



A Plan for Transformation

I want to thank you for all you have done for me as well as for all the students involved at The Museum of Flight. Everything that is offered through the Museum is unreal. You and the staff have made an incredible difference in all our lives. You are making the future possible for those who feel their futures are dim.

Thank you.

Student

Michael P. Anderson Memorial Aerospace Program (MPA)



INTRODUCTION

The Museum's highest priority is to have meaningful impact on those we serve. As we embark on this transformation outlined by this plan we will:

**Engage Our
Audiences In The
Premier Museum
Experience In The
Country**



Change the lives
of school-aged
learners, their
communities, and
the workforce to
which they will
contribute through
our educational
programs and
experiences



Reduce barriers to access and create a sense of belonging and engagement, focusing on those underrepresented in aerospace and museum environments

The first museums displayed rare and curious artifacts along with unique and compelling stories, yet they were typically private collections only accessible to a privileged few. It wasn't until the Renaissance that museums first opened to the general public. Artifact based, often incomplete, they were nonetheless a critical record of humanity's proudest achievements and most profound moments.

The Museum of Flight's founding inside a 10,000-square-foot rented space in 1965 was no different. But the heart of this Museum has never been about the size of the building or even what was inside. It has always been about the people whose incredible stories of aviation and space were paired with amazing tales of what it took to preserve them for future generations. Whether it was about the discovery of a 1929 Boeing 80A-1 in Anchorage, Alaska and its painstaking 16-year restoration or the rescue from demolition of one of the Northwest's most iconic buildings and its historic float down the Duwamish River to anchor a new campus or, more recently, the showcase of the spacecraft flown on humankind's first lunar landing, one thing has always been clear; boldness is in our DNA.

At the start of this millennium, The Museum of Flight embarked upon an effort to grow with and impact the community. While keeping the collection as both its core and a resource for academic inquiry, the Museum moved beyond preserving and exhibiting. We saw how our impact could be even more profound. Being the foremost educational air and space museum in the world became our vision. We committed to giving students the opportunity to become tomorrow's innovators, and the 2015 launch of the Boeing Academy for STEM Learning changed the script for museum-based education and the lives of museum learners.

Drawing upon our unique strengths, over the coming years The Museum of Flight will work with our local community to redefine the museum experience. We have heard about the lives we've changed and the profound impact we've had on the many who've walked in our galleries or engaged in our programming, and we will use the stories of those changed lives to propel us into our future.

We proudly say that the audiences we serve are the reason we exist. We won't just tell stories; we will support and prepare those who will write the next chapters. Many will begin a lifelong connection with the Museum. And visitors

who are here for a singular experience will remember their inspirational visit as one that becomes the gold standard by which they will measure all other museums.

Existing and newly developed strengths of the Museum will combine to ensure our success. The ever more relevant and accessible collection will remain our foundation while representing and serving the community. As they have from the beginning, the Museum's archives will continue to provide relevance and understanding for history itself.

"I can't express enough how much the MOF has benefited our Veterans and their families. I have dozens of examples of profound ways you have impacted them—likely without ever realizing [it]."

Therapist — Spinal Cord Injury Unit; VA Puget Sound Health Care

We will work closely with leaders from the aviation and space industries to help solve the challenges around attracting and retaining a talented and diverse workforce. And finally, to aid in achieving these objectives, we will use community input along with data-related structures and systems to guide our continuous evolution.

The incredible people who work and volunteer here provide a distinct, strategic advantage to achieving the impact we seek. No matter what roles they play in the organization, each one will contribute to providing an outstanding experience for our guests. We recognize their value; this is why our Museum colleagues are also one of the audiences we serve.

To host a premier museum experience, to house, protect and process an industry leading collection, to stand on the cutting edge of attractions in the country, to significantly scale our educational impact, and to function as a meaningful gathering place for our community, we will need a new, world-class facility. Creating a campus-wide hub on the site of where our collections building currently stands would meet those needs, all while maintaining and refreshing the incredible experience we already offer.



