



STRATEGIC PLAN 2007 - 2011 *Executive Summary*

Strategic planning was initiated to determine community needs, set meaningful and measurable goals and to define the future course of action desired by our guests, trustees, volunteers and staff. Our plan is based on input from over seventy community representatives as well as data from surveys of guests, members, friends, trustees and educators.

Our plan establishes an overarching strategic goal of community ownership and engagement. To reinforce that strategy, we have defined three supporting strategic goals, created new mission and vision statements, defined our core values and established guiding principles. Our plan establishes measurable outcomes in support of our commitment to be a community-based, community-relevant and community-centered organization.

We will deliver informal educational experiences designed to promote lifelong learning. Our goal is to increase science literacy; to enhance public interest in math, science and technology issues; to promote knowledge of career opportunities and choices; and to create a social learning forum.

VISION – *to be the leader in imaginative and interactive learning experiences*

MISSION – *to inspire people to discover the wonder of science, math, and technology*



ORGANIZATIONAL CORE VALUES

ORGANIZATIONAL CORE VALUES – Creativity, Excellence, Integrity, Interactivity

Our Core Values define the values of our institution and its people. These are the values by which we treat others, wish to be treated individually and the values we promise to embrace.

Creativity: “seeing like others but delivering a different interpretation”

We rethink relationships between traditional and existing objects and combine them in innovative ways to help guests learn and discover interrelationships in our world. These techniques generate novel and useful ideas and solutions to everyday problems and challenges.

Excellence: “a journey of continuous improvement defined not by us but by our guests”

It’s about being satisfied with accomplishments, but recognizing there is more to be done. It’s about learning from mistakes, but never being defeated by them. It’s about growth, when one wasn’t aware that growth was possible. It’s about extending our reach, to grasp unknown horizons. It’s about weaving these beliefs into our exhibits, programs and our people.

Integrity: “behavior and decisions aligned with Museum values and guiding principles”

Our decisions are ethical, honest and in the best interests of the Museum, our guests and each other. We pride ourselves on doing what is right, purposeful, relevant and meaningful.

Interactivity: “connecting and discovering through experimentation”

We offer moments of discovery through hands-on and minds-on informal educational experiences. These experiences are social and vary in scale and purpose. We engage our guests, volunteers, trustees and staff in exhibits and programs that are participatory and active.

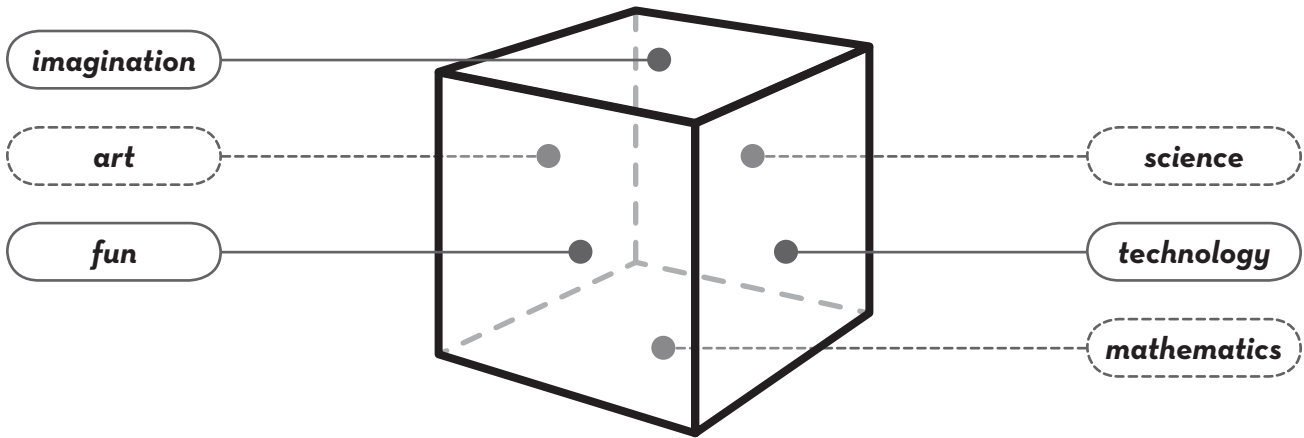


GUIDING PRINCIPLES

CONTENT: SCIENCE, TECHNOLOGY, MATHEMATICS – the “WHAT”

DELIVERY: IMAGINATION, ART, FUN – the “HOW”

Grouped by content and delivery, guiding principles provide the framework and boundaries of the Museum experience. Every experience will involve science, technology or math. The result will be a fun, imaginative environment delivered in an aesthetically pleasing informal learning manner.



WE WILL CHAMPION UNIQUE INFORMAL LEARNING ACTIVITIES THAT:

- ⊗ Invite people to discover and understand their world.
- ⊗ Creates an interactive environment that promotes science, math and technology learning.
- ⊗ Playfully uses art, imagination and fun to support our mission and vision.
- ⊗ Support, nurture and respect the people involved with the Museum.
- ⊗ Focus on our primary audience of pre – K and elementary guests and their families. A secondary focus is to reach specialty audiences by delivering highly-targeted enrichment experiences for non-traditional guests.

Experiences will be developed and delivered based upon the following resource allocations.

Pre – K	35%
Grades 1 – 6	45%
Middle school, high school, college	15%
Adult and senior	5%



STRATEGIC GOALS

STRATEGIC GOAL: COMMUNITY OWNERSHIP & ENGAGEMENT

To be recognized as a community-based, community-relevant and community-centered organization operating as an essential part of the community.

STRATEGIC GOAL: ORGANIZATIONAL SUSTAINABILITY

To operate within a balanced budget, maintain an operational reserve and have the resources to add, renew or upgrade exhibits, programs and facilities. An endowment fund is maintained and capable of sustaining the Museum and its operations through unforeseen situations or through attendance variations.

STRATEGIC GOAL: EXCELLENCE IN THE GUEST EXPERIENCE

To create an environment where wonder, novelty and fun are choreographed into an experiential learning experience that invites experimentation, exploration and education.

STRATEGIC GOAL: EMPOWERED, WELCOMED & COMMITTED PEOPLE

To support and empower our staff, to respect and welcome our volunteers and to work in collaboration with our Board of Trustees, valuing their expertise, time, resources and financial support.



STRATEGIC GOAL: COMMUNