeping students on our campuses so they are prepared for successful careers is also a priority. Every one of us – faculty, staff and administration – share a responsibility to encourage retention and graduation. This is in the best interest of students, strengthens the industries we serve and builds an alumni base of advocates and donors. Successful graduates create a self-perpetuating, positive cycle.

RECRUITMENT STRATEGIES

• Underrepresented Scholarship Program

- ✓ Goal 1 → Recruit & support underrepresented students
- ✓ Goal 2 → Support industry's goal for diverse workforce
- ✓ Goal 3 → Develop student leadership

• Strategic Enrollment Management Plan

- ✓ Prioritizing a few programs/initiatives
- ✓ Based on university needs and market data
 - Business, CyberSecurity, UAS, etc.

A WORLD OF POSSIBILITIES

An Embry-Riddle aviation business degree will open doors in any industry.

EMBRY-RIDDLE

LEARN MORE



EMBRY-RIDDLE

Pre-pandemic image. Masks and distancing are now in place.

New Recruiting Strategies

Scholarships and strategic planning are two tools to help us expand our talent pool. In 2021, we will launch a scholarship for underrepresented students with the goals of recruiting and supporting these students and helping industry welcome diverse leaders into the workforce.

We are working on a strategic enrollment plan that prioritizes and invests in programs that represent strengths that meet business demands, such as cybersecurity, data analytics and expertise in autonomous systems.



STATE OF THE UNIVERSITY ADDRESS

RECRUITMENT STRATEGIES

- **Integrated Recruiting**
 - ✓ New organizational structure
 - ✓ Synergies across 3 campuses
- **Innovation and Agility**
 - ✓ Starkly different recruitment cycle
 - ✓ Less in-person recruitment
- **FTIC Transition to Residential Campuses**
 - ✓ Financial assistance to FTIC students who transition from Worldwide to Daytona or Prescott



EMBRY-RIDDLE

Pre-pandemic image. Masks and distancing are now in place.

Another priority is to integrate activities across all campuses to benefit from synergies available to us. The pandemic will force us to cut back on in-person recruiting at college fairs and high school visits. However, rather than slow down our efforts, we are finding ways to redirect our efforts. One example is our outreach to first-time college (FTC) students and students who want to start at Worldwide for safety or financial reasons. Part of our growth strategy is to create an easier transition from Worldwide enrollment to enrollment on residential campuses.



STUDENT SUCCESS

EMBRY-RIDDLE

Student Success Is Our Priority

Student success is the centerpiece of our Strategic Plan. We offer career-centric degree programs in all of our colleges across all campuses: Arts and Science, Business, Engineering, Aviation, Aeronautics and Security and Intelligence. We are in a strong position to identify common threads that pull these academic fields together to create innovative, industry-responsive programs in cybersecurity and data science and increase overall business acumen in graduates of technical programs.

FOCUSED ACADEMIC PROFILE



EMBRY-RIDDLE

We are also identifying value-adds to our degree programs that give students extra tools in their toolbox that make them more marketable. Data science and business analytics touch all the colleges. Another growth area is flight research and autonomous systems. We are gaining national attention for our programs and our research efforts.

Business acumen is an essential “value add” to all majors. The common message from industry is that they value students who understand how the business world operates. We are calling on our business programs to assist every college in integrating business skills into all programs. We want to make Embry-Riddle graduates even more sought after, thanks to their combination of business and technical skills.

VIRTUAL PROJECT TEAMS



VIRTUAL PROGRAMMING FOR STUDENTS

During my 2019 address, I emphasized the potential of virtual project teams. I mentioned that they add value that industry values looks for in new-hires. As a retired aerospace executive told me, "You need to get students working together virtually. It goes on in the real world and if they are ready when they graduate, they are going to hit the ground running."