Boldness is in our DNA

We proudly say that the audiences we serve are the reason we exist. We won't just tell stories; we will support and prepare those who will write the next chapters.



VISION, MISSION, VALUES

The Museum of Flight's Vision, Mission and Values and this strategic plan are based on our core beliefs and our commitment to those we serve.

Core Beliefs

- ▶ The collection is the foundation of the Museum. Storytelling is the how. People are the why.
- ▶ We reflect the mosaic and spirit of our community through genuine relationships, meaningful impact, and an endless pursuit of discovery.
- ▶ We soar towards a culture of continuous improvement.



Vision

To inspire all through the limitless possibilities of flight, sparked by a singular experience or a lifetime connection



Mission

The Museum of Flight is a community where we unleash the innovation, passion, and human story of flight to unlock joy and the amazing potential in everyone. The Museum of Flight exists to:

- ▶ Collect, preserve, and participate in the dynamic and diverse stories of aerospace
- ▶ Capture the awe of the past, present, and future of aviation and space for all to experience
- ▶ Provide innovative experiential learning opportunities for people of all ages
- ▶ Create a sense of belonging and community around the shared connection to flight



Values

Everyone has purpose;
anyone can fly.

Do everything with integrity,
no matter the headwinds.

Excellence is the heading;
changing lives is the destination.

The entire crew gets us off the
ground; together we soar.

Joy and passion
are the afterburners.



**The Museum of Flight exists to
serve and inspire many audiences.**

**"This has opened up a world of possibilities for many youngsters
and many families. Thank you so much for the generous and
incredibly capable effort all of you made to make these asylum-seeking
families feel welcomed. The Museum was a wonder for all of them."**

— Afghan Refugee Field Trip Organizer

OUR AUDIENCES

This strategic plan is built upon deepening our understanding of each of The Museum's many audiences, aligning our offerings with their needs and wants, and nurturing strong relationships that will take us into the future.



Audiences of Focus



Community

The Museum of Flight's community is comprised of a diverse tapestry of **local** and **regional** individuals, organizations and community groups. It includes those who are **underrepresented**: persons and support networks that have not historically had, or may not now have representative exposure to, or opportunities afforded by, the world of museums and aerospace. The **aerospace workforce, including our armed forces**, are woven into our rich community canvas as well. Whether they are entities that can help preserve and provide stories to the public about the past, present, future, and innovation of aerospace, or employers who we will impact by providing diverse, prepared, and supported personnel, employers are part of our community. The Museum's community is rounded out by anyone who feels **joy and passion around aviation and space**.



Visitors and Connectors

There are few occurrences more inspiring or heartwarming than seeing a visitor's face light up at the first glance of our aircraft or our spacecraft, or observing their immersion in any of the astonishing stories presented in each of our galleries. They may engage with the Museum **in person, online**, as a **visitor**, or as an **event attendee**; but the moment of inspiration leaves an impression long after they leave. Many develop long-term and multi-faceted relationships with the Museum and stay connected for decades since that very first spark.



Learners

Whether a **casual or lifelong learner**, or a student or researcher in formal study, the Museum offers a range of learning experiences centered on aviation and space, its people, and its innovations. The Museum **serves pre-school and K-12 schools, groups and individuals** and their **educators** and **caregivers** with a local focus, statewide reach and national reputation. The Museum's venerated collection, which includes one of the world's largest assemblage of archival material provides a rich reflection of past innovations and milestones and attracts **professional and casual researchers** worldwide.



Museum Colleagues

It takes a passionate and committed community of **staff** and **volunteers**, including its Board of Trustees, to breathe life into all the Museum has to offer. Whether it's keeping the campus safe and sustainable, developing content or exhibits, or engaging directly with our guests, or simply keeping building temperatures comfortable, the Museum will continue to prioritize our internal culture, ensuring that it is healthy, sustainable and consistent with our core values. All efforts, from hiring to ongoing professional development, will be centered around the Museum's mission-driven focus to deliver an inspiring guest experience.



