



**STATE OF THE UNIVERSITY ADDRESS**

P. BARRY BUTLER, PH.D.

AUGUST 29, 2025



CELEBRATING **100** YEARS | 1926-2026



Our annual State of the University address is an opportunity to celebrate Embry-Riddle's accomplishments and share the coming year's priorities. The 2025-2026 academic year is special; over the next 12 months, we will celebrate our centennial anniversary and a century of excellence, innovation and legacy. The spirit of aviation has fueled our drive to push boundaries for the past 100 years, and countless visionaries, researchers, dreamers and leaders count themselves as Eagles.

T. Higbee Embry and John Paul Riddle gave wings to possibility. At a time when aviation was in its dawn, they had an ambitious vision to teach the world to fly. A century later, inspired by the legacy of our founders, we stand on the threshold of the next hundred years, ready to seize new opportunities to soar even higher.

### **The Premier Aerospace University in the World**

We began with the bold spirit of our founders, but since our founding as the Embry-Riddle Company in 1926, our students, faculty, staff, alumni and countless other friends and partners have meaningfully shaped the institution to make us the premier aerospace university in the world.

It's important to define the attributes that make a premier university. The characteristics that have contributed to Embry-Riddle's excellence include:

- ▶ High-achieving students
- ▶ Passionate faculty and staff
- ▶ Supportive trustees
- ▶ Exceptional alumni, friends and supporters
- ▶ Highly ranked academic programs
- ▶ Impactful research

- ▶ Strong partnerships with industry, government, other universities and one another

### **Strong Financial Performance**

Financial strength is one of the university's greatest assets, and it is the result of hard work, disciplined financial decisions and strong philanthropic support. Our operating budget has had more than a decade of year-over-year increases in revenues. In fiscal year 2024, our revenue was over half of \$1 billion. Our financial success over the past decade has allowed us to invest in people, facilities and programs.

Over the past ten years, we have also received multiple upgrades from our rating agencies — a statement of confidence in the university.

### **New Trustee**

This year, Embry-Riddle welcomed General Jacqueline van Ovost — a retired four-star general and former commander of the U.S. Transportation Command with an exceptional military record — to our Board of Trustees. A graduate of the U.S. Air Force Academy, she holds a B.S. in Aeronautical Engineering and an M.S. in Mechanical Engineering. Additionally, General van Ovost is a graduate of the U.S. Air Force Test Pilot School and was the lead military test pilot for the C-17 program.

General van Ovost joins a strong Board of Trustees that continually advocates for Embry-Riddle. We will benefit greatly from her aviation expertise, leadership and passion. We are also deeply grateful to all our Trustees and to Chairman Mori Hosseini for their strategic vision and guidance as we pursue our strategic plan goals and usher in a new centennial.



STATE OF THE UNIVERSITY ADDRESS

# WHAT MAKES A PREMIER UNIVERSITY ?

## PEOPLE

- High-achieving students
- Passionate faculty & staff
- Supportive alumni & friends

### Royal Aeronautical Fellows – 2025 Class



## ACADEMICS

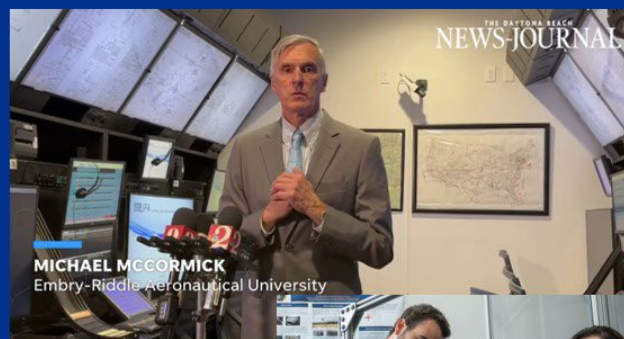
- Highly-ranked programs
- Modern infrastructure
- Faculty who are experts in their fields and committed to developing the next generation



# WHAT MAKES A PREMIER UNIVERSITY ?

## PEOPLE

- High-achieving students
- Passionate faculty & staff
- Supportive alumni & friends



## ACADEMICS

- Highly-ranked programs
- World-class infrastructure
- Faculty who are experts in their fields and committed to developing the next generation





