



STRATEGIC PLAN

2023–25

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, academic programs, professional education, and consulting that will enhance aviation and aerospace safety.

VALUES

Integrity. Innovation. Collaboration.

PILLARS

Research. Academic Programs. Professional Education. Industry Engagement.

The Boeing Center for Aviation and Aerospace Safety

Goal 1: Conduct impactful safety research.

Strategies	Critical Tasks	Deadline
(1) Procure external funding to support BCAAS research projects.	(a) Apply for external grants including government and industry funding.	Annually
	(b) Connect with Affiliate Scholars and Graduate Research Fellows to support the execution of BCAAS externally funded research projects.	Ongoing
	(c) Hire a Research Director to manage and pursue external funding endeavors. Assess staffing needs as needed to ensure externally funded grants can be completed.	May 2024
	(d) Build relationships with external federal and state agencies as needed to identify research problems and pursue external funding opportunities.	Ongoing
(2) Build an aviation and aerospace safety research community by connecting students, staff, and faculty.	(a) Determine faculty experience, interests, and expertise.	July 2024
	(b) Create an Affiliate Scholars program to engage current ERAU faculty with the Center and provide interdisciplinary safety-focused networking, collaboration, support, and research opportunities.	July 2024
	(b) Establish a Graduate Research Fellowship program to include financial support and work opportunities for Ph.D. students at the Daytona Beach campus.	December 2024
	(c) Establish a Graduate Research Assistantship program to include financial support and work opportunities for ERAU master's students at all three campuses.	December 2023
	(d) Form a mechanism to connect undergraduate students at all three campuses with BCAAS Affiliate Scholars to encourage undergraduate involvement in ongoing research projects through research assistantships.	March 2024
	(e) Host ERAU-only symposia at each campus to bring students and faculty together in a research roundtable style environment to network, foster partnerships, gauge interest, and develop a roster of interested students and faculty.	Annually
	(f) Organize an industry-based research consortium to help guide BCAAS research endeavors.	December 2025
(3) Select, award, and fund internal research projects	(a) Select and fund research projects conducted by ERAU faculty and students.	Annually
	(b) Market BCAAS internal funding opportunities across all three campuses.	Ongoing

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Goal 1: Conduct impactful safety research.

Performance Metrics	CY-23 Actual	CY-24 Goal	CY-24 Actual	CY-25 Goal	CY-25 Actual
External grants submitted	\$2M	\$2M	\$2.6M	\$3M	
Internal grants awarded	\$35,000	\$47,000	\$52,000	\$50,000	
Students involved in funded research	7	10	9	15	
Organizations BCAAS is developing relationships with	10	15	9	15	
Consortium developed	In progress	In progress	In progress	In progress	
Scholarly articles published	0	2	6	4	

The Boeing Center for Aviation and Aerospace Safety

Goal 2: Promote thought leadership.

Strategies	Critical Tasks		Deadline
(1) Establish BCAAS as a well-known and respected source for scholarly analysis of aviation and aerospace safety issues.	(a)	Write white papers, essays, and safety briefs about a variety of aviation and aerospace safety topics and BCAAS activities to publicize on the BCAAS website, trade journals, and industry publications.	Ongoing
	(b)	Leverage BCAAS Affiliate Scholars, Graduate Research Fellows, and staff to write regular short, scholarly-style articles and essays to publish in official BCAAS publications.	Begin by August 2024
	(c)	Publicize a quarterly BCAAS newsletter.	Begin by March 2024
	(d)	Publicize a quarterly "Executive Director's Reading List" on the BCAAS website and/or the official BCAAS scholarly blog.	Ongoing
	(e)	Deliver presentations about BCAAS projects and opportunities at professional conferences, seminars, and aviation and aerospace industry events.	Ongoing
(2) Promote, support, and fund aviation and aerospace safety internship opportunities for students at all three campuses.	(a)	Collaborate with industry and the BCAAS IAB to identify potential aviation and aerospace safety internship opportunities for undergraduate and graduate students.	Ongoing
	(b)	Create a scholarship fund to enable students to have summer internship opportunities at organizations such as the NTSB, FAA, and Congress. Actively promote giving to the fund.	Ongoing
	(c)	Work with ERAU Career Services to make students aware of aviation and aerospace safety internship opportunities.	Ongoing
	(d)	Promote internship opportunities on the BCAAS website and via BCAAS marketing channels.	Ongoing
(3) Support the growth and development of ERAU safety-related academic programs.	(a)	Collaborate with academic leaders at ERAU WW, DB, and PC to assist with connecting faculty members to aviation and aerospace safety educational resources.	Ongoing
	(b)	Fund professional development leading to curriculum improvements in aviation and aerospace safety.	Ongoing
	(c)	Promote ERAU safety-related programs via BCAAS marketing channels, speaking engagements, and events.	Ongoing

