### SCHOOL OF GRADUATE STUDIES NEWSLETTER

EMBRY-RIDDLE AERONAUTICAL UNIVERSITY | COLLEGE OF AVIATION



### NOTES FROM THE

#### ASSOCIATE DEAN

## THE SCHOLARSHIP OF SAFETY AS THE EPITOME OF AN ENLIGHTENED CIVILIZATION.

'Civilization' is an interesting term. What does it mean to be 'civilized'? When I was a teenager, my family taught me that reverence for classical music and a regard for others were signs of a civilized culture. In my 20s, flying long missions over developing parts of the world and over vast oceans, I would feel that I was back in civilization when air traffic control advised that my jet was 'Radar Contact,' In my 30s. I started believing that civilization exists when a society creates protections against injury or damage, such as smoking bans, fatigue management programs, and seatbelt laws. Now in my 40s, I think a society that values the scholarship of accident prevention, meaning that people respect and maybe even revere those who provide the tools for creating a culture of accident prevention, is a society that epitomizes a truly enlightened civilization.

Ever since a horrible accident cut short the lives of several dear colleagues 21 years ago, I have dedicated a good part of my professional life to promoting aviation safety. I have had the privilege of working on human factors and safety challenges in sport aviation, business aviation, collegiate flying, military aviation, and airline flight operations. Looking back at my journey to date, what resonates most in my heart is military aviation safety. I am passionate about helping the military aviator ... those individuals who are expected to perform seemingly impossible tasks in an error-intolerant environment, under extreme workload, while fatigued, sometimes fighting heavy g-forces, often flying outdated equipment, and with numerous lives-at-stake.



Dr. Antonio I. Cortés Associate Dean

With that deep sense of respect in mind, I am enormously proud that our College of Aviation has partnered with the International Society of Air Safety Investigators (ISASI), and under the adroit leadership of Professor Anthony Brickhouse will host the world's next Military Air Safety Workshop (MASW) at the Daytona Beach Campus, 17-19 April 2018. The MASW provides a rare opportunity for you to be immersed in the unique and otherwise opaque inner-workings of military flight operations. Keeping aviators safe while they perform demanding missions is what the MASW is all about. The event will be attended by U.S. Department of Defense and allied aviation safety professionals, plus law enforcement and government aviation safety officers. Faculty, students, and alumni are invited to attend and present material.

I encourage you to come out and participate in April's workshop. Help us continue to create an enlightened civilization through the scholarship of safety.

Stay on target!

### SUMMER RESIDENCY

The Ph.D. Summer Residency was held on the Daytona Beach campus from August 14th to August 18th. We had 39 students (13 were from our new Cohort 9) attend with an additional 6 Ph.D. students who assisted with the residency delivery. During this residency, not only poster winners were announced from the poster board session, but also a dissertation was delivered by Dr. Greg Woo. The residency overlapped with the annual NTAS event, which was a first, and it proved to be a great combination of Ph.D. students from both the College of Aviation as well as the College of Business and industry professionals.





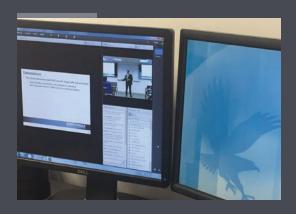






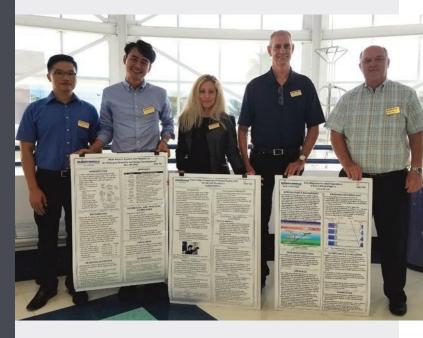
### AWARDS & HONORS

During the Residency, Dr. Greg Woo delivered his defense to 75 people – not only the 55 people who attended the Residency, but also 20 people who attended the defense online via EagleVision. This was the highest attended defense for the Ph.D. program to date.





Congratulations to you all!



We want to showcase the 2017 Residency poster winners from the Ph.D. poster session. We chose a first place winner from each cohort year in attendance, and they are as follows: Woojin Choi from DAV701, Lusine Carlsson from DAV702, and Richard Cole from DAV703.

#### Defense



Stephen J. Curran, Ph.D., successfully defended his dissertation titled "Using Airborne Platforms for Cellular Communications Following Disaster-induced Disruptions" on September 22, 2017.

