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# BACKGROUND



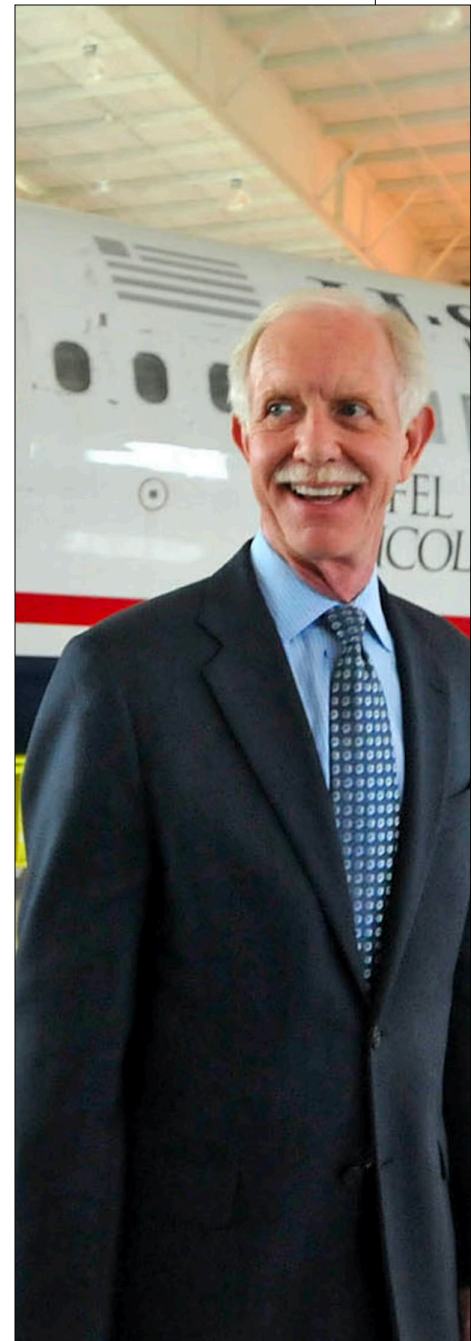
The Sullenberger Aviation Museum (SAM) is a proven model with an impressive programming track record provided to the community conducted through strategic partnerships with Charlotte-Mecklenburg Schools (CMS), higher-ed institutions, community STEM-focused partners, aviation/aerospace corporate partners, and more. These programs prepare students for success and raise the level of STEM education, instruction, and career interest to inspire future generations. Further, they help make a dynamic impact on economic mobility, equity, and inclusion in Charlotte.

The new museum, set to open in 2024, will serve as a model and hub for interactive STEM programming and workforce development initiatives that inspire, educate and elevate the next generation of innovators while boosting economic development in Charlotte's West Side. Research shows early and frequent exposure to innovators, particularly among girls, minorities, and children from low-income families, has the potential to reduce disparities and spur improvements in economic mobility<sup>1</sup>. Equipped with even greater capacity and a state-of-the-art facility, the new Museum will welcome over 120,000 annual visitors and 15,000 students per year to STEM programming and career development opportunities, encouraging future careers in STEM, aviation, and aerospace.

In February of 2022, SchermCo partnered with SAM to help the museum build upon previous STEM educational programming and think big regarding the future of its impact on the community. The ultimate objective was to create an implementation plan for SAM to become a premier innovation center in the Southeast with opportunities to support economic mobility, workforce development, and market-based STEM education.

More specifically, the goals of this partnership included:

- Exploring partnerships with complementary organizations and testing emerging trends with corporations and funders
- Identifying market-based STEM programming that aligns with the organizational structure and capabilities of SAM
- Integrating emerging strategies to support new educational programming and earned revenue models
- Assisting with the recruitment and onboarding of the museum's new VP of Education



<sup>1</sup> [Education and Economic Mobility: The Urban Institute](#), page 2



- Preparing SAM leadership for communication and storytelling regarding any new initiatives and related programming
- Providing an implementation pathway for SAM to engage and inspire students along the educational continuum; from early education to career development
- Submitting the final deliverable and related resources

This document is intended for SAM's internal use and is meant to serve as an outline of recommendations and next steps based on mindful research and investigation. The document may be shared across parties to ensure the successful implementation of programs.