A timeline diagram showing the progression of Mars mission milestones. The timeline is a horizontal line with vertical markers for each event. The events are:

- 2018**: Send infrastructure to Mars (represented by a lander on a rocket).
- 2020**: Launch the Space Hound to the LORV (represented by a rover on a rocket).
- 2022**: Astronauts launch to the LORV (represented by a crewed lander on a rocket).
- 2024**: 6-10 Months before Crewed Mission (represented by a lander on a rocket).
- 2026**: 6 Years before Crewed Mission (represented by a lander on a rocket).
- 2031**: Astronauts launch to the LORV (represented by a crewed lander on a rocket).

 The timeline is set against a background of a Mars-like planet and a blue sky.

AVIATION MAINTENANCE SKILLBRIDGE

-
- A photograph showing three technicians in a large industrial facility working on a massive, complex aircraft engine component. One technician in the foreground is adjusting a part of the engine, while two others are positioned further back, one operating a control panel. The engine is a large, multi-sectioned metal structure with various pipes and bolts. In the background, a circular logo with an eagle is visible on the wall.

Serving Military Transition Students

Another commitment we are proud to undertake is helping veterans launch successful civilian careers. In 2018, we introduced the Department of Defense (DoD) SkillBridge aviation maintenance program. I want to recognize Angela Albritton and Dean Ken Witcher for their work in developing this training in collaboration with Pratt and Whitney and AAR. Since its launch, we have seen a completion rate of 100% and a job placement rate of 100%. The third cohort is now in the program.



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LEADERSHIP TRANSITION

Shanan Gibson, Ph.D.



This year, we also welcomed a new leader to our Daytona Beach Campus. Dr. Shanan Gibson is the dean of the O'Maley College of Business. Dean Gibson participates in programs that build our relationship with industry, including our summit with Boeing. She contributes an understanding of how to work in the virtual world that is particularly valuable.



PRIORITIES MOVING FORWARD

EMBRY-RIDDLE

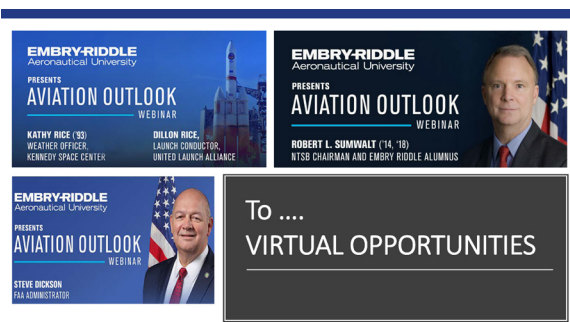


From IN-PERSON SPEAKER SERIES

Pre-pandemic image. Masks and distancing are now in place.

Speaker Series Promotes Industry Awareness

Another point of connection between our community and the aerospace industry is a new speaker series. Last year, we relaunched a live event series to feature students as interviewers of executives. This summer, our Colleges of Aviation created a webinar, Aviation Outlook.



We have virtually hosted the head of the FAA, the head of the National Transportation Safety Board and the CEO of Airbus America on this online forum. Each webinar has attracted 500 to 800 students during the live streams, with students, faculty and alumni joining in through Zoom. The caliber of speakers and high participation is quite a statement about this university. It is a wonderful program and I want to thank the College of Aviation for the hard work it takes to attract and engage such influential guests.



New Partnerships

To support more diversity-focused programming, Provost Moeller will be working with a Historically Black College and University, Bethune-Cookman University, on a virtual speaker series. We will also collaborate with this neighboring university on a community-based Covid-19 data science research program through our undergraduate honors program.



STATE OF THE UNIVERSITY ADDRESS

DIVERSITY AND INCLUSION (D&I)

- **Grow Corporate Support**
- **Expand D&I Scholarship Program**
- **Collegiate D&I Coordinators**
 - ✓ Focus on Student Engagement
 - ✓ Mentorship
 - ✓ College Centric Approach
- **Hire Chief Diversity Officer**



In Sync with Our Corporate Partners

EMBRY-RIDDLE

Pre-pandemic image. Masks and distancing are now in place.

