





July 1, 2023

STRATEGIC PLAN



2023-28

Embry-Riddle Aeronautical University - Strategic Plan for 2023-28

MISSION - Who is Embry-Riddle Aeronautical University?

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 - What is our Future?

Embry-Riddle will be the source for innovation and excellence in aerospace education and applied 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. Our Prescott campus will focus on undergraduate education that emphasizes problem-based discovery and become a top-ranked destination for its undergraduate STEM programs. Our Worldwide campus will continue to be recognized as the best in online and distance education. And, our Daytona Beach campus will be recognized for leadership in select areas of research, aerospace innovation and attention to student success, also grounded in problem-based discovery. Members of the Embry-Riddle community will support one another to achieve our vision of excellence.

VALUES - What do we value?

Embry-Riddle will provide a transformative educational experience through fostering collaboration and teamwork, ethical and responsible behavior, a culture of research and discovery, and a focus on the development of the professional skills needed for success in a 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.

PROCESS - How was the Strategic Plan developed?

As we looked for ways to take Embry-Riddle to even greater heights, we asked the Embry-Riddle community to provide input to a new Strategic Plan. Across five core areas of interest, Strategic Implementation Teams identified best practices, key goals, success metrics and next steps related to: 1) Student Experience, 2) Enrollment Management, 3) Faculty and Academic Excellence, 4) Research and Innovation, and 5) Philanthropy and Alumni Engagement. The teams were charged to engage the broader Embry-Riddle community to define the issue and develop a solution strategy. Throughout the process, we sought feedback from the broader Embry-Riddle community through multiple mechanisms: i) online input, ii) Faculty Senates, iii) meetings with constituent groups, iv) Trustees, and v) faculty/student/staff forums.

The Student Experience

Goal 1: Provide an exceptional student experience that aligns with improved retention and timely graduation.

Strategies		Critical Tasks	Deadline
(1) Reinforce essential student skills through	(a)	Review and revise curriculum to emphasize critical thinking, communication and problem-solving skills.	Ongoing
curriculum: Prepare students for lifelong learning by empowering them with essential learning skills. Strengthen the curriculum of all		Fully integrate experiential learning (research, applied learning, service learning, etc.) throughout the curriculum.	Dec 2025
programs with experience in critical thinking,	(c)	Ensure students have access to state-of-the-art instructional technology.	Ongoing
communication, applied learning and research.	(d)	Implement college- and program-level plans to improve retention and four- and six-year graduation rates.	Dec 2023
	(e)	Include retention and graduation rate metrics in academic leader's annual evaluations.	Ongoing
(2) Expand out-of-class engagement:	(a)	DB and PC: Increase the percentage of students who:	Ongoing
Supplement the classroom experience with a wide range of out-of-class learning activities.		i. belong to student organizations,	
-		ii. hold positions of on-campus employment,	
		iii. participate in high-impact practices (e.g., research project, experiential learning course assignment, community service),	
		iv. participate in a living-learning community, or	
		v. participate in collaborative projects offered through collegiate first-year courses and first-year programs.	
	(b)	Increase industry-sponsored and cross-campus projects in upper-level courses, leveraging opportunities with WW locations (including the Singapore campus), students and faculty.	Ongoing
	(c)	Expand opportunities for international experiences, co-ops, and internships.	Ongoing
	(d)	WW: Enhance student outside-the-class activities via Dean of Students Office, as well as WW colleges and academic programs.	Dec 2023
(3) Promote student physical and mental well- being: Provide students with resources to help maintain their physical and mental health.	(a)	Expand early alert student-support networks connecting Student Life staff, Housing and Residence Life staff, faculty, and academic advisors to identify students at risk of leaving ERAU and provide students with resources necessary to keep them on track to graduate on a timely basis.	Ongoing
	(b)	Maximize use of the CRM by academic advisors to identify and support students at risk of dropping out, or at risk of not graduating in a timely basis.	May 2024
		Emphasize programs to promote student counseling services to support student physical and mental well-being through student awareness, skill building for resiliency, identifying high risk behaviors, and prevention initiatives.	Dec 2023