STATE OF THE UNIVERSITY ADDRESS

# WHAT MAKES A PREMIER UNIVERSITY ?

## PARTNERSHIPS

- Industry
- Government
- Global
- Universities
- Cross-disciplinary

## FINANCIAL STRENGTH

- Philanthropic support
- Strong financial management
- Investments in people, facilities, students and programs



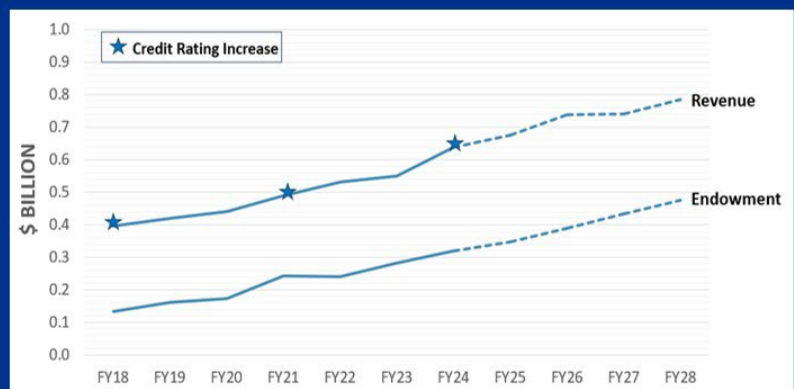
# WHAT MAKES A PREMIER UNIVERSITY ?

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# WHAT MAKES A PREMIER UNIVERSITY ?

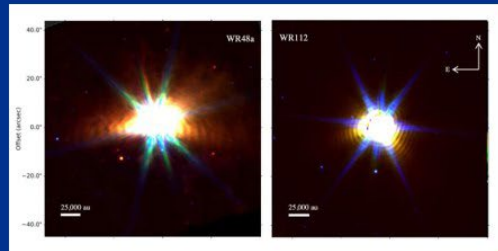
## RESEARCH/SCHOLARSHIP

- Impactful
- Recognized leaders
- World-class infrastructure
- Translational

## GOVERNING BOARD

- Visionary
- Supportive and advocates
- Strategic thinkers
- Breadth of expertise — leaders in their respective fields

Cosmic Dust - Noel Richardson et al.  
James Webb Space Telescope



Drone Risk to Aircraft  
Ryan Wallace



# GENERAL JACQUELINE VAN OVOST (retired)



- Commander of U.S. Transportation Command
- Commander of Air Mobility Command
- U.S. Air Force Academy – BS Aeronautical Engineering
- California State University – MS Mechanical Engineering
- Graduate of the U.S. Air Force Test Pilot School
- Command pilot with more than 4,200 hours
- Lead military test pilot for the C-17 program



## New Campus and University Leadership

The university welcomed one new senior leader this year. Margaret Tremblay joined us as associate vice president for Safety and Risk Services. This is a position that speaks to our longstanding commitment to safety.

At the campus level, Col. Alan Dayton assumed a new role as associate vice president for student success in Daytona Beach, and Dr. Theresa Critchfield joined our Daytona Beach Campus as dean of students. In Prescott, Dr. Jennah Perry was named dean of student success.

## 2023-2028 Strategic Plan

Embry-Riddle's 2023-2028 strategic plan guides our overarching priorities and day-to-day decisions. As we approach the midpoint of our current plan, we are achieving many of the metrics we have set out for ourselves across five pillars:

- ▶ The student experience
- ▶ Enrollment management
- ▶ Academic and faculty excellence
- ▶ Research and innovation
- ▶ Philanthropy and alumni engagement

We have achieved significant progress toward our strategic goals. Notable metrics include:

- ▶ Year-one student retention rates at both Daytona Beach and Prescott Campuses

- ▶ Four-year graduation rates at Daytona Beach and Prescott
- ▶ Enrollment of new students at our Worldwide Campus
- ▶ Teaching effectiveness
- ▶ Undergraduate research and discovery
- ▶ Faculty recognition and honors
- ▶ Increases in research funding and intellectual property output
- ▶ Number of doctoral degrees awarded and related funding
- ▶ Growth in philanthropic support

We are close to achieving our metrics (~98% complete) for the six-year graduation rate in Daytona Beach and Prescott, the number of new students in Daytona Beach and Prescott, and Worldwide student year-one retention.

