



STATE OF THE UNIVERSITY ADDRESS

P. BARRY BUTLER, PH.D.

AUGUST 18, 2022





STATE OF THE UNIVERSITY ADDRESS

Thank you to our Board of Trustees Chairman Mori Hosseini for opening our program and for all the work you and our Board of Trustees do to make Embry-Riddle so successful. We greatly appreciate your commitment to our great institution. I want to echo Chairman Hosseini's gratitude to our staff and faculty who have contributed to our success. You are the ones who make us who we are today. I would also like to introduce the other half of my team, my wife Audrey. Her unofficial title is unpaid ambassador for the university, and she does a wonderful job. Thank you to each of you for everything you do.

Our State of the University Address is an opportunity to celebrate successes and share priorities for the coming year. We have done incredibly well during a difficult time, and the future looks bright. I would like to begin with our shared vision for the future, and a reminder of our goals. What are we trying to accomplish and where will we be five years from now?

I encourage each of you to keep these goals visible as a daily reminder. I ask for your help as we move forward to achieve our vision.

VISION FOR THE FUTURE	
GLOBAL LEADERSHIP	<ul style="list-style-type: none"> Be the unquestioned global leader in aviation and aerospace higher education
PERSONAL ATTENTION TO STUDENT SUCCESS	<ul style="list-style-type: none"> Have a reputation for personal attention to student success
RESPECTED FOR INNOVATION and RESEARCH	<ul style="list-style-type: none"> Be the definitive source for innovation and excellence in aviation and aerospace education and research
	

Our Shared Vision

Our vision is expressed in three statements:

1. We will be the unquestioned global leaders in aviation and aerospace higher education.

I would argue that we already are, but we must always continue to improve and be aware of our competitors so that we can maintain our position moving into the future.

2. Personal attention to student success.

This is a key priority for us. Everything we do should advance the goal of preparing every student for a better future. At the end of this talk today, this is where I am going to ask you to focus your attention, moving forward into this academic year.

We must focus on our students and think of them as if they are our own children sitting in the classrooms and walking across campus.

3. We will be the definitive source for innovation and excellence in aerospace education and research.

This is an area that has grown significantly in the last several years. We have made great strides in research, achievements and recognition.

The industry looks to us for leadership across all three of these areas. At a time when the industry has a great future ahead, we are a go-to destination for hiring, for research, for innovation and for consulting with you, the experts. People look to us, and as we move ahead, those three statements should guide us. As you go through your day, think — “What is our vision for the future of Embry-Riddle and how can I help achieve it?”



New Leadership

Leadership at every level drives our vision. When we think about the vision, I would like for everyone across the entire university to assume responsibility for student success. Those in leadership must be constantly reminding us of what we are about as an institution. Work with your teammates to drive our success.



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COLLEGIATE LEADERSHIP



Peter M. Hoffmann

College of Arts and
Sciences
Daytona Beach



Alexander Siedschlag

College of Arts and
Sciences
Worldwide



Thomas Drape

College of Business,
Security & Intelligence
Prescott

Collegiate Leadership

We welcome three new deans, one at our Daytona Campus, one at our Worldwide Campus, and one at our Prescott Campus. In Daytona Beach, Dr. Peter Hoffmann is our new dean of the College of Arts and Sciences. Dr. Alexander Siedschlag is our new dean for the College of Arts and Sciences at our Worldwide Campus. And at our Prescott Campus, we welcome Dr. Thomas Drape as dean of the College of Business, Security and Intelligence.

RESEARCH CENTER LEADERSHIP



Daniel Diessner

Center for Aerospace
Resilience



Robert Sumwalt III

Center for Aviation and
Aerospace Safety

Research Center Leadership

We were also able to bring in two great leaders for our research centers. We have two Centers of Excellence at Embry-Riddle that have taken off in the last couple of years.

First, I want to introduce Daniel Diessner, director of the Center for Aerospace Resilience. We're getting great recognition from the agencies as well as the industry in terms of what we can do to protect assets that fly, including aircraft, Unmanned Aerial Vehicles, and rockets.