To advance our efforts toward diversity and inclusion, I have also asked our head of Philanthropy to look at corporate support, programs and scholarships to support industry by putting qualified candidates into the pipeline. We are assigning a diversity and inclusion coordinator in each of our colleges who will focus on supporting student success. Because of their proximity to the students in their respective colleges, these coordinators will provide the mentorship to ease the challenges of the first year of college life. We are also hiring a chief diversity and inclusion officer to coordinate efforts across campuses. We are in sync with our corporate partners, who can provide good models for outreach, engagement and encouragement.

LEADERSHIP TRANSITION

Maj Mirmirani, Ph.D.



Best Wishes to Dean Mirmirami

Dr. Maj Mirmirami, dean of the College of Engineering in Daytona Beach, has been a university leader for 13 years. I am sorry to say that he will be stepping down at the end of this year. Provost Moeller is launching the search for his replacement. We recognize that we have big shoes to fill, but we will get started on the search soon. Thank you, Dr. Maj Mirmirami, for all that you have done to create such a highly regarded College of Engineering. We owe Dean Mirmirami our thanks for leading an outstanding college that enhances our reputation as a university.



GLOBAL STRATEGY

EMBRY-RIDDLE

Global Gains

Despite a pandemic, we have successes to report. In Brazil, through the Worldwide Campus, we offer an Aviation English program that represents a \$3.4 million contract for educational services and reaches more than 1,300 air traffic controllers. Our expertise in this area has the potential to make aviation safer across the world.

BRAZIL

- **Aviation English**
 - ✓ \$3.4M
 - ✓ 1,350 air traffic controllers
- **ANAC - Civil Aviation Authority**
 - ✓ Civil Aviation Regulation and Safety Management Program
- **AVM – Brazilian Airline**
 - ✓ Aviation Management Program



Most Activity in Brazil Since 1940's

Another program with the Civil Aviation Authority, ANAC, focuses on regulation and safety management. For five years, we have worked with the Brazilian airlines, Azul, LATAM and GOL. We are now as much an influential presence in Brazil as we were when John Paul Riddle started training programs there in the 1940s. We have had continuous relationships since then, but in recent years our team has done a great job in expanding our contribution and impact.



STATE OF THE UNIVERSITY ADDRESS

SINGAPORE



Growing Beyond Our Campus Degree Programs

In Singapore, we have grown beyond our campus degree programs, which reach 600 students. For example, we have started virtual workshops on restarting airports and airlines in the post-pandemic era. The name Embry-Riddle has a very strong global reputation and our presence in this part of the world is important because Singapore is the aviation hub in the Pacific Rim. Embry-Riddle is front and center in answering questions about safety and efficiencies. Thank you to everyone at our Asia Campus.

EXTERNAL RECOGNITION

- **Senator Paul Simon Award ...** for Campus Internationalization
- "Outstanding innovation and accomplishment in campus internationalization"
- Recognizes many unique programs at ERAU
- **1 of only 7** Universities to win award



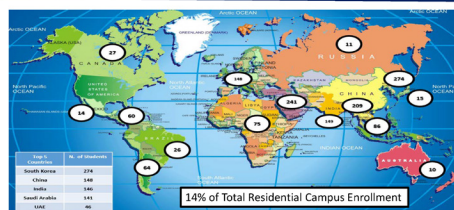
Recognizes Significant Effort of Faculty and Staff

This year has brought us international recognition at home. We earned the Senator Paul Simon Award for Campus Internationalization. This honor is awarded for "outstanding innovation and accomplishments and campus internationalization," and it recognizes our unique programs across our campuses. Embry-Riddle is one of only seven universities to win this award. Thank you to our International Programs team for work that sets the standard for universities across the country.

GOAL 3

PRIORITIES MOVING FORWARD

INTERNATIONAL STUDENTS



Continue to Engage Students Remotely

This has been an unexpectedly difficult year for our international students. About 14% of our residential students come from outside the United States. Travel and visa issues presented challenges, but we were proactive in meeting requirements and keeping students informed. We began engaging international students last spring and offered virtual support as rules and restrictions changed to keep them engaged with Embry-Riddle.