Future Audiences

The Museum was founded to preserve, reflect on, and represent the past, present and future of flight for **future generations**. This implies that everything the Museum values most, including its collection, remains relevant and sustainable for years, decades, and centuries to come. The Museum's unrivaled collection and archives provide the basis for all we do now and all we aspire to do for generations to come. Caring for the **collection**, providing access and keeping it **relevant** and inspiring are a privilege and a responsibility we embrace, to serve the generations who will be inspired by the Museum in the future. Maintaining and building institutional capacity and financial **sustainability** are key to keeping the Museum operating soundly for decades and centuries to come.



STRATEGIC GOALS AND OUTCOMES

Overarching Goals and Desired Outcomes

This Plan is a compass and a first step – directing us toward our vision of what The Museum of Flight can be in 2050

By the year 2050, The Museum of Flight will have redefined what a museum can be and will have become one of the most cutting-edge, sought-after attractions in the United States. Our collection will be recognized as the world's leading resource for understanding the innovative, diverse, and human story of flight. Our existing, fully accessible, environmentally conscious campus will include several multi-use buildings including galleries and exhibit halls devoted to showcasing the past, present, and future of aviation and space, learning labs, classrooms, a world-renowned

research center, community gathering spaces, dining options, an events center, ample parking and transportation options, and a fully enclosed Aviation Pavilion. There will also be additional gallery space to present the ever-evolving history of aerospace as it is being made. Through partnership and expansion, education and experience campuses will be located throughout the Pacific Northwest, spreading a sense of pride in the institution outside of the Puget Sound area.

Our Plan is Built Upon Three Overarching Goals and Desired Outcomes

GOAL ONE

To set the standard for Museum collections and experiences; ignite passion with the past, present and future of aerospace

We will strive to deliver the premier museum experience in the country. Rooted in our collection and our dedication to the audiences we serve, we will pay respect to all that precedes us and lies ahead.

DESIRED OUTCOMES:

- ▶ Visitors are wowed and inspired through all the ways they engage with the Museum
- ▶ People come to the Pacific Northwest to experience the Museum, as we are the standard against which other museum experiences are evaluated
- ▶ The Museum is recognized as a point of pride and destination for the region
- ▶ Multi-generational, school-aged, and lifelong learning is elevated in exhibits and digital/onsite offerings
- ▶ There is seamless access to the Museum's in-person programming, digital content, and collection
- ▶ There is a wide understanding that the progress and history of aerospace never stops and that a plan is developed for the Museum and its campuses of 2050



GOAL TWO

To change the lives of school-age learners, their local communities, as well as the workforce to which they will be prepared to contribute.

Historically, the Museum's education programming approach has focused on impacting individual learners and their families. We will now scale our model to impact learners, as well as the aerospace industry, and in turn, communities. We will do this by developing new programming focused on in-demand aerospace career areas, including sustainable aerospace manufacturing (design, build, fix), connecting learners with local, high-quality aerospace careers. By scaling our education program model, more learners will have the opportunity to explore space and aviation and the confidence to launch into post-secondary education and aerospace, resulting in a measurable and positive impact on regional aerospace industries.

DESIRED OUTCOMES:

- ▶ Significantly more and more diverse, school-age learners will be impacted by the Museum's education programs
- ▶ School-age learners and their transition to post-secondary education will be measurably impacted by a deeper repertoire of education programming
- ▶ The Museum's education programming will measurably impact school-age learners, their transition to post-secondary education, and their readiness for in-demand aerospace careers regardless of the credentials they pursue
- ▶ The Museum will be recognized as THE go-to place for the community to learn more about aerospace education and career pathways



GOAL THREE

To provide a sense of belonging and work to break down barriers to engagement, focusing on individuals underrepresented in aerospace and museum environments.

We will actively work to reduce barriers that may prevent people from engaging with the Museum. We will focus on communities and individuals who are underrepresented in aerospace and museum environments. We will provide a welcoming environment that will create a sense of safety and belonging.