Dan joined us from The Boeing Company. Like many of you, he came to us after having a wonderful career outside of higher education.

Robert Sumwalt III joined us from the National Transportation Safety Board where he served as chair and as a member under four different Presidents of the United States of America. He has joined us within the last year and he's heading up our Center for Aviation and Aerospace Safety. At this institution, safety has been a hallmark of who we are. It drives us in everything we do. It starts in Aviation, but it permeates throughout all our academic units.

Robert's leadership of this Center of Excellence is going to amplify our commitment to safety and continue to affirm our reputation as the place for aviation safety.

DIVERSITY AND INCLUSION



Russell T. Griffin

Chief Diversity &
Inclusion Officer

Diversity and Inclusion

Russell Griffin is our new Chief Diversity and Inclusion Officer, and he joins us from Emory University in Atlanta, Georgia.

CORE LEADERSHIP TEAM



Jeremy Ernst

VP for Research &
Doctoral Programs

Core Leadership Team

Lastly, on the Core Leadership Team, Jeremy Ernst is our new Vice President for Research and Doctoral Programs. He assumes this role after working for our Worldwide Campus, where in the last couple of years he has done a wonderful job to elevate both the level of research on the campus and that campus as a whole. Welcome to everyone!

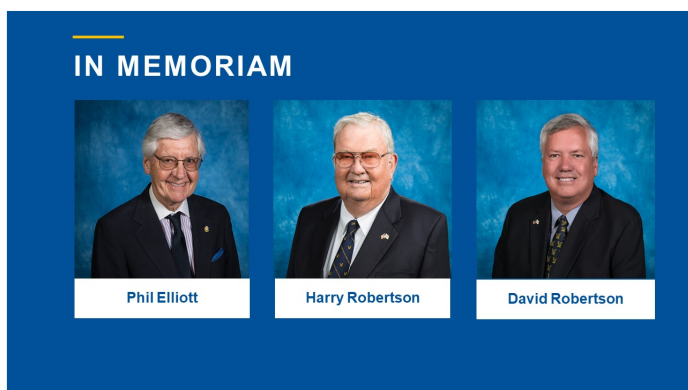


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Trustee News

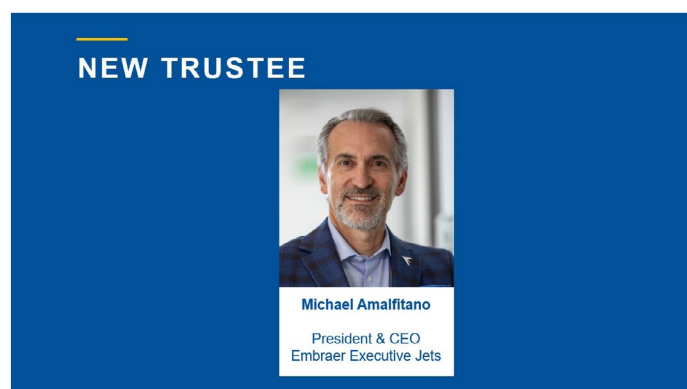
Our Board of Trustees are an outstanding group of individuals who devote time, energy and their own resources to Embry-Riddle because they love this institution. The Board has been responsible for governing the institution, all the way back to the early days. Faculty, staff and administration are responsible to implement the Strategic Plan. The Board is our governance body, responsible for deciding where we are headed as a university, what investments we are going to make and ultimately what our future will look like.



In Memoriam

Unfortunately, we lost three Trustees over the past year. I want to take a moment to remember each of them and the legacy they have left at Embry-Riddle. We lost Phil Elliott. Some of you may recall that Phil was here for every one of our State of the University talks and attended every Commencement in Daytona Beach, up to the last when he couldn't make it. We also lost Harry Robertson who had that same level of commitment in Prescott. And unfortunately, his son, David Robertson passed away this year as well. We lost three wonderful people who were strong advocates and supporters of Embry-Riddle. These three individuals combined had 97

years of service devoted to this institution. When we talk about people who put their time and their energy behind Embry-Riddle, these three people did, and I want to remember them for all their great service and support over those years.