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Goal 2: Promote thought leadership.

Performance Metrics	CY-23 Actual	CY-24 Goal	CY-24 Actual	CY-25 Goal	CY-25 Actual
Safety leadership and ethics educational materials developed	N/A	Complete	In-progress	Complete	
Academic curriculum projects supported	0	2	2	2	
Internships facilitated	3	4	4	6	
Internships funded	0	1	4	1	
Presentations and speaking engagements delivered	27	30	32	30	
Guests and guest speakers hosted	3	2	7	4	
Campus tours facilitated	3	15	10	15	
Trade and informal articles published	9	9	3	13	
Total enrolled students in ERAU WW M.S. in Aviation Safety Program	172	200	251	220	
Total enrolled students in ERAU WW B.S. in Aviation Safety Program	0	100	83	150	

The Boeing Center for Aviation and Aerospace Safety

Goal 3: Provide a platform for engagement and debate.

Strategies	Critical Tasks		Deadline
(1) Share Center's mission with other campuses, colleges, individuals, industry, and the community.	(a)	Conduct listening tours across campuses and introduce the Center to every faculty member.	December 2023
	(b)	Collaborate with the University to organize Speaker Series events, Lunch Talks, or Hot Topic Discussions on a regular basis at the BCAAS facility, the Willie Miller Instructional Center, and, as appropriate, at the Prescott campus. To the extent possible, make these events available virtually for WW student and faculty participation.	Ongoing
	(c)	Host quarterly BCAAS meetings for students, faculty, and staff to learn about the Center's programs and opportunities to become involved.	Begin by March 2024
	(d)	Attend industry and academic events to showcase and market BCAAS projects, initiatives, and opportunities.	Ongoing
	(e)	Market Center events via BCAAS social media platforms, university-wide emails, and flyers.	Ongoing
(2) Provide a world-class venue for aviation and aerospace safety education.	(a)	Equip the BCAAS facility with state-of-the-art communications technology, especially in the boardroom and classroom for optimal in-person and virtual interactions.	May 2024
	(b)	Design and procure interior décor to convey the BCAAS story and mission while showcasing the Center's accomplishments in research, academic programs, professional education, and consulting.	May 2024
	(c)	Make the first floor of the BCAAS facility available to aviation and aerospace safety student clubs and organizations for meeting space in the evenings.	Ongoing
	(d)	Coordinate with the ERAU DB Registrar to schedule ERAU DB safety-focused undergraduate and graduate courses in the BCAAS facility's first floor classrooms each semester.	Ongoing
(3) Grow social media presence.	(a)	Develop procedures and a monthly schedule for LinkedIn, Instagram, and Twitter pages.	April 2024
	(b)	Promote the work of the BCAAS Leadership Team, Affiliate Scholars, Graduate Research Fellows, and ERAU Pro Ed programs via BCAAS social media channels.	Ongoing
	(c)	Implement social media marketing strategies to reach 2000 LinkedIn followers, 500 Instagram followers, and 100 Twitter followers by the end of CY 2024.	December 2024

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Goal 3: Provide a platform for engagement and debate.

