

COLLEGE OF BUSINESS

WORLDWIDE/ONLINE

2024 ANNUAL REPORT

**TAKING OFF
TO NEW HEIGHTS**

EMBRY-RIDDLE
Aeronautical University

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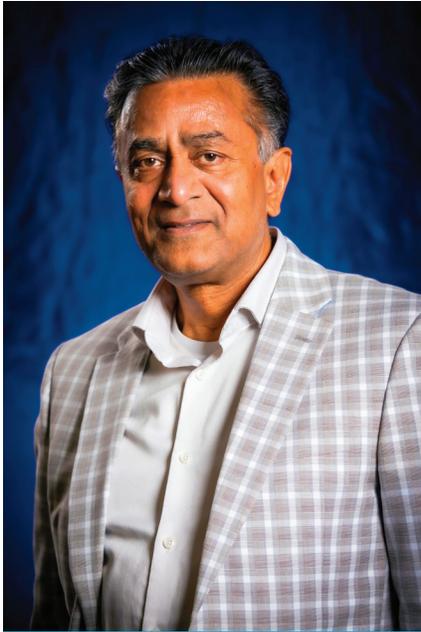
GIVING TO THE COLLEGE

Embry-Riddle Worldwide's College of Business has one mission: to help busy working professionals, active-duty military and veterans and students with families acquire the real knowledge and information they'll need to succeed in their chosen business careers.

When you support our college, you are investing in the future success of our students. Your generous gift contributes to our students' ability to adapt, succeed and advance in the complex, dynamic global business environment.

Help us make an impact by giving now:
worldwide.erau.edu/donate





DEAN'S MESSAGE

**Dear friends and colleagues
of Embry-Riddle Aeronautical
University's Worldwide
College of Business (COB),**

2024 was another banner year for the Worldwide College of Business. In a world where the value of higher education is often questioned

strongly and openly, I'm proud to report that this year has been marked by significant achievements — a true testament to the resilience and dedication of our faculty, staff and students.

In 2024, we made student success one of our core priorities. We maintained 1:1 coaching access for all our students. We also recognized that while providing options and alternatives can be a positive step, it often leads to student confusion and impacts graduation timelines. As a result, we streamlined all our programs, making degree pathways clearer and easier to navigate. We anticipate this change will further enhance COB's stellar graduation rates, which have risen significantly over the last five years. Additionally, we empowered the Worldwide College of Business Student Council to take ownership of part of the student experience, leading to the successful launch of a student newsletter and other enriching activities.

One of the attributes that makes our college unique is our focus on industry partnerships. This “network centricity” approach has proven fruitful, with partnerships established with major airports and integrations with organizations such as ISM, PMI, SAP, SAS and SHRM across all COB programs. We're also proud to have initiated a major leadership

development engagement with a prominent UAE-based business. Furthermore, the ADAM-SMS tool prototype is progressing well, promising to revolutionize our communication and data-driven decision-making.

As in industry, the COB is always looking to do more and grow stronger. Our goals for 2025 reflect this ethos of an entrepreneurial approach: strengthen our aviation identity by building unique aviation content; elevate our messaging, ensuring that it clearly articulates both our distinctions and our value proposition; amplify our brand and explore new horizons.

I am deeply grateful for the collective efforts of our faculty, staff, students and supporters. Together, we've made 2024 a year of remarkable progress. As we move forward, I'm confident that the Worldwide College of Business will continue to soar to new heights. Thank you for your support.

Dr. Maneesh Sharma
Dean and Professor of Finance

Mission, Vision and Values

At the Worldwide College of Business, we are defined by our core values, mission and vision. Together, these elements shape our present and our future.

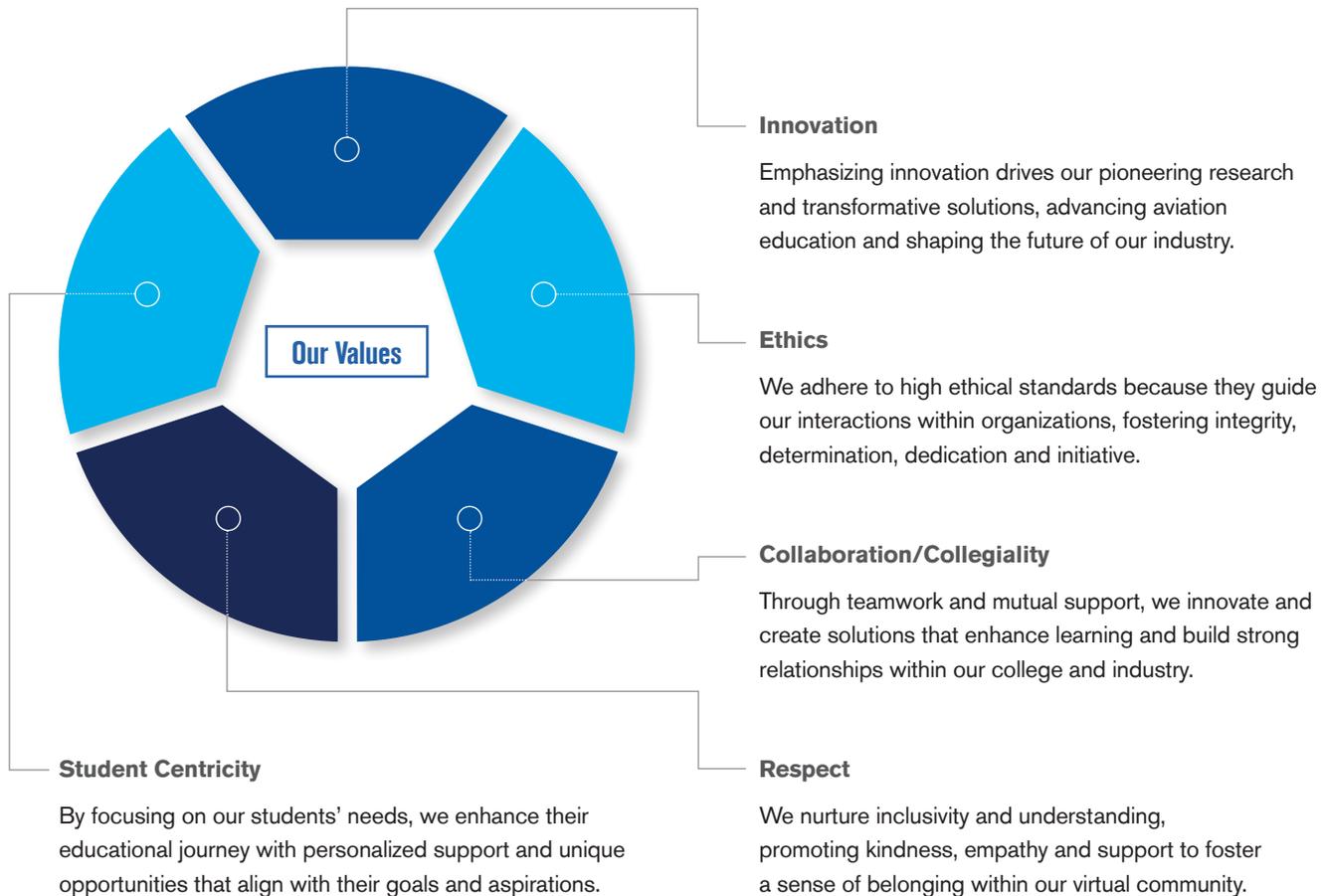
By embracing these elements in everything we do — from course development, to teaching, mentoring and developing industry partnerships — we cultivate holistic leaders prepared to make a meaningful impact in the world. Our mission, vision and values drive excellence and inspire the leaders of tomorrow.

Our Vision

To become the leading institution for providing innovative, market-ready and highly accessible business education for the broader aviation industry.

Our Mission

To prepare our students to become global leaders by providing an education that is rooted in critical thinking, analysis and problem solving.



The Engine for Industry Connections — the Dean's Council

The COB's Dean's Council plays a highly significant role in guiding the college's future direction and building industry connections, as well as enhancing course and program content to better align them with the industry needs of today and tomorrow. The COB's achievements reflect the commitment of all members of this council.



Fathi Atti
Qatar Airways
 Senior Vice President of
 Aeropolitical and Corporate Affairs



Anthony Spaulding
Magellan Aviation Group
 CEO and President



Bryan Terry
Deloitte
 Managing Director and Global
 Aviation Leader



Adam Bouchard
Nashville International Airport
 Vice President of Operations



Hasseem Vazhayil
LeaseWorks, Inc.
 Founder and CEO



Shelly Freeman
BoldIQ
 President, CEO and Board Member



Dee Waddell
IBM
 Global Managing Director, Travel
 and Transportation Industries



John Hornibrook
Mesa Airlines, Inc.
 Senior Vice President of Flight Operations



Rocky Wiggins
Spirit Airlines
 Senior Vice President and
 Chief Information Officer



Cedrick Rockamore
American Airlines
 Chief Diversity Officer



George Zoulias
Perfecta
 Founder and CEO

Soaring to Greater Heights

As 2024 ends and a new year begins, the College of Business continues to be a pillar of excellence in higher education. Each year, we prepare our students for leadership roles in industry through our industry-relevant degree programs and certificates. With a job placement rate of 93.7% and a median salary of \$86,000 across the college, we are proud of the impact we continue to have on our students and in industry.

3,200+

Enrolled Undergraduate Students

1,600+

Enrolled Graduate Students



93.7%

Job Placement Rate

\$86k

Median Salary

25k⁺

Alumni Through the Years

PROGRAMS

8

Undergraduate

8

Graduate

9

Certificates

U.S. NEWS & WORLD REPORT

#13

Best Online Bachelor's Program

#23

Best Online Bachelor's in Business Program

#48

Best Online Master's in Business Program (Non-MBA)

#86

Best Online MBA Program

POINTS OF PRIDE

Aviation- and STEM-focused: Our programs are tailored to and informed by industry, with global applications.

Research excellence: Our college rigorously maintains an entrepreneurial focus, with the development of airfare hedging research tools, LASER consulting services and more. This focus furthers our innovation and student centricity aims.

Student success: The COB has achieved a 50% increase in graduation rates over the past several years.



College Values // ETHICS



Dr. Valerie P. Denney

Associate Professor,
College of Business

Exemplifying Ethical Excellence

An Associate Professor in the Department of Decision Science and Analytics, Denney was recently elected the president of the Board of Directors for the International Center for Academic Integrity (or ICAI). This election followed her editorial work on the 2023 book, *Building Honor in Academics: Case Studies in Academic Integrity*. Both distinctions underscore Denney's dual role as a leader in academic integrity and a scholar in the domain.

Denney's position on the board will allow her to influence policies and practices on a global scale, promoting ethical behavior that extends beyond individual classrooms to entire institutions and societies. This leadership role also enhances the reputation of Embry-Riddle, aligning our educational practices with global standards of integrity and ethical conduct.

And Denney is not alone in advancing academic integrity — her forthcoming book, *From Dilemma to Decision: Global Ethical Challenges in Project Management*, incorporates case studies from colleagues and students across the globe. The book will be published by Ethics International Press in late fall of 2024.

The thematic content in Denney's forthcoming publication echoes the core principles taught in the COB's Engineering Management course on Business Ethics (EMGT 505). Students in EMGT 505 were invited to craft and submit their own case studies, derived from research conducted within the course. As of September 2024, eight students have had nine case studies approved for inclusion. Contributors such as Carlton Buck, David Gott, Ryan Johnson, Jacob Roddick, Carlos Roman, Ben Shashikanth, Lindsay Waters and Richard Young have showcased the depth and diversity of our student body's experiences in industry and the military.

More contributions are also anticipated with the upcoming August session of EMGT 505. This ongoing project not only enhances the learning experience but also fosters a unique synergy between theoretical coursework and practical application. The opportunity for students to participate in such a publication not only bolsters their academic credentials but also provides them with a real-world platform to voice their insights and solutions for a variety of ethical concerns.



The COB's five core values inform every aspect of college life, from developing curriculum to teaching and equipping graduates for the complexities of a global business world. Dr. Valerie P. Denney exemplifies this value.

College Values // COLLABORATION

For the COB, collaboration between faculty members and with industry is a key component of preparing students for the business of aviation, aerospace and beyond. Our 2024 collaborative efforts included the following projects.

→ Generative AI in Change Management

Associate Professor Dr. Stephanie Douglas partnered with Dr. James Sulton III, adjunct faculty, to build a research project that was later adapted by industry. They looked at the role of generative AI in change management practices as it relates to work design for air traffic controllers. Their insights are critical to helping adapt the role to address workforce shortages and reduce human error.

During the course of their research, Douglas and Sulton identified several opportunities for changes. Applying change management theories

enabled them to develop new work designs, which they later presented at the Association of Change Management Professionals Midwest Conference in Chicago, Illinois. Utilizing predictive analytics led to a shift toward proactive change management, rather than reactive measures that may be less efficient and resilient.

The duo are now finalizing their research and plan to submit it for publication. Their research has also been utilized across multiple industries to support better work patterns and manage change.





International Collaboration

Dr. Aaron Glassman, chair of the Department of Management, had a unique opportunity to visit China in 2024. During that time, he was able to speak with aviation stakeholders in the region, as well as university students interested in aviation and aerospace careers.

Like the United States, China is seeing a migration of young adults away from farming and food source sustainability to knowledge work in city centers. This creates an opportunity to explore the use of autonomous equipment, as well as uncrewed systems, to aid in farming. One idea that is now being researched is the use of gamification to control farming equipment via telemetry-based systems. A support network of UAS enables remote sending and viewing, as well as the creation of a game play environment that can help maintain motivation,

create friendly competition and monitor and control equipment. Initial ideation with students showed that this type of gamified remote farming has potential to blend the knowledge worker, city environment and the need for operational support in remote areas where farming is the primary vocation.

There were also discussions about the aviation environment, from supply chain resilience to sustainability, post-pandemic manufacturing and the globally competitive markets for narrow and widebody aircraft. These conversations included numerous business and economics faculty from local universities, as well as seminars with students in business programs.



Dr. Aaron Glassman

Chair, Department of Management and
Associate Professor, College of Business

College Values // STUDENT CENTRICITY



Dr. Stephanie Douglas

Associate Professor,
College of Business



Dr. Daisha Merritt

Associate Chair, Department
of Management and Assistant
Professor, College of Business

Student-Centric Class Design Transforms Graduate Course

Students rarely learn in the same way, but for most, hands-on instruction can make a tremendous difference. Dr. Stephanie Douglas, associate professor in the Department of Management, and Dr. Daisha Merritt, associate chair in the same department, set out to incorporate this student-centric approach in HROM 520: Organizational Leadership.

In HROM 520, graduate students act as consultants as they move through class. The goal is to offer an applied learning experience where students support a commercial aviation company in building organizational resilience — a critical concept in today’s aerospace and aviation workplace.

Douglas and Merritt saw this course design as an opportunity for students to not only understand strategies to strengthen companies, but to also learn how to apply them and monitor their impact.

Recent graduate Nicholas Cannon noted, “At first I was not looking forward to this course. But then as I got into the topics and was able to see how they were used, I really enjoyed it. It has me intrigued on consulting roles with companies for this work.”

Organizational resilience topics are introduced in HROM 520 through an interactive scenario, while class deliverables prompt students to utilize their foundational knowledge and apply it to an organization of their choice. All of the deliverables center on analyzing a company and its environment for opportunities and potential challenges. Each module then builds on how to proactively respond to opportunities. At the end of the course, students compile a strategic action plan. The strategic action plan is then presented as if they are pitching their ideas to the company.

“The timing of this course could not have been better,” student Maria Delgado said. “The airport I work at has faced major events that we needed to react to. We are making major changes and improvements. This class helped me learn how to support the expansion at our airport. I took what we did every day in class and immediately used it to help with our airport’s expansion.”

Ultimately, student centricity is evident in both HROM 520’s course development and in the building of relationships with students. Douglas and Merritt focused on personalized support and unique learning opportunities, which naturally evolved into supporting student goals and aspirations.



WeCare — About Student Success

At the COB, student success is at the heart of everything we do. Our vision of student success includes aligning our programs with industry certificates/recognition, coaching to guide students to positive outcomes, peer mentoring and an intense focus on advising students to the correct program and academic path for their goals and needs.

Our coaching program is one example of this commitment — it offers students tailored guidance to navigate their academic and career paths. Faculty are certified through the Coach Training Alliance and provide valuable support — at no charge to students — that helps students enhance their goal setting, decision making and leadership skills. These efforts, along with enhanced insights, ensure we are continuously supporting our students, making data-driven decisions that enhance their academic journeys.

When we care, students thrive. And our success goes beyond traditional measures of student success like persistence and graduation rates. Last year, the College of Business Student Council successfully secured funding to support initiatives that foster academic excellence and peer-to-peer connections. Their work helps students refine essential skills in leadership, communication and collaboration — all crucial for future career success.

In addition, we had a record number of students earn SAP awards and SAS badges and get involved in extracurricular activities — such as IATA's inaugural Airline Management Competition, the Boeing Business Fundamentals program and C.A.R.E.E.R. Ready tours across the United States. Certifications like SAP and SAS and in-workplace experiences are critical to long-term industry relevance and ongoing success in the workplace — student success factors we take seriously.

Our success approach, known collectively as WeCare, is more than just a philosophy — it is a tangible commitment to every student's success.

College Values // STUDENT CENTRICITY



Ryan Zierman

B.S. Business Analytics, '23

Business Analytics Program Sees Student Research Success

In July 2024, the Bachelor of Science in Business Analytics program celebrated its first student research publication. Veteran student Ryan Zierman published a paper entitled “Identifying Aircraft Damage Mitigating Factors with Explainable Artificial Intelligence (XAI): An Evidence-Based Approach to Rule-Making for Pilot Training Schools” in *The Journal of Aviation/Aerospace Education & Research (JAAER)*.

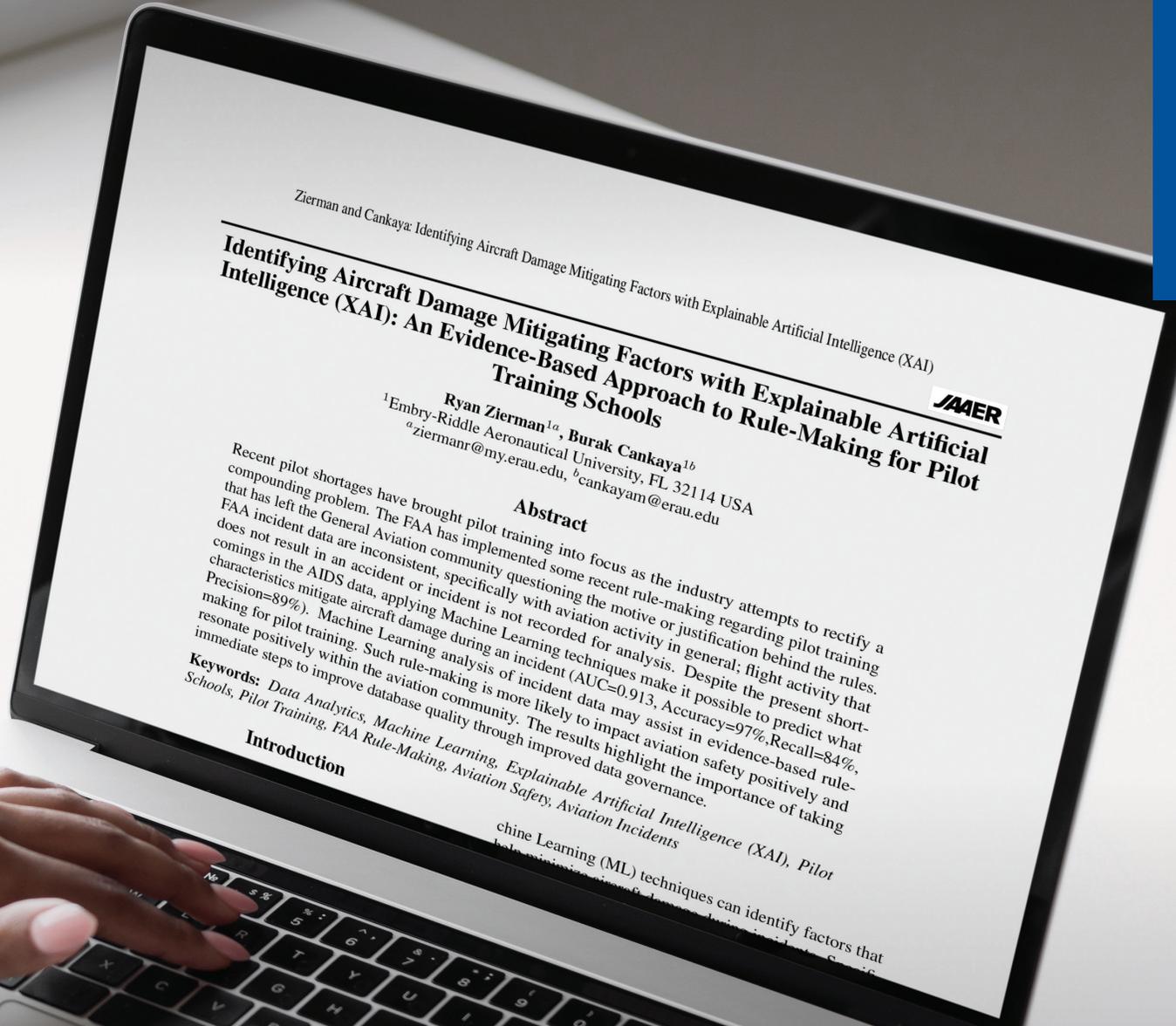
The article explores how artificial intelligence can help prevent aircraft damage during pilot training incidents. With a growing focus on pilot training due to worldwide shortages, this research applies machine learning to FAA data to uncover which factors contribute to aircraft safety. The study shows that pilot experience, the environment in which pilots train and whether the training happens in FAA-approved schools all play critical roles in reducing damage during incidents.

However, the research goes beyond just predicting outcomes — it uses XAI to provide insights into the “why” behind the data, allowing regulators to make smarter, evidence-based decisions. The study opens the door for improvements in aviation safety and training programs by making safety-focused rule-making more transparent and rooted in data. It also highlights a pressing need for better data collection and governance to enhance future safety analysis and decision-making.

Zierman noted, “I would not have pursued publishing my research project if it were not for Dr. Gankaya’s encouragement... A supportive professor can inspire students to push their boundaries, explore new ideas and take on challenges they might not have considered on their own... I was fortunate to have a professor who fostered a learning environment where I felt encouraged to excel beyond what was required, making a significant difference in my academic journey.”



Scan the QR code to read Zierman's article.



Zierman and Cankaya: Identifying Aircraft Damage Mitigating Factors with Explainable Artificial Intelligence (XAI)



Identifying Aircraft Damage Mitigating Factors with Explainable Artificial Intelligence (XAI): An Evidence-Based Approach to Rule-Making for Pilot Training Schools

Ryan Zierman^{1a}, Burak Cankaya^{1b}

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Abstract

Recent pilot shortages have brought pilot training into focus as the industry attempts to rectify a compounding problem. The FAA has implemented some recent rule-making regarding pilot training that has left the General Aviation community questioning the motive or justification behind the rules. FAA incident data are inconsistent, specifically with aviation activity in general; flight activity that does not result in an accident or incident is not recorded for analysis. Despite the present shortcomings in the AIDS data, applying Machine Learning techniques make it possible to predict what characteristics mitigate aircraft damage during an incident (AUC=0.913, Accuracy=97%, Recall=84%, Precision=89%). Machine Learning analysis of incident data may assist in evidence-based rule-making for pilot training. Such rule-making is more likely to impact aviation safety positively and resonate positively within the aviation community. The results highlight the importance of taking immediate steps to improve database quality through improved data governance.

Keywords: Data Analytics, Machine Learning, Explainable Artificial Intelligence (XAI), Pilot Schools, Pilot Training, FAA Rule-Making, Aviation Safety, Aviation Incidents

Introduction

Machine Learning (ML) techniques can identify factors that help minimize the damage during incidents. Specific



Santiago Saltos

B.S. Business Administration
in Airline Management, '05

Santiago Saltos is the Regional Safety Director for Latin America and the Caribbean at Airbus.

Saltos assists with and coordinates safety initiatives that impact Airbus customers, and he collaborates with industry stakeholders to improve the safety record of the region. Saltos is an active member of the ICAO Regional Aviation Safety Group — Pan America, where he is currently the co-chairman for the Regional Aviation Safety Team.

Saltos comes from a family of aviators. He holds a private pilot certificate, a Bachelor's in Business Administration focused on Airline Management from Embry-Riddle Aeronautical University and a Master's in Travel and Tourism from Florida International University.

College Values // RESPECT

Building an Ethical Career: Alumni Spotlight on Santiago Saltos

Ethical behavior and safety are non-negotiable aspects of aviation. They influence everything we do. Given the demanding and volatile nature of this industry, upholding these values — and the respect embedded within them — is crucial for success in this field.

My name is Santiago Saltos. I'm the Regional Safety Director for Latin America and the Caribbean within Airbus. Over my more than 20-year career, I have been fortunate to work with incredible mentors. These mentors played a vital role in guiding me both professionally and personally. Born into aviation, my father was my first mentor and the person who introduced me to ethical business practices. His company, Icaro, started as a flight school in 1971 and became the second-largest airline in Ecuador by 2007, where I was born and raised.

My first job was washing planes. As I grew alongside Icaro, I gained experience in different fields, from maintenance, to procurement, marketing, logistics, flight operations and more. Interacting with staff from various backgrounds — listening to their stories and hearing their dreams, goals and challenges — allowed me to learn from their diverse perspectives and instilled a humble mindset, which became one of my core values. This combination of respect, ethics and humility was crucial in my early years as I navigated the aviation industry, from flight school (with my older brother as my instructor) to learning the day-to-day challenges of airline operations as a ticket agent.

“One key lesson is that human connection and interaction are vital.”

By the time I was about to graduate from the College of Business, the aviation industry was starting to recover from the 9/11 crisis. Being open-minded and eager to learn was essential. My upbringing led me to seek out leaders whose values aligned with mine. One impactful Embry-Riddle class on leadership involved studying various leadership styles. Around this time, I had completed a class on aviation history and was intrigued by Southwest Airlines, which had been profitable for over 30 years under Herb Kelleher's leadership. What struck me the most was his primary focus — taking care of his employees and emphasizing empathy and respect for others. These values deeply resonated with me. This was my first “aha” moment, realizing the importance of ethical leadership and its impact on business success.

After graduating, I wanted to enter the airline industry right away. At the time, I could join an airline or the Latin American Airline Association (ALTA). Despite the allure of a paying job, I chose a non-paid internship with ALTA because its mission — to contribute to the growth and development of Latin America and the Caribbean through aviation — aligned with my values. This decision proved crucial to my career path. Working with ALTA, I learned about the airline industry and safety.

By 2011, I had grown through various positions. Due to my successful contributions and pilot background, I was offered a position leading the region's safety strategy. In this role, I learned from experts and mentors who significantly influenced my career.

After 13 years at ALTA, I joined Airbus's aviation safety function. Over the past five years, this role has been one of my most gratifying career experiences. Representing such a prestigious organization, especially one with a profound commitment to safety, is an honor. Airbus's safety vision — “We constantly strive to enhance safety together in our quest to reach zero accidents.” — perfectly aligns with the ethical values I have always pursued. Working to prevent accidents and save lives is an inspiring and motivating ethical mission.

In my role, I collaborate with airlines, government officials and aviation organizations. Seeing the positive impact of our hard work is incredibly rewarding. For instance, after providing training and guidance to one airline, team members who initially struggled became some of the best performers. Often, it's not about people doing a poor job, but rather about providing them with the right resources and support.

The aviation industry is unique, providing services essential to our interconnected world. One key lesson is that human connection and interaction are vital. Our industry catalyzes today's economy, making our role ethically significant. Despite numerous challenges, we must continue to grow safely and effectively to meet the demands of the traveling market.

College Values // INNOVATION



Innovation From Classroom to Career: Student Spotlight on Aidan Rock-Arnarson

The aviation industry is constantly evolving, but Embry-Riddle students are at the forefront — driving innovation and shaping the future. One particular student has embraced every opportunity the university offers, from leadership roles within the College of Business Student Council to internships at renowned companies like HondaJet. With a passion for bridging the gap between traditional and virtual experiences, as well as a deep interest in aviation finance, Rock-Arnarson exemplifies how the COB experience empowers future leaders to thrive in a global, fast-paced industry.

The college recently sat down with him to discuss how his academic journey and diverse experiences are preparing him to lead the next generation of aviation professionals.



Aidan Rock-Arnarson

B.S. Aviation Business Administration, '25

Rock-Arnarson's commitment to advancing the aviation industry is evident — both through professional ambitions and a dedication to making the most of his time here at Embry-Riddle. We look forward to seeing his future impact.

Q — How has your academic coursework prepared you to tackle the evolving challenges in the aviation business landscape?

A — The thing that sets Embry-Riddle apart from other programs is its focus on incorporating real, relevant information into courses. I've recently taken an aviation safety course where our professor gave us opportunities to explore current events outside our curriculum. Nearly all of my professors have imparted lessons that focus on preparing us to address real issues.

Q — How has your involvement in the College of Business Student Council (CBSC) shaped your understanding of leadership?

A — I joined CBSC last summer, and since then I've gotten many opportunities to immerse myself in the networks surrounding Embry-Riddle. I now understand how important a role student leaders play in determining the path for their fellow students. By stepping up and advocating for more opportunities for fellow Eagles, I made an impact far beyond my own gain. It's the core of the Embry-Riddle spirit to build our community and open new doors for the next generation.

Q — You recently completed an internship at HondaJet. How have your internship opportunities – both at HondaJet and in airport management – helped you apply classroom knowledge to the business of aviation?

A — In both of my internships, what set me apart was my ability to readily apply real-world knowledge and experience to my work. My teams often applauded my efforts to stay up to date with industry news, thus ensuring that my actions were consistent with the standards of the ever-evolving community. Had I not benefitted from the learning opportunities Embry-Riddle gives with the unique facets of the industry, I do not believe I would have made such an impact.

Q — Your study abroad experience in 2023 must have also offered a unique perspective. How did that international exposure enhance your understanding of aviation business on a global scale?

A — My study abroad courses with Drs. Bourdeau and Corbin were in Humanities and Homeland Security, but they still went above and beyond in connecting the content to the greater aviation world. Seeing how aviation has bridged so many different cultures, and how it works to impact so many aspects of our daily lives, has fueled my desire to cultivate opportunities for myself and others to continue advancing this incredible industry.

Q — How do you define innovation in the context of the aviation industry, and what role do you see yourself playing in driving innovation forward?

A — From a technical standpoint, innovation is the core of aviation. I see with projects such as eVTOL development and sustainable aviation fuel research the ongoing initiatives to advance toward the next frontier in aviation. Practically speaking, however, I believe innovation is thought, mentality and cultural development. We've seen aviation morph over the years, and I join my generation in fueling new ideas and new passion for the industry that will enable us to conquer that next frontier. I personally hope that I can continue my work to instill the same excitement I've had for aviation into the students that will come after me.

Industry Collaboration

The COB's vision is to create industry-centered products that address critical challenges, ensuring our research and educational programs closely align with industry demands and expectations.

One example of our industry-oriented strategy is the airport compensation database initiative, which is designed to advance strategic airport management. The recruitment-related compensation and certification database aims to provide detailed information on job descriptions, compensation levels and required education across various airport roles. It allows airports to benchmark their compensation and recruitment strategies against industry standards, ensuring that they remain competitive and attract top talent. By focusing on these essential human resource metrics, we are helping industry manage the challenges of recruitment and retention in a competitive market.

Our faculty actively participate in industry conferences and workshops, sharing the latest research findings and positioning the COB as a thought leader in

business aviation and technology. For instance, the research projects presented by our faculty members cover a wide range of critical topics, such as consumer heuristics related to the airport travel experience and AI technology's impact on retail interactions. These initiatives contribute to academic knowledge and provide actionable insights that industry stakeholders can apply directly to their operations.

By maintaining a focus on integrating advanced technology and sustainability into our projects, we remain significantly immersed in the aviation and aerospace innovation process. The COB is committed to continuing its impactful contributions, ensuring that our research, products and collaborations effectively address industry challenges and drive progress.

Notable presentations and industry-related projects in 2024 include:

- ▶ Cankaya, B., Kibis, E., Erenay, B., Glassman, A., & Cosgun, O. (2024). Navigating turbulence: Optimizing crew and financial resilience by considering disruptive events.
- ▶ Dixon, G., Denney, V., Marion, J., et al. (2024). Development of an engineering project management certification.
- ▶ O'Reilly, P., Sulzbacher, F., Coutinho, D., & Petrescu, M. (2024). Aviation fuel tankering and sustainability: The Brazilian scenario.
- ▶ Mandel, C. (2024). The future of risk management.
- ▶ Petrescu, M., Orzan, M., Gironda, J., & Rahimi, R. (2024). Consumer heuristics and airport travel experience.
- ▶ Roberts, R. (2024). Powership vs. leadership.
- ▶ Roberts, R. (2024). Leadership in motion.
- ▶ Walton, R. (2024). Air cargo human factor analysis using the Aviation Safety Reporting System.
- ▶ Walton, R. (2024). Manufacturing in space: An operations management nightmare.
- ▶ Wills, M. S., Glassman, A. F., Bollenback, D. (2024). From defense to resilience: Pivot your paradigm to win the long cyberwar.
- ▶ Zierman R. & Cankaya B. (2024). Identifying aircraft damage mitigating factors with machine learning: An evidence-based approach to rule-making for pilot training schools.

Research Innovation

In 2024, the COB demonstrated significant growth in its industry collaborations and research contributions, particularly within the aviation and aerospace sectors. Faculty members made important strides in areas like project management, AI and risk management, with numerous publications and conference presentations showcasing their work. With its focus on integrating advanced technology and sustainability into both research and education, the COB remains at the forefront of business innovation, poised to continue making impactful contributions to the business and aviation industries.

Some examples include:

- ▶ Button, D., Mcgunagle, D., Zizka, L., & Clark, P. (2023). Airlines and corporate sustainability initiatives: Unrecognised value.
- ▶ Henkel, T., Ade, A. M., & Schmid, C. (2024). The Necessity for Advancing Supportive Professional Communication in the Workplace.
- ▶ Marion Jr., J. W., Richardson, T. M., Denney, V., & Chaves, C. (2024). Risk Management Practices in the Aviation Industry: Lessons Learned and Effective Tools... A Mixed Method Approach.
- ▶ Petrescu, M., Gironda, J. & O'Leary, K. B. (2024). Consumer-brand heuristics in luxury hotel reviews.
- ▶ Petrescu, M., Gironda, J., Krishen, A., & Ferguson, R. (2024). Exploring AI Technology and Consumer Behavior in Retail Interactions.
- ▶ Siskos, D., Maravas, A., & Mau, R. (2024). Initial Financial Assessment of the Fraport Greece Cluster A Concession.
- ▶ Watkins, D. V., & Denney, V. P. (2024). Understanding Project Stakeholder Planning, Identification and Engagement: A Phenomenological Approach.

Education Innovation

The COB continues to integrate cutting-edge tools and research into its curriculum, ensuring that students benefit from industry-relevant learning experiences. By focusing on AI, data analytics and sustainability, the COB also ensures that its educational offerings remain aligned with current and future industry needs, preparing graduates for successful careers in aviation, aerospace and beyond.

Recent publications in this space include:

- ▶ Cankaya, B., Roberts, R., Douglas, S., Vigness, R., & Oztekin, A. What postpones degree completion? Discovering key predictors of undergraduate degree completion through explainable artificial intelligence (XAI).
- ▶ Petrescu, M., Gironda, J., Krishen, A., Dudau, A., Ferguson, R., Stewart, S., & Kitchen, P. Students as value co-creators in the business education ecosystem.
- ▶ Zizka, L. & McGunagle, D. The employability skills gap in STEM graduates: Perception vs. reality.



2025: Our Plan for the Future

As we begin 2025, the Worldwide College of Business is poised to enhance our commitment to excellence and innovation in the aviation sector. Our future initiatives include a rebranding effort that will effectively communicate our program's value to both internal and external stakeholders, while also strengthening our focus on student affinity, success and the overall experience. We will leverage LinkedIn to amplify our brand presence and engage with industry leaders.

Additionally, we are excited to launch two new master's degree programs that will meet the evolving needs of the aviation industry. We also aim to complete Phase I of our airport compensation database, providing critical insights for the field. Lastly, we will pursue early adoption of the ADAM-SMS platform, further advancing safety management systems in aviation. Join us as we continue to lead and innovate in 2025!



JOIN US AS WE SOAR TO
NEW HEIGHTS IN 2025!



2025 Actions:

- ▶ **Strengthen Our Position in Aviation**
We will reposition the COB program message to enhance clarity and engagement for all stakeholders.
- ▶ **Strengthen Our Focus on Students**
We will focus on fostering student affinity, ensuring success and enriching the overall student experience.
- ▶ **Enhance Our Presence**
We will enhance our branding strategy through a robust presence online, on LinkedIn and through industry partnerships, to connect with industry professionals.
- ▶ **Launch New Degrees**
We will launch two new master's degree programs that address current aviation industry needs.
- ▶ **Develop Airport Compensation Database**
We will complete Phase I of our airport compensation database, providing essential data for industry analysis.
- ▶ **Pursue ADAM-SMS Platform Adopters**
We will actively seek first adopters of the ADAM-SMS platform to advance safety management systems in aviation.

ADAM-SMS

ADAM-SMS is a data aggregation and sharing platform for Airport Safety Management System (or SMS) data. Provided by Embry-Riddle, ADAM-SMS enables accountable executives to meet 14 CFR - 139 Subpart E SMS requirements while enhancing operations teams' awareness of emerging safety risks at airports around the country. One unique feature of ADAM-SMS is the ability to provide urgent notifications of critical events to other participating airports to address safety issues before they become safety problems.

ADAM-SMS provides a neutral repository for the safety assurance data most relevant to a given airport. For those airports without an existing SMS program, Embry-Riddle is currently collaborating with the Core 30 SMS data taxonomy team to develop a shared data taxonomy with options for airports of all sizes.

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