DESIRED OUTCOMES:

- ▶ We will break down barriers or friction to engagement for any Museum activity
- ▶ We will provide ongoing, active opportunities for connection and contribution before, during, and after in-person visits leading to increased engagement from local and regional communities
- ▶ Our communities will see the Museum as a welcoming gathering place, and one that strives to know our visitors, includes them in developing our offerings, supports them in their passion and connects with them in meaningful ways
- ▶ We will continually learn from our communities, and through ongoing communication, they will gain full awareness of engagement opportunities and develop pride in the institution
- ▶ The Museum's collection and galleries will encompass the authentic and diverse story of aerospace, reflecting our values, our vision, our mission, and our audiences



PRIMARY AREAS OF FOCUS

Six Strategic Areas of Focus

In the following pages, we will describe in greater detail six strategic areas of focus that will help us achieve these goals.

A separate addendum is devoted to charting our progress.

We have identified six strategic areas of focus to support and achieve our goals. We list them separately from our goals because some areas overlap and advance multiple goals.

While the overarching goals are firm, we may test and shift our focus over time. We view this Plan for Transformation as a living document, subject to change as our learnings and conditions

evolve. Our priorities are linked by the foundational belief that we will be an impactful and audience-focused institution by attracting and supporting exceptionally talented and diverse audiences, students, staff and volunteers, by encouraging and enabling creative and open collaborations, by living our values and by being of service to others.



1 > The Experience

Deliver awe-inspiring experiences while creating seamless connections through all the different ways to engage with the Museum

The Museum of Flight was founded to preserve the history of aerospace and bring that majesty and wonder to life through artifacts and stories of constant innovation. In the beginning, the Museum had only one venue to do this. Much has changed in the six decades since. Guests can engage on a physical campus that is about ten times the size of the original. Or they can connect with the Museum and its artifacts virtually through different digital platforms. What has not changed is the Museum's commitment to deliver the best experiences possible. As we look ahead to the next decade we aspire and commit the resources needed to provide the premier museum experience in the country.

HERE IS HOW WE WILL DO IT

► **Wow The Audience.** Develop and execute an Experience Master Plan, within a new comprehensive Campus Plan, that revolutionizes the experience and includes new and compelling interactive audience engagement experiences reflective of leading-edge trends and audience behaviors; many of these experiences will be in newly constructed spaces and will reflect the innovative nature of aerospace

► **Past, Present, Future.** Showcase diverse stories of the past, bring to life the exciting innovations of the present, and inspire visitors to explore and create the future

► **For All Generations.** Elevate multi-generational learning and engagement through exhibits, interactives, new digital/virtual experiences and onsite offerings

► **Anytime, Anywhere.** Create environments for seamless engagement, where audiences can work, learn, play, and interact through the full range of the Museum's offerings, content, and relationships

► **Keep It Fresh.** Develop and implement a program to regularly refresh Museum experiences, ensuring that they feel new, relevant, and engaging

► **Today's History Makers.** Foster deeper connections within the commercial space and other new aerospace industries to position the Museum as their hub for information sharing, storytelling, and as a future repository for the history being created



2 Education

Significantly increase educational and career opportunities for school-age learners, changing lives, the aerospace industry, and communities

The Boeing Academy for STEM Learning's approach is uniquely designed to guide learners through programming aimed at providing inspiration, exploration and ultimately preparation related to post-secondary aerospace education experiences and careers. Serving thousands of students annually, with both in-person and virtual experiences, the Museum boasts the world's largest educational department across air and space museums. We will develop new areas of in-demand aerospace programming including sustainable aerospace manufacturing (design, build, fix). By scaling our education model, more learners will have the opportunity to explore space and aviation and the confidence to launch into post-secondary education and aerospace, resulting in a measurable and positive impact on regional aerospace industries.