STATE OF THE UNIVERSITY ADDRESS



RESEARCH and INNOVATION

EMBRY-RIDDLE

RESEARCH AND INNOVATION

- **8** SBIR/STTR awards (**record year**)
- **\$23.8M** in research expenditures (**record year**)
- **\$29.5M** in research awards (**record year**)
- **2** NSF RAPID Covid-19 awards
 - ✓ Sirish Namilaie, Ph.D.
 - ✓ Chelsea LeNoble, Ph.D.
- **11** invention disclosures
- **5** patent applications



Sustained Growth in Research and Innovation

EMBRY-RIDDLE

Record Awards for Research and Innovation

This has been a record-setting year for research and innovation at Embry-Riddle. We can report a record eight small business innovative research (SBIR) partnerships. Creating those connections is one of our metrics for our strategic goal of research and innovation. We can also report nearly \$24 million in expenditures and \$30 million in research awards. These are all record numbers for Embry-Riddle. Two faculty members were awarded rapid response research awards from the National Science Foundation to promote exploration that could contribute to the fight against Covid-19. These NSF awards reflect both the excellence and agility of our research talent.

RESEARCH and INNOVATION



Eduardo Rojas, Ph.D.



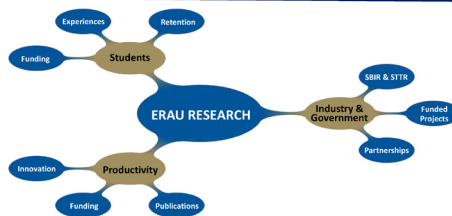
NSF CAREER Award

EMBRY-RIDDLE

Pre-pandemic image. Masks and distancing are now in place.

We continue to see sustained growth in research and innovation, with 11 invention disclosures and five patent applications. Dr. Eduardo Rojas received the prestigious NSF Faculty Early Development Career Award for his work on more efficient antennas, conducted in our Wireless Device and Electromagnetics Laboratory (WiDE Lab). His team makes an outstanding contribution. Dr. Rojas joins two Embry-Riddle professors who earned this NSF award last year.

RESEARCH ECOSYSTEM



Research Impacts the Greater ERAU Mission

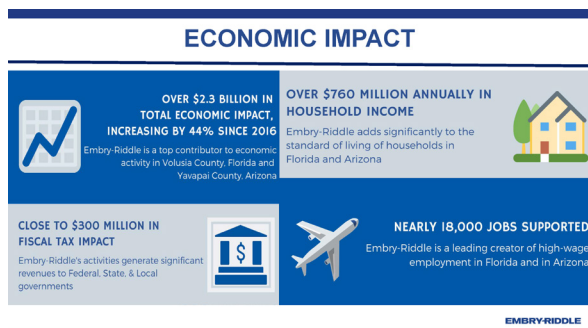
EMBRY-RIDDLE

Research Is Part of the Ecosystem

Research is a connection point in a wide ecosystem of exploration that expands to application that leads to new products, services and jobs. It provides students with opportunities, creates a mechanism to attract funding and helps us attract and retain talent. Research is also central to our partnerships with industry, government and other academic institutions. I want to recognize Associate Provost for Research Dr. Remzi Seker for his efforts to elevate our research efforts over the past two years.

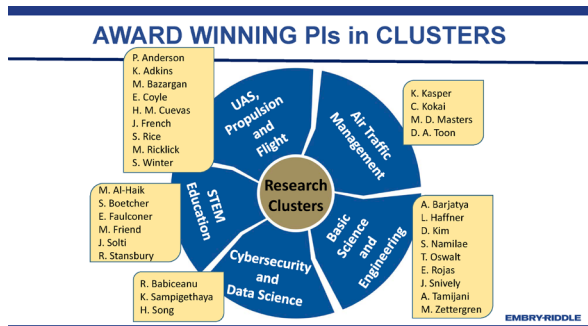


STATE OF THE UNIVERSITY ADDRESS



Research Boosts Economic Impact

Our \$2.3 billion economic impact is verified by the Washington Economics Group, Inc. That represents a major contribution in terms of jobs and taxes provided by our campuses. Chairman Hosseini challenged us, as we move forward, to push that number to \$10 billion. Our Research Park in Daytona Beach will help us do that. This center reached full occupancy in just three years and continues to attract business start-ups and bring technology innovators to Daytona Beach. We are fueling growth in Volusia County and beyond.

