



STRATEGIC PLAN

2026-28

THE BOEING CENTER FOR
**AVIATION &
AEROSPACE
SAFETY**

VISION

Be the global leader for enhancing aviation and aerospace safety.

MISSION

Lead and foster innovation and collaboration among industry, government, and academic leaders, focusing on research, student experience, professional education, and industry engagement that will enhance aviation and aerospace safety.

VALUES

Integrity. Innovation. Collaboration.

PILLARS

Research. Student Experience. Professional Education. Industry Engagement.

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Goal 1: Conduct and enable impactful safety research

Strategies	Critical Tasks		Deadline
(1) Facilitate procurement of externally funded research.	(a)	Build relationships by targeting at least one external funding agency.	Dec-26
	(b)	Leverage Faculty Research Affiliates to procure externally funded research.	Ongoing
	(c)	Provide faculty with support needed to develop teams, and to submit and manage grants.	Ongoing
	(d)	Increase faculty participation in conducting externally funded research with and through BCAAS.	Ongoing
(2) Enhance research opportunities for students, staff, and faculty.	(a)	Hold Annual Safety Research Symposium with virtual access for all students faculty and staff.	Annually
	(b)	Provide opportunities for faculty to engage with BCAAS and each other around aviation safety research topics.	Ongoing
	(c)	Initiate research with current funding, ie Campos program support.	Dec-26
(3) Improve visibility of the research enterprise.	(a)	Support and enable publication of scholarly activity.	Ongoing
	(b)	Publicize research activities through earned media and external communications.	Ongoing
(3) Select, award, and fund internal research projects	(a)	Solicit, select and fund research projects conducted by Embry-Riddle Aeronautical University faculty and students.	Annually
	(b)	Track, monitor, and publicize results of internally funded research projects.	Ongoing
(4) Improve efficiency of processes and systems to support research	(a)	Determine and enact an appropriate staffing model to support the research enterprise.	Dec-26
	(b)	Develop tracking mechanism for PPIFs, submitted grants, and expenditures	Jun-26

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Goal 1: Conduct and enable impactful safety research

Performance Metrics	CY-26 Goal	CY-26 Actual	CY-27 Goal	CY-27 Actual	CY-28 Goal	CY-28 Actual
Relationship built with funding agencies	1					
External grant applications involving FRAs	2					
External grants submitted	4					
Research expenditures	\$35,000					
Internal grants awarded	2					
Number of scholarly products resulting from BCAAS-supported research (presentations, journal articles, white papers)	5					
Number of popular products resulting from BCAAS-supported research (interviews, popular press articles)	1					
Symposium attendance - both virtual and in-person	100					
BCAAS staffing appropriate to needs	Complete by Dec-26					
Tracking mechanisms established and followed	Complete by Dec-26					

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Goal 2: Enhance the Student Experience

Strategies	Critical Tasks		Deadline
(1) Provide students with extracurricular opportunities	(a)	Conduct live in-person and live-streamed Safer Skies events.	Ongoing
	(b)	Create a student advisory board with representatives from all three campuses.	Nov-26
	(c)	Include graduate and undergraduate students in research.	Ongoing
	(d)	Build relationships with safety-focused student organizations	Ongoing
(2) Support the student academic experience in safety	(a)	Coordinate guest speakers	Ongoing
	(b)	Support development of safety-related curriculum materials	Ongoing
(3) Promote, support, and fund aviation and aerospace safety internship opportunities for students at all three campuses.	(a)	Collaborate with industry and the BCAAS Industry Advisory Board to identify potential aviation and aerospace safety internship opportunities for undergraduate and graduate students.	Ongoing
	(b)	Fund summer internship opportunities at organizations such as the NTSB, FAA, and Congress.	Annually
	(c)	Work with Embry-Riddle Aeronautical University Center for Career and Professional Development to make students aware of aviation and aerospace safety internship opportunities.	Annually

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Goal 2: Enhance the Student Experience

Performance Metrics	CY-26 Goal	CY-26 Actual	CY-27 Goal	CY-27 Actual	CY-28 Goal	CY-28 Actual
Safer Skies Events organized	5					
Attendance at Safer Skies events - total online and in person	420					
Student Advisory Board created	Complete by Dec-26					
Number of undergraduate students involved in internally and externally funded research	3					
Number of graduate students involved in internally and externally funded research	3					
Guest speakers in classrooms	10					
Safety-related curriculum enhancements	2					
Internships facilitated	4					
Internships funded	4					

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Goal 3: Support world class professional education