The committee was chaired by Dr. Mark Friend, Professor for

the School of Graduate Studies. The presentation was open to the public and broadcasted live via EagleVision.

Dr. Curran's dissertation highlighted the importance of communications in disastrous situations, and how to implement sophisticated cellular networks. Through his research, the Airborne Communications Network (ACN) system was proposed as a solution, which could enable connectivity and reduce the communications problems that were experienced following Hurricane Sandy and Katrina.

The School of Graduate Studies is proud of Dr. Curran's devotion to the advancement of disaster risk management from an aviation perspective. Congratulations!

### NEWS JOURNAL ARTICLES

### THREE ARTICLES WRITTEN BY OUR FACULTY, STUDENTS, AND ALUMNI HAVE BEEN PUBLISHED RECENTLY.

The School of Graduate Studies is proud of our faculty, students, and alumni's active research and advancement of knowledge in aviation. Following are the details of the three articles. **Congratulations to you all!** 



Dr. Haydee Cuevas, Assistant Professor

contributed an article to the International

Haydee M. Cuevas. & Marisa Aguiar.

(2017). Assessing situation awareness in unmanned aircraft systems operations.

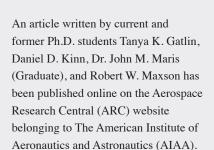
Journal of Aviation, Aeronautics, and

for the School of Graduate Studies,

and Marisa Aguiar, Ph.D. student,

Aerospace (IJAAA).





Article Link: commons.erau.edu/ijaaa/ vol4/iss4/3

International Journal of Aviation,

Aeronautics, and Aerospace, 4 (4).

Tanya K. Gatlin, Daniel D. Kinn, John M. Maris, An-yuan Yu & Robert W. Maxson. (2017). Validation of Decision Tree Methods in Predictive Analysis of Airborne Icing Incidents. *Aerospace Research Central*.

JATE

Kabir O. Kasim, Ph.D. student, also contributed an article to the Journal of Aviation Technology and Engineering (JATE).

Kabir O. Kasim. (2017). Assessing the Benefits of Performance-Based Navigation Procedures. Journal of Aviation Technology and Engineering.

Article Link: docs.lib.purdue.edu/jate/vol7/iss1/3

Article Link: arc.aiaa.org/doi/ abs/10.2514/1.1010542

#### MSA NEWS

# ARE ONLINE POPULATIONS A GOOD SOURCE OF PARTICIPANTS FOR YOUR DISSERTATION?



**Scott R. Winter**Assistant Professor
School of Graduate Studies



**Stephen Rice**Associate Professor
Department of Human Factors

#### Introduction

One of the major challenges to completing a dissertation is obtaining access to an adequate number of willing participants to complete your study. And there can be many hurdles to clear! Many aviation organizations are less than willing to administer research requests for studies to protect their members from outside solicitations. Companies are concerned over trade secrets, use of data, and proprietary information. Labor organizations frequently restrict access to their members, or researchers can spend a year or more negotiating access to these populations. One of the major issues of the dissertation process can just be getting access to study participants. Furthermore, Institutional Review Board (IRB) concerns and the volunteerism aspect of dealing with human subjects can make finding participants a challenge. This article will provide a brief introduction to the use of online populations for research.

### IMPORTANT DATES

NOVEMBER 28

MSA Brown Bag Presentation COA, Room 305 2:30 p.m. - 3:30 p.m.

- DECEMBER 17
  Hooding Ceremony
  ICI Center
  Arrive no later than 8:30 a.m.
- DECEMBER 18
  Commencement Ceremony/
  Degrees conferred
  Ocean Center, Daytona Beach
  Arrive no later than 8:00 a.m.

#### Pros and Cons of Internet-Based Research Methods

A new possible solution to this problem is the availability of online populations of worldwide participants. Three major platforms offer access to online populations: Amazon's ® Mechanical Turk ®, SurveyMonkey ®, and Qualtrics ®. However, like all populations from which to collect data, they are not without their advantages and disadvantages. Regarding advantages, online populations may allow for easy access to participants, greater generalizability of the findings, broader age ranges, larger sample sizes, reduced data collection time, minimal compensation costs, quality data, and participant anonymity (Mason & Suri, 2012; Paolacci, Chandler, & Ipeirotis, 2010). Disadvantages include non-representative samples (the inability for random selection), failure of participants to complete longer studies, motivation fueled by compensation, access limited to only a few certain portals, lack of follow-up ability, limitations to subject matter experts, and lack of direct contact between the researcher and participants.