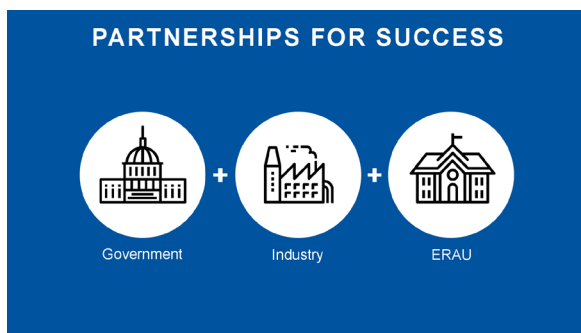


Some of our established “research clusters” include air traffic management, applied science and, increasingly, cybersecurity and data science. We are gaining recognition as a STEM educator and we are in an enviable position to leverage our knowledge and experience in online education.

Additional areas of exciting potential are autonomous vehicles, propulsion and flight. Dr. Pat Anderson and his team are doing work on hybrid propulsion in the Eagle Flight Research Center that is of great interest to the industry.



To support our mission and priorities moving forward, we must continue to recognize the value of partnerships between government, industry and Embry-Riddle. We must focus on balancing funding sources – from private industry to the Department of Defense.



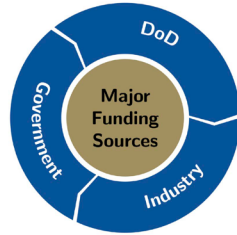
The commercial aviation industry is indeed struggling, but other sectors, such as IT and defense, are doing well. It is to our advantage that we serve these industries as well.



STATE OF THE UNIVERSITY ADDRESS

BALANCE FUNDING SOURCES

- **Difficult times for aerospace industry**
 - Some sectors of industry are doing well
 - E.g. IT and Defense
- **New initiatives that focus on applied research**
 - AFWERX
 - AFVentures
- **Work with industry partners to pursue R&D funding**



EMBRY-RIDDLE

Two initiatives for the U.S. Air Force are good examples of promising applied research. We will also work with industry partners to pursue R&D funding. During the last year, we have expanded our support organization to stay up-to-date on grants, contracts and reporting. I want to recognize Nan Guzman, director of the Office of Sponsored Research Administration, and her entire team for how they enhance our research efforts.

CENTER FOR AEROSPACE RESILIENCE

- Aviation and Aerospace Cyber Security
- Partnership with **University of Florida**
 - ✓ \$1 Million -- **State of Florida Grant**
- Currently, **no** center focuses on aerospace cyber security and data analytics
 - ✓ Data Science and Cybersecurity
 - ✓ Artificial Intelligence
 - ✓ Hardware and Software



Supports One of Our Thematic Focus Areas

EMBRY-RIDDLE

New Center for Aerospace Resilience

One particularly interesting undertaking is the Center for Aerospace Resilience (CAR), which focuses on aviation cybersecurity and protecting data and information that flow between various platforms, vehicles and towers. In partnership with the University of Florida, we are working under a \$1 million grant from the state of Florida. There is no other center focused on aerospace cybersecurity and data analytics. There are probably 200 centers around the world focused on cybersecurity, but none with this focus. The University of Florida has highly respected cybersecurity faculty expertise and our collaboration will create incredible opportunities in cyber and artificial intelligence from both a hardware and software perspective.

GROW CORPORATE EDUCATION



EMBRY-RIDDLE

We have had great growth in corporate education over the last year. Rob Kelly, our executive director of corporate technology and education, and experts on our Worldwide Campus deserve credit for developing opportunities for industry to cross-train and “up skill” their workforce and bring new talent into the pipeline.

