



Vice President, Visitor Experience & Earned Revenue
Seattle, WA

The Museum of Flight, the largest independent, nonprofit air and space museum in the world, seeks a creative, human-centered, and ambitious Vice President, Visitor Experience & Earned Revenue to lead enterprise-wide audience expansion and revenue growth efforts during an exciting period of investment and transformational growth. At a time when the Museum is redefining what a museum can be, this leader will steer the strategy for aligning storytelling, physical space, public programming, and financial performance into a unified and sustainable growth model.

This opportunity comes at a defining moment for the Museum. Catalyzed by a generous lead donation, the Museum is in the quiet phase of a transformational \$325 million comprehensive campaign that will fund a 10-year Plan for Transformation and significant campus investments. This once-in-a-generation commitment creates rare runway for a growth leader to help shape not only marketing and revenue strategy, but the future experiential and physical evolution of the institution.

Reporting to the President and CEO, the Vice President, Visitor Experience & Earned Revenue (Vice President or VP) serves as a member of the CEO's Executive Leadership Team and will define a vision and integrated approach to visitor experience, marketing, and revenue that support the Museum's strategic priorities and future state. The Vice President manages and provides strategic guidance for a large team that encompasses exhibits and experience design, marketing communications and creative, and sales, events, and visitor experience, ensuring the team collectively surpasses ambitious revenue goals and attendance benchmarks.

Fostering an experience and revenue enterprise that mirrors the innovation, resourcefulness, inclusivity, and optimism that is emblematic of The Museum of Flight community, the Vice President will serve as a thought leader and chief for the Museum's Experience Master Plan, including charting the immersive design for a large campus expansion and designing a future where visitors enjoy seamless engagement between physical space and digital platforms, so they may experience the Museum anytime, anywhere. The Vice President will work internally and externally to accelerate collaborative experiential and revenue-generating activities and to deepen partnership around intersectional goals—inspiring and co-designing with colleagues across Finance, Volunteer Engagement, Education, Development, and Facilities. Leading through influence and example, the VP will engender a spirit of shared success and greater collective impact.

The successful candidate is expected to have at least ten years of increasing leadership and accountability for top-line growth with proven success building and leading adaptive and high-functioning teams, ideally in a mission-driven environment. They should have demonstrable success in identifying and creating immersive engagement strategies that drive institutional goals and revenue attainment and optimize organizational assets. This executive will have regular interaction with the Board of Trustees and should possess commensurate strategic reporting, communication, and presentation skills.

A clear communicator and deployer of storytellers, the VP will bring an accessible and collegial leadership style and the energy to inspire planful, collaborative action in a changing environment across multiple departments around new ideas and strategic directions. Excellent organizational and interpersonal skills are necessary, along with a philosophy of teamwork and relational accountability. The candidate will bring a data-informed approach to decision making and measuring outcomes and an appetite for leveraging technology and digital tools for smarter workflows, analysis, and optimized resources. A bachelor's degree is desired. In accordance with its core values and mission, The Museum of Flight is especially interested in recruiting members of diverse communities and individuals with a commitment to multiculturalism and serving the needs of all visitors.

The Museum of Flight

The Museum of Flight was founded in 1965, and with annual attendance of about 500,000, it is the largest independent, nonprofit air and space museum in the world, employing more than 250 staff members and supported by approximately 480 generous volunteers. The Museum and its people bring humankind's incredible history of flight and space exploration to life.

The Museum's collection includes more than 150 historically significant airplanes and spacecraft, from the first fighter plane (1914) to today's 787 Dreamliner. The collection includes over 25,000 small objects (classified as any artifact smaller than an aircraft), over 90,000 books and periodicals, over 18,000 aircraft manuals and other technical documents, and nearly 5,000 cubic feet of archival materials, including over one million images. Attractions at the 23-acre, five-building Seattle campus include the original Boeing Company factory, the NASA Space Shuttle Trainer, Air Force One, Concorde, Lockheed Blackbird, and Apollo Moon rocket engine. In addition to the Seattle campus adjacent to King County International Airport, the Museum also has a three-acre Restoration Center and Reserve Collection at Paine Field in Everett, Washington.

The Museum is a hub of news and dialogue with leaders in the emerging field of private spaceflight ventures, supported by the local facilities of Blue Origin, SpaceX, and Boeing, among others.

