



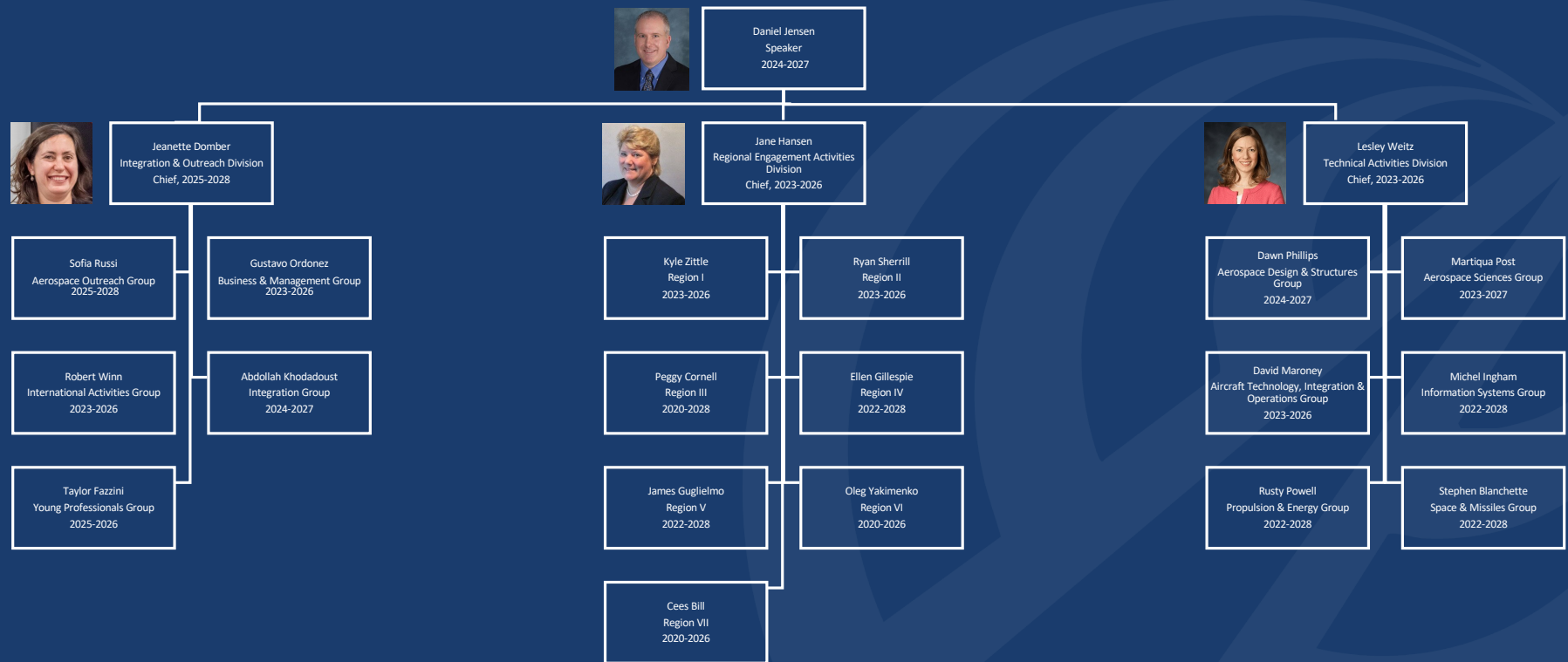
Town Hall Meeting

16 October 2025

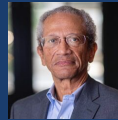
Agenda

- Welcome
- Council of Directors Updates
- Board of Trustees Updates
- Institute Status
- Upcoming Events

Council of Directors 2025-2026



Board of Trustees 2025-2026



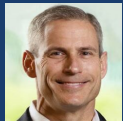
Daniel Hastings President,
2024-2026



Nancy Andersen
Trustee, 2024-2027



Michael Gazarik
Trustee, 2025-2028



Dana "Keoki" Jackson
President-elect,
2025-2026



Ben Linder
Trustee, 2024-2026



Todd Mosher
Trustee, 2021-2027



Karen Willcox
Trustee, 2020-2026

Johnathon Caldwell
Trustee, 2023-2026



Tina Ghatore
Trustee, 2025-2028



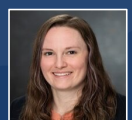
R. Steven Justice
Treasurer, 2024-2027



Jill Marlowe
Trustee, 2025-2028



Cheryl O'Keefe
Trustee, 2024-2027



Clay Mowry
Secretary (ex officio)



