

# Embry-Riddle Aeronautical University – Asia

## ERAU Asia Institute

# Annual Report

# 2022





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## NOTE ON CONSOLIDATED ANNUAL REPORT

The 2022 Annual Report presents a consolidated review of activities at Embry-Riddle Aeronautical University – Asia and ERAU Asia Institute throughout the 2021-2022 academic year. Most of the initiatives, activities, and key performance figures presented in this report support the ongoing operations at Embry-Riddle Aeronautical University – Asia. However, as ERAU Asia Institute is now operational with students enrolled in the MS in Aeronautics program, a growing amount of activity in Singapore supports the operations of both entities. The consolidated annual report presents a complete picture of ERAU's presence in Singapore.

Student support services such as career placement and academic success programs are available to all ERAU students studying in Singapore. The Student Government Association represents students at both entities. The ERAU Asia Industry Advisory Board offers industry advice that both entities and ERAU will use as a whole. ERAU Asia is excited to see the official launch of ERAU Asia Institute and looks forward to supporting its growth into the future as it pursues EduTrust certification with the Committee for Private Education.

## MISSION, VISION & VALUES

### Mission:

- Embry-Riddle Aeronautical University is the world leader in aviation and aerospace higher education.
- Our mission is to teach the science, practice, and business of aviation and aerospace, preparing students for productive careers and leadership roles in business, government agencies, and the military.
- Embry-Riddle's reputation as a leader in aviation and aerospace higher education is grounded in its aviation roots dating back to 1926.



### Vision:

- We will be the source for innovation and excellence in aerospace education and research.
- We will be the unquestioned global leader in aviation and aerospace higher education, with a reputation for personal attention to the success of all students.
- We will be recognized for leadership in select areas of research, aerospace innovation, and attention to student success grounded in problem-based discovery.



### Values:

- Embry-Riddle provides a transformative educational experience through fostering collaboration and teamwork, ethical and responsible behavior, and a culture of research and discovery that mirrors the professions we serve.
- We focus on the development of the professional skills needed for success in global business.
- Embry-Riddle is committed to providing a climate that facilitates the highest standards of academic achievement, innovation, and entrepreneurship in a culturally diverse community that supports the unique needs of each individual.



## UPDATE ON THE COVID-19 PANDEMIC

While the 2021-2022 academic year began with great uncertainty, it ended with a clear path forward as Singapore boldly charted a course beyond COVID-19. Singapore's high vaccination rate ultimately enabled the pivot from a pandemic to an endemic approach to COVID-19. To this end, several necessary steps were taken in 2021 and 2022 to relax the restrictions that had been in place since February 2020.

Of all the COVID-19 control measures in place, the most impactful for Asia's premier aviation hub was the easing of international travel restrictions. These restrictions were rolled back in phases, beginning in September 2021. Vaccinated Travel Lanes (VTLs) were rolled out quickly to countries demonstrating control of COVID-19. VTLs opened the borders to travelers, but some found these confusing, required too much paperwork, and ultimately costly, which deterred the return of tourism travel in and out of Singapore. While these VTLs were the first step to reopening, they were eventually scrapped in March 2022. All travel restrictions were removed, except for the requirement that all inbound travelers be fully vaccinated. Non-vaccinated travelers can only enter Singapore under exceptional circumstances.

Singapore was among the first countries in Asia to reopen its borders, with many others following its lead shortly after. In contrast to most of Asia's reopening by mid-2022, China is still enforcing its zero COVID-19 policy. Several major cities in China have spent much of 2022 in near total lockdown, uncertain about when the situation will improve.

Aside from travel restrictions, the last 12 months brought a much welcome reduction to safe distancing measures in Singapore. A phased reduction in safe distancing restrictions started in late 2021, and by April 2022, all safe distancing measures were removed. The only measure still in place is the requirement that masks be worn indoors and on public transportation.

Singapore demonstrated resilience throughout the COVID-19 pandemic. The Multi-Ministry Task Force (MMTF) worked hard to keep residents safe. While restrictions were strictly enforced and lengthy compared to western counties, Singapore emerged from the pandemic with a low death rate of just twenty-six per 100,000 compared to the United States, 309 per 100,000. The country has a 97% vaccination rate, and most have received a booster or two, depending on their age or underlying medical conditions.

A welcome and very visible sign of improvement was passenger traffic at Changi Airport. Passenger numbers during the first half of 2022 were tenfold that of the same period in 2021. The announcement that capacity would be increased through the reopening of Terminal 4 in September and the South Departure Hall in Terminal 2 in October served as a strong indication of the government's continued support for the recovery of the aviation sector. Reopening two of the four terminals will allow the airport to handle up to pre-COVID-19 passenger traffic levels, or about seventy million passengers annually.



Growth at Changi Airport has extended to the greater aviation sector, with many companies eager to fill open positions. The aviation sector is expected to restore 85-90% of its pre-pandemic workforce by the end of the year. This restoration is significant as, during the pandemic, it lost a third of its more than 35,000 workers.

Unlike the 2020 and 2021 Annual Reports, a conscious effort is being made in 2022 to look beyond the COVID-19 pandemic.

## ENROLLMENT & CAMPUS OPERATIONS

### STUDENT RECRUITMENT

Like other institutions around the world, the student recruitment team continued conducting its activities virtually throughout most of FY22. However, as the COVID-19 situation improved, the student recruitment team began participating in more in-person student recruitment fairs and organized its first in-person Open House since 2019.

In the first half of FY22, we continued participating in virtual student recruitment events held by established study fair organizers such as EducationUSA, KIC UnivAssist, FPP Edumedia, and BMI. In addition, ERAU Asia organized in-house events, such as virtual Open Houses in 2021 and the Aviation Lecture Series, two campaigns that drew significant interest to our programs.



When travel restrictions were dropped, we embarked on our first overseas study fair after travel restrictions by participating in the KIV UnivAssist's 2022 Spring Metro India Tour held from 17-26 April. We also participated in the OneAviation Careers fair at Suntec City from 26-27 May. We were just one of the two Singapore-based higher education institutions invited by the event organizer, the CAAS.

#### International Education Fairs and School Visits

ERAU Asia participated in 12 virtual fairs between August and November 2021, focusing on markets in South Asia and Southeast Asia. We generated over 7,000 leads from those who registered for these virtual events but managed to interact with just over five hundred participants at these virtual study fairs. It became evident throughout 2021 and even more so in 2022 that attendance and engagement at virtual events was waning.

The KIV UnivAssist 2022 Spring Metro India Tour was held in April 2022. ERAU Asia visited five major Indian cities and met students from 23 schools. The feedback from the visit indicated a strong interest in studying aviation, aeronautics, and aerospace engineering in Bengaluru (Bangalore) and Chennai markets. Most students were more open to exploring a study option that included two years in Singapore followed by two years at ERAU residential campuses in the United States.

## Aviation Lecture Series

Working collaboratively with the Academics Department, the Student Recruitment team organized a series of six lectures as part of the Aviation Lecture Series taking place between July and November 2021. These lectures targeted aviation enthusiasts across Asia from middle to high school ages and offered condensed sessions on aviation-related topics. Close to 3,300 students registered to attend the six lectures. The lectures were delivered by full-time faculty, staff, and ERAU Asia alumni working in the aviation/aerospace industry in the Asia region.

## Virtual Panel Discussion:

30 SEP 2021



Campaign 1: SK/PH/ML/SG/VN  
14 Sep 2021 - 30 Sep 2021

139,770 People reached  
\$633.83 Ad spend

Campaign 2: ID/SL/IN  
14 Sep 2021 - 30 Sep 2021

19,235 People reached  
\$33.72 Ad spend

## Dual Enrollment Program

The Dual Enrollment Program added several new schools this year, the most notable being GEMS World Academy in Dubai. A great deal of press was garnered from the GEMS partnership, and following the announcement, additional international schools offering the IB Careers Program have reached out to request a collaboration.