Of particular note is our growth in year-one retention. Over the past six years, we have made a number of changes to support retention in a true university-wide endeavor. We first focused our efforts on course sections with elevated drop/fail/withdraw rates, determining why those rates were unusually high. We implemented advising changes, and, along the way, increased our admission standards. Finally, we focused our Institutional Financial Support (IFS) on high merit/need. The result is positive increases in year-one retention from fall 2022 on.



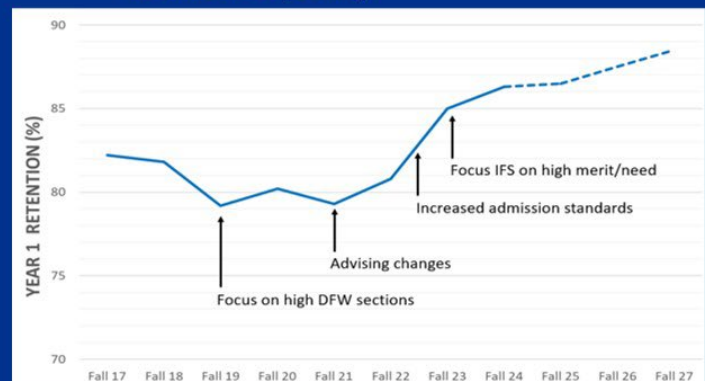
## STRATEGIC PLAN - METRICS

### ACHIEVED

- Retention (DB, PC)
- 4-Year graduation (DB, PC)
- New students (WW)
- Teaching effectiveness
- Faculty honors
- Undergraduate discovery
- Research funding & I.P.
- Doctoral degrees
- Doctoral funding
- Philanthropy (166%)

### ACHIEVED (98%)

- 6-Year graduation (DB, PC)
- New students (DB, PC)
- Retention (WW)



## STRATEGIC PLAN 2023-28



STUDENT EXPERIENCE

ENROLLMENT

ACADEMICS & FACULTY

RESEARCH & INNOVATION

PHILANTHROPY & ALUMNI



## Goal 1: The Student Experience

This year, our students have distinguished themselves in both competition and research. They have also been honored for their academic excellence and future contributions to the fields of aviation and aerospace.

### ► National Intercollegiate Flight Association (NIFA) SAFECON

The Golden Eagles Flight Team won their 16th title at NIFA SAFECON. This national collegiate aviation competition tests aviation performance and safety.

### ► Human Lander Challenge

A team of Embry-Riddle students captured first place in NASA's 2025 Human Lander Challenge by designing a novel spacecraft fuel gauge system.

### ► First National Collegiate Athletic Association (NCAA) Division II Team Title

Our women's rowing team made Embry-Riddle athletics history by becoming the first program in the university's NCAA II era to win a team title.

### ► Literally Looking at More Astronauts in Space (LLAMAS)

LLAMAS — a student-designed and student-built camera system — was launched into space, where it recorded crew activities during the historic Polaris Dawn mission. Jared Isaacman, who commanded the mission and conducted the first civilian spacewalk, is also an Embry-Riddle alumnus.

### ► Student Research Symposiums

The 2024-2025 academic year included record growth for our student research symposiums. Students from all three campuses presented their work, with more student projects on display than ever before. Involving undergraduates in research projects is an important part of advancing their personal and professional goals and is a critical area of focus for Embry-Riddle.

### ► Aviation Week Network's 20 Twenties

Aviation Week's Class of 2025 included four Embry-Riddle students, the most of any institution. This recognition reaffirms the quality of our students and the education and opportunities they are offered by our faculty, staff, peers, mentors and industry partners.

## Goal 1: Action Items

Embry-Riddle will continue to align its curriculum with the needs of the aerospace industry, including exposing students to emerging competencies in artificial intelligence and cyber resilience in addition to building students' overall business acumen. All Embry-Riddle graduates, regardless of degree program, must also be able to communicate clearly, problem-solve, demonstrate the ability of teamwork — these competencies will remain an educational focus across the curriculum. To ensure student success, we will also continue to invest in student-centric facilities and market our high return-on-investment majors.