### MSA NEWS (CONT.)

#### **Focus on MTurk**

Amazon's ® Mechanical Turk ® (MTurk) is one example of these online communities, and one the authors of this article have used extensively in their research. MTurk is hosted by the same Amazon where you can buy and sell, well, pretty much anything! So how does it work? Basically, people can sign up to participate on MTurk as Workers. Workers (commonly called Turkers) wait for Requesters (in this case, the researchers) to post different activities. MTurk refers to these as Human Intelligence Tasks (HITs). Researchers create their instrument, usually using a secondary software such as SurveyMonkey® or Google Forms ®. Requesters create an account, select their parameters (location of participants desired, amount of compensation, number of participants, etc.), put money on their account, and then post the HIT. Any of the millions of potential workers who want to participate can do so. As participants complete the study, MTurk transfers the payment from the requester's balance into the worker's accounts.

There are safeguards in place to ensure the quality of the data collected. Multiple research studies published in peer-refereed journals (Buhrmester, Kwang, & Gosling, 2011; Germine et al., 2012) have demonstrated that MTurk data is as reliable as normal laboratory data. Workers are allowed to provide ratings of Requesters, and Requesters can provide ratings of Workers. When setting your parameters, you can select workers that have an overall rating above a certain level (I'd recommend at least 95%). Turkers usually complete studies very quickly--within an hour or so for smaller studies and a day or two for longer ones. This efficiency prevents prolonged data collection periods and reduces the history threat to internal validity. When selecting individuals from a particular country, only participants with IP addresses in the specified countries are allowed to participate. Something MTurk lacks is availability for industry specific workers. For example, MTurk would not be a good resource if your research question sought to identify pilot's perception on the use of unmanned aerial vehicles. However, if you wanted to determine if passengers were willing to fly on autonomous vehicles, MTurk may be a good option.

#### Summary

So are online populations a good source of participants for your dissertation? Well, the first thing to remember is that your problem statement should always drive your dissertation. This problem statement leads to the development of your research question(s), and that is ultimately what identifies the population needed to complete your study. If your area of research centers on issues related to consumers or passengers, online populations may be a viable option from which to complete your study, and certainly one we would recommend investigating. You may find a willing, efficient, and economical means from which to collect your dissertation data!

#### References

Buhrmester, M., Kwang, T., & Gosling, S. D. (2011). Amazon's Mechanical Turk: A new source of inexpensive, yet high-quality data? *Perspectives on Psychological Science*, 6(3), 3-5.

Germine, L., Nakayama, K., Duchaine, B.C., Chabris, C.F., Chatterjee, G., & Wilmer, J.B. (2012) Is the web as good as the lab? Comparable performance from web and lab in cognitive/perceptual experiments. *Psychonomic Bulletin & Review*, 19(5), 847-857.

Mason, W. & Suri, S. (2012). Conducting behavioral research on Amazon's Mechanical Turk. *Behavior Research Methods*, 44, 1-23.

Paolacci, G., Chandler, J., & Ipeirotis, P. G. (2010). Running experiments on Amazon Mechanical Turk. *Judgment and Decision Making*, 5(5), 411-419.

In addition to this article above, Scott Winter, Stephen Rice, Shawn Doherty (Human Factors Professor), and Mattie Milner (Ph.D. in Human Factors student) have written an article that relates to the MTurk article. Please see below for details.

Rice, S., Winter, S.R., Doherty, S. & Milner, M.N. (in press). Advantages and disadvantages of using internet-based survey methods in aviation-related research. *Journal of Aviation Technology and Engineering*.

You can access this article by using the link provided: docs.lib.purdue.edu/jate

### OPPORTUNITIES STUDENTS, ALUMNI, & STAFF

### FELLOWSHIP PROGRAM FOR Ph.D. STUDENTS

We have a great opportunity for our Ph.D. students. The Link Foundation is looking for Ph.D. students to apply for "The Modeling, Simulation, and Training Fellowship Program". This fellowship provides \$29,000 for one calendar year, split into two payments for each fellow. If you are interested, please note that applications are accepted via online submission (linksim.org/requirements) starting November 1<sup>st</sup> until January 15<sup>th</sup> for the following academic year.