The Enrollment & Campus Operations department has been in touch with GEMS and schools under the ambit of the English Schools Foundation to start enrolling students from these schools from September to October 2022. We met with students, counselors, and parents from these schools in May 2022 to discuss potential courses in which the students can be enrolled. We have also demonstrated how to navigate our online student learning platform. The Dual Enrollment program at the ERAU Asia campus is an extension of the ERAU Worldwide program. ERAU Asia assists with the application, academic advising, and registration process for students taking ERAU worldwide online courses.

**GULF NEWS**

THURSDAY JANUARY 7, 2022  
JUMADA AL ULA 23, 1442

**Dubai: GEMS International School - Al Khail partners with Embry-Riddle Aeronautical University**

Move grants IB CP pupils at the school equivalent of year's worth of US university credits

Published: April 25, 2022 (SAT)  
Gulf News Report

The partnership will allow the students to skip directly into year two of their university course  
Image Credit: Twitter/@GIS\_Coem

Dubai: GEMS International School - Al Khail (GIS) in Dubai on Monday said it has become the first school in the UAE to partner with US-based Embry-Riddle Aeronautical University (ERAU), one of the most prestigious universities in the world for aviation.

Thanks to the partnership, students studying the IB Career-related Programme (CP) are now able to select the ERAU Dual Enrolment Programme as their Career-related

**Leader**  
Spring 2022

3x more  
**5-star reviews**  
than AppDynamics.

★★★★★

See why

**dynatrace**

**TRENDING**

Dubai: Labourers Community Market launched in Al Quoz

Video: Rain in AI Ain cloudy across UAE or Eid Al Adha

UAE: Rain in AI Ain, Ras Al Khaimah, temperatures drop

### **Open House**

In FY22, we organized a virtual Open House in November 2021 and a physical Open House in May 2022 at the ERCI campus. Both events generated strong interest from those who attended. Several of the 25 potential students who participated in the recent physical Open House have applied for upcoming terms.

### **CAAS OneAviation Careers Fair**

This two-day event attracted over 12,000 visitors, comprised of job seekers seeking employment opportunities in the recovering aviation/aerospace industry and students seeking to enquire about aviation courses. Only two universities, ERAU and Singapore Institute of Technology (SIT), were invited to set up booths at this event. Visitors flooded the ERAU booth, many of which were graduates and current students from the local polytechnics, enquiring about ERAU courses.

### **Current Climate and Opportunities**

The rebound in the local aviation/aerospace industry, which has created numerous job openings, may have generated renewed belief for potential students to seek an aviation-related qualifications to prepare for a career in this sector.

The current outlook for the aviation/aerospace sector seems promising, given the reopening of international borders and pent-up desire to travel after two years of living under COVID-19 gloom. Recent announcements by the Singapore government to restart construction of Terminal 5 and the reopening of Terminal 2, along with news of the strong turnaround in the local MICE (meetings, incentives, conventions, and exhibitions) industry, have lent more justification to this notion of a strong rebound in Singapore's aviation sector.

The Student Recruitment team will start working on a new strategy from July 2022 to take advantage of this industry revival to grow the student population of ERAU Asia. However, it remains to be seen if the aviation sector recovery in the broader Asia region will gather strong momentum. Some regional governments, notably China and Japan, are still not announcing easing border restrictions. Given this scenario, the first task in developing a new student recruitment strategy is to identify the key markets in the region that ERAU Asia should tap into to grow its student intake.



### **Singapore Airshow 2022**

The Singapore Airshow 2022, held from 15-18 February 2022, was the first large-scale industry gathering in Singapore since the government began to ease control on mass gatherings and border restrictions in early 2022. This biennial event attracted 13,000 trade attendees and 600 participating companies from 39 countries over four trade days. Unlike previous years, the 2022 show was not open to the public.

Singapore Airshow 2022 was a muted event compared to pre-COVID-19 airshows. However, ERAU still managed to hold discussions with partners such as the Federal Aviation Agency (FAA), the Airline Pilots' Association of Singapore (ALPA-S), and UFA Inc.

In addition to industry discussions, the 2022 Singapore Airshow served as our first in-person student recruitment event since February 2020. Throughout the four-day show, ERAU Asia engaged with over 200 prospective students. While the traditional education days were not held at the 2022 show, prospective students' passion for aviation made the show a "must-attend" event. Our prime location in the exhibition hall enabled us to bring prospective and current students together with alumni throughout the week.

The discussion with ALPA-S has led to the development of a strategic partnership to include:

- Asia Career Mentoring Initiative: This initiative enables members of ALPA-S (who are predominantly local commercial pilots) to engage our students through a series of thematic small group discussions focusing on our students' career and personal development.
- ALPA-S reached out exclusively to ERAU for student volunteers to assist at the 76<sup>th</sup> International Federation of Air Line Pilots' Associations (IFALPA) Conference held from 26-29 May 2022. The 2022 edition of the annual IFALPA Conference was a platform where professionals in the airline pilot community met to discuss current developments and recommend policies to promote the highest level of flight safety. Around 500 participants representing their Member Associations from approximately 50 countries attended the IFALPA conference in Singapore. Our student volunteers mingled with pilots and other aviation professionals at this gathering.
- ALPA-S and ERAU are currently negotiating to sign an MOU to develop a partnership in aviation teaching, professional education and training, and engagement in collaborative projects. This MOU has the potential for ERAU to enroll more members of ALPA-S in our degree and PET programs. Currently, ten pilots, who are members of ALPA-S, are enrolled in our Master of Science in Aeronautics program at ERAU Asia Institute.





# Singapore Airshow Week 2022



 **13,000 Trade Visitors**

 **600 Participating Companies**

 **39 Countries**

 **200+ Prospects Engaged**



## MARKETING

With cross-border traveling and large gatherings still banned in Singapore and many parts of the Asia Pacific region, the focus for Marketing at the start of FY22 was still on virtual and online marketing. For the first half of FY22, we relied on social media marketing to promote our brand name and course offerings.

### Social Media

ERAU Asia's focus on social media platforms such as Facebook, Instagram, and LinkedIn has increased followers and engagement. Our Instagram follower count, for example, increased by 25% between July and December 2021. To ensure a prominent presence on social media and attract more followers, we have been actively sharing/posting information on our student achievements, industry engagements, alumni activities, and student recruitment initiatives.