Our new aviation awareness certificate program is just one example of how we are meeting a special need in aviation. Industry leaders have told us that not everyone working in the industry has an aviation background so we created a program for those who want to learn the fundamentals. Dean Ken Witcher and his team developed a program focused on the “four As” – aircraft, airports, aviation and aerospace. These basic, 10-minute segments were launched in partnership with Unison. I predict this program will grow in popularity.



STATE OF THE UNIVERSITY ADDRESS

RECOGNIZING OUR AUTHORS



Wall Displays in Student Unions and Web Catalog

EMBRY-RIDDLE

Recognizing Eagle Authors

We will be doing more to recognize our faculty and staff authors by displaying their books. More than 60 have been submitted to my office and if you have not sent me a copy, please do. On the Daytona Beach Campus, books will be on display in the Mori Hosseini Student Union on a wall near the Starbucks. We are seeking a comparable location on the Prescott Campus. We will also showcase staff and faculty titles on the web. The talent and expertise on our campuses deserve recognition.



PHILANTHROPY and ALUMNI

EMBRY-RIDDLE

Philanthropy Slowed but Continues

Philanthropy and Alumni Support is not quite at the same level as last year. Some gifts were deferred and we deferred many discussions due to Covid-19. However, we had donations of \$9 million, about half of that in scholarships.

PHILANTHROPY OUTCOMES – FY20

- **Total gifts of approximately \$9 million**
 - \$4.5 million for scholarships
- **Many gift discussions were deferred**
 - Travel and events were halted
- **\$180,000 raised for Eagles Care Fund**
- **Faculty and staff continue to support Embry-Riddle**
 - Payroll deduction gifts grew by 4%

EMBRY-RIDDLE

We raised \$180,000 for the Eagles Care Fund. I want to thank Trustee Jim Henderson, who made the lead gift to Eagles Care. Many university staff members also contributed. Leadership team members contributed to this one hundred percent. Staff and faculty continue to give. Thank you for thinking of students during a difficult time.

MAKING A DIFFERENCE



Emil Buehler Trust



Wind Tunnel

Supports Teaching and Research

EMBRY-RIDDLE

What does it mean to give? I like to say it means making a difference, so I want to highlight a few examples. The Emil Buehler Perpetual Trust supports various schools. A significant gift from this trust helped fund our wind tunnel in Daytona Beach, which supports teaching and research.



STATE OF THE UNIVERSITY ADDRESS

MAKING A DIFFERENCE



Anonymous Donor



Athletics

Multi-Year Gift * Supports Student Leadership

EMBRY-RIDDLE

Pre-pandemic image. Masks and distancing are now in place.

A second, anonymous business in the Daytona Beach area, supports Eagle athletes with a multi-year gift supporting student leadership.

MAKING A DIFFERENCE



Gonnion Family



Student Success

Matching Gift * Endowed Scholarship Support

EMBRY-RIDDLE

Pre-pandemic image. Masks and distancing are now in place.

Another gift of note is a matching gift from a family that supports student success through scholarships.

MAKING A DIFFERENCE



Trustee John Amore



ROTC Memorial

Challenge Gift * Honors ROTC Fallen Heroes

EMBRY-RIDDLE

Our thanks to Trustee John Amore for contributing and issuing a challenge gift for a new ROTC Memorial that will honor fallen heroes. This memorial will be located outside the General Spruance building on the Daytona Beach Campus.

ALUMNI VIRTUAL ENGAGEMENT



Alumni From 11 Countries Joined This Event

EMBRY-RIDDLE

Keeping Alumni Engaged

Throughout the Covid-19 pandemic, alumni in 11 countries have remained engaged, virtually.

ACTIVITY WITH SPECIAL IMPACT ON ALUMNI



EMBRY-RIDDLE

A recent survey of alumni asked which activities or experiences had the most memorable impact on them. Responses included: U.S Air Force, Army ROTC, The Avion, intramurals, Capstone projects, Orientation Team, Golden Eagles Flight Team. This is valuable insight as we introduce a development campaign and restart major gift discussions.