HERE IS HOW WE WILL DO IT

▶ **Intensify Impact.** Significantly expand the breadth and depth of local programming designed to foster learners' interest, exploration and preparation for in-demand aerospace careers with a focus on serving school-age learners underrepresented in aerospace and museum environments

▶ **Expand Impact.** Establish a deliberate statewide education outreach program with focus on serving school-age learners in remote and rural locations with focus on communities that host aerospace companies

▶ **Industry Impact.** As a recognized partner with the aerospace industry, contribute to developing their workforce of tomorrow

▶ **Foundational Impact.** Design strategies to support preschool-age learners and their families to engage in STEM through aerospace

▶ **Aerospace Education and Career Awareness.** Develop a nationally recognized hub for aerospace education and career information, resources and opportunities



3 > The Campus

Initiate a cutting edge, audience-focused campus transformation

It's no easy task to reimagine more than 23.5 acres of The Museum of Flight's footprint and transform it into a campus that drives innovation in visitor experience, becomes a gathering place for the local community, provides flexible education and exhibit spaces, enables new dining and event options, and provides new opportunities to utilize the existing space. This 10-year plan lays the critical foundation for what will ultimately be the Museum in 2050 and the gold standard by which other museum experiences are measured.

HERE IS HOW WE WILL DO IT

► **Building the New.** After researching cutting edge design and receiving significant input from the community, transform the Seattle campus by constructing a new facility on the Collections Building footprint, to:

- Drive innovation and increase accessibility
- Enhance the visitor experience, by adding some of the country's most compelling exhibit and experiential spaces
- Meet the needs of storing and caring for our collection
- Provide flexible education spaces
- Create dedicated community and industry spaces
- Address operational needs and provide new opportunities for existing space
- Create dining and event spaces

► **Commuting, Simplified.** Develop relationships with regional transit agencies and others to understand and create comprehensive near- and long-term transportation and parking plans

► **World-class Infrastructure.** Develop and establish a funding mechanism for an environmental plan, accessibility plan and a maintenance plan for existing infrastructure that maintains physically accessible, world-class facilities with a continually decreasing environmental impact

► **Preservation Center.** Research and develop a plan for center(s) for artifact preservation and experiential, hands-on education

► **Tomorrow's Story.** Research and develop a plan for space artifact and new aeronautics displays along with rapidly refreshed space story exhibitions

► **2050.** Plan for the campus(es) necessary to capture an ever-evolving history of aerospace and the ever-changing needs of our audiences



4 Relevance, Sustainability, and the Collection

Steward our institution and collection for generations to come

The Museum of Flight's revered air and space collection is considered one of the best in the world. It includes more than 150 aircraft, more than 250,000 smaller objects, more than 90,000 books and periodicals, more than 18,000 aircraft manuals and other technical documents and nearly 5,000 cubic feet of archival materials, including more than a million images. The archives alone provide a rich reflection of past innovations and is an invaluable resource for the academic and casual research of historians, researchers and visitors. Caring for this collection is both a privilege and a huge responsibility. It requires a commitment to financial sustainability, to building and maintaining relationships with today's innovators and developing a culture of continuous improvement. What we do now will enable us to be relevant, impactful and accessible for decades to come.

HERE IS HOW WE WILL DO IT

- ▶ **Collect Authentically.** Engage in a far-reaching, systematic relationship-building and collection plan, which relies (in part) on building new relationships to collect and preserve an authentic story of aerospace, reflects our values, our mission, our audiences, and will be relevant for future generations
- ▶ **Caring for and Accessing Collections.** Build-out a world-class collections facility and invest in the equipment, processes, preservation and conservation skills, and personnel to ensure the welfare of our collection for generations to come and to make it even more accessible to the public
- ▶ **Today's Aerospace Innovators.** Identify and cultivate strategic relationships with individuals and organizations making aerospace history today
- ▶ **Get the Word Out.** Design an awareness-building strategy to let the world know of the incredible resource that is the Museum collection
- ▶ **Sustainability.** Build and execute a financial, organizational, and people-centered cultural model that provides a solid foundation, allows for successful execution of this Strategic Plan, ensures the ability to fully leverage new opportunities, and sets up future leaders for equally bold plans
- ▶ **Financial Foundation.** Build an endowment of the magnitude to ensure the Museum survives and thrives through ongoing economic cycles
- ▶ **Continuous Improvement.** Implement data-related structures and systems and ongoing community input to guide our continuous improvement