The Student Experience

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Performance Metrics	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28
Performance Metrics	actuals	baseline ¹	Goal	Goal	Goal	Goal	Goal
Metric 1 – First-year retention rate (Residential)	79.3%	80.8%	82.0%	83.0%	84.0%	86.0%	88.0%
Metric 2 – First-year undergraduate retention rate (WW)	65.7%	52.6%	53.0%	54.0%	55.0%	56.0%	57.0%
Metric 3 – First-year graduate retention rate (WW)	76.7%	73.7%	74.0%	75.0%	76.0%	77.0%	78.0%
Metric 4 – Four-year graduation rate (Residential)	42.0%	43.2%	44.0%	44.0%	45.0%	46.0%	47.0%
Metric 5 – Six-year graduation rate (Residential)	64.1%	65.7%	67.0%	68.0%	69.0%	70.0%	71.0%
Metric 6 – Eight-year graduation rate (WW)	36.0%	37.0%	38.0%	39.0%	41.0%	43.0%	45.0%

Enrollment Management

Goal 2: Implement an adaptive enrollment vision and associated management plan that supports ERAU's unique identity & mission.

Strategies		Critical Tasks	Deadline
(1) Enrollment with a Purpose: Optimize the	(a)	Develop a process for shaping incoming class make-up to provide desired enrolling profile.	Jan 2024
recruitment process to support student success, program health and the financial strength of the	(b)	Develop an enrollment health score (student intake, retention, graduation, placement rate) for all programs.	Jul 2024
university.	(c)	Automate (b) to provide annual assessment of each program. Identify programs with strong/weak ROI.	Jul 2024
	(d)	Identify diversity focused recruitment opportunities and partnerships.	Jan 2025
(2) Retention Focused Admissions: Use data analytics in the admission process to identify	(a)	Partner with IR to annually review admission criteria (programmatically) to support retention goals by comparing incoming classes to national benchmarks and aspirational institutions.	Jan 2024
opportunities for maximum retention.	(b)	Recruit/enroll high-potential students who, based on data, are responsive to retention, student success and career-readiness strategies/initiatives.	Jan 2025
	(c)	Align need-based financial aid to the highest academic performers to reduce attrition due to financial need.	Jun 2024
(3) Implement Strategic Enrollment	(a)	Rebuild website to provide a quality user experience, increase RFIs, and yield diverse and qualified admits.	Jul 2023-28
Management Plan (SEMP) Initiatives: Partnering with Office of Information Technology, implement highest priority	(b)	Enhance CRM capabilities to provide relevant, accurate, and accessible data on key metrics to support timely, data-driven decisions that will inform a strategic, efficient, and effective enrollment strategy.	Jul 2023-28
enrollment initiatives to support external visibility, marketing and data analysis.	(c)	Develop/implement short- & long-term marketing plans to create a strong brand presence and awareness using multiple marketing channels.	Dec 2023-28
	(d)	Continue Diversified Program Marketing to actively market focus programs and highly ranked programs with the goal of diversifying student enrollment away from a heavy reliance on two flagship programs.	Dec 2023-28
(4) Centralized Recruitment: Leverage our	(a)	Hold quarterly meetings with collegiate units, enrollment town halls and update Degree Playbooks annually.	Jan 2024
strength of the centralized Enrollment Management organization to provide consistent	(b)	Deliver continuous training (e.g., training summit and online training course).	Jan 2024
support for all academic units and applicants in	(c)	Leverage staff to effectively represent all campuses and reimage territories for more effective coverage.	Jul 2024
an efficient manner.	(d)	Create a repository of territory-specific opportunities for recruitment with industry, military, K12, transfer, and civilian entities.	Jul 2024
(5) Enrollment Marketing: Use marketing tools and resources with high return on investment	(a)	Create, institute, and analyze an annual marketing survey for newly admitted students (i.e. determine what in our marketing efforts attracted them)	Jan 2024
(ROI) to identify, recruit, and enroll a diverse student body across all campuses and programs.	(b)	Use marketing analytics quarterly to best allocate and/or reposition marketing resources focused on ROI.	Jul 2024
, and a series and problem in the series and	(c)	Ensure multi-platform, multi-modal, brand exposure to entice all current ERAU audiences and attract new ones.	Dec 2023-28