Launched in 2015, The Boeing Academy for STEM Learning is the largest educational department of any STEM museum in the country, providing career-connected learning for students in kindergarten through 12th grade. More than 50,000 learners are served annually by the Museum's on-site and outreach educational programs.

The Museum of Flight is accredited by the American Association of Museums and is an Affiliate of the Smithsonian Institution.

Matt Hayes

President and Chief Executive Officer

Matt Hayes is the President and CEO of The Museum of Flight, a role he has held since 2017. Before his executive appointment, he was a long-time volunteer and staff member. Hayes began his involvement with the Museum in 2000 as a volunteer, helping to restore a World War II-era B-17 bomber. He joined the Museum's staff in 2006, holding several roles, including Vice President of Finance and Administration and Chief Financial Officer.

Prior to joining the Museum, Matt served as CFO at the Alliance for Education. He began his career in accounting at Deloitte for nearly a decade.

Hayes grew up in rural western New York. He is a lifelong aviation enthusiast, learning to fly planes and soloing by the age of 16. He attended Villanova University and earned a B.S. in Accounting magna cum laude.

Financial Stability & Vision 2050

The Museum of Flight is a financially sound institution. Savvy executive management and strong community support have driven a balanced annual operating budget of just under \$30 million. The Museum is debt free and has a proven track record of securing private philanthropy to support innovative initiatives that enhance the visitor experience and support educational opportunities for students. The Museum's endowment is valued at approximately \$92 million, reflecting a stable foundation of operational support. More than 10,000 households enjoy annual membership.

The Museum is in the midst of a comprehensive fundraising campaign. *Limitless*, The Museum of Flight's Campaign to Fuel the Future, is a \$325 million multi-year fundraising effort to meet the objectives of a bold strategic plan. Significant progress has been made to goal. The Museum has expanded its financial and operational footprint with its campus master plan expansion currently underway, positioning the institution for continued growth and enhanced impact.

In 2023, the executive leadership team and the board of trustees developed a new strategic plan, [Vision 2050](#). It is a plan of transformation of the Museum's physical plant, programs, and digital experiences, requiring the addition of new world-class facilities. The plan is built upon three overarching goals and desired outcomes:

1. To set the standard for museum collections and experiences; ignite passion with the past, present, and future of aerospace
2. To change the lives of school-aged learners, their local communities, and the workforce to which they will be prepared to contribute
3. To provide a sense of belonging and work to break down barriers to engagement, focusing on individuals underrepresented in aerospace and museum environments

Vision 2050 is complemented by the subsequent creation and adoption of a Campus Master Plan and an Experience Master Plan.

Visitor Experience & Earned Revenue at The Museum of Flight

The Visitor Experience and Earned Revenue team comprises three important functions: exhibits and experience design, development, and maintenance; marketing communications and creative; and sales, events, and visitor experience. Together, these teams are composed of 88 dedicated and talented professionals.

The exhibits and experience design team showcases and celebrates the Museum's exceptional collection of aircraft and artifacts. Creating immersive experiences within a built environment, the team centers human stories in exhibits that bring to life the history and future of aviation and space exploration.

The marketing communications and creative team broadcasts the Museum's programs, events, and impact, creating exciting and compelling content to draw visitors, students, and private event guests to the Museum.

The team includes PR, social media, website, and advertising experts who craft messages, design graphics, and publish [Aloft](#), the Museum's bi-monthly magazine.

The sales, events, and visitor experience team includes [private events](#), [public programs](#), retail, and admissions and visitor services. It is an energetic and robust team serving as frontline staff to create mission-linked earned revenue through memorable experiences for visitors, students, and guests.

Vice President, Visitor Experience & Earned Revenue

The Vice President, Visitor Experience & Earned Revenue is a senior executive leader responsible for shaping and advancing the Museum's overall growth strategy by integrating creative experience design, audience development, marketing, and communications, and earned revenue into a unified and sustainable growth model.

This role holds direct accountability for earned revenue performance and attendance growth and serves as Executive Sponsor for the Museum's Experience strategy. The Vice President ensures that exhibits, programs, events, and visitor-facing experiences showcase the Museum's positionality, collections, and offerings in ways that reflect compelling storytelling, creative excellence, and emotional resonance. These efforts drive repeat visitation, deepen audience connection, and strengthen long-term relevance.