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## GOAL 1 – STUDENT EXPERIENCE

### NATIONAL COMPETITIONS

- AIAA - Design, Build, Fly
- NIFA Flight Competition
- NASA Human Lander Challenge
- Scholar - Athletes
- FAA Data Challenge - AI



### RESEARCH & INNOVATION

- Student Research Symposia are growing
- Students participating in funded research
- LLAMAS



## GOAL 1 – STUDENT EXPERIENCE



Vikas Patel



Trevor Simoneau



Liz Bosch



Henil Patel

### Aviation Week & Space Technology

“20 Twenties – Tomorrow’s Trailblazers”

- |                      |                      |
|----------------------|----------------------|
| ▪ Embry-Riddle (4)   | ▪ Miami (1)          |
| ▪ Georgia Tech (3)   | ▪ U. of Illinois (1) |
| ▪ U. of Michigan (2) | ▪ U. of Colorado (1) |
| ▪ MIT (2)            | ▪ Texas A&M (1)      |
| ▪ Columbia (2)       | ▪ U. of Maryland (1) |
| ▪ Virginia Tech (2)  |                      |



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## GOAL 1 – LOOKING AHEAD

### ALIGN EDUCATION WITH AEROSPACE NEEDS

- Cybersecurity & AI
- Business Acumen
- Data Analytics - relevant to field of study/work

### MARKET HIGH ROI MAJORS

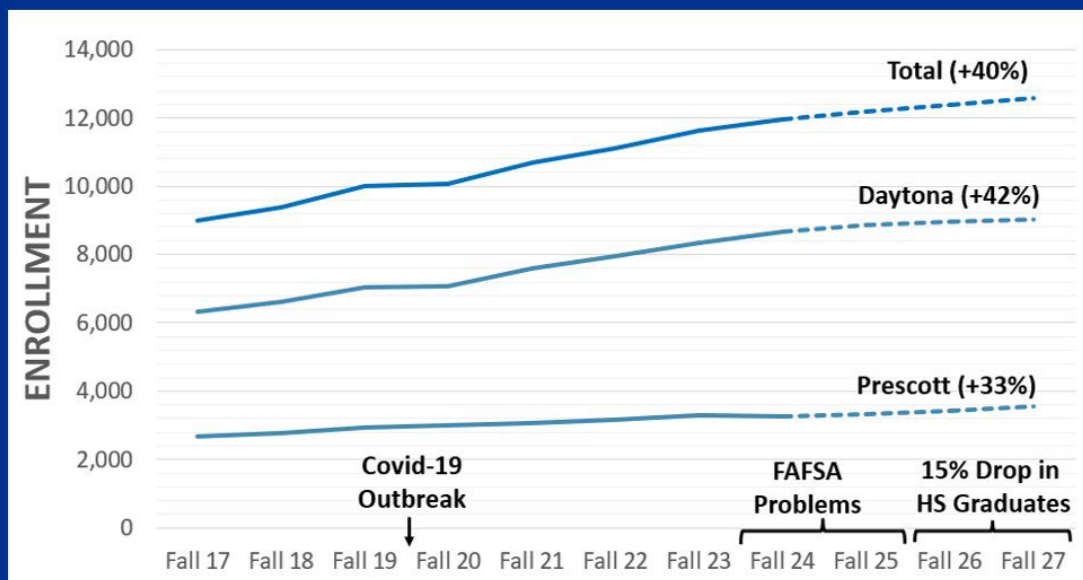
### INVESTMENTS IN STUDENT-CENTRIC FACILITIES

### COMMON STUDENT OUTCOMES ACROSS THE CURRICULUM

- Teamwork
- Communication
- Problem-solving



## GOAL 2 – RESIDENTIAL ENROLLMENT





## Goal 2: Enrollment

Embry-Riddle's enrollment remains strong, with positive growth over the past ten years. Across our residential campuses, enrollment has increased 40% since the fall of 2017. Our Daytona Beach Campus has grown by 42% over the same period, while our Prescott Campus has grown by 33%.

### ► Worldwide Campus Registrations

Thanks, in part, to its excellence in online education, Worldwide Campus course registrations have increased in recent years. Since fiscal year 2020, we have also centralized enrollment management and marketing, introduced a new advising system, and launched new industry-informed programs that are highly regarded by the business and government sectors. In fiscal year 2025, course registrations surpassed 85,000.