Enrollment Management

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Strategies		Critical Tasks	Deadline
(6) Transfer and Graduate Enrollment:		Collaborate with academic leadership to explore transfer friendly policies or pathways.	Jan 2025
Maximize opportunities for student enrollment by strengthening relationships with transfer	(b)	Create seamless intercampus transferability.	Jan 2025
institutions, community organizations, government and industry and military	(c)	Build a repository, communication flow, and enhance relationships with top transfer colleges.	Jan 2024
partnerships.	(d)	Improve admissions experience and timelines especially for transfer credit evaluation.	Jul 2024
	(e)	Identify, solidify, and promote cross-campus 3+1+1 and 4+1 programs. Focus on residential UG to WW GR.	Jul 2024
		Identify and invite 5-10 high-school/community colleges for each residential campus to ERAU annually to strengthen relationships and determine if increased enrollment occurs.	Jun 2024
(7) Financial Aid/IFS Optimization: Provide longterm stewardship of resources by optimizing the	(a)	Ensure current targeted academic, degree-specific, need-based, and other awards are optimally aligned with our mission and vision.	Jan 2024
use of IFS and philanthropic support.		Continue to utilize Financial Aid leveraging. Measure IFS success to include all cohorts of incoming students, allowing flexibility in awards to target select populations as needed to shape each year's class. (transfer, first-time, international).	Dec 2023-28

Enrollment Management

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Performance Metrics	FY-22 actuals	FY-23 actuals ^{1, 2}	FY-24 Goal	FY-25 Goal	FY-26 Goal	FY-27 Goal	FY-28 Goal
Metric 1 – New Student Enrollment		•					
<u>Undergraduate</u>							
Residential	2,981	2,940	2,904	2,917	2,935	2,953	2,970
WW	3,791	3,798	3,886	3,966	4,045	4,119	4,114
<u>Graduate</u>							
Residential	234	296	280	285	295	305	305
WW	1,572	1,608	1,606	1,629	1,653	1,636	1,689
Metric 2 – Undergraduate Demographics							
<u>Female</u>							
Residential	780	771	779	786	794	802	810
WW	511	501	506	511	517	522	527
<u>Underrepresented</u>							
Residential	916	960	887	896	899	902	905
WW	1,454	1,432	1,446	1,461	1,475	1,490	1,505

Academic and Faculty Excellence

Goal 3: Achieve academic excellence with exceptional programs and outstanding faculty.

Strategies		Critical Tasks	Deadline
(1) Ensure the relevancy of academic programs: Update the curriculum regularly to provide	(a)	Offer new academic programs (including certificate programs and badging) that meet workforce needs and demonstrate a high ROI and eliminate those that don't.	Ongoing
students with the latest industry-relevant knowledge and experiences.	(b)	Enhance the current academic program review and curriculum development process by including external participants (e.g., alumni and Industry Advisory Board members) where appropriate.	Dec 2024
	(c)	Recognize academic programs with strong and growing student enrollments, rankings, retention rates and career placements.	Ongoing
(2) Ensure continuous improvement of	(a)	Conduct third-year review of tenure-track faculty that includes a midpoint assessment of promotion dossier.	Dec 2024
instruction: Provide opportunities for faculty to continuously improve their instructional skills.	(b)	Conduct five-year reviews of all tenured faculty.	Dec 2025
	(c)	Through professional development training, enhance pedagogical improvements and student engagement in the classroom.	Ongoing
	(d)	Encourage industry-supported and other professional development opportunities for faculty, and for those faculty selected for prestigious awards.	Jun 2024
	(e)	Expand faculty peer-mentoring programs (including peer-review of teaching).	Dec 2024
(3) Expand faculty role in student retention initiatives: Involve faculty in designing and	(a)	Conduct continuous, data-driven, closed-loop evaluation and improvement of courses and programs.	Dec 2024
evaluating measures to improve retention rates through collaboration with academic support units.	(b)	Engage faculty in the regular review of all courses taught in their programs, including the redesign of courses where students consistently underperform and those with varying effectiveness (e.g., DFW rates) across different sections in the same course.	Dec 2024
	(c)	Redesign courses to allow for meaningful experiential learning assignments, service learning opportunities and cross-campus projects.	Dec 2025
(4) Recruit and support under-represented	(a)	Provide diversity training for faculty search committees.	Fall 2023
faculty: Enhance best practices for faculty recruitment and retention.	(b)	Take necessary actions to assure that all faculty searches attract a diverse pool of candidates.	Ongoing
	(c)	Partner with other universities and industry to develop talent pipelines for underrepresented faculty candidates.	Dec 2024
	(d)	Develop mentorship programs to retain and promote faculty from underrepresented groups.	Dec 2024