New Trustee

I am happy to say that we had a new member join the Board of Trustees in the past year. Embraer Executive Jets President and CEO Michael Amalfitano brings to us incredible expertise and knowledge. As an aviation executive, he has more than four decades of experience that also encompasses financial management, corporate governance, strategic planning and many other areas.



SACSCOC Reaffirmation

Many of you, in fact probably all of you, devoted time and energy to reaffirmation of our accreditation through the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). This was a highly consequential challenge for our institution. I am incredibly proud, as is the Board of Trustees, of the outcome. It won't be official until December when it is voted on by the committee, but the feedback we received was very encouraging.



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ACCREDITATION UPDATE

ERAU WAS VERY WELL PREPARED – THANK YOU ALL !

POSITIVE CAMPUS AND VIRTUAL VISITS BY EVALUATION TEAMS

- Trustee involvement cited as a positive contribution

RECOMMENDATION

- “... assessment of its QEP (Writing Matters)”
- Writing Matters aligns with our Vision

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FINANCIAL OUTLOOK

EMBRY-RIDDLE
Aeronautical University

Accreditation Update

Our institution, encompassing all three campuses, was incredibly well-prepared for the accreditation group's visit. The evaluation team expressed that to me personally and they shared it in their draft report. They were also impressed with the Trustees' involvement. We had several trustees who traveled to meet with them in person. That is a statement about commitment by your Trustees. We had others who joined virtually. That is also a statement about commitment. The evaluation team mentioned that not all institutions have a Board of Trustees who show the level of commitment and institutional knowledge that the Embry-Riddle Board shows.

The Evaluation Team's Recommendation

The evaluation team had only one recommendation, and that was to work on the assessment process for our Quality Enhancement Project (QEP). If you are familiar with the accreditation process, you know that this is a minor recommendation. But it was a valuable recommendation, and our accreditation team has worked on that since last spring and submitted the final report in August.

I want to make sure that everybody understands the purpose of our QEP, which is called Writing Matters. The plan is important to the future of our institution; it focuses on elevating the communication skills of our students across the board. As you leave here today and you think about moving forward, please ask yourself, what is your department doing to support the QEP? What are you doing in your courses to work with the team involved in the QEP? I'm proud of the team that put this together. I'm looking forward to how it fits into our future as an institution.

Financial Outlook

Embry-Riddle performed exceptionally well thanks to the disciplined financial management team lead by our Senior Vice President and Chief Financial Officer Dr. Randy Howard, and the strong, continuing guidance by our Board of Trustees. The Board recognizes our good stewardship and endorses our expansion.

STRONG FINANCIAL PERFORMANCE

INVESTMENTS IN PEOPLE, PROGRAMS, INFRASTRUCTURE WHILE BUILDING RESERVES

- IFS → increased almost 111% since FY15
- Strategic Plan → \$28M budgeted over 5 years
- Salary, wages & benefits → outpaced CUPA and CPI
- Capital → approximately \$545M since FY15
- Academic programs → invested in new programs
- Faculty/staff → added FTEs as enrollment grew

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Strong Financial Performance

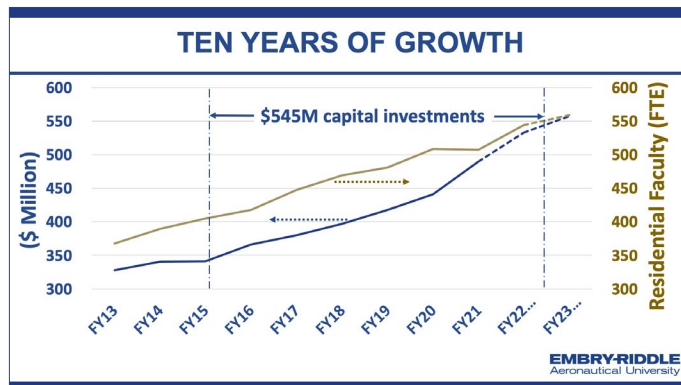
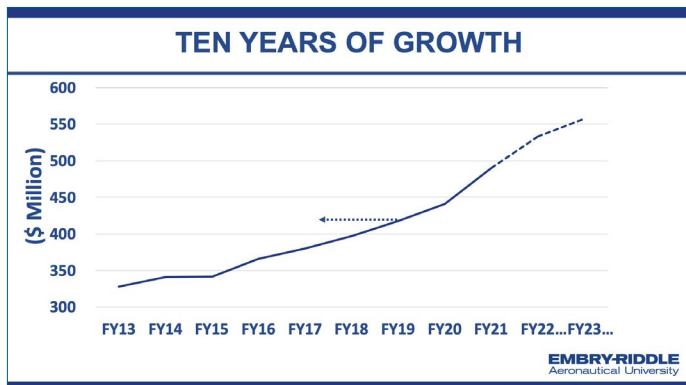
We have had a strong financial performance over the last 10 years. We have made investments in people and infrastructure while at the same time building our reserves.