As the enterprise leader over creative exhibit design, marketing, and communications, and earned revenue functions, this role aligns strong director-level expertise into a cohesive, high-performing system. The Vice President establishes shared strategic priorities, resolves tradeoffs, and ensures these areas operate as an integrated growth engine.

As a member of the Executive Team, this role partners across the organization and serves as the Museum's Board-level subject-matter expert on audience growth, experience performance, and earned revenue sustainability.

This role is intentionally broad in scope and is designed to operate through strong directors, cross-functional partnerships, and disciplined prioritization. Success is defined by outcomes, integration, and executive leadership, not personal ownership of all execution.

Essential Duties

Earned Revenue Strategy & Growth

- Hold organization-level accountability for earned revenue performance, at least \$12 million annually, ensuring sustainable growth aligned with mission and long-term financial health.
- Define and oversee a comprehensive earned revenue strategy across admissions, retail, simulators, private events, premium experiences, and related revenue streams.
- Establish strategic frameworks for pricing, product mix, portfolio management, and revenue optimization while balancing access, mission impact, and financial return.
- Partner with Finance to align multi-year forecasts, capital investments, and revenue targets with institutional strategy.
- Partner with Development to identify and maximize relationships with philanthropic partners and members, sharing information systematically and enhancing revenue-generating opportunities in exhibits, events, and fundraising pipeline development.

- Evaluate and prioritize growth opportunities, partnerships, and business models based on financial return, strategic value, operational feasibility, and audience impact.

Marketing, Communications, & Audience Development

- Define and oversee the Museum's integrated marketing, communications, public relations, and digital strategies, ensuring brand clarity, emotional resonance, and measurable contribution to audience growth and earned revenue.
- Establish and oversee a cohesive brand, storytelling, and communications strategy across all channels, ensuring consistent positioning, emotional resonance, and measurable contribution to audience growth and earned revenue.
- Provide executive oversight of content strategy and audience communications to ensure alignment with visitor experience and institutional priorities.
- Allocate resources and guide internal teams and external partners to maximize return on marketing investment.
- Build and evolve internal marketing capabilities aligned with growth and experience objectives.

Experience, Exhibitions, & Creative Strategy

- Provide executive leadership for the vision, development, and lifecycle of permanent, temporary, and traveling exhibits, as well as visitor-facing programs and experiences.
- Serve as Executive Sponsor for the Museum's Experience strategy, ensuring compelling, inclusive, and emotionally engaging experiences across physical and digital platforms.
- Champion creative excellence and storytelling as primary drivers of visitor connection, relevance, and repeat visitation—ensuring experiences tell clear, human-centered stories of aerospace innovation.
- Partner with Curatorial, Collections, Education, and Operations leadership to align content, creative direction, audience appeal, and operational feasibility.
- Advance an Experience Master Plan, aligned with the Campus Plan, that reflects audience behavior and experience design best practices.
- Apply financial discipline and audience insight to experience investments, ensuring alignment with audience growth, inclusion, earned revenue performance, and long-term sustainability goals.

Data, Analytics, & Decision-Making

- Champion the development and use of visitor, attendance, and revenue data to inform strategy, investment decisions, and performance evaluation.
- Advance data maturity by establishing clear performance frameworks, measurement practices, and audience research capabilities to inform strategic decisions.
- Establish clear performance metrics and dashboards to track marketing effectiveness, visitor behavior, experience performance, and earned revenue outcomes.
- Foster a culture of learning and experimentation grounded in data and evidence.

Executive Leadership & Board Engagement

- Serve as a key member of the Executive Team, contributing to enterprise-wide strategy, planning, and decision-making.
- Establish shared strategic priorities and resolve tradeoffs across experience development, marketing, and earned revenue to drive cohesive institutional growth.
- Serve as the Museum's executive subject-matter expert on audience growth, experience performance, and earned revenue sustainability.

- Inform campus planning and long-term capacity strategy by providing insights on audience demand, earned revenue potential, and visitor behavior to support data-driven decisions about space, programming, and infrastructure.
- Support and engage with the Board of Trustees and relevant committees, including presenting earned revenue results, visitor trends, experience initiatives, risks, and opportunities.
- Represent the Museum publicly, including media engagements, community partnerships, and speaking opportunities, as appropriate and in coordination with the CEO.