## Goal 2: Action Items

While the higher education industry expects a 15% drop in high school graduates come fiscal year 2026, Embry-Riddle continues to position itself for success via its focus on industry-relevant degrees with a high return on investment that are attractive to young people.

The university will actively promote growth in two key programs: Air Traffic Management and Aviation Maintenance Science. Embry-Riddle was one of the first institutions to join the Federal Aviation Administration's Enhanced Air Traffic Collegiate Training Initiative, which provides Air Traffic Management students with an accelerated path to employment. In spring 2025, the university also launched an associate degree program in the field.

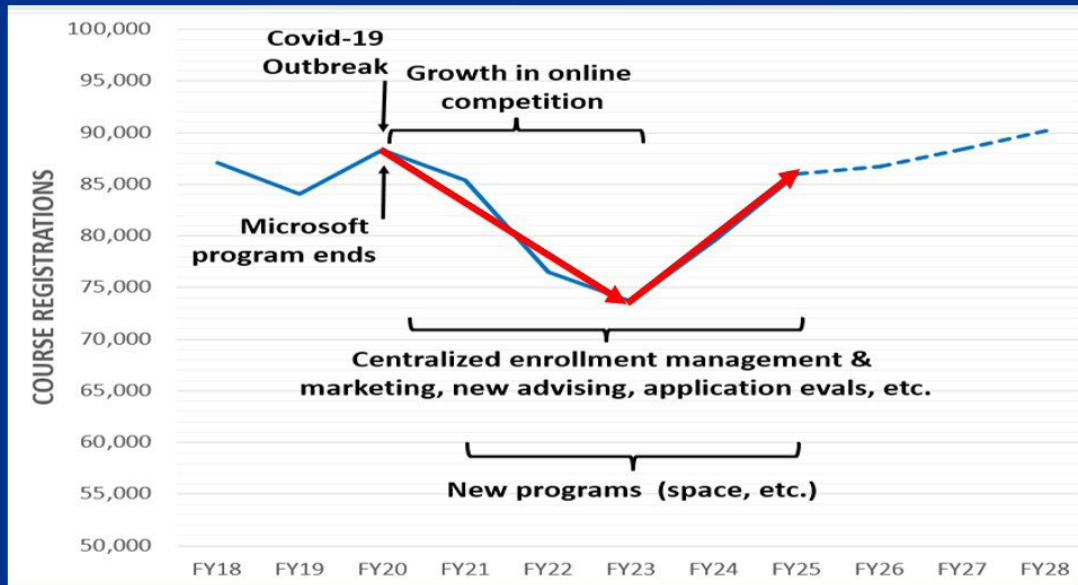
Given the anticipated demand for air traffic controllers, Embry-Riddle will continue to recruit and innovate in this area. Industry demand for Aviation Maintenance Science graduates is also high. To meet this demand, we have partnered with Daytona State College on an A.S.-B.S. program.

Additionally, Embry-Riddle must pursue further enrollment growth at its Asia Campus in Singapore. The university's new facility in Singapore's Seletar Aerospace Park is at the heart of the region's aerospace industry and the Pacific Rim's aviation complex. We will emphasize alumni engagement and industry partnerships to strengthen our presence in the area.



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## GOAL 2 – WORLDWIDE ENROLLMENT



## GOAL 2 – LOOKING AHEAD

### GROWTH AREAS

- Air Traffic Management
  - FAA-approved Collegiate Training Initiative
  - 2+2 program approved
  - Given demand, this should have high enrollment
- Aviation Maintenance Science
  - AS-BS partnership with Daytona State College



### SINGAPORE CAMPUS

- Focus on enrollment growth
- Strong alumni engagement
- Strong industry partnerships





### Goal 3: Academic and Faculty Success

Over the past year, we have enjoyed incredible growth in faculty honors, as well as global recognition for deep expertise cultivated in our programs, Centers of Excellence, and focused areas of research, exploration and industry advancement.

#### ► Aviation Week Laureate Awards

In addition to the university's four student Aviation Week 20 Twenties representatives, the organization also honored the Boeing Center for Aviation and Aerospace Safety with a 2025 Laureate Award. This prestigious honor recognizes the center's pioneering work in advancing global aerospace safety.