To help students pay less to receive an excellent education, Institutional Financial Support, or IFS has increased by 111% since FY15.

Guided by our annual review of the strategic plan, we have continued to invest more than \$30 million in our five strategic goals.



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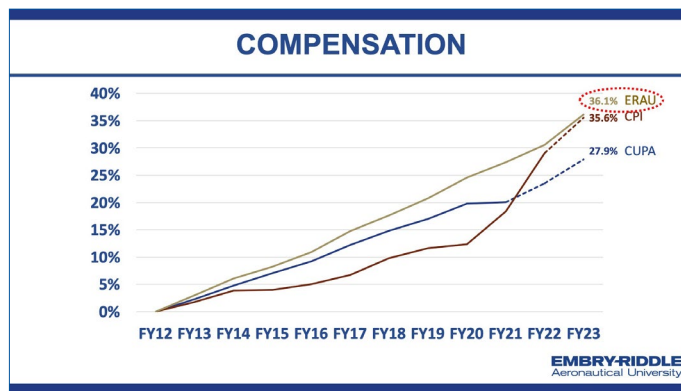
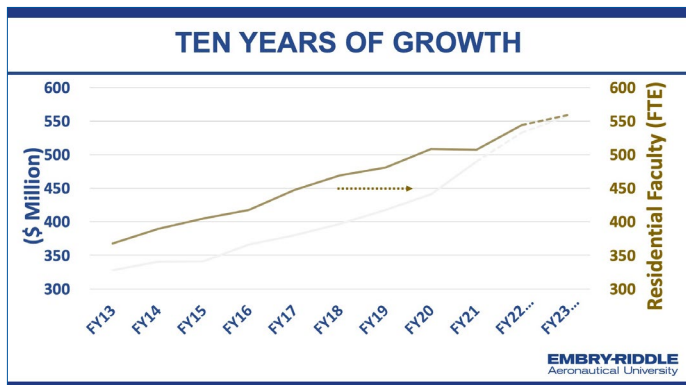


Ten Years of Growth

We have enjoyed 10 years of growth at Embry-Riddle. When you combine all three campuses, our combined revenue has climbed to more than \$550 million. We will be a half billion-dollar institution this year, as we move toward the future. That's quite a statement about the growth of an institution.

Growth of Revenue and Residential Faculty

When combined, there is a similar growth pattern between revenue and FTE. Importantly, as revenue have gone up, faculty headcount has gone up. We have been able to invest roughly half a billion dollars in capital.



Residential Faculty

Combined Residential Faculty (FTE) at our Prescott Campus and Daytona Beach Campus has grown from roughly 360 full time to more than 550 by next fiscal year, since FY13.

Compensation

Thanks to our revenue growth, salaries, wages and benefits at Embry-Riddle have outpaced an industry benchmark known as CUPA-HR (College and University and Professional Association – Human Resources) as well as inflation, as measured by the Consumer Price Index for all Urban Consumers (CPI-U). In particular, Embry-Riddle's salary pool rose by 36.1% between FY12 and FY23, compared with 27.9% for the CUPA-HR collective, and 35.6% compared with CPI-U.