#### What Kind of Topic Does the Foundation Want You to Explore?

Please consider that the purpose of the Fellowship is to promote research that ultimately helps train people to perform complex tasks. The technology, the efficacy, the educational aspect, improving training, or new uses for simulators in training can be interesting fields aligning with the Link Foundation Guidelines. Hence, you could use the Embry-Riddle flight simulators as a part of your research for the efficacy of the simulator training, upset recovery training, new designs for motions systems or UAS. You can find the research topics that have been awarded in the past on the website. This may give you a hint as to which research topic the foundation is interested in.

#### What are the Requirements for the Fellowship Program?

You have to be enrolled in the Ph.D. program full time and there are no limitations for online student learners. However, if you are working full time and working on your Ph.D. online, the Foundation would prefer a situation where the fellowship allows you to take a leave of absence to work full time on your dissertation research. The Foundation wants to help students have ample time to finish their dissertations.

#### What Is the Link Foundation?

"The Link Trainer", invented by Mr. Link in 1929, was the first successful flight simulator and truly a pioneer engineering effort that started a whole new field of endeavor. Simulation is on the brink of further major developments in many new fields where operators use complex systems. Today, The Link Foundation is proud of its record of supporting doctoral fellowships in these areas of endeavor pursued by Edwin A. Link and also supporting educational institutions in the communities where its founders, Edwin and Marion Link, lived. Since its inception. The Link Foundation has provided more than \$14 Million in grants to support worthy programs consistent with its mission. The Link Foundation supports programs to foster the theoretical basis, practical knowledge, and application of energy, simulation, and ocean engineering and instrumentation research, and to disseminate the results of that research through lectures, seminars, and publications.

The Modeling, Simulation, and Training Fellowship Program was put in place by the Foundation in 1990 and the first awards made in 1991. Grants are awarded by a selection committee to qualifying doctoral students. Through 2016, the Foundation has given approximately \$14.8 million worth of awards to qualifying doctoral students studying in the simulation and training field at U.S. and Canadian universities. The Foundation intends to continue the program as the simulation and training field continues to develop.

The Link Foundation also offers fellowships in the areas of energy production and utilization and in the area of ocean engineering.

If you would like more information, please use this link to contact:

Dr. Donna Wilt, Program Administrator
Tamara Gray, Assistant to Program Administrator
www.linksim.org/contact

### **OPPORTUNITIES** STUDENTS, ALUMNI, & STAFF (CONT.)

#### GRAB YOUR TICKET, AND GET READY TO TAKE OFF TO THE WORLD!

Do you want to become more competent to get that dream job after graduation, or, furthermore, to have global expertise in your own field? Or are you just seeking a special experience? Then, here is the program that you are looking for!

Embry-Riddle faculty have designed special programs for MSA students which are not only fun, but also very helpful for your career success. Next summer, there will be **3 Study Abroad programs** related to Air Traffic Management (ATM), Unmanned Aerial System (UAS), and Commercial Space Operations (CSO).

ATM Study Abroad is a hybrid course where you can earn 3 credits (MSA 599). This class starts on the first class day of Summer A. Students will visit 5 cities in 4 countries in Europe (France, Belgium, Netherlands, and Germany) starting from Washington D.C. This program provides an introduction to international ATM. Students will study air traffic procedures and future initiatives used within ICAO, European & Asian ANSPs, and the FAA. If you need more information, contact Prof. Martin Lauth: lauth16d@erau.edu or Prof. Clyde Rinkinen: rinki613@erau.edu.

UAS Study Abroad is for Summer B, and it offers a 3 credit course (MSA 599) in Kosovo and the Balkans. Students will travel to Southeast Europe from June 22nd until July 27th to learn basic and advance UAS theory, and practice in a service learning project that helps document and preserve cultural heritage sites. If you need more information, contact Prof. Dan Macchiarella: macchian@erau.edu.

If you join CSO Study Abroad, you will earn 3 credits (MSA 599) on a boat for summer A. This program can substitute for HF 330 or SP 425. Students will **explore the Greek mainland** and sail around the Aegean Sea. This course introduces students to human spaceflight topics including spacesuit history, design, human factors considerations, space life support systems, as well as intravehicular and extravehicular operations. If you need more information, contact Prof. Ryan Kobrick: kobrickr@erau.edu.

You may also visit the Embry-Riddle webpage where you can get more details such as financial aid options and due dates for the applications. Please visit this link for your convenience: daytonabeach.erau.edu/ international-student-services/study-abroad/summerprograms/index.html.