Academic and Faculty Excellence

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Performance Metrics	FY-22 actuals	FY-23 baseline ¹	FY-24 Goal	FY-25 Goal	FY-26 Goal	FY-27 Goal	FY-28 Goal
Metric 1 - Nationally Ranked Programs : Number of programs ranked in the top 10 by USNWR.	8	8	8	9	9	10	10
Metric 2 – Student Perception of Teaching Effectiveness: Number of faculty viewed as "excellent instructors" by end-of-semester teaching surveys.	N/A						
Metric 3 - Faculty Honors: Number of faculty holding the rank of fellow in at least one professional society.	N/A	19	21	23	25	27	29
Metric 4 - Faculty Diversity: Percentage of faculty from traditionally underrepresented groups in STEM, Aviation and Aerospace disciplines.		36.6%	37%	38%	39%	40%	41%

Research and Innovation

Goal 4: Advance ERAU's research enterprise through groundbreaking aerospace and aviation research, innovation and scholarly activity.

Strategies		Critical Tasks	Deadline		
(1) Signature Research Areas: Focus resources in	(a)	Provide internal resource opportunities for research activity with high prospect for external funding.	Ongoing		
research center development and other select areas that yield external recognition for	(b)	Identify, review and reward faculty who have high scholarly productivity and external research funding.	Ongoing		
excellence to help elevate rankings and the value of degrees that students are earning.	(c)	Further establish cross-college, cross-campus and prospective cross-institutional collaborations through identification and support of new, as well as existing Centers of Excellence.	Ongoing		
	(d)	Improve visibility of the research enterprise, chiefly through earned media and external communication.	Ongoing		
	(e)	Continue the Presidential Fellow faculty hiring initiative in select areas of research.	Ongoing		
(2) Focused Graduate Programs: Build	(a)	Increase the number of graduate students who receive support through external funding.	Ongoing		
excellence in a limited number of graduate programs that can compete for national	(b)	Offer training to further facilitate graduate student fellowship awards from external entities.	Ongoing		
recognition.	(c)	Encourage graduate student authorship and presenter status on research dissemination activity.	Ongoing		
(3) Undergraduate Discovery: Integrate research as a critical element to enrich the		Implement research opportunities, entrepreneurial activities and research park student initiatives aimed at improving the undergraduate experience.			
undergraduate curriculum and spur innovation.	(b)	Increase experiential learning opportunities surrounding research to promote engagement and performance through building broader research supports for undergraduate students.	Ongoing		
	(c)	Promote undergraduate participation in research projects.	Ongoing		
	(d)	Offer guidance and support to undergraduate students applying for research awards and other research recognitions.	Ongoing		
(4) Innovation: Accelerate the advancement of processes, methods, and applications through	(a)	Offer training to faculty on the process of intellectual property disclosure, technology transfer and commercialization.	Ongoing		
discovery, innovation, and business and industry partnership.	(b)	Facilitate entrepreneurship training for faculty and students.	Ongoing		
yai (ilei 3ilip.	(c)	Increase licensing and commercialization of Embry-Riddle Intellectual Property.	Ongoing		
(5) Broader Impact: Leverage Embry-Riddle's reputation in aviation and aerospace to attract	(a)	Identify and pursue grants, fellowships and scholarship applications by faculty and students for programs supporting historically underrepresented groups.	Ongoing		
external funds that support individuals from historically underrepresented groups.	(b)	Ensure that proposals meet or exceed sponsor diversity, equity and inclusion standards in research participant recruitment and implementation plans.	Ongoing		
		Partner with professional society bridge programs that support historically underrepresented groups in aviation and aerospace.	Ongoing		