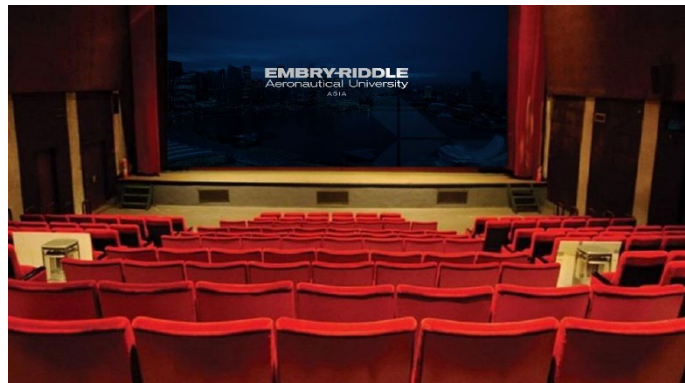
### Advertisement

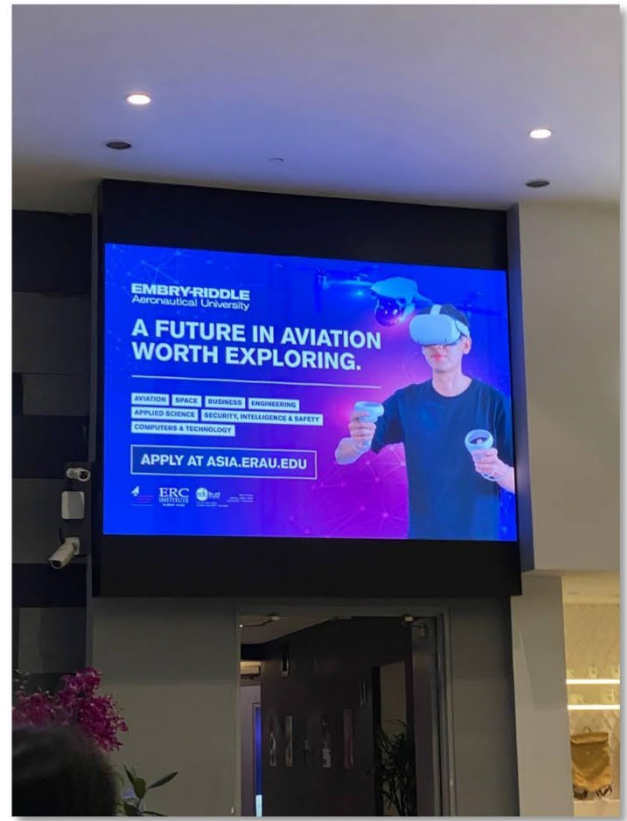
In a bid to drive awareness of the activities and courses that ERAU is offering here in Singapore, social media channels became our preferred advertising platform. All ERAU Asia's events, such as the various Open Houses and the Aviation Lecture Series campaigns, were promoted on social media. Over 3,000 people registered to attend the six Aviation Lecture Series organized between July and November 2021.

The advertising campaign for the inaugural intake of MSA students at ERAU Asia Institute was done online through Facebook, LinkedIn, and Instagram. We spent just under \$3,500 on the various social media advertising campaigns to promote the launch of the MSA program at ERAU Asia. Over 80% of the MSA leads were generated from these social media advertising campaigns.

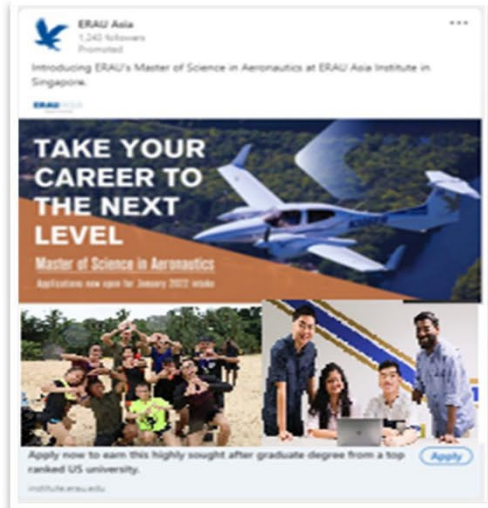
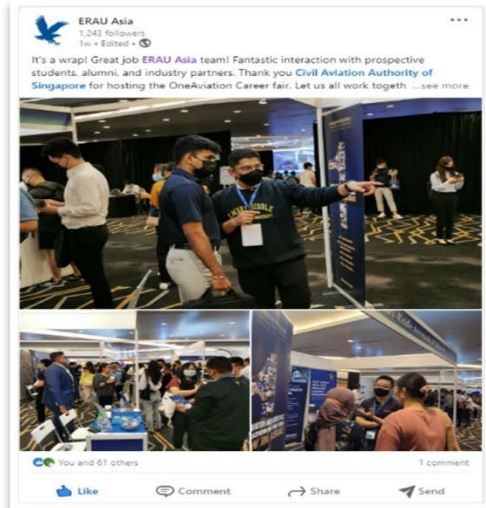
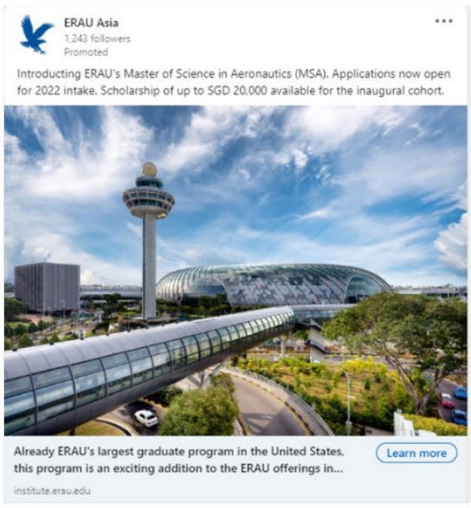
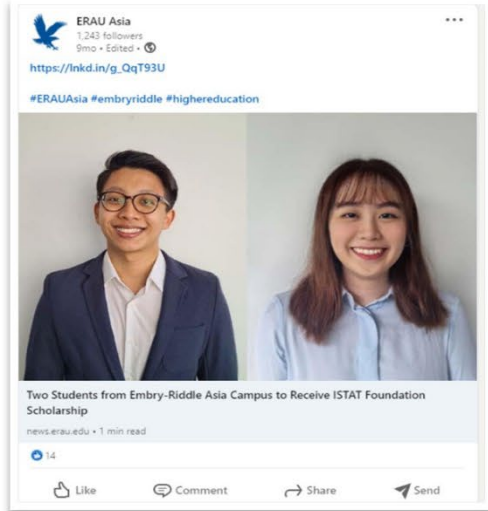
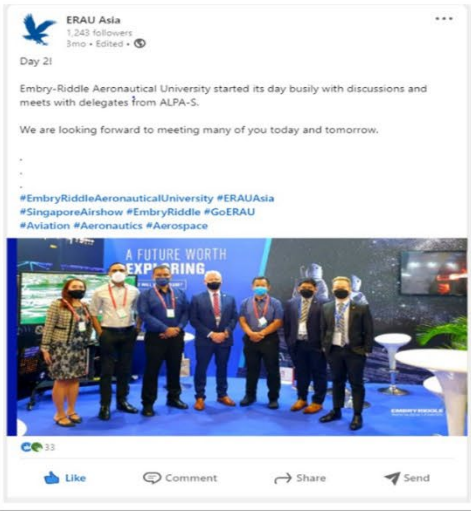
In June 2022, we embarked on an outdoor and cinema advertisement campaign to promote greater awareness of ERAU's presence in Singapore. The university's brand and student images were installed on four SMRT bus services and MRT window panels for 12 weeks starting in June 2022.

To take advantage of the expected strong interest from aviation enthusiasts for the blockbuster movie *Top Gun: Maverick*, we ran a 30-second advertisement at all Golden Village (GV) theatres to run throughout the screening season of the film. The advertising commenced on 25 May 2022, and an extension of the movie beyond its planned four-week season has resulted in 6,000 runs to date island-wide, making over 260,000 impressions.