#### ► Faculty Honors

Our 2023-2028 strategic plan includes a metric for faculty honors, and this past year we saw significant achievements in this area, including major research, teaching and career awards. As just a few examples, three faculty members were named American Institute of Aeronautics and Astronautics associate fellows, four were named Royal Aeronautical Society fellows, and seven were recognized at Embry-Riddle's inaugural research awards ceremony.

#### ► Press

Members of the media continue to regard Embry-Riddle faculty and staff as esteemed experts in their respective fields. Since 2018, we have published 28 op-eds in Aviation Week, reaching roughly 100,000 people with each column. During the 2024-2025 academic year, Embry-Riddle subject matter experts also educated the public through network, radio, print and online media outlets in such fields as air traffic control, aviation business, aviation safety, cybersecurity, engineering, human factors and space.

### Goal 3: Action Items

Looking ahead, we remain committed to recruiting faculty who lead in their fields, with focused hiring initiatives in our Centers of Excellence. This includes research-active and renowned faculty who may be interested in joining Embry-Riddle from other institutions. Goal 3 action items will also enable the university to further strengthen its graduate programs.



## GOAL 3 – ACADEMICS & FACULTY

### EXTERNAL RECOGNITION

- Boeing Center for Aviation & Aerospace Safety
  - 2025 Aviation Week Laureate
- Aviation Week & Space Technology
  - Published 28 Op-Eds since 2018



### GROWTH IN FACULTY HONORS

### NEW SINGAPORE CAMPUS

- Aviation hub of Southeast Asia
- Connected to aviation industry



## GOAL 3 – ACADEMICS & FACULTY

### DEGREES WITH HIGH ROI

- STEM
  - BS + 1 year
- Aeronautical Science
  - R-ATP
  - Regional Airline

**\$107,700**

ENGINEERING  
TECHNOLOGY

**\$92,200**

TECHNICAL  
MANAGEMENT

**\$88,300**

SOFTWARE  
ENGINEERING

**\$97,700**

REGIONAL AIRLINE  
FIRST OFFICER

**\$95,300**

UNCREWED AND  
AUTONOMOUS SYSTEMS

**\$92,100**

CYBER INTELLIGENCE  
AND SECURITY

**\$82,400**

SAFETY  
MANAGEMENT



## GOAL 3 – LOOKING AHEAD

### RECRUIT THE ABSOLUTE BEST FACULTY

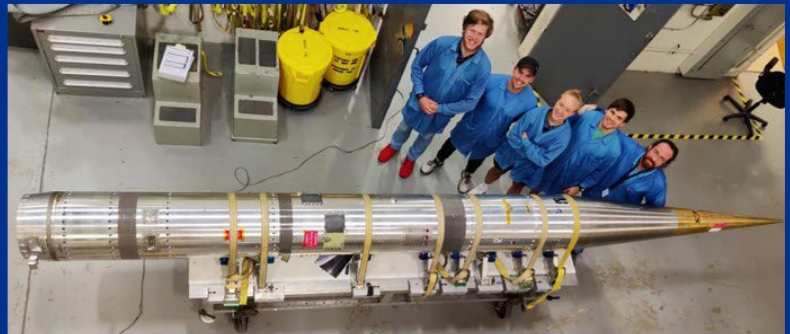
- Focused faculty hiring in Centers of Excellence
- ERAU is becoming more attractive to research-active faculty
- Actively recruit star faculty wanting to make a move

### SPACE RELEVANT PROGRAMS

### AI & CYBERSECURITY

### GRADUATE PROGRAMS (DB)

### AVIATION and AEROSPACE SAFETY



## GOAL 4 – RESEARCH & INNOVATION

### RESEARCH EXPENDITURES

- \$50M in FY25 (forecast)
- 73 PhD students supported by external research grants
- Carnegie classification “Research 2”

### NASA RESEARCH CONSORTIUM

### UNDERGRADUATE RESEARCH OPPORTUNITIES

- Gift (\$104K) for undergraduate research
- 4 NSF graduate research awardees





## Goal 4: Research and Innovation

In 2024-2025, Embry-Riddle secured more than \$55 million in external research funding. The university also supported 73 Ph.D. students with grants and built upon the previous year's successes.

### ► Carnegie Classification

The university is now an R2 institution under the Carnegie Classification of Institutions of Higher Education, signaling high research spending and Ph.D. production.

### ► Florida University Space Research Consortium

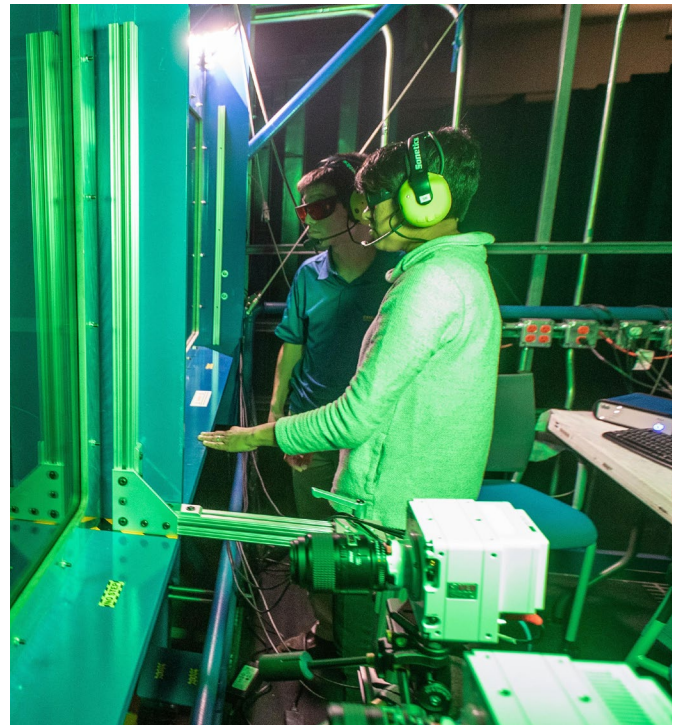
Embry-Riddle joined the University of Florida and the University of Central Florida as a founding member of the Florida University Space Research Consortium, a partnership with NASA Kennedy Space Center that facilitates the awarding of NASA research grants.

### ► State and Local Support

To date, the university has secured more than \$100 million in state and local grants thanks to a strong relationship with our government partners.

## Goal 4: Action Items

Embry-Riddle will further its research enterprise and reputation for research in select areas as we look to the future. Our Centers of Excellence attract global attention, and we will continue to focus our resources to not only compete, but lead, in our signature and focused areas of expertise. These areas include advanced air mobility; atmospheric instrumentation and modeling; human-machine interface and artificial intelligence; and the technological enhancement of our National Airspace System.





## GOAL 4 – RESEARCH & INNOVATION

NASA ULI

FAA ASSURE

HYPERSONICS

ATMOSENSE/AIRWAVES

ATMOSPHERIC INSTRUMENTATION

NEXTGEN

DISTRIBUTED METEOR RADAR AND OPTICAL NETWORKS



## GOAL 4 – LOOKING AHEAD

### GLOBAL REPUTATION FOR RESEARCH IN SELECT AREAS

- Aviation & Aerospace Resilient Systems (CARS)
- Aviation & Aerospace Safety (BCAAS)
- Space and Atmospheric Research (CSAR)

### CONTINUE TO COMPETE FOR AND LEAD LARGE RESEARCH INITIATIVES

- Urban Air Mobility
- Atmospheric instrumentation and modeling
- Human-machine interface and AI
- Technological enhancement of national airspace systems



## Goal 5: Philanthropy and Alumni Engagement

Over the past year, the university has raised \$33.2 million in philanthropic funds, the second-highest amount in university history. We have also raised \$162 million of a previously set \$200 million goal.

### Notable Gifts

During academic year 2024-2025, Embry-Riddle received four notable endowments that will position us to begin investing in our next 100 years. Gerald Cook, a faculty member from the Worldwide Campus, and his wife, Diane, gave to the College of Business Excellence Fund. Steve Altemus, an alumnus and CEO of Intuitive Machines, utilized Embry-Riddle's matching program to invest in a scholarship fund. The Emil Buehler Charitable Trust invested in our facilities fund, and Pamela and Larry Mercer created a scholarship fund for our baseball scholar-athletes. Together with Cici and Hyatt Brown's 2022 investment in our Research Park fund, the university benefits from multiple philanthropic contributions that will support our progress both now and in the decades to come.