Research and Innovation

Goal 4: Advance ERAU's research enterprise through groundbreaking aerospace and aviation research, innovation and scholarly activity.

Performance Metrics	FY-22 actuals	FY-23 baseline ¹	FY-24 Goal	FY-25 Goal	FY-26 Goal	FY-27 Goal	FY-28 Goal
Metric 1 - Research Productivity: Annual research expenditures.	33.7M	TBD	\$34.0M	\$35.3M	\$37.0M	\$38.9M	\$40.8M
Metric 2- Doctoral Programs: Number of conferred doctoral degrees per year.	38	33	23	23	25	25	27
Metric 3 - Doctoral Student Support: Amount (\$) of external funds supporting doctoral students.	\$1.2M	TBD	\$1.2M	\$1.3M	\$1.3M	\$1.4M	\$1.5M
Metric 4 - Undergraduate Discovery and Innovation: Percentage of academic units that provide formal research and/or scholarly engagement activity for undergraduate students.	75%	75%	75%	80%	85%	85%	90%
Metric 5 - Business Partnerships: Number/amount (\$) of grants received with collaborating industry partners.	12 / \$1.3M	TBD	12/\$1.4M	13/\$1.5M	14/\$1.6M	14/\$1.6M	15/\$1.7M
Metric 6 – Intellectual Property and Commercialization: Number of intellectual property disclosures, technology transfer agreements, and patents authored by faculty, students and staff.	11	TBD	11	11	12	12	13
Metric 7 – Broader Impact Funding: Amount (\$) of grant funding received in support of historically underrepresented groups in aviation and aerospace.	N/A	N/A	\$100K	\$200K	\$400K	\$500K	\$750K

Philanthropy and Alumni Engagement

Goal 5: Establish a culture of philanthropy that supports ERAU's advancement and aligns with the goals of its Strategic Plan.

Strategies		Critical Tasks	Deadline
(1) Institutional Engagement: Engage the entire	(a)	Improve Faculty and Staff Campaign and University Giving Day.	Dec 23
University in support of philanthropy and alumni and donor engagement.	(b)	Assess the interests and experience gaps of administrative and academic leaders to build an education and training program around the entire fundraising process.	Ongoing
	(c)	Partner and engage with Enrollment Management, Student Groups, Career Services, and Athletics.	Ongoing
	(d)	Engage leadership in creating campaign Case for Support.	Dec 23
	(e)	Establish philanthropic expectations in annual performance evaluations for administrative and academic leaders.	Ongoing
(2) Alumni Engagement: Purposefully engage	(a)	Increase number of locally based volunteer alumni boards.	Dec 23
alumni, increasing alumni involvement, pride, volunteerism, and giving.	(b)	Support and engage alumni through value added career services, continuous learning and networking opportunities.	Ongoing
	(c)	Solicit support for alumni events from external sponsors.	Ongoing
(3) Donor Base Growth: Grow donor base by identifying and engaging new individual and	(a)	Identify new prospects through (i) affinity data, (ii) wealth screening, (iii) referrals, (iv) prospect research that is validated through discovery and qualification visits, and (v) peer screening exercises.	Ongoing
corporate prospects and establishing a culture of philanthropy. Improve donor retention	(b)	Adopt practices and protocols for major gift and annual fundraising goals to create the pipeline of prospects for elevation to higher giving and build a culture of sustainable philanthropy.	Dec 23
through effective outreach and engagement.		Review the implementation of Philanthropic Councils and establish realistic goals for annual growth of the program. Formalize moving donors up the giving pyramid to lead and major gifts prospects.	Dec 23
	(d)	Hire Director for CFR and create institution wide corporate and foundations relations program.	Dec 23
	(e)	Improve stewardship of gifts at all levels from annual fund to gift planning.	Dec 23
	(f)	Establish an institutional culture of philanthropy by growing faculty/staff participation, securing gifts from campus leaders, achieving 100% participation among giving (non-IAB) boards, and increasing the number of students who make gifts.	Ongoing
	(g)	Hire a Senior Director for the annual find and build out the annual fund program.	Dec 23