STATE OF THE UNIVERSITY ADDRESS



PATH FORWARD

CHARTING A SUCCESSFUL YEAR

EMBRY-RIDDLE

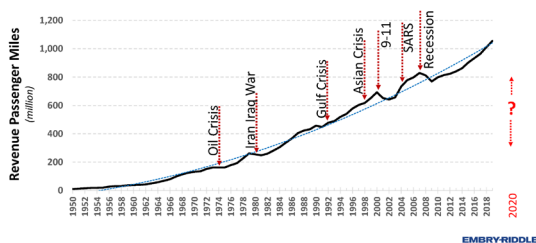
EMPHASIS IN COMING YEAR

- **Restart major gift discussions halted in Spring '20**
 - Conducting donor business virtually
 - Thoughtfully resuming travel and selected small events
- **Continue to prepare for campaign**
- **Ensure pledge fulfillment**
- **Expand planned giving efforts**
- **Effective partnerships with Collegiate Deans**

EMBRY-RIDDLE

We continue to prepare for the campaign and ensure pledge commitments continue and expand on planned giving efforts, in partnership with the collegiate deans.

RESILIENCY OF AIRLINE INDUSTRY

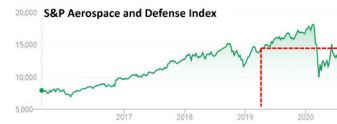


EMBRY-RIDDLE

Recovery Is Underway

This has been a challenging year for aviation, but the airline industry is resilient. After earlier world crises, we see a drop in the productivity curve, but passenger miles rebound. This was true even after 9/11 and you see a similar rebound after the recession. This says something about people's need to travel. I cannot predict how long recovery will take given all the factors involved, but the aviation industry will recover.

STRENGTH OF DEFENSE INDUSTRY



NEW AIR FORCE SCIENCE & TECHNOLOGY STRATEGY PUTS FOCUS ON SPEED

Research Opportunities and Job Placement

EMBRY-RIDDLE

We should also remember that aside from passenger travel, other parts of aviation and aerospace remain strong, such as cargo business and defense. The Aerospace and Defense Index shows a drop in March of 2020, but you can see the index is back to 2019 levels. As an institution, we still have an opportunity to take advantage of research opportunities and job placements.



STATE OF THE UNIVERSITY ADDRESS

It's up to all of us to make it work. When we look back on this time in history, how you as individuals reacted will say a lot about you as a person. It will go with you throughout life and in your careers – how you behaved, how flexible you were in adapting to a new situation and the choices you made.

STUDENT RESPONSIBILITY

EMBRY-RIDDLE

Advancing Responsibly, Together

As we look forward to this next year, I see us advancing, responsibly. I have asked students, faculty and staff to share in that responsibility. In a town hall with students, I emphasized that it is up to all of us to make our safeguards work. When we look back on this time in history, how you, as individuals, reacted will say a lot about you as a person. How you behaved, how flexible you were in adapting and the choices you make will go with you through your life and career. I have so much confidence that we will be different from other campuses around the country and around the world. I have confidence in our student leaders and the way in which they are demonstrating a commitment to their well-being and the safety of others.

- Build on foundational knowledge we gained in summer.
- Recognize and accept that we operate in a new normal.
- Focus on the factors we CAN influence.
- Everyone is part of solution. Step up. Challenge others.
- Be a role model for our students.
- Don't slow down. Keep moving forward!

OUR RESPONSIBILITY

EMBRY-RIDDLE

Faculty and staff share a commitment to each other and to our families and communities. We have to build on our foundational knowledge gained over the summer to move forward. We must recognize and accept that we operate in a "new normal." We have to focus on things we can influence. There is no value in wasting time on things we cannot influence.

Everyone is part of the solution, as Chairman Hosseini stated in his introduction. We need to step up and challenge others to join us. I may not be comfortable in challenging someone, but I do it because it is now part of my job and responsibility. We all have a responsibility to become role models.

I want to thank all of you for everything you continue to do for Embry-Riddle. It has been an unusual year, but we have done incredibly well. We have a lot to be proud of and next year at this time, I will be reporting on even more achievements and points of pride.

Thank you very much.

THANK YOU