Council of Directors Update

Dan Jensen, Speaker of the Council

Upcoming Elections

- Council of Directors
 - Chief – READ
 - Chief – TAD
 - Director – READ – Region I
 - Director – READ – Region II
 - Director – READ – Region VII
 - Director – TAD – Aircraft Technology, Integration and Operations Group
 - Director – TAD – Space and Missiles Group
 - Director – IOD – Business Management Group
 - Director – IOD – International Activities Group
 - Director – Elect – IOD – Young Professional Group
- Board of Trustees
 - Board of Trustees – Treasurer-Elect
 - Board of Trustees – Member-at-Large (3)
- Candidate Slate announced mid-Dec 2025, voting 26 Jan - 20 Feb 2026

Council Meetings Highlights

- Actions from 14 August 2025 meeting
 - Resolution adopted to enact terms limits for Board-Directed Committees
 - Technical Activities Division (TAD)
 - Working Group finalizing: “Ethical Standards for Publications of AIAA Technical Papers”
 - Launched Plagiarism Review Task Force
 - Space Committee refresh activity
 - Integration and Outreach Division (IOD): Planning for refresh
 - Regional Engagement and Activities Division (READ)
 - Regional Membership Heat Maps
 - Relaunched Faculty Advisor Awards
 - Preliminary discussions on potential German section
 - Appointed James Walker incoming Council of Directors Nominating Committee Chair