The SGS Associate Dean, Dr. Cortés, directed an ERAU Study Abroad program in Spain a few summers ago. He advises SGS students to seriously consider a Study Abroad program. He says, "These are potentially transformative learning experiences that dunk you into another culture while taking advantage of local resources to learn course material. For the course I taught on human factors, we worked with the local Enroute Air Traffic Control Center, visited the busiest maritime port in the Mediterranean, and rode the bullet trains. Take advantage of these amazing opportunities!"

Jiyeon Song (Jiji) also had experiences with Study Abroad to the U.S.A and China while completing undergraduate coursework in Korea. The experiences in each country helped Jiji become a globally-minded person, meeting various people from different countries and different cultures. Lessons learned through these experiences were very helpful when looking for a future job. More importantly, the aviation industry, the field studied in the COA, is filled with individuals with multi-cultural backgrounds. Accordingly, the work-related skills gained through study abroad can be powerful tools for career success. If you are an MSA student who is interested in

this opportunity, consult with your Program Coordinator first.

### OPPORTUNITIES STUDENTS, ALUMNI, & STAFF (CONT.)

### AIR TRAFFIC CONTROL ASSOCIATION (ATCA) SCHOLARSHIP PROGRAM

The School of Graduate Studies is excited to announce a scholarship program which might be very helpful to our students. The ATCA Scholarship Fund is now looking for outstanding aviation students to award their 2018 scholarships. Established in Washington, D.C., in 1956 by a group of air traffic controllers, ATCA has been from the outset dedicated to progress in the science of air traffic control and the preservation of a safe flight environment. In 2017, they awarded 10 scholarships to a qualified group of aviation students and children of air traffic controllers. The total amount awarded was \$75,000. Applications are accepted via online submission (atca.org/scholorship-reg-form.aspx). Applications MUST BE SUBMITTED BY MAY 1, and transcripts and letters of recommendation are due by June 1. Your application will be considered by the Scholarship Committee in mid/late August, and you will be notified of their decision shortly thereafter.

#### What are the Qualifications for Applicants?

- Applicant must be accepted or enrolled in an accredited college or university and planning to continue the following year.
- Coursework leads to a bachelor's degree or advanced degree (excluding Hartl scholarship).
- Attendance is equal to at least half-time (6 semester hours or the equivalent).
- Must have a minimum of 30 semester or 45 quarter hours still to be completed before graduation.
- > All candidates must answer questions I and II under Leadership section.
- > Candidates must submit an essay as per instructions under Leadership III.
- > Two references to provide letters of recommendation in support of the application for the ATCA Scholarship Program. You may select anyone from your community who you believe can best address your strength of personal character and your commitment to volunteer service.

8. Official transcripts of all college coursework. If you are a high school student or have completed less than 30 semester or 45 quarter hours, also send high school transcript(s).

#### What Scholarships Can You Choose to Apply for?

- Category A Gabriel A. Hartl Scholarship Students enrolled half- to full-time in a two- to four-year air traffic control program at an institution approved and/or licensed by the Federal Aviation Administration as directly supporting the FAA's college and training initiative.
- > Category B Lawrence C. Fortier Memorial Scholarship Students enrolled half- to full-time in a program leading to a bachelor's degree or higher in an aviationrelated course of study.
- > Category C Full-Time Employee Student Scholarship Full-time employees enrolled in advanced study programs to improve their skills in air traffic control or an aviation discipline.
- Category D Buckingham Memorial Scholarship U.S. citizen, children of air traffic control specialists enrolled half- to full-time in a program leading to a bachelor's degree or higher.
- > Category E Raytheon Women in Aviation Scholarship

Female students enrolled half- to full-time in a program leading to a bachelor's degree or higher in an aviation-related course of study. Each scholarship will include a summer internship at Raytheon.

If you need more information or have any questions, please use the following link www.atca.org/scholarship or please email tim.wagner@atca.org.

ATCA Scholarships are a great opportunity to get financial assistance for tuition, books, or any school related expenses. Paying for college can be challenging, so why not get rewarded for all your hard work in the classroom? Good luck!

#### SGS ANNOUNCEMENTS

#### **NEW POSITION ANNOUNCEMENT**

We would like to introduce our newly appointed Worldwide Associate Program Coordinator of the Ph.D. in Aviation program, Dr. Ian McAndrew, FRAeS. As well as our new contact, he is now the Associate Dean for Research for the College of Aeronautics, Worldwide.