## Goal 5: Action Items

We will officially begin our centennial campaign — Imagine What's Next: The Campaign for Embry-Riddle — in the spring of 2026. The campaign will include four pillars that align with our 2023-2028 strategic plan — research, faculty support, scholarships, and experiential learning — and enable us to continue investing in the university's next 100 years.

### Launching Embry-Riddle's Future

Looking forward, we will hold a cross-campus, synchronous centennial event on March 26, 2026, during our spring Board of Trustees meeting. While the Asia Campus enjoys breakfast, the Daytona Beach and Prescott campuses will enjoy dinner and help to celebrate our past, present and future.

Take a look around campus, and you will see some of our centennial branding. You will also see videos, social media campaigns and a collage of Eagles as we mark our centennial anniversary. You will see static displays throughout the year. I look forward to celebrating with you all.

To finish where we started: in 1926, T. Higbee Embry and John Paul Riddle set out to teach the world to fly. Along the way, many people have contributed to making this the premier aerospace university in the world.



# GOAL 5 – PHILANTHROPY & ALUMNI

|              |                 |
|--------------|-----------------|
| FACILITIES   | \$0.7 M         |
| FACULTY      | \$2.0 M         |
| UNRESTRICTED | \$1.0 M         |
| SCHOLARSHIPS | \$27.7 M        |
| PROGRAMS     | \$1.7 M         |
| <b>TOTAL</b> | <b>\$33.2 M</b> |



EAA Oshkosh Alumni BBQ

→ 2<sup>nd</sup> highest ever raised

# GOAL 5 – PHILANTHROPY & ALUMNI

## CAMPAIGN PROGRESS

- Feasibility study complete
- \$162M towards \$200M goal

## CAMPAIGN FOCUS AREAS

- Pillar 1: Research
- Pillar 2: Faculty Support
- Pillar 3: Scholarships
- Pillar 4: Experiential Learning

## CAMPAIGN LAUNCH

- Centennial Celebration (March, 2026)



Research



Faculty



Scholarships



Experiential Learning



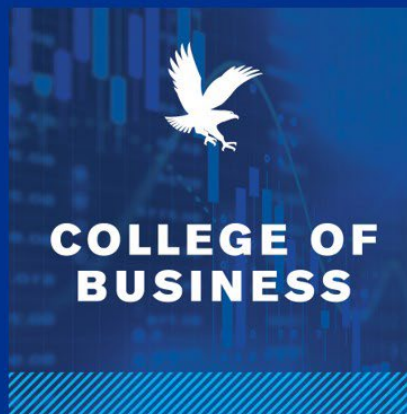
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## INVESTING IN THE NEXT 100 YEARS



Diane & Gerald Cook

Excellence Fund



## INVESTING IN THE NEXT 100 YEARS



Steve Altemus

Scholarship Fund

+

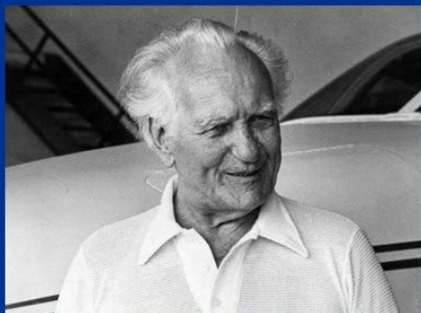
ERAU Match





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## INVESTING IN THE NEXT 100 YEARS



**Emil Buehler  
Charitable Trust**

Facilities Fund



## INVESTING IN THE NEXT 100 YEARS



**Pamela & Larry  
Mercer**

Scholarship Fund





# INVESTING IN THE NEXT 100 YEARS



**Cici and Hyatt Brown**

Research Park Fund



# CENTENNIAL CELEBRATION

## GOALS

- Celebrate our history
- Launch our future

## GALA: March 2026 (BOT Meeting)

- Connect Daytona, Prescott, Singapore
- Launch \$200M Campaign

## ACTIVITIES: August 2025 – May 2026

- Centennial branding & exhibits
- Inspirational videos & social media
- Static displays throughout the year





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# THANK YOU ... EVERYONE



# THANK YOU ... EMBRY & RIDDLE



**T. Higbee Embry**



**John Paul Riddle**