People Leadership & Culture

- Lead, coach, and develop a high-performing leadership team, providing clarity of priorities, accountability, and support for innovation.
- Foster a culture of collaboration, experimentation, learning, and shared ownership of results.
- Advance the Museum's commitment to equity, inclusion, and belonging through audience-centered leadership and inclusive experiences.

Experience and Qualifications

The ideal candidate will bring many of the following professional qualities and experiences:

Education & Experience

- Minimum of ten (10) years of senior leadership experience with direct responsibility for visitor-focused strategies or audience development, and earned revenue growth.
- Bachelor's degree in marketing, business, finance, sales, communications, or a related field required; advanced degree preferred. A combination of education and relevant experience may be considered in lieu of degree.
- Demonstrated success leading revenue-driven marketing, experience, and/or growth strategies in visitor-centered organizations.
- Experience presenting to Boards or senior governance bodies on financial and strategic performance strongly preferred.

Knowledge

- Creative direction and storytelling leadership.
- Earned revenue models in visitor-centered organizations.
- Consumer and visitor behavior, demand generation, and pricing strategies.
- Marketing, communications, and digital engagement channels.
- Experience design principles and lifecycle management for exhibits and programs.
- Financial concepts including forecasting, ROI, and performance measurement.
- Use of qualitative and quantitative research to inform decision-making.

Skills

- Strategic planning and execution.
- Financial information analysis and analytical reasoning.
- Data-informed decision-making.
- Executive communication and presentation.
- Cross-functional collaboration and influence.
- People leadership, coaching, and team development.
- Change leadership and organizational alignment.

Schedule and Compensation

The Museum of Flight offers a competitive compensation package with a salary budgeted in the range of \$200,000 to \$235,000 annually plus the potential for an annual bonus dependent on achieving performance goals. The exact compensation offered will be determined by qualifications and experience. Information about the staff benefits package is available [online](#). An executive benefits package is available for the role.

This is a Seattle-based position. Candidates should expect to work primarily in the office at the Museum, with reasonable flexibility to accommodate personal appointments or family needs.

Location

Seattle is a commercial, cultural, and technology mega hub located between the shores of Puget Sound and the banks of Lake Washington. Beyond the waters lie two rugged mountain ranges, the Olympics to the west and the Cascades to the east. Often called “The Emerald City,” Seattle enjoys a mild marine climate that nurtures prolific vegetation and abundant natural resources. Seattle is surrounded by three national parks and has more than 485 parks within city limits. Thriving economic activity meets a healthy, contemporary lifestyle for metro area’s 4.2 million residents.

The Museum of Flight’s 23-acre primary campus sits adjacent to Boeing Field, south of downtown Seattle. The Museum’s location on an active runway is one of the most unique and thrilling features of the campus—jet engines roar overhead as visitors witness aircraft take off and land in real time. The site is deeply connected to the region’s aviation history. The campus occupies the ancestral lands of the Coast Salish peoples.

The Museum has a second footprint at Paine Field, north of Seattle. The Restoration Center & Reserve Collection is a 23,000-square-foot site where aircraft are renovated and restored to exhibition quality.

Interested in Learning More?

The Museum of Flight has partnered with Talent Citizen to assist in this recruitment. Please contact President Tracy D. Welsh and Managing Director Rachel K. Partin to share your resume and cover letter via email at: mf-vpveer@talentcitizen.com.

The Museum of Flight is committed to reflecting the diverse community. Its staff members continue to listen, learn, and implement change so that the Museum can become a more inclusive organization that addresses bias and inequity, and better serves its communities. The Museum highly encourages persons of color, members of marginalized communities, women, non-binary, and LGBTQIA+ individuals to apply.

Prior to hire, and only after a conditional offer of employment has been made, a background check including criminal record history will be conducted consistent with applicable law, including the Washington State Fair Chance Act. Information obtained from the background check will be considered only as permitted by law and will not automatically disqualify an applicant from employment. A copy of the Washington State Fair Chance Act information sheet is available here: [Washington Fair Chance Act](#). The Museum of Flight participates in E-Verify.

The Museum of Flight is an equal opportunity employer, dedicated to a policy of non-discrimination in employment on any basis including race, color, age, sex, religion, national origin, disability, veteran’s status, sexual orientation, or gender identity/expression.