# Marketing

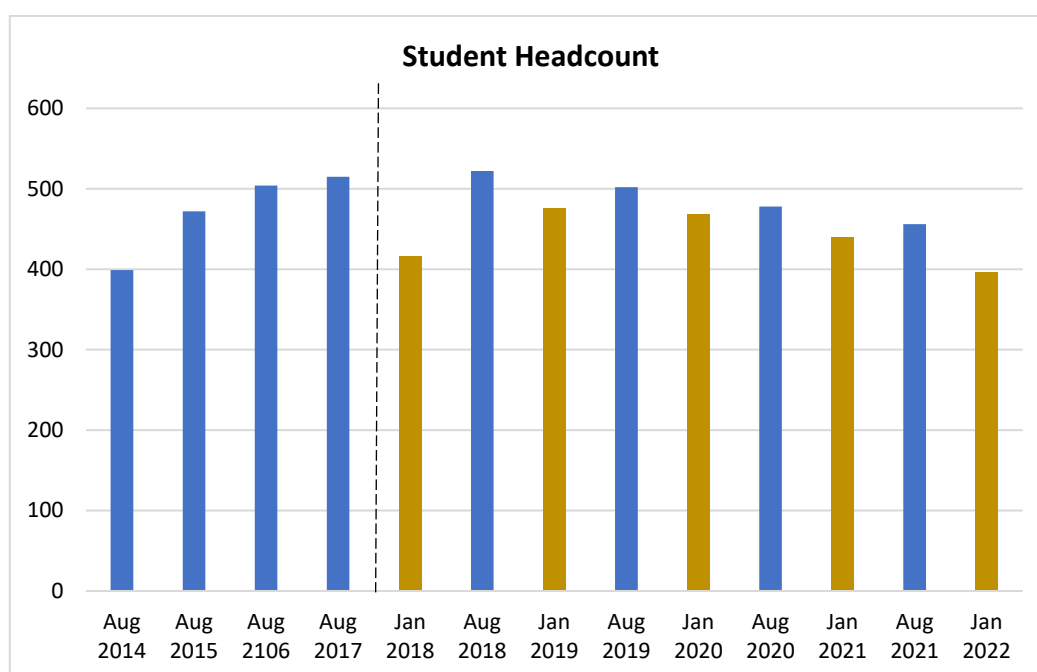


## ADMISSIONS

Applications for undergraduate programs have slowed down compared to previous years. However, recent participation in local and overseas in-person education/career fairs has significantly increased applications and admits. As noted above, the outlook is improving, and we expect application and admit numbers to grow steadily in the coming months.

Applicants and potential students continue to receive additional support because of the admission process changes introduced during the pandemic lockdown period. These process changes include:

- A focus on providing personalized engagement using all options from in-person to virtual meetings.
- A constant review and revision of all communication content as COVID-19 restrictions evolve.
- A continuous line of communication with schools to expedite requests for electronic copies of the applicants' transcripts. Interestingly, the admissions office has noted that international schools are more willing to assist when requests come directly from the university.



## STUDENT SERVICES

Student Services continues to be the hub for any student-related engagement. After successfully implementing initiatives such as the self-enrollment of students, the Student Services team began to work in closer partnership with other campus departments. New initiatives include:

### Collaboration with Office of Student Success:

- The collaboration has resulted in zero student suspensions in 2022. This improvement is attributed to constant follow-up and check-in with students once they near academic warning.
- The collaboration ensures students liaise with Student Services to provide academic and student life matters adequately.

### **Collaboration with Academics Department:**

- The collaboration ensures planning of course offerings is done to meet students' needs effectively.
- The collaboration identifies courses well before the start of each term to allow for early notification of faculty members needed to teach these courses.

### **Building of Advisor/Advisee Relationships**

- This initiative extends meetings to external venues such as a nearby café so that students get to know their advisor and vice versa.
- This initiative enhances the lines of communication with the SGA for any issues on the ground.
- This initiative adds additional visits to the ERCI campus during add/drop week to facilitate any issues that may occur.

### **Inaugural Intake of Students at ERAU Asia Institute**

The Student Services team was instrumental in ensuring the proper submission of the Enrollment Decision Form, signing the Student Contract, and organizing the virtual orientation program for the inaugural batch of 17 Master of Science Aeronautics students enrolled at ERAU Asia Institute. The process of registering these students was done per the EduTrust processes established by the Quality Assurance Department.

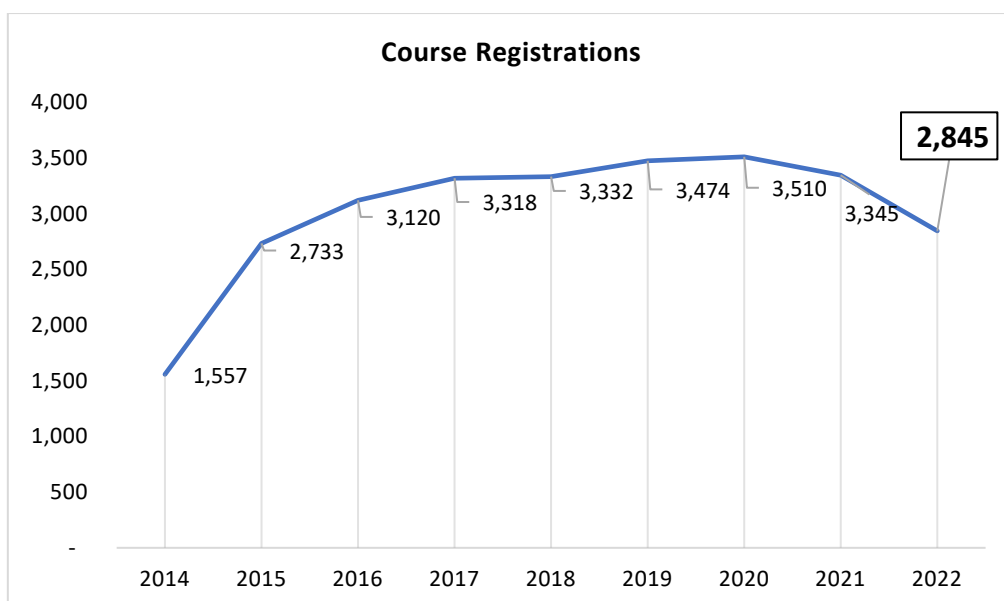
### **Commencement Ceremony**

Our first Graduation Ceremony since 2019 was held on 24 February 2022 at the University Cultural Centre on the National University of Singapore grounds. Graduates from the class of 2020, 2021, and 2022 participated in this ceremony. A total of 428 graduates and guests attended this ceremony which was held under Singapore's prevailing Safe Management Measures guidelines. While these measures meant we had to forgo our usual buffet lunch and graduation dinner, the ceremony included all the traditions of an ERAU Commencement Ceremony and conferred 115 degrees.



### **Course Registrations**

COVID-19 restrictions imposed by the Singapore government from July 2021 to early 2022 did little to improve confidence in the local aviation/aerospace industry. Continued border closure and restrictions on large group gatherings limited our ability to conduct in-person student recruitment activities. Given the hiring freeze in the aviation/aerospace sector during this partial lockdown period, not many prospective students are rushing to seek admission to any aviation/aerospace degree programs. In addition, continuing students' families have endured financial hardships due to the pandemic, resulting in a lower course take rate. Fewer new students and this lower take rate have resulted in a continual decline in course registrations through FY22.



## CAREER SERVICES

Career Services and Alumni Engagement continued its activities at the start of FY22. In-person events and industry site visits only became possible after easing social gathering restrictions in December 2021.