Dr. McAndrew will help to steer our Ph.D. program with SGS faculty and staff. One of his roles is to act as a liaison between the Ph.D. in Aviation program and Worldwide. Also, he will represent Worldwide concerns and any detected opportunities for the program. He will deliver some of the sessions in each doctoral Residency. Ian will be working closely with Dr. Dothang Truong, our Ph.D. in Aviation Program Coordinator and assist in facilitating international recruiting, among other duties. Please congratulate Dr. McAndrew on his newly appointed role.

Dr. Ian McAndrew started as an adjunct in 2004 and has been full time at Embry-Riddle Worldwide since 2009. He has been the Graduate Department Chair in the college of aeronautics at Worldwide since 2013. His background is in mechanical engineering, and he also has degrees in education and is a professional electrical engineer. In 2014 he was elected as a Fellow of the Royal Aeronautical Society and also awarded tenure at Embry-Riddle. In 2015 he was promoted to Professor.



Previously to Embry-Riddle, Dr. McAndrew was a senior lecturer at a university in London. He has extensive experience of serving on Ph.D. committees since the 1990s and currently has 28 successful completions. He is the conference chair for several international conferences and editor in chief on two journals. He frequently is invited to deliver keynote speeches at conferences globally; already this year he has given speeches in Hong Kong, Thailand, Prague, and Japan. His teaching experience is global, and he has taught at universities in over 20 countries. He has over 50 conferences and journal publications over the past 25 years and is a committed researcher. His main areas of current research are Aerodynamics, particularly low speeds.

### SGS ANNOUNCEMENTS (CONT.)

#### PLEASE MEET OUR Ph.D. RESIDENTIAL STUDENTS!

From left to right, Stephanie Fussell (Cohort 9), Marisa Aguiar (Cohort 8), Bradley Baugh (Cohort 9), and WooJin Choi (Cohort 9). The students assist our faculty in the school part-time with research and various projects, while also taking classes full time. Our residential students are located in the COA building, room 132. Please stop by and welcome them, if you have not already. We are extremely happy to have them right across the hall!







#### CALL FOR PAPERS

- > 21st Annual World Aviation Training Summit
- April 17-19, 2018
- > Rosen Shingle Creek Resort, Orlando, Florida
- > Submission Deadline: December 4, 2017

The Journal for Civil Aviation Training (CAT) is now accepting presentation abstracts for the world's largest and most international aviation training conference.

Together with conference content focusing on the training technologies, instructional techniques, "best practices" and "lessons learned" that the industry has come to value from WATS, we will also provide a unique insight into evolving aviation career paths and "life-long" learning as the industry grapples with demographic challenges and ever-increasing growth. It is therefore appropriate that the overall theme of WATS 2018 is "The Role of Technology and Data in Optimizing Career Paths, Human Performance and Operational Safety."

Presentation proposals should address an aspect of aviation training and education in one of the following broad categories:

- New hire issues and personnel supply and demand Global aviation workforces and developing positive training cultures
- > Customized/individualised training
- > Competency and evidence-based training
- > Performance-based training
- > Risk-based decision making
- Instructional techniques and training ROI
- > Simulation technology update and insights

- > Immersive/VR/AR training environments
- > Aviation system safety and security
- > Safety Management Systems (SMS) and human factors
- International and national licensing, compliance and regulatory issues
- > Training for new aircraft technologies
- > Airspace modernisation and training issues
- Mobile, gaming and eLearning technologies in training
- Air carrier simulation and training "lessons learned"

WATS is an "Applied" conference and while full academic papers are not appropriate, we welcome summaries of appropriate aviation training and education research, particularly if there is international application.

To propose a presentation for any of the four WATS conference streams, and to ensure its consideration in the 2018 conference, please send a maximum 300 word abstract before December 4, 2017. Abstracts are required to be accompanied by a short biography of the speaker, which should include contact information, titles, positions and employers, academic background, and any conference presentation experience.

Please title your email "WATS 2018 ABSTRACT" and submit to Chris Lehman, WATS Conference Chair and CAT Editor in Chief, at <a href="mailto:chris@halldale.com">chris@halldale.com</a>. Copy should also be sent to Fiona Greenyer at <a href="mailto:fiona@halldale.com">fiona@halldale.com</a>.

For more information about WATS 2018, please visit www.wats2018.com

# COLLEGE OF AVIATION SCHOOL OF GRADUATE STUDIES NEWSLETTER

Please feel free to send all updates/announcements to Katie Esguerra at dunnk2@erau.edu for future newsletters.

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EMBRY-RIDDLE
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