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Five-Year Strategic Plan

We track our annual progress against our strategic plan. We focus on five areas: enrollment management, philanthropy and alumni engagement, global strategy, research and innovation, and student success. You'll notice I increased the font size on student success. I increased it three times when I was making this graph, and that says something about its importance. We are doing well in all five of these areas, but student success is the one that I am asking everybody to pay close attention to, as we move forward.



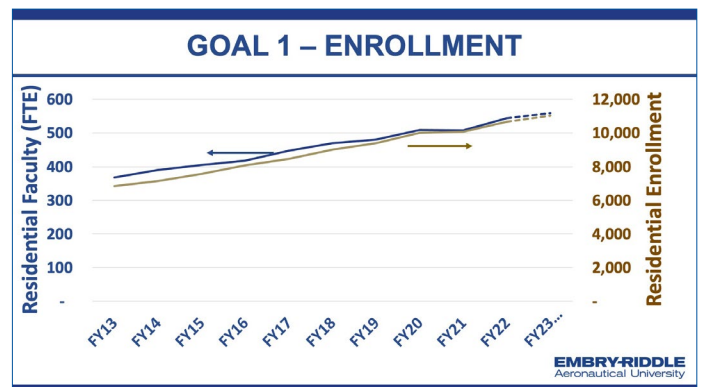
Enrollment Management

Enrollment management encompasses the student body on three campuses. There are roughly 3,100 students at the Prescott Campus, 8,000 students at our Daytona Beach Campus and about 600 students at our Asian Campus in Singapore.



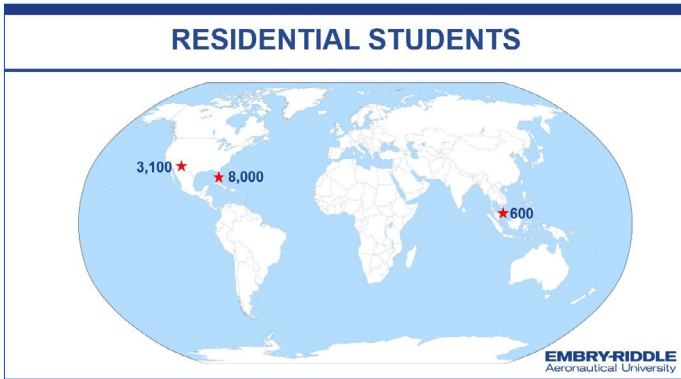
We Provide a Global Online Education

Our Worldwide Campus serves 22,000 students across the globe, including adult learners and military personnel. We have Embry-Riddle students in every corner of the world.



Enrollment Growth

Our enrollment continues to grow steadily, as does our Residential Faculty (FTE). Embry-Riddle's faculty community has grown from 360 in FY13 to more than 550 projected for FY23.





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**Military Alumni**

The university's accomplished alumni include industry leaders and astronauts as well as 159 members of the military who have achieved the equivalent of one- to four-star rankings. Eight alumni have earned a four-star designation, whether as a general or the Navy equivalent. These alumni are individuals being tested to move up, and 159 have succeeded at the highest levels in the military. That is amazing. I want to thank all of you who have been part of that. I am proud of what you have done.

ACADEMIC PROGRAMS

NEW ACADEMIC PROGRAM

- Master of Space Operations (Selected for Schriever SFB)
- Master of Aerospace Business Analytics

US NEWS and WORLD REPORT

- Online Bachelor's (#1)
- Best for Veterans (#1, #1, #4)
- Online Bachelor's in Business (#7)
- Electrical Engineering – Undergraduate (#7)
- Aerospace Engineering – Undergraduate (#1, #5)





A Focus on Student Success

Relevant curriculum is critical for student success as we serve a fast-paced industry with many breakthrough technologies. This past year, we advanced two Master's degree programs – in Space Operations and Aerospace Business Analytics – that are answering the needs of the industry. Space Force Base has selected the Master of Space Operations as its primary institution to deliver at that particular location.

ERAU MILITARY ALUMNI

	8
	28
	49
	74
Total = 159	



GALLUP ALUMNI SURVEY - BIG 6

National survey of graduates from many schools to link life and career outcomes to key undergraduate experiences



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Big 6 Survey

The Gallup Alumni Survey, or the Big 6, is an important tool for understanding the characteristics of an undergraduate education that leads to success. Roughly 100,000 people participated in the survey, including graduates from many different schools, who linked their career outcomes and their success to the experiences they had in college.