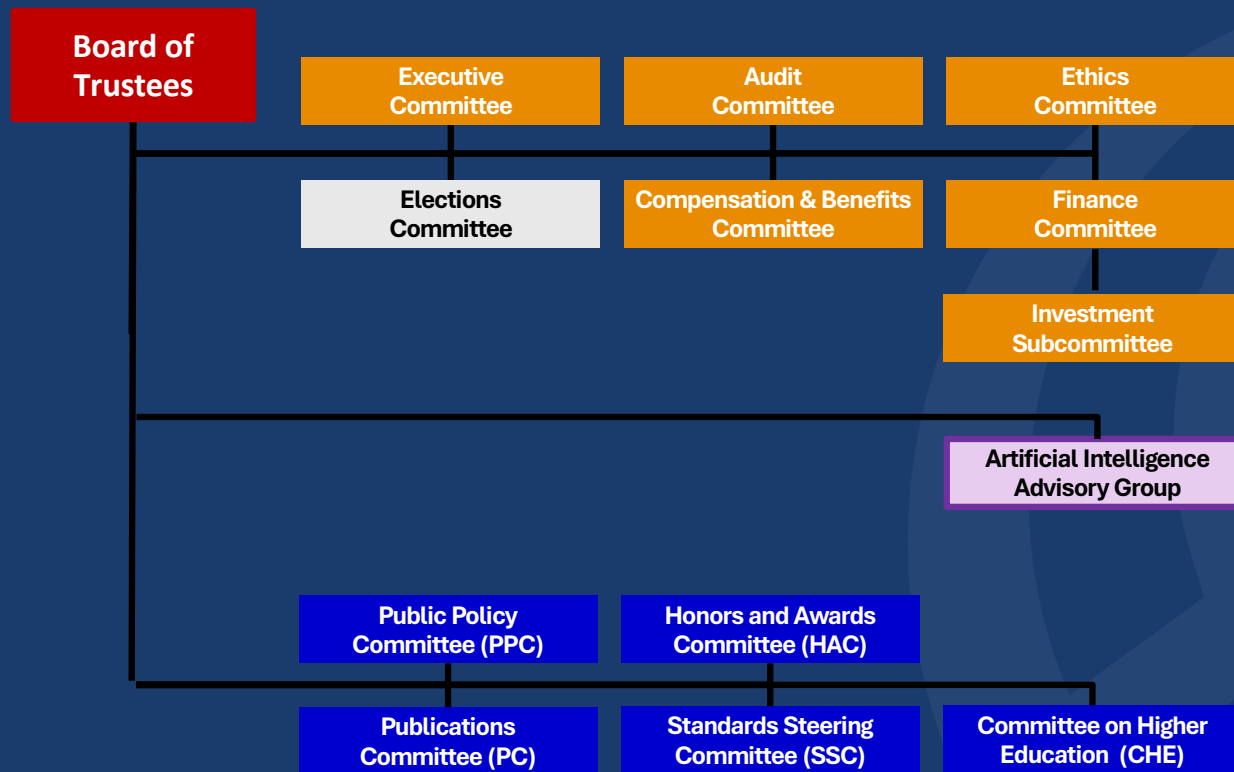
Board of Trustees Update

Dan Hastings, AIAA President

Board of Trustees Meeting Highlights

- Actions from 18 Sept 2025 Meeting
 - Sunset the Community Development Working Group
 - Approved Annual Budget for FY26 (commenced 1 Oct 2025)
 - Adopted Transition & Implementation Plan for Board-Directed Committee term limits
 - Adopted recommendations on Volunteer Acknowledgement Forms
 - Policy making annual acknowledgements mandatory
 - Revised wording

Board Directed Committees



Fiduciary Committees are committees that are required for the Institute to complete specific legal, financial or operational requirements

Advisory Committee are committees that directly advise the Board of Trustees on issues that effect the Institute as a whole

Products & Services Committees are committees that develop or manage the products and services provided to the membership and/or the community

Board-Directed Committees (BDC) Term Limits—Bylaw Change Approved Spring 2025

Section 14.13 Term Limits for Board-Directed Committees: For Board-Directed Committees of which term limits are not otherwise specified by these Bylaws, the term of the chair shall be limited to no more than three years and there shall be a limit of the chair serving two consecutive terms. Members of Board-Directed Committees shall be appointed for a one-year term, which can be renewed for up to six total years.

Implementation Plan & Waivers

- **Compliance Deadline**

Current Board Directed Committee Chairs and at-large members who were serving or (re)appointed as of 1 May 2025 shall serve the remainder of their current term

- **Options to address loss of experience or critical knowledge**

- Waivers
- Emeritus or Observer Members
- Waivers must be requested by Chairs NLT 1 Nov 2025

Volunteer Acknowledgement Policy

“The AIAA Board of Trustees requires all elected and appointed volunteer leaders to read and acknowledge institute policies and governance documents prior to assuming their duties. AIAA volunteer leaders must reconfirm their commitment annually during their term of service. Failure to do so is grounds for replacement and can affect selection to future volunteer leadership positions without grounds for appeal.”

Required Volunteer Acknowledgements

AIAA Membership

I confirm that I am an AIAA Member in good standing. I agree to pay AIAA member dues during my term as a volunteer leader. I confirm that I am not currently under an ethics review, and I am compliant with the AIAA Code of Ethics.

Yes ☐

AIAA Governance and Policies

I have read and agree to fulfill my volunteer leader duties in accordance with AIAA's Constitution, Bylaws, Code of Ethics, Anti-Harassment Policy, Whistleblower Policy, Conflict of Interest Policy, Strategic Plan, and where applicable: Committee, Section, Division or Student Branch Bylaws, Manuals, Procedures, Funding Guidelines, Branding Guidelines, and Member Data Sharing Policies.

Yes ☐

Covers 1500+ AIAA Volunteer Positions

Board of Trustees

Foundation Board of Trustees

Executive Nominating Committee

Council Nominating Committee

Board Directed Committees

Council of Directors

Regional Directors

Section Chairs

Section Council Officers

Regional Engagement Activities Division (READ)

Technical Activities Division (TAD)

Integration and Outreach Division (IOD)

Student Branch Officers

Student Branch Faculty Advisors

Student Activities Committee

Journal Editors in Chief

Book Editors in Chief

Committees on Standards (10 Active)

Eliminates acknowledgement compliance for appointed BDC, TAD, and IOD committee members and other volunteers not serving as chairs and who cannot make commitments on AIAA's behalf. Fiduciary members on the Investment, Nominating, and Elections committees must still complete the volunteer acknowledgement process.