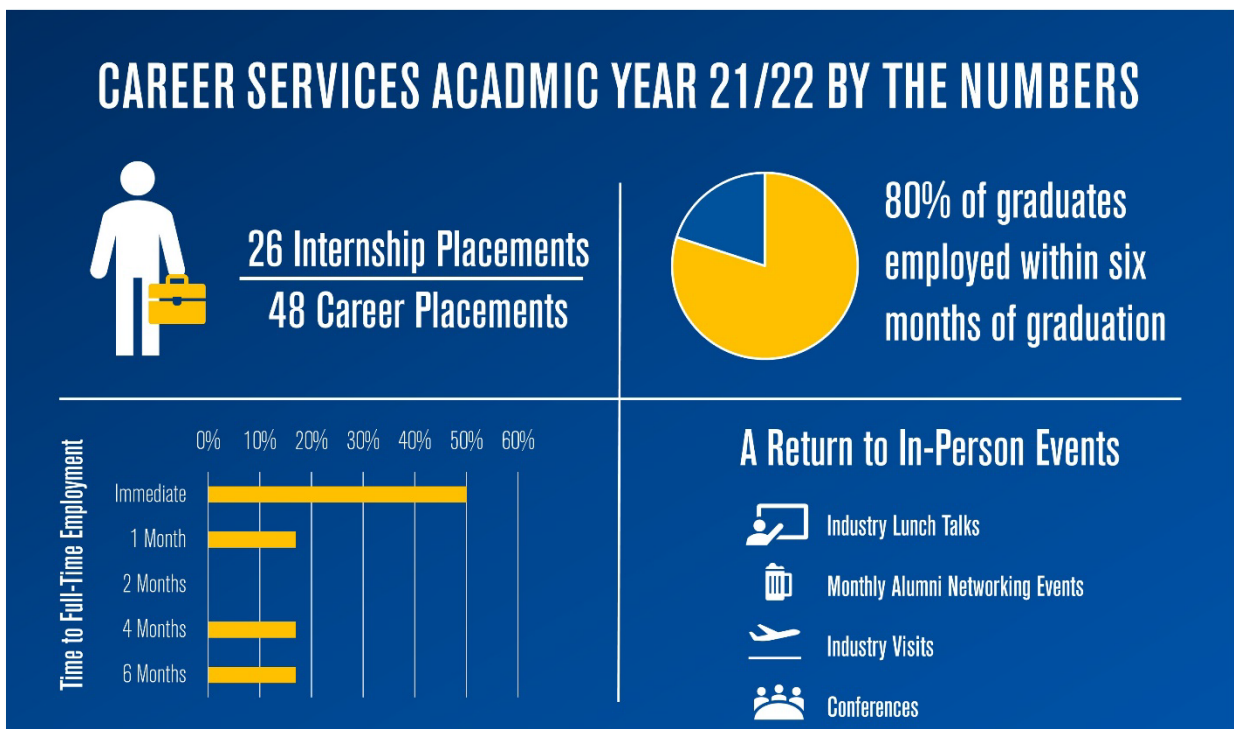
Despite the gloomy climate hanging over the aviation/aerospace sector, the Career Services team maintained strong links with industry partners throughout the pandemic. This continued industry engagement has allowed ERAU Asia to provide employment and internship placements to benefit students and alumni. Since the Singapore government announced lifting border restrictions and abolishing the need for incoming visitors to show COVID-19 test results, local aviation companies are ramping up their recruitment initiatives.

In FY22, Career Services secured 26 internship placements and 48 career opportunities (full-time and contract positions) for students and alumni.

Career Services and Alumni Engagement organized the following activities during the 2021-2022 year:

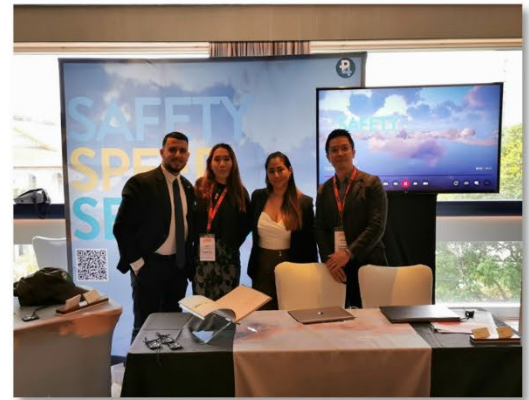
- **November 2021:** Changi Airport Group Airport (CAG) hosted ERAU Asia students to promote career opportunities with the Airport Emergency Service (AES) at Changi Airport.
- **December 2021:** Organized the ERAU Asia Alumni Conference at One Farrer Hotel, which saw the participation of fifteen alumni and featured speakers from Boeing, Air Asia, U.S Federal Aviation Administration.
- **January 2022:** Organized a virtual discussion with students from Temasek Polytechnic and Singapore Polytechnic to create awareness about post-polytechnic education careers and education choices in the aviation sector.
- **March 2022:** Visit by students to Moog Aircraft Services Asia to understand this company's business process and career opportunities. Mr. Benjamin Leong, General Manager, hosted the visit.
- **April 2022:** Students visited Airbus Asia Training Centre, where they were hosted by Mr. Joseph Oh, Director of Business & Operations. The students were given a tour of the facility and had a chance to spend time in the A350-A aircraft simulator.
- **April 2022:** Students visited DNATA, where they were briefed about the company's operations by Mr. Alvin Goh, Lead Specialist (Human Resources), and toured its facility.

- **May 2022:** Participated in the CAAS-organized OneAviation Careers fair at Suntec City, where ERAU Asia was one of the only two higher education institutions invited to set up booths with other major industry players such as Pratt & Whitney, Rolls Royce, SIA, DNATA, and Boeing.
- **June 2022:** Alumni Monthly Networking returned after social gathering restrictions were lifted. The event was the first informal gathering organized since 2020.
- **June 2022:** Students visited the Boeing Singapore Training and Flight Services, where Mr. Patrick Curtin, General Manager, Boeing Flight Services Singapore, and Mr. Randy Carrido, Campus Administrator, Boeing Training & Professional Services Singapore, hosted them.
- **June 2022:** Thirty students participated in an industry session with the Registry of Aruba (an FAA-rated privately managed aircraft registry with an office in Miami, Florida). White Orchid Insights (WOI is a Hong Kong-based public relations, marketing communications, and events consultancy with a strong aviation sector focus) helped to coordinate the event held at ERCI.
- **June 2022:** ERAU Asia was invited by Boeing to nominate five students to participate in a Fireside Chat with Mr. Ted Colbert, Boeing Executive Vice President and President and CEO of Boeing Defense, Space, and Security, at the Boeing Singapore Office at South Beach Towers.
- **Ongoing Industry Lunch Talks:** ERAU Asia students have been privileged to attend the ongoing industry talks, which have featured several senior personnel from the local and global aviation/aerospace sectors. The speakers who accepted our invitation to speak this year include:
  - Mr. Fred Stein, Attaché, U.S Embassy Transportation Security Administration
  - Ms. Rosa Sosa, Avionics Systems Cybersecurity Engineer, NASA Johnson Space Center
  - Mr. Chris Pok, CEO, KrisShop
  - Mr. Blair Cowles, Regional Director (Safety and Flight Operations), and Mr. John Moore, Assistant Director (Operations, Safety & Security), International Air Transport Association (IATA)
  - Mr. Walter Hokett, Business Development (Southeast Asia Region), Lockheed Martin





## Career Services & Alumni Relations





## STUDENT GOVERNMENT ASSOCIATION

The Student Government Association (SGA) was established to represent and empower the student body. To promote a dynamic student culture, the SGA consistently plans and encourages the involvement of co-curricular activities. For instance, sports and recreational events are organized to encourage students to balance school and student life at ERAU Asia.

Throughout the 21-22 academic year, the SGA continued to organize most of its events and activities under restrictive measures where they have had to limit the number of participants and observe strict social distancing rules. However, the SGA has managed to adapt to the restrictions and organized several events benefiting fellow students.

Some of the events organized include:

- **Freshman Orientation Camp (FOC July 2021):** Organized under strict social distancing rules, the two-day FOC was held during office hours without any overnight stay. The FOC's purpose was to help the first-year students bond with themselves and familiarize themselves with the campus facilities and rules, the professors, and the academic policies. Activities such as a mini-Student Life Drive (SLD), Interest Group (IG) games, and outdoor activities like the Amazing Race and Archery Tag were conducted.
- **YMCA Charity (August 2021):** SGA members took part in a YMCA cycling event where they traveled 125km for around 8 hours in support of the Special Needs Inclusive Challenge 2021 to raise \$250,000 to help fund YMCA's special needs programs in the arts, sports, and vocational training.
- **Sentosa Event (September 2021):** This end-of-term event was organized to allow full-time and part-time students to engage with one another at a relaxing picnic with games held at a Sentosa beach.
- **Christmas Party 2021 (December 2021):** Held at ERCI on 10 December 2021, the party aimed to provide students with a "Christmas" experience through various team-bonding games, activities, and food. It also served as an opportunity for Eagles to come together to celebrate the year-end holidays.
- **Chinese New Year (February 2022):** Held as a cultural event at ERCI by SGA 6 and the International Relations Committee, this event was held to allow international students to appreciate local Chinese New Year traditions through a themed trivia presentation, games, prizes, and snacks.
- **Welfare Pack Giveaway (February 2022):** This event aimed to encourage and motivate students to work harder and do their best for the final examinations. As a form of encouragement and motivation, the SGA offered students treats, sweets, and personal notes to boost their spirits.
- **Rock Climbing at The Rock School (February 2022):** Twenty-four students participated in a rock-climbing session at The Rock School at Our Tampines Hub. The students, who were novice climbers, explored the various facets of sports climbing and understood the importance of safety. It was an excellent character-building experience for the participants.
- **Kayaking at Passion Wave Marina Bay (March 2022):** This end-of-term event allowed students to relax and recharge by engaging in outdoor water activities. The event was among the most liked and enjoyed by all the students. The feedback from the students was positive, and they would like to see this event repeated in the future.