Strategies	Critical Tasks		Deadline
(1) Build a market-responsive, revenue-generating aviation and aerospace safety education portfolio aligned with global workforce demand.	(a)	Design and implement a university-aligned external instructor engagement framework that streamlines onboarding while supporting rapid program deployment.	Jul-27
	(b)	Attract and secure subject-matter experts and guest speakers to develop and deliver professional education courses	Ongoing
	(c)	Work with leadership team and Faculty Research Affiliates to develop novel ideas for courses as industry evolves, and in response to Industry Advisory Board and industry guidance.	Ongoing
(2) Position BCAAS as the global thought leader in aviation and aerospace safety professional education.	(a)	Leverage the Industry Advisory Board as a strategic channel to drive professional education enrollment and corporate participation.	Ongoing
	(b)	Build industry partnerships to secure professional education participation.	Ongoing
	(c)	Secure dedicated marketing strategist embedded within BCAAS and Daytona Beach Professional Programs.	Dec-26
	(d)	Promote safety-related professional education courses through BCAAS marketing channels.	Ongoing
(3) Institutionalize dedicated marketing, communications, and enrollment management infrastructure to accelerate program growth and market penetration.	(a)	Partner with university leadership to develop and execute an enterprise-level roadmap positioning BCAAS safety professional education for global competitiveness.	Jul-27
	(b)	Establish a strategic alliance with University Marketing to develop and execute a data-driven enrollment growth strategy for new professional education programs, inclusive of dedicated university-level funding support.	Jul-27
	(c)	Create aligned, market-driven messaging and collateral to support coordinated promotional execution with University Marketing.	Jul-27

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Goal 3: Support world class professional education

Performance Metrics	CY-26 Goal	CY-26 Actual	CY-27 Goal	CY-27 Actual	CY-28 Goal	CY-28 Actual
Courses developed	3					
Courses taught	35					
Number of students enrolled in safety-related professional education classes	400					
External faculty hiring mechanism established	Complete by Dec-26					
New partnerships established	1					
Brand manager hired	Complete by Dec-26					
University dollars spent in marketing	\$20,000					

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Goal 4: Engage with Industry

Strategies	Critical Tasks		Deadline
(1) Bring industry events to all 3 campuses	(a)	Collaborate with companies, trade associations, and industry safety organizations to co-host conferences and symposia about timely issues in aviation and aerospace safety.	Ongoing
	(b)	Host in person Industry Advisory Board on Daytona Beach campus (with associated live streamed safer skies event, and classroom visits)	Annually
(2) Bring individual industry leaders to campus	(a)	Record Safer Skies podcast series	Dec-26
	(b)	Livestream Safer Skies events to external audience	Nov-26
(3) Support industry visits to Daytona Beach campus	(a)	Provide program overviews, building tours, and campus tours as appropriate	Dec-26
(4) Attend industry events	(a)	Ensure BCAAS presence at key industry events	Ongoing
(5) Publicize BCAAS activities	(a)	Publish periodic newsletters	Ongoing
	(b)	Publish Annual Report	Ongoing
	(c)	Maintain vibrant social media presence	Ongoing
	(d)	Identify opportunities for national and international awards	Ongoing

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Goal 4: Engage with Industry

Performance Metrics	CY-26 Goal	CY-26 Actual	CY-27 Goal	CY-27 Actual	CY-28 Goal	CY-28 Actual
Events held on campus	2					
Safer Skies podcast interviews recorded and distributed	6					
Safer Skies events live streamed to public	1					
Industry visits supported	6					
Newsletters published	3					
Annual Report published	Complete by Jan-27					
Social media plan developed and executed	Complete by Dec-26					
Apply for national/international awards	1					

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Goal 5: Maintain sustainable operations.

Strategies	Critical Tasks		Deadline
(1) Establish appropriate staffing	(a)	Determine appropriate staffing to support all BCAAS goals and activities	Apr-26
	(b)	Faculty Research Director on board	Dec-26
	(c)	Worldwide Faculty Research Affiliate on board	Aug-26
	(d)	Brand manager on board	Aug-26
(2) Establish a pathway to budgetary self-sustainability.	(a)	Develop an annual budget.	Annually
	(b)	Review and reconcile budget monthly	Ongoing
(3) Increase philanthropic gifts	(a)	Engage with potential donors	Dec-26
(4) Maintain/improve building	(a)	Seek opportunities to improve function and appearance of BCAAS building	Dec-26
(5) Collaborate with other Centers of Excellence to lead process improvement.	(a)	Identify and push adoption of UA level improvements in structures and processes	Dec-26

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Goal 5: Maintain Sustainable Operations

Performance Metrics	CY-26 Goal	CY-26 Actual	CY-27 Goal	CY-27 Actual	CY-28 Goal	CY-28 Actual
Annual Budget developed	Complete by Jul-26					
Budget reviewed and reconciled monthly	12					
Staffing at appropriate level	Complete by Dec-26					
Faculty Research Director on board	Complete by Dec-26					
Worldwide Faculty Research Affiliate on board	Complete by Aug-26					
Brand manager on board	Complete by Aug-26					