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GALLUP ALUMNI SURVEY - BIG 6

SUPPORT DEMONSTRATED BY FACULTY/STAFF

- Professors cared about me as a person
- Professors made me excited about learning
- Mentors encouraged me to pursue my goals and dreams

EXPERIENTIAL LEARNING

- Internship or job that allowed me to apply what I was learning in the classroom
- A project that lasted a semester or more
- Active in extracurricular activities

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GALLUP ALUMNI SURVEY - BIG 6

CAREER SUCCESS

- High sense of purpose and thriving in career

AFFINITY FOR ALMA MATER

- More likely to support school

NET PROMOTER SCORE

- Likely recommend school to friends, family and colleagues

College Experience Has Lasting Impacts

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Six Characteristics for Success

According to the results, the experiences that mattered most and had a direct correlation to success in life fall into two categories: support demonstrated by faculty and staff, and experiential learning.

I can remember being a student myself and having professors who made me feel excited about learning. When I left their classes, I wanted to learn more. I wanted to go read more about what they were trying to teach me because it was exciting. Professors who care, make their students excited about learning, and act as mentors to encourage students and help them pursue their goals and dreams have an enormous impact. Those are the three characteristics of the person-to-person interactions that correlated very strongly with success later in life.

Under experiential learning, three items focus on being involved – whether in an internship, a project lasting a semester or more, or extracurricular activities. If you look at the success rate of student athletes, it is very high, and it is correlated back to being involved in something. Help students prepare for meaningful careers. Support longer-term group projects. Promote extracurricular activities.

When we think about the entire institution, it is important we think about all six characteristics. We need to ask ourselves how each of us can personally contribute to these benefits for Embry-Riddle students.

College Experience has Lasting Impacts

If you speak with our alumni, within the first minute or two you can tell that they are excited about what they are doing.

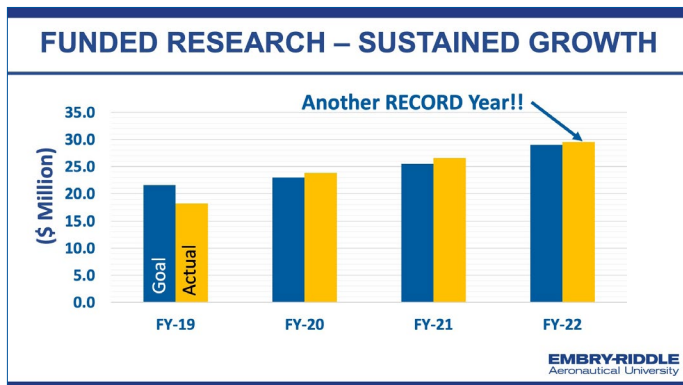
You don't have to ask. It's in the words they say, the expressions on their faces and their willingness to share their experiences. But it's also in their affinity for their alma mater. Alumni are more likely to support their alma mater and more likely to give back to the institution if they had a great experience.

A net promoter score measures the likelihood of an alumnus to recommend a school to friends, family and colleagues. Soon, we will be announcing a sizable gift that resulted from an alumnus who is proud of this institution. When he was asked by a wealthy individual about giving, our alumnus said to take a look at Embry-Riddle. That is the kind of promoter score that matters.

The college experience has lasting impacts. Our students are connected to the university for much more than four years; they form a connection that lasts forever.



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Research and Innovation

Our strategic planning goal in blue (above). How we have achieved it is shown in gold. We continue to move up and had another record year of research. Kudos to those involved.



Global Strategy

Embry-Riddle Asia is an important part of our university family and they have been doing incredibly well. The students are as proud of being an eagle as any student in Daytona Beach or Prescott. They love it. As we move forward, we want to try to continue to link them more closely with Daytona Beach and Prescott. We had all three campuses working together on NASA's RASC-AL (Revolutionary Aerospace Systems Concepts – Academic Linkage) project and the team had great success. We want to grow more of these opportunities to engage our students in longer-term, collaborative projects that promote persistence and success.