Our team worked closely with members of SAM and other external stakeholders to identify best practices in STEM workforce development and educational programming. We interviewed 64 stakeholders across the country who vary from funders, D&I leaders, and educators. This work has provided the following findings:

- Stakeholders identified SAM as an ideal organization to serve as the convener of Workforce Aviation Partners and Initiatives in the Charlotte area
- West Charlotte High Schools expressed eagerness in pursuing a partnership with SAM where SAM manages a Work Based Learning (WBL) Program to serve in tandem with a potential Aviation/Unmanned Aircraft Curriculum
- The AOPA Curriculum stands as a top choice for High School Aviation and Drone Technology education and can be adapted to meet NC standards
- Due to the projected demand for talent in Drone Technology and Aviation Mechanics, SAM may benefit from increased access to post-secondary education, skilled trade, and WBL opportunities in these STEM industry areas
- No single convener for Aviation Workforce Initiatives exists in the Charlotte area
- Industry talent demand met with economic barriers points towards the need for a STEM-focused work-based learning program serving Title I high school students in Charlotte

# ACTION PLAN



A suggested action plan is below. This plan is a culmination of the research and analysis conducted throughout the strategic planning process. With the implementation in mind, the following steps should be considered to ensure SAM moves from planning to action.

Recommendation & Goal	Responsible Party	Target Date
<p><b>Implement New Program Focus Areas</b></p> <ol style="list-style-type: none"> <li>1. Engage CMS stakeholders in final discussions for AOPA curriculum</li> <li>2. Establish written SAM + CMS agreement/contract covering AOPA + WBL</li> <li>3. Identify AOPA instructor in partnership with CMS</li> <li>4. Provide necessary supports to CMS for the 1st AOPA fall semester</li> <li>5. 4-8 WBL partnerships solidified with employers in Drone Technology/Aviation Industry/Aviation Mechanics</li> <li>6. Provide internship readiness and support for STEM Employers as part of the WBL program</li> <li>7. Collect WBL program impact metrics</li> <li>8. Collect AOPA program impact metrics</li> <li>9. Facilitate 8 internships in FY2024</li> <li>10. Implement longitudinal metric tracking</li> <li>11. Increase number of internships from 8 in FY24 to 10 in FY25</li> </ol>	<p>VP of Education, Dr. Misty Sweat</p>	<ol style="list-style-type: none"> <li>1. February 2023</li> <li>2. March 2023</li> <li>3. July 2023</li> <li>4. August 2023</li> <li>5. August 2023</li> <li>6. August 2023</li> <li>7. September 2023- ongoing</li> <li>8. September 2023-ongoing</li> <li>9. July 2024</li> <li>10. December 2024</li> <li>11. June 2025</li> </ol>
<p><b>Organizational Expansion and Development</b></p> <ol style="list-style-type: none"> <li>1. Consider increasing the racial diversity of the board and full-time staff to reflect the communities SAM seeks to serve.</li> </ol>	<p>VP of Education, Dr. Misty Sweat</p>	<ol style="list-style-type: none"> <li>1. Immediate &amp; ongoing</li> </ol>

Recommendation & Goal	Responsible Party	Target Date
<ol style="list-style-type: none"> <li>2. Employ a Career Navigator to assist Practicum Placement Interns and museum visitors with identifying career development opportunities in Charlotte by navigating SAM's Aviation and Aerospace Workforce Partners</li> <li>3. Assess the capacity of the VP of Education and Career Navigator and evaluate the need for a Program Coordinator</li> <li>4. Employ a Program Coordinator if determined a value add to the overall department of education</li> </ol>	<p>VP of Education, Dr. Misty Sweat</p>	<ol style="list-style-type: none"> <li>2. August 2024</li> <li>3. May 2025</li> <li>4. August 2025</li> </ol>
<p><b>Business Partnerships</b></p> <ol style="list-style-type: none"> <li>1. Assume management of the Aviation Workforce Partners Meeting (AWP)</li> <li>2. Engage with NCDOT Beyond Partners and establish a first date to host a partners meeting at the SAM site</li> <li>3. Increase AWP attendance from 8 attendees to 20 to include 10% Drone Employer participation</li> <li>4. Host STEM Career Fairs, twice annually.</li> <li>5. Evaluate increasing STEM Career Fairs to once, quarterly, depending on the employer participation, talent and job demands</li> </ol>	<p>VP of Education, Dr. Misty Sweat</p>	<ol style="list-style-type: none"> <li>1. February 2023</li> <li>2. March 2023</li> <li>3. July 2023</li> <li>4. March 2024</li> <li>5. December 2025</li> </ol>
<p><b>Future Program Areas in Piloting</b></p> <ol style="list-style-type: none"> <li>1. Initiate conversations with Harding and Chambers surrounding the addition of the AOPA Pilot Pathway</li> <li>2. Engage in a site visit to West Cabarrus High School &amp; Elizabeth City University</li> <li>3. Begin expansion of Practicum Placement Program to include internship opportunities in Piloting</li> <li>4. Identify partnerships for student flight training</li> <li>5. Identify a certified ground or flight instructor</li> <li>6. Implement first semester of AOPA Pilot Pathway</li> </ol>	<p>VP of Education, Dr. Misty Sweat</p>	<ol style="list-style-type: none"> <li>1. September 2024</li> <li>2. September 2024</li> <li>3. June 2025</li> <li>4. June 2025</li> <li>5. July 2025</li> <li>6. August 2025</li> </ol>



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