5 Workplace Culture

Enhance our workplace culture to reflect our values and prioritize the well-being of staff and volunteers through understanding, connection, transparency, and recognition

We have some of the most passionate staff and volunteers in the industry. Supporting and developing our people to do their best work is key to our success.

The Museum's dedicated staff and volunteers are our most important assets. Building positive relationships with one another and the public we serve requires trust, self-awareness, respect, inclusion and open communication. The Museum recognizes the work begins with us and we are intentionally prioritizing staff and volunteer development, leadership training, and ongoing Diversity, Equity and Inclusion training as critical elements in preparing for our future.

HERE IS HOW WE WILL DO IT

- ▶ **People-Centered.** Articulate and develop a people-centered employer value proposition that attracts and retains the best staff and volunteers
- ▶ **Diverse and Inclusive.** Accelerate steps to increase diversity, inclusion, equity, belonging and accessibility at the Museum and within our culture
- ▶ **Employee and Volunteer Experience.** Create positive, engaging, and meaningful experiences through relationships built on trust and shared understanding of the Museum's vision, mission and values

- ▶ **Talent Development.** Build competencies and develop performance standards and expectations for staff and volunteers that are rooted in our values, and that focus on developing shared understanding and building effective relationships
- ▶ **Leadership in Today's World.** Invest and focus on leadership development to help inspire innovation, build diverse teams, manage inclusively, and secure the necessary resources to cultivate a culture of belonging and togetherness to create awe-inspiring experiences



6 Breaking Down Barriers

Through our culture and structures, work to understand and break down barriers to engagement, especially in communities that are underrepresented in aerospace and museum environments.

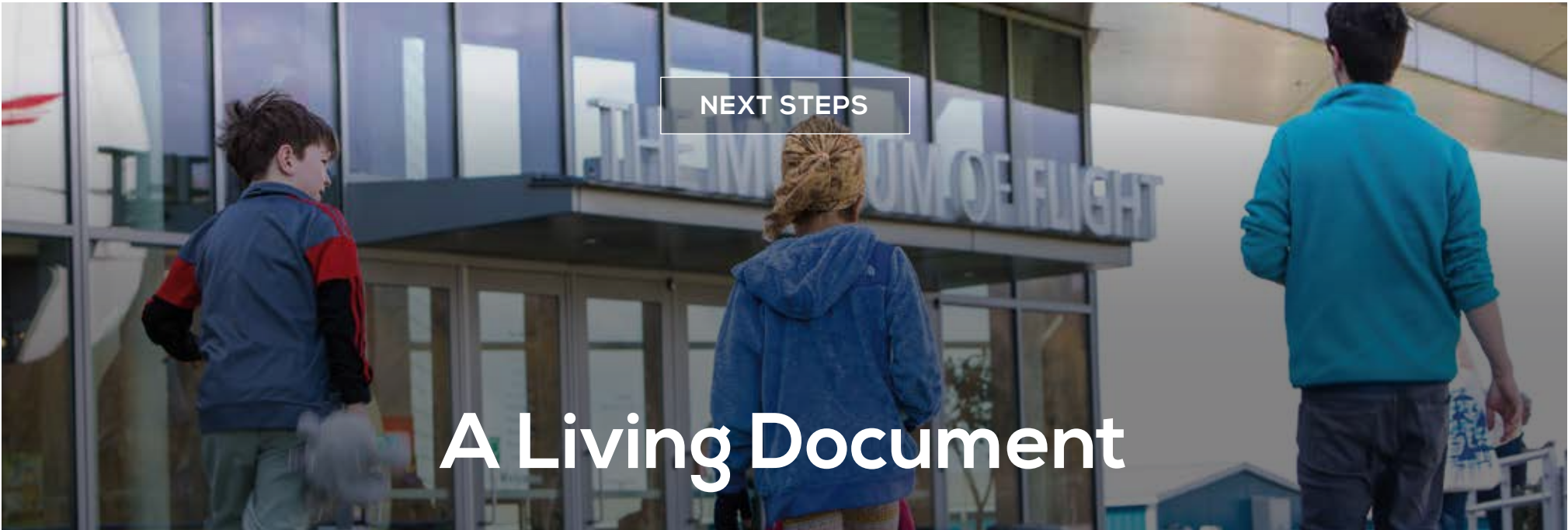
The Museum of Flight welcomes all and yet, we recognize that to be truly welcoming is to ensure the institution is accessible to a wide range of individuals, regardless of physical, intellectual, financial or linguistic limitations. When we work to break down barriers of engagement, individuals who might not normally engage can find themselves building community and contributing to the Museum's impact through shared interests, experiences and dreams for the future.

HERE IS HOW WE WILL DO IT

- ▶ **Clarity.** Identify and define audiences with whom we need to build relationships to successfully break down barriers to engagement and create a gathering place for the community around us
- ▶ **Awareness and Understanding.** Develop an outreach team, strategies, and support mechanisms, focusing on communities historically underrepresented in aerospace and museum settings, to build awareness and to understand the assets and needs of the community while supporting those who would become champions for the Museum
- ▶ **Break Down Financial Barriers.** Create, promote, and evolve initiatives to help understand and eliminate financial barriers to engagement for those who live locally and regionally
- ▶ **Break Down Physical Barriers.** Perform a study of physical and virtual barriers at Museum campuses to understand what barriers exist; co-create and fund a plan to eliminate challenging areas on a priority basis
- ▶ **Break Down Language Barriers.** Develop relationships with English language learners to understand and evaluate greatest needs for overcoming language barriers in education, exhibitions, and programming, and develop a program to meet those needs
- ▶ **Foster a Greater Sense of Belonging.** Evolve the Museum to an “I see myself here” experience for all who engage with the Museum
- ▶ **Inclusivity.** Provide continual professional development for staff and volunteers that focuses on building an inclusive culture and promotes a sense of belonging for those underrepresented in aerospace and museums

A young boy with dark hair and a red shirt is smiling and looking towards the camera. He is positioned on the left side of the frame. To his right, a woman with long, curly blonde hair is looking down at something in her hands. They are in a dark, industrial-looking environment with various pipes, cables, and a circular light fixture visible in the background. The text "A Plan for Implementation is How We Begin" is overlaid in white, bold, sans-serif font in the center of the image.

**A Plan for Implementation
is How We Begin**



NEXT STEPS

A Living Document

The First Steps are Sequence and Financing Plans for Each of The Museum's Six Strategic Areas of Focus

To begin our work, we will first develop plans for implementation. These will outline the sequence and financing for each of our six strategic areas of focus that will include timelines, annual operating plans and budgets. We will treat each action step as a hypothesis to be tested and will modify as conditions dictate. The staging of these priorities is critical. Some, like planning for a new building on the west campus, scaling our education to meet the changing needs of our community and industry, and ongoing staff and volunteer development including Diversity, Equity and Inclusion are critical. We will begin to implement these immediately; others will require more time. Timelines and steps showing how we will track our progress are included in an addendum.

Finally, we view this plan as a living document. It endeavors to impact all those we serve — now and decades from now. It is our most ambitious undertaking in the Museum's history. Our goals, our “north star,” will remain constant. Yet we acknowledge this is a time of rapid change, so how we achieve these goals may evolve as we learn from and respond to the world around us.



Thank you for helping us become the museum we are. And thank you for considering joining our ***Plan for Transformation*** to become the place that will redefine what a museum can be.