Two Centers of Excellence

Our two Centers of Excellence, focusing on Aerospace Resilience and Aviation and Aerospace Safety, are a perfect fit for who we are as an institution. These centers add to our excellence and our expertise and have already given us external recognition.





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CENTER FOR AEROSPACE RESILIENCE

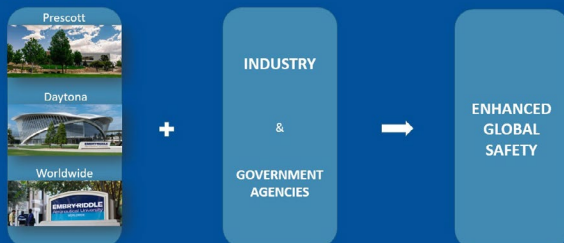


Prescott Campus joins
CYBERCOM – Academic
Engagement Network of
U.S. Cyber Command

Center for Aerospace Resilience

More than \$11 million in external funding has already been awarded to the Center for Aerospace Resilience. It is promoting cross-campus collaboration, with the Prescott Campus selected to join a new Academic Engagement Network facilitated by the U.S. Cyber Command, known as CYBERCOM. We have some amazing things happening there as we move forward.

CENTER FOR AVIATION & AEROSPACE SAFETY



Center for Aviation and Aerospace Safety

By having experts on our three campuses work with industry and government agencies, we can reach our goal of enhanced global safety for everyone. Everybody wins when airplanes and space flight are safer. This is a way for us to take expertise that we already have and move it forward to an even higher level.

STUDENT KNOW-HOW

"EagleCam" Miniature
Satellite Camera – The
First American Payload
to Land on the Moon
Since Apollo 17 (1972).



An "Eagle" on the Moon

Chairman Hosseini had mentioned EagleCam. Our students and their mentors have created a miniature satellite, known as EagleCam, that will capture the first-ever third-person images of a spacecraft as it completes its historic extraterrestrial landing. It is an incredible project. We are all looking forward to seeing Embry-Riddle's EagleCam on the moon in the coming months.

RESEARCH PARK ECONOMIC IMPACT

SUCCESS TO DATE

- Business growth – supporting local economy (\$137M impact)
- Internships
- Student research projects
- Recruited 5 international companies

PHASE 2

- Expansion (\$25M + \$25M)
- New building and research hangars



"Go To" Place for Aero Innovation

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Embry-Riddle's Research Park

Since we cut the ribbon on Embry-Riddle's Research Park complex nearly five years ago, we have had incredible success and growth. Our Research Park has become the go-to place for aerospace innovation. It generated \$137 million in total economic impact in Florida in 2021 – and that was a 50% increase compared with 2019, according to an independent study. Our Research Park generates economic activity supporting \$14 million in tax revenues for local, state and federal governments. It also supports more than 700 high-paying jobs overall, both directly and indirectly. We continue to see impressive growth in job creation, support to the local economy and internships. We are also seeing alumni return to work for resident companies.



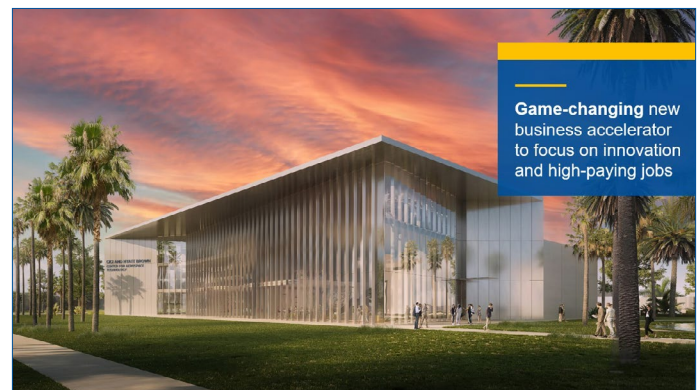
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It's a great ecosystem for development, but we need to continue to grow it. We have recruited five international companies, and we have an amazing future ahead. With a recent \$25 million gift from Cici and Hyatt Brown, as well as matching funds from the State of Florida, we will invest another \$50 million in aerospace innovation. I'm very proud of the program.