Strategic Plan FY26-28

- Align AIAA's strategy with evolving member needs, market dynamics, and digital transformation with term of incoming President and CEO's goals
- Build a 3-year Strategic Plan with clearly defined and measurable goals/KPIs
- Ensure the Institute is positioned and resourced for growth
- Implement plan in FY27 (1 Oct 2026)



Institute Status

Clay Mowry, CEO

“

In a year marked by unprecedented volatility and uncertainty within the aerospace community, AIAA has demonstrated exceptional resilience and strategic agility. We have made significant progress while many peer organizations remained static or struggled to adapt.

Through a period of dynamic change—both within our organization and for the government and industry—we have not only maintained the Institute’s relevance but strengthened it considerably.

Welcome New Staff



Marjorie Censer

Editor-In-Chief
Aerospace America

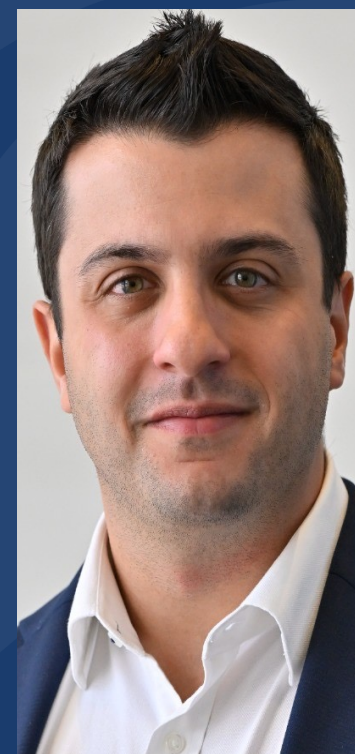
07/08/2025



Davide Petrillo

Managing Director, Europe
& Middle East

09/01/2025



Michael Lagana

Director, Technical &
Integration Communities

09/08/2025

Institute Finances YTD July 2025

AIAA Financial Results of Continuing Operations					
Month Ending 31 July 2025					
(\$ in thousands)					
FY24 Actual	Operations	FY25 Actual	FY25 Budget	Variance	
				\$	%
\$19,472	Revenues	\$20,205	\$22,532	(\$2,327)	-10%
(\$19,438)	Expenses	(\$20,891)	(\$22,542)	\$1,652	7%
<u>\$34</u>	Net Operations	<u>(\$686)</u>	<u>(\$10)</u>	<u>(\$676)</u>	
\$996	Invest Income (Net)	\$1,460			
<u>\$1,030</u>	Total	<u>\$774</u>			

Approved FY26 Strategic & Operations Budget

\$ in thousands	FY25 Budget	FY26 Budget
Operations		
Revenue	\$25,171	\$26,109
Expense	(\$26,573)	(\$27,163)
Net Rev (Exp)	(\$1,402)	(\$1,054)
Other		
Move (Accounting Impact)		(\$280)
Investment Income (Net)	\$1,000	\$1,295
Net Institute	(\$402)	(\$39)
Portfolio		
Strategic Initiatives	(\$2,550)	(\$2,500)

FY25 BIG PICTURE

SciTech had record attendance and largest Expo Hall

EVENT PERFORMANCE

SciTech Forum: **+1.5% attendees +7% revenue**

ASCENDxTexas: **+4.6% attendees +12% revenue**

DEFENSE Forum: **-16% attendees -11% revenue**

AVIATION/ASCEND: **-27% attendees -35% revenue**

Largest DBF & record attendance at Regional Student Conferences

MEMBERSHIP & ENGAGEMENT

Total members: 35,654
(+7,993 new)

72% professional renewals **(+2%)**

19% student renewals **(+4%)**

7% student → YP transition **(+2%)**

Launched new UK section

Student Branches: **263 (+14 new)**

Design/Build/Fly: **1,200 attendees**

Regional Student Conferences:
360 papers (+26%)

1,195 attendees (+22%)

Dynamic new logo, refreshed brand, digital-first communications

BRAND, MEDIA & SOCIAL

Aerospace America: **Online readership: +300% YOY**
Print circulation: +12K

My Daily Launch: **Subscribers up 30K → 80K (+167% YOY)**

Advertising & Media: **+31% YOY**

Social Media Followers: **Approaching 200K (+18.2K, +25% YOY)**

Social Media Audience Engagement rate: **+20%**

Products and services growth

PUBLICATIONS & CONTINUING EDUCATION

+8 New books

+12K Videos in ARC

46 Continuing Education courses

Revenue: **Overall Pubs -3%, Books -11%, Tech Papers -7%, Journals +4%**

Reimagining Award Recognition

Integrate the AIAA Premier Awards into SciTech, AVIATION, and ASCEND in lieu of holding the traditional Awards Gala

Why?

- Greater recognition of honorees in front of their peers
- Greater flexibility of venue to be honored (3 events to choose from)
- Creating intimate and memorable honoree experiences
- Ensuring honorees and their guests can attend free of charge

Premier Awards

Award	Presentation Venue
Reed Aeronautics Award & Daniel Guggenheim Medal	AVIATION
Goddard Astronautics Award	ASCEND
AIAA Fellows Dinner	18 May 2026 (evening preceding ASCEND)
Aerospace Excellence Award International Cooperation Award Distinguished Service Award Public Service Award Engineer of the Year* Lawrence Sperry Award*	Honoree's Choice of Forum
<i>*Not technically Premier Awards, but historically presented at Gala</i>	

Institute Growth Plan

STRENGTHS

Technical Leadership: Gold standard in knowledge

Publications: Respected journals

Brand Recognition: Trusted name in aerospace

Portfolios: Revenue for strategic investment

Volunteers: 3,000 active volunteer leaders

Students: 263 university branches

LIMITATIONS

Executive Orders: Limited speakers/contractors

Siloed Experience: Digital and event touchpoints

Outdated Membership Model: Legacy structure

Flat Financial Growth: ~\$25M revenue

Limited Scale: U.S.-centric

Cultural Drag: Slow pace of internal change

Building Scalable, Smart, Sticky, Platforms



Key Growth Initiatives



Enhanced Membership Model

Expand community to 100k+ professionals



IT Transformation

Enable a digital “Amazon-like” customer experience



Brand Rollout 2.0

Create a lasting emotional connection to AIAA



International Growth Strategy

Establish overseas offices for global reach



FY26 Events

Grow community through AIAA events

International Goals

- Grow AIAA Membership outside of U.S.A.
 - Professional Members, Sections, Student Branches
- Grow and diversify revenue sources
- Attract international professionals to AIAA events in the U.S.A.
- Expand international content in AIAA publications
- Build partnerships to co-host events internationally
- Develop content in new technical areas
- Position AIAA as the global content/ecosystem leader in aerospace

International Buildout Strategy

- Hire a lead for the Europe, Middle East, and Africa (EMEA) region 1 Oct 2025
 - Davide Petrillo based in Torino, Italy
- Hire a second lead for the Asia-Pacific (APAC) region 1 Nov 2026
 - APAC region lead will be based in Sydney, Australia
- Build out Latin American region with part-time contractor in FY27
- Region leads will conduct a market assessment, resource planning, and P&L goals with EVP for International to drive growth and membership

Upcoming Student Conferences

Region VII
1-2 December 2025
—
University of Sydney

Region VI
21-22 March 2026
—
California Polytechnic State University
San Luis Obispo

Region IV
27-29 March 2026
—
Rice University

Region I
12-13 April 2026
—
University of Maryland
College Park

Region III
10-11 April 2026
—
University of Michigan

Region II
26-27 March 2026
—
University of South Carolina

Region V
26-27 March 2026
—
Iowa State University

Upcoming Forums and Events



SCITECH

12-16 JANUARY 2026
ORLANDO, FL



ASCENDxTexas

25-26 FEBRUARY 2026 | HOUSTON, TEXAS



DEFENSE

17-19 MARCH 2026 | LAUREL, MD
Secret/NOFORN



16-19 APRIL 2026
WICHITA, KS



ASCEND™

19-21 MAY 2026 | WASHINGTON, DC

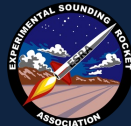


32nd AIAA/CEAS Aeroacoustics Conference
26-29 May 2026 | Brussels, Belgium



AVIATION

8-12 JUNE 2026 | SAN DIEGO, CA



Experimental Sounding Rocket
Association (ESRA)
International Rocket Engineering
Competition (IREC)

15 – 20 June 2026 | Midland, Texas



**International Space Planes
and Hypersonic Systems
and Technologies Conference**
6-8 July, Naples, Italy

Mark your calendar: Next Town Hall Meeting

SciTech Forum
Sunday, 11 January 2026
1:00 – 3:00 p.m.



Thank You