Performance Metrics	CY-23 Actual	CY-24 Goal	CY-24 Actual	CY-25 Goal	CY-25 Actual
Industry events attended	2	5	23	5	
Industry events hosted	3	4	1	4	
Internal ERAU events hosted	0	6	8	8	
LinkedIn followers	1400	2000	2615	2500	
Instagram followers	110	500	246	700	
Twitter followers	0	100	N/A	N/A	

The Boeing Center for Aviation and Aerospace Safety

Goal 4: Provide world-class professional education.

Strategies	Critical Tasks		Deadline
(1) Launch aviation and aerospace safety professional education courses.	(a)	After materials are developed, launch and host the BCAAS/ERAU Pro Ed "Safety Leadership" and "Ethics of Safety" courses at the BCAAS facility and externally.	December 2024
	(b)	Promote new professional education courses via BCAAS marketing channels.	Ongoing
	(c)	Coordinate with ERAU Pro Ed to develop an "Emergency Planning and Response" professional education course.	June 2024
	(d)	Coordinate with the ERAU Pro Ed team to develop logistical materials and procedures for in-person courses at the BCAAS facility.	March 2024
	(e)	Work with Affiliate Scholars to develop novel ideas for courses as the industry evolves, and in response to IAB and industry guidance.	Ongoing
	(f)	Attract and secure subject-matter experts and guest speakers to develop and deliver professional education course offerings.	Ongoing
(2) Garner university level marketing support for BCAAS and ERAU Professional Education endeavors.	(a)	Meet with University leadership to develop a roadmap for significantly elevating our safety professional education program to compete on an international level.	April 2024
	(b)	Collaborate with the University's marketing team to develop promotional strategies to increase student enrollment in new courses to include University-level financial support.	Ongoing
	(c)	Provide materials to the University's marketing team to assist in executing agreed upon promotional strategies.	Ongoing

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Goal 4: Provide world-class professional education.

Performance Metrics	CY-23 Actual	CY-24 Goal	CY-24 Actual	CY-25 Goal	CY-25 Actual
Courses developed	2	3	5	2	
Courses taught	24	30	38	32	
Total enrolled students	300	390	544	400	
University dollars spent in marketing	N/A	TBD	\$15,000	TBD	

The Boeing Center for Aviation and Aerospace Safety

Goal 5: Maintain sustainable operations.

Strategies	Critical Tasks		Deadline
(1) Organize BCAAS goals and hire Leadership Team.	(a)	Develop core values and 3-year strategic plan.	Ongoing
	(b)	Establish appropriate staffing for the core Leadership Team to include the selection and hiring of a Research Director, Graduate Research Assistant, and Undergraduate Student Assistant.	March 2024
	(c)	Create an organizational chart with reporting lines for all staff and Affiliate Scholars. Update BCAAS white paper and annual report accordingly.	December 2024
	(d)	Once the BCAAS Affiliate Scholars program has been established, onboard Affiliate Scholars and update BCAAS promotional materials accordingly.	Ongoing
(2) Establish a pathway to budgetary self-sustainability.	(a)	Secure external grant funding.	Ongoing
	(b)	Develop an annual budget.	Ongoing
	(c)	Work with BCAAS Leadership Team, Provost, VP of Research, and the IAB to develop mutually agreed upon metrics for success.	May 2024
	(d)	Turn opportunities from SWOT analysis into business.	Ongoing

The Boeing Center for Aviation and Aerospace Safety

Goal 5: Maintain sustainable operations.

Performance Metrics	CY-23 Actual	CY-24 Goal	CY-24 Actual	CY-25 Goal	CY-25 Actual
Strategic plan developed	Complete	Complete	Complete	Complete	
External grants awarded	\$345,000	\$400,000	\$410,000	\$500,000	
Staff members hired	2	1	1	As needed	

<u>Abbreviation</u>	<u>Definition</u>
BCAAS	Boeing Center for Aviation and Aerospace Safety
DB	Daytona Beach
ERAU	Embry-Riddle Aeronautical University
IAB	Industry Advisory Board
PC	Prescott
Pro Ed	Embry-Riddle Professional Education Programs
WW	Worldwide