Philanthropy and Alumni

Our ongoing partnership with The Boeing Company has enabled students from underrepresented areas to enroll in aviation and aerospace majors through The Boeing Scholars program at Embry-Riddle. We have so far supported 45 highly meritorious students whose talents are urgently needed to bolster the future aviation and aerospace workforce. I ask that as you interact with these scholars you help them feel welcomed and engaged so that they may excel.



Cici And Hyatt Brown Center for Aerospace Technology

Cici and Hyatt Brown are an amazing couple who believe in us as an institution. If you bump into them anywhere in the area, please thank them. We also owe Governor DeSantis and the Florida legislature a thank you for matching the \$25 million.



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**The Path Forward**

We have great things happening and an amazing future ahead of us, but I want to close my presentation with a call to action. I want each of you to ask yourselves what you can do to make our future even better. Not what can my dean or department chair or the person sitting next to me do, but what can I do?

RETENTION – A CALL TO ACTION	
STUDENT SUPPORT	
▪ Show students you CARE about them	
▪ Make students EXCITED about learning	
▪ Encourage students to PURSUE their goals and dreams	
EXPERIENTIAL LEARNING	
▪ Help students prepare for MEANINGFUL careers	
▪ Support group PROJECTS	
▪ Promote EXTRACURRICULAR activities.	
Keys to Success – Everyone Can Help	

A Call to Action — Everyone Can Help

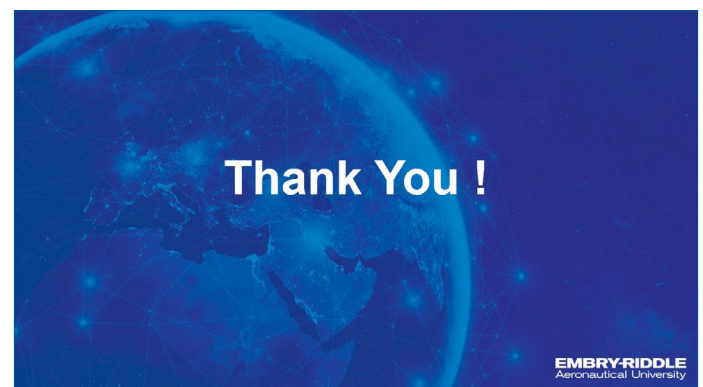
I ask that you remember the Big 6 survey results that I showed you a few moments ago, and in particular, the two very important categories of student support and experiential learning. As you leave here today and begin preparing for your classes or your jobs on campus, think about what you can do in these areas and how you can help show students that you care about them. It could be a conversation with a student after class, or if you are not teaching, maybe you will bump into a student on campus. Those interactions add to their affinity for this institution. Maybe the student is having a rough day. Maybe it was a tough exam, or home seems far away. Take a few minutes to talk because it helps a lot. Show students that you care about them. Make students excited about learning.

Encourage students to pursue their goals and dreams. Help them get past the finish line. That's what each of us can do as individuals.

In terms of experiential learning, help them prepare for meaningful careers. Help them through our Quality Enhancement Project, Writing Matters. It will be a major benefit as they move forward. Support group projects. Those of you on the academic side, think about your curriculum, what you're doing in the classroom and what you can do to add to that aspect of each student's education. Finally, promote extracurricular activities. We know this is an important part of retention. It is an important part of success. Some individuals may be a little shy, or they don't want to go out and join a group. Sometimes they need a little push. I needed it when I was younger. It's challenging for some to jump into a crowd of people they don't know and start talking.

Help them along. The success won't show on any of their outcomes, it won't be on their resumes. But you may have played an important role in getting that student to the finish line.

Every one of us can help in this journey. So, in closing, I want to echo what Chairman Hosseini said. This is a great institution and I feel honored to be part of it. I'm very proud of what every person in this room has contributed, every person at the entire institution, to get us to where we are. We are greatly respected in the industry, the community and it's a wonderful place. Thank you for all you do.



Thank You!