# Student Government Association & Student life



- **Sungei Buloh Nature Walk (March 2022):** Members of SGA engaged the international students by bringing them around Singapore and exploring the natural surroundings of Sungei Buloh Wetlands Reserve.
- **Volunteer Activity with Habitat for Humanity Singapore (March 2022):** SGA members volunteered their time with Habitat for Humanity Singapore to help clean houses for the elderly and needy Singaporeans.
- **Iftar (April 2022):** This event was organized at sunset to coincide with the time Muslims end their fasting ritual for the day. This event was created for students to understand the significance of Ramadan better and why Muslims fast during this holy month.
- **Easter Celebration (April 2022):** The SGA and International Relations Committee celebrated and shared insights on the significance of Easter Sunday to Christians. An Easter movie night was held on screen as part of this event at the ERCI campus.
- **International Federation of Air Line Pilots' Associations (IFALPA) Conference in Singapore (May 2022):** IFALPA, through ALPA-S, requested ERAU to nominate students to assist with the registration of participants at its Annual Conference in Singapore, which took place from 25-27 May 2022 at Marina Bay Sands. A total of eight students volunteered to assist at this international conference, and they were delighted with the opportunity to network with local and foreign pilots who attended the event.
- **Overseas Enrichment Program (June 2022):** A total of 11 ERAU Asia students traveled to Daytona Beach for the first Overseas Enrichment Program (OEP) since it was put on hold in 2020. SGA leadership worked with Sue Macchiarella and the SGA leadership team at the Daytona Beach campus to arrange their accommodation and travel arrangements.

## HUMAN RESOURCES

### Staff Movement in Asia

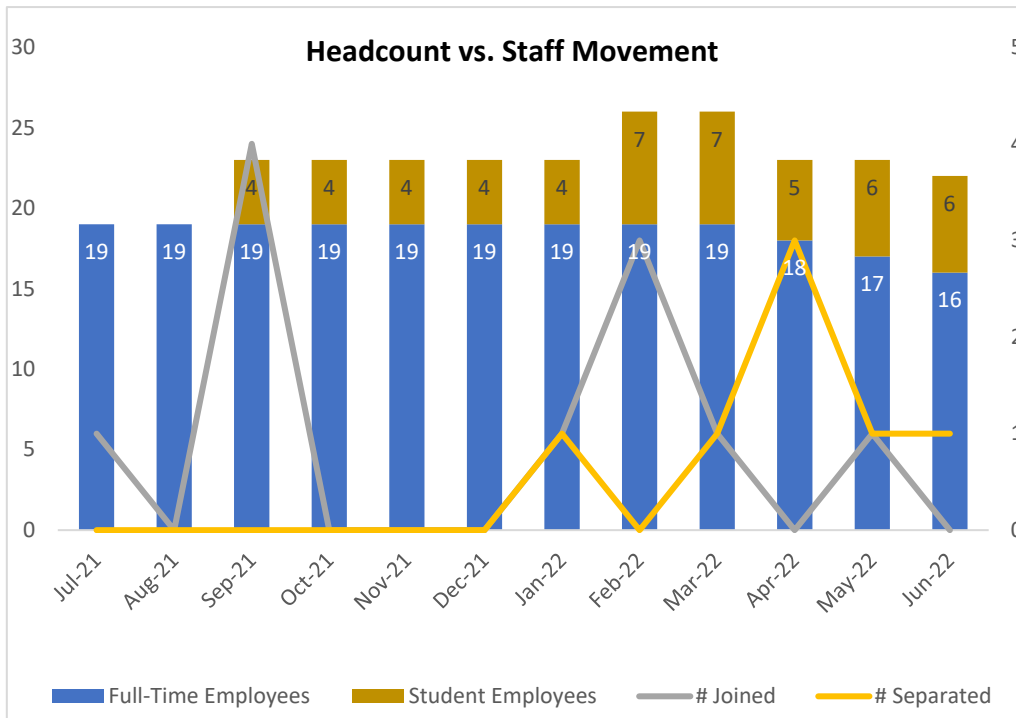
FY22 continued to be challenging, with most employees working from home for almost all of 2021. 2022 began with a return to the office at least three days a week. It was noted that this return to the office also highlighted the effects of nearly two years of remote work, which resulted in a slightly disengaged workforce in some areas and a few resignations.

We concluded FY22 with 24 employees – 16 full-time and six student employees.

In September 2021, all four student employees were converted to formal employees of ERAU Asia. Nine were recruited – 5 full-time staff and four student employees. Out of the five full-time positions recruited, one was a newly created position. The table below shows the headcount and movement by month within FY22.

The total number of separations in FY22 was 7, of which 5 were full-time staff positions, and two were student employee positions. Despite experiencing a higher number of resignations in the second half of FY22, the team in Singapore remained focused on tiding through the seemingly "Great Resignation".

ERAU Asia continued to optimize the local adjunct pool, and many stepped up to receive the necessary clearance to teach additional courses. Over 100 FCCAs were facilitated in the last year with the local talent pool. We had been selective in hiring adjunct faculty members due to the pandemic. Five newly appointed and re-activated adjunct faculty can support us in the local teaching scene.



**Human Resources Practices and Processes**

Human Resource processes were streamlined and enhanced, where possible, with the introduction of electronic forms. Evaluation forms used for staff and faculty interviews, exit interviews, training evaluation, and feedback were converted to electronic versions. The Asia team is also very receptive to using Workday for many HR processes, such as performance evaluations and absence requests. In preparation for EduTrust certification, the HR Manual is also being reviewed and reworked.

**Employee Engagement**

In FY22, two major employee surveys were conducted: the Work-Life and Benefits Survey and Employee Satisfaction Survey. Both surveys concluded with more than 80% respondent rates. The results have allowed the Human Resources department and the leadership team to identify and focus on crucial issues and concerns amongst staff. The data will enable the leadership team to work to increase employee satisfaction and commitment levels.

Following the surveys, a Flexible Work Arrangement (FWA) policy was implemented, and a hybrid work schedule was introduced. The implementation was welcomed because of the flexibility it provided. The FWA policy coincided with the government's announcement, removing all office staffing restrictions. The policy also allowed us to adopt the Tripartite Standards for Flexible Work Arrangement.

Nothing beats gathering in person! Throughout the year, we have had various Zoom gatherings and



activities, but the in-person gatherings brought better synergy and bonding with one another. As the team returned to the office, social gatherings at the workplace were also allowed to resume, giving the team a boost in relationship building.

It had been a while since the team gathered in costumes. In celebrating a return to the office, the office welfare team took the chance to celebrate an ethnic festival – Hari Raya Puasa. We also ended the year catching the movie Top Gun: Maverick at the cinema, riding on free passes from the end-of-year advertising campaign.

## ADMINISTRATION

### **A Safe Environment**

It has been hard to keep up with the government's constantly changing Safe Management Measures (SMMs). These measures included requirements for office entry, pre-event testing, and mandatory government health protocols. However, working with the HR Department, the Administration Department ensured a ready supply of ART test kits, masks, and PPEs were available for all. The mandated SMMs were observed so that staff could continue to enjoy a safe and hygienic workplace.

### **Travel**

Air travel at ERAU Asia remained slow due to COVID-19 border restrictions but picked up in Q4 as restrictions in and out of Singapore eased. Airfares rose by 20, to as much as 80 percent due mainly to pent-up demand and rising fuel costs. Administration's role in advising and procuring the most cost-efficient flights is thus more critical now than ever. The department has started looking into whether our local travel agent can continue to support our travel needs well or if other options could better serve our needs.

In preparation for our EduTrust application, Administration is working to make ERAU Asia's Travel Policy and Procedure more comprehensive while staying aligned with the University's APPM.

### **Pantry**

Q4 saw staff returning to the office on more days. We added simple snacks such as cookies and fruits to the pantry for staff and students attending class at ERAU Asia Institute -- an inexpensive yet effective way to show that the university cared for their welfare.

### **Property Log**

ERAU Asia's property, including capital and non-capital assets, has not been comprehensively logged since we began operations in 2009. To capture this information and to comply with university policy, the Administration department started a "Property Control Listing" (PC Log) at the end of FY22 to record all current property.

## ACADEMICS

The Academic Department comprises the Office of Academics, Office of Student Success, plus specialist areas focused on Education Technology and collaborative projects. The Academic Department is composed of four full-time faculty. This structure is supported by a pool of 40 locally based adjunct faculty, of which 15 are highly utilized.

### Education Technology

The initiative to embrace technology aims to enhance the classroom environment and learning experience. The Asia campus acquired AR and VR simulation software and hardware from a local vendor, Aviation Virtual, to teach wind-tunnel and lab-related concepts in the physical classroom, such as the aerodynamic concepts of lift, drag, thrust, and weight along with aviation safety. Additionally, our partnership with UFA Inc. remains strong. It provides Air Traffic Simulation of Singapore Changi Airport to support the Air Traffic Minor, which is taken by a growing number of undergraduate students. The existing range of educational technology will continue to evolve and expand moving forward.



### The Office of Student Success

The office supports the academic and pastoral needs of our diverse and growing student body. The Director of Student Success collaborates closely with SGA, Alumni, Student Services, industry partners, and the Worldwide Dean of Students to lead initiatives and share best practices to better support students at the Asia campus.

### Collaborative Projects

Our growing number of collaborative projects provide a stimulating and dynamic environment for collaboration underpinned by Problem-Based Learning (PBL). These projects aim to provide exposure for students to compete and solve real-world aviation problems through cooperation with industry professionals, alumni, faculty, and students. Students, faculty, and industry partners are engaged on a case-by-case basis, drawing on expertise at our Worldwide and residential campuses. Notable successes include collaborations with FAA, RASC-AL, Singapore Airlines App Challenge, and Singapore Space Coding Challenge Ascent UAM. A project with Air Asia is currently in progress at the time of writing.



As necessitated by the COVID-19 pandemic, locally based faculty are playing a growing role in teaching face-to-face courses at the Singapore campus. As a result, local faculty recruitment and course clearances have been stepped up to engage the best locally based faculty, who remain active in the local and regional aviation industry. We also maintain the importance of bringing overseas faculty to instruct students in Singapore. Not only do

overseas faculty help engage our students with different teaching styles, but they also facilitate sharing real-world, global aviation experiences and best practices and reinforce our "One University" ethos. Overseas faculty hiring is currently budgeted at one faculty per term and will resume in crucial-shortage areas.

### **Faculty Engagement**

Adjunct faculty possess the qualifications and aviation-related industry experience but may not necessarily have classroom teaching experience. Working with the RCTLE, we have a dedicated and tailored faculty training and development program.

### **Faculty training course**

"ITeachER for Asia Faculty" is a modified, self-paced, asynchronous course developed alongside the RCTLE. It is specifically designed to support new instructors in Asia and aims to create a rich learning environment in the physical classroom through effective student engagement. The "RefreshER" provides an annual training supplement for all faculty.

### **Faculty mentoring**

The mentoring program offered in Singapore is designed to engage faculty members in the Embry-Riddle culture and provide customized group and individual guidance for new and overseas faculty throughout the term. Some aspects of this initiative include:

- Faculty cohesion: Each term starts with the traditional "Kick-off" meeting for teaching faculty and is supported by ongoing one-to-one communication via various channels during the term and culminates with a "kick-out" meeting. These "bookends" to each term help to convey critical procedural information, elicit feedback from the faculty on best practices and lessons learned, and provide a forum for collaboration and socializing. This continuous academic engagement aims to foster deeper connections and friendships amongst faculty, with the benefit of identifying opportunities for research and collaborative work.
- A faculty bonding session is provided on an annual basis. The aim is to bond, connect and maintain a strong identity as Asia faculty, which benefits camaraderie, team building, and loyalty to the organization in an increasingly competitive landscape.
- Outreach and student recruitment: Outreach projects aim to provide faculty with the opportunity to serve the broader aims of the campus and university. The Aviation Lecture Series and Innovation Hangar competition for regional high school students are notable examples of faculty contributing to student recruitment and PR effort.
- Academic compliance: Academic and Examination Boards were formed to ensure adherence to the highest academic standards as a PEI in Singapore. Action taken based on academic integrity, assessments, student feedback, and faculty course evaluations are critical components of the scope of work undertaken by these committees. This effort is crucial and in keeping with ERAU Asia's aim to attain EduTrust status.



## INDUSTRY ADVISORY BOARD

Restrictions on group gatherings required our 2020 meetings to take place virtually. However, the Industry Advisory Board (IAB) met in person in July 2021 and February 2022. Members from three organizations, Collins Aerospace, Bell Helicopter, and Singapore Space and Technology, were added in 2022 and will join the board for the first time at our July 2022 meeting.

FY22 areas of focus for the Industry Advisory Board included:

- Mandatory internship requirement
- Aviation Sustainability / Green Aviation
- Women in Aviation
- Innovative technologies (AR/VR/AI)
- Growing need for software engineering, programmers, coders, and computer scientists
- Cybersecurity
- Training & Maintenance



### 2021-2022 Academic Year Industry Advisory Board:

**Mr. Tay Tiang Guan**  
CAAS

**Dr. Juliana Goh**  
MITRE Asia Pacific Singapore

**Ms. Lynette Tan<sup>1</sup>**  
Singapore Space & Tech. Ltd

**Mr. Rahul Shah**  
AAR Corporation

**Ms. Zarina Piperdi**  
SIA Engineering Company

**Ms. Kathy MacKenzie<sup>2</sup>**  
GE Aviation

**Mr. Logan Velaitham**  
AirAsia Singapore

**Mr. Laurence Chin<sup>3</sup>**  
United Airlines (Retired)

**Mr. Adrian Lim<sup>2</sup>**  
ST Aerospace

**Mr. Zakir Hamid<sup>3</sup>**  
Airbus Singapore

**Tan Sri Dato Seri Ahmad Johan**  
Natl. Aerospace & Defense Ind.

**Ms. Sarah Kalmeta<sup>2,3</sup>**  
Universal Weather & Aviation

**Mr. Gary Moran**  
AON

**Mr. Bob Still<sup>1</sup>**  
Collins Aerospace

**Mr. Michael Parsons**  
IBM

**Mr. Mark Loh<sup>1,3</sup>**  
Bell Helicopter

<sup>1</sup> New member

<sup>2</sup> Departing member

<sup>3</sup> ERAU Alumni



## PROFESSIONAL EDUCATION & TRAINING

### ICAO TRAINAIR Plus Corporate Member

Annex I of the partnership with ICAO covers Foundations of Aviation Cybersecurity Leadership and Technical Management. Three synchronous sections using EagleVtion ran in 2021 and 2022. The first occurred in October 2021 in the EMEA time zone, the second in December 2021 in the Americas time zone, and the third in March 2022 in the Asia time zone.

Annex II of the partnership covers Airport Wildlife Management and Airport Wildlife Operations. The course was approved as a TRAINAIR PLUS course in May 2022, and the first section is planned for delivery in Singapore in November 2022. Approval to visit the airside operations at Changi Airport makes this an attractive course for regional participants.



### Aviation Institute of Management (AIM)

The Graduate Certificate in Aviation (Asia-Focus) continues to run through AIM in a hybrid modality for participants in Pakistan. The 7<sup>th</sup> and 8<sup>th</sup> courses in the certificate ran in May and June of 2022 for 57 participants.

### AviAsian Conference 2021

The conference theme was "The long runway ahead – opportunities, challenges, solutions in reigniting the aviation industry in Asia". There were 45 in-person and 113 online participants from 25 countries. Topics discussed over the two-day hybrid conference included:

- Airlines and Airports Emerging from COVID-19
- 3D Printing of Aircraft Parts
- Aviation Security and Disruptive Passengers
- Looking Beyond COVID-19
- Green Aviation
- Big Data, Innovation, and Blockchain Technology



### UAS Basic Training & UA Pilot License courses

Both courses have been completed, and the CAAS has approved the UA Basic Training Organization license to offer UABT course. The UA Training Organization's license to offer the UAPL course is pending CAAS approval.

## ERAU ASIA INSTITUTE

ERAU Asia Institute (ERAU-AI) officially began operations in January 2022 with a cohort of 17 students in the MS in Aeronautics degree program. These students come from a broad spectrum of the local aviation industry, with several serving as First Officers with Singapore Airlines. Classes are held on two weeknights from 7:30 pm to 10:30 pm. The classroom is fully equipped to EagleVision standards, and all classes are recorded. The default modality of delivery is in-person/classroom. If students can show their inability to attend class physically (for example, flight crew), participation is available either synchronously or asynchronously via EagleVision.



As a new PEI holding only an Enhanced Registration Framework (ERF) certification, ERAU-AI can only deliver graduate degree programs to local (non-international) students. The launch of ERAU-AI's first cohort is essential as it enables the institute to apply for EduTrust certification, opening the option of offering undergraduate programs to local and international students. Application for EduTrust is planned for August 2022, with an on-site assessment by the CPE scheduled for late October 2022.

ERAU-AI students have access to all the services offered to students studying at other ERAU Asia locations. Each term begins with an opportunity to engage with the Office of Student Success, Office of Student Services, and Office of Career Services. Students in the inaugural batch are about 30% of the way through their degree program and are expected to complete all degree requirements by May 2023. A second cohort is tentatively planned for July 2023.

## QUALITY ASSURANCE

January 2022 marked ERAU Asia Institute's official journey towards achieving EduTrust Certification. The focus of the Quality Assurance Department was to work closely with all process owners to accomplish a four-year certification award. Achieving this requires reviewing current policies, procedures, and all relevant templates, conducting various briefings, and compiling supporting evidence.

Briefings to understand the framework and requirements of the certification scheme were conducted in January 2022, followed by collecting and updating supporting evidence from the various departments. More briefings were scheduled for the second half of FY22, spreading into FY23. These include sessions to understand the criteria, departmental work processes, and awareness of integrated work processes.

In addition to providing briefings and creating awareness, the Quality Assurance department works with all departments to develop the core system operations manual, which documents ERAU Asia Institute's approach, policies and procedure, integrated systems, and review. The objective of this manual was to provide an overview of our operations system.

## APPENDIX

### CONFERENCES, WORKSHOPS, PRESENTATIONS, CERTIFICATIONS, AND AWARDS

- Bi, K., Koh, P. K., Loke, K. (2022, February 16). Application of Cold Spray as a Repair Method for Aircraft Structures. Singapore Aerospace Technology and Engineering Conference 2022, Singapore. <https://siae.org.sg/satec2022/>
  - Chan, I., Chua K, Cirulli, D., Flaherty, M., Patel, J., Shin, S., (2021). AviAsian 2021: Conference Proceedings. AviAsianConference2021, Singapore. <https://commons.erau.edu/aviasian/2021>
  - Chedid, M. (2022). Insights in Air Accident Investigation. ERAU Asia Open House. Lecture, Singapore.
  - Chua, K. (2021). Panel: Supporting student wellbeing in an online/hybrid environment: providing easy access to virtual support and instilling a culture of approachability and empathy in communication, EduTech Asia, Singapore.
  - Chua, K. (2022). Graduate Diploma in Psychotherapy (Completed), The School of Positive Psychology, Singapore.
  - Chua, K. (2022). Training in Peer-to-Peer Mental Well-Being at Work, WSQ Certificate (Completed), Singapore.
  - Chua, K. (2022). 5 Year Service Award. Awarded by ERAU, Worldwide campus, Daytona Beach.
  - Cirulli, D.G. (2021). AV-VR Winging It. Paper presented at EduTech Asia Conference Asia, Singapore.
  - Cirulli, D. (2022). The Final Frontier: Space Operations. ERAU Asia Open House. Lecture, Singapore.
  - Koh, P. K. (2021, August 26-27). Application of Cold Spray Technology in Aviation Industry. AviAsian Conference 2021, Singapore. <https://commons.erau.edu/aviasian/2021/sessions/4/>
  - Lim B Y (2022). Invited to attend the 2nd Singapore- China Commercial Dispute Resolution Conference 2022 (Beijing, Xiamen, and Singapore) hosted by the Ministry of Law (Singapore), the China Council for Promotion of International Trade (CCPIT), and International Commercial Dispute Prevention and Settlement Organization (ICDPASO).
  - Lim B Y (2022). Invited to attend United Nations Global Compact Leaders Summit hosted by the UN Global Compact.
  - Lim B Y (2022). Corporate Strategic Auditing for Corporate Accountability to Climate Change. In proceedings of the Leadership Futures Workshops. James Cook University.
  - Lim B Y (2022). Appointed as Corporate Advisor (Asset Tracking, Business Intelligence, Corporate Strategic Auditing, Due Diligence, Mergers and Acquisitions to Johnny Cui Law Firm (China and ASEAN).
  - Ong, A. (2022). Are You in Control? Introduction to Air Traffic Management. Aviation Lecture Series. Lecture, Webinar: Singapore.
  - Patel, J. (2022). 5 Year Service Award. Awarded by ERAU, Worldwide campus, Daytona Beach.
  - Patel, J. (2022). Promotion in academic rank to Associate Professor of the Practice. Awarded by ERAU, Worldwide campus, Daytona Beach.
  - Patel, J. (2022). Avonomix: Investigating Market structure in the Aviation Industry. Aviation Lecture Series. Lecture, Webinar: Singapore.
  - Patel, J. (2022). Avonomix: Investigating Market structure in the Aviation Industry. ERAU Asia Open House. Lecture, Singapore.
  - Yap, M. (2022). Make Your Mark in Aviation and Aerospace. ERAU Asia Open House. Lecture, Singapore.
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#### PUBLISHED JOURNAL ARTICLES, BOOK CHAPTERS, AND WHITE PAPERS

- Bi, J.K., Loke, Z.C.K., Lim, C.K.R., Teng, K.H.T., Koh, P.K. (2022) Mechanical Properties of Cold Sprayed Aluminium 2024 and 7075 Coatings for Repairs. *Aerospace* 2022, 9, 65.
  - Shin, S. (2021). Healthcare provider response to payment system reform: evidence from New Zealand. *SN Business & Economics*, 1(11), 1-29.
  - Lim B Y (2022). Using Competing Values Framework as Metaphors in the Application of Soft System Methodology to Evaluate the Competences of Organizational Leadership (in-progress).
  - Lim B Y (2022). Soft System Methodology for Scenario planning in Business Consulting (in progress).
-