Philanthropy and Alumni Engagement

Goal 5: Establish a culture of philanthropy that supports ERAU's advancement and aligns with the goals of its Strategic Plan.

Strategies	Critical Tasks	Deadline
(4) Comprehensive Campaign: Plan and execute ERAU's first comprehensive campaign with a	Review goals/metrics for major gift fundraising team, based on experience and portfolios, and reflective of the need of ERAU to build a pipeline of major gift donors through significant discovery work.	Dec 23
focus on student and faculty support.	Re-establish protocols and best practices related to prospect management as well as pipeline and portfolio reviews to better organize and manage frontline fundraising efforts and share successes and challenges as a team.	Dec 23
	Provide a training program for frontline fundraising staff on best practices of a disciplined major gift fundraising program to accelerate prospect qualification and cultivation efforts and building long-term philanthropic - rather than transactional giving - relationships with donors.	Ongoing
	Review and reset portfolio size and composition to ensure that best prospects are under management and that gift officers are assigned portfolios of the size and composition that will yield the greatest success.	Dec 23
	Rebuild team - review current staffing, identify staffing needs and refill vacancies to address. Strengthen the team culture in the department including setting shared goals for the entire department to better integrate teams and build collaboration.	Ongoing
	Campaign preparation - refine campaign goals and timelines, finalize the final case for the campaign with academic leadership, begin relationship building with key prospects, conduct pre-solicitation visits with the President with select prospects.	Dec 23
	g) Identify a campaign Chair.	Dec 23
	Form a PAE team to manage the strategic development of prospects, meeting monthly with President and appropriate CLT members to discuss principal gift prospects and strategies to drive transformational giving.	Mar 24
) Create campaign collateral and communications plan.	Ongoing
	Prepare for public launch of campaign.	Ongoing
	() Install best practice policies and procedures for conducting campaign.	Ongoing
	Pursue major gifts to support student scholarships, especially in support of establishing a more diverse student body.	Ongoing

Philanthropy and Alumni Engagement

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Performance Metrics	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28
remorniance wetrics	actuals	baseline ¹	Goal	Goal	Goal	Goal	Goal
Metric 1 - Development Productivity	\$35.8M	TBD	\$10.0M	\$11.0M	\$12.1M	\$13.3M	\$14.6M
Metric 2 - Gifts in Support of Student Financial Aid (Annual Cash)	\$1.19M	TBD	\$1.5M	\$1.8M	\$2.0M	\$2.2M	\$2.5M
Metric 3 - Gifts in Support of Student Financial Aid (Endowed)	\$5.64M	TBD	\$4.0M	\$4.5M	\$5.0M	\$5.5M	\$6.0M
Metric 4 - Gifts of \$50,000 or more	21	TBD	25	30	30	40	40

<u>Abbreviation</u> <u>Definition</u>

CFR: Corporate and Foundation Research

CLT: Core Leadership Team

CRM: Customer Relationship Management (software)

DB: Daytona Beach

DEI: Diversity, Equity and Inclusion

ERAU: Embry-Riddle Aeronautical University

IFS: Institutionally Funded Scholarships

PAE: Philanthropy and Alumni Engagement

PC: Prescott

ROI: Return-on-Investment

SEMP: Strategic Enrollment Management Plan

STEM: Science, Technology, Engineering and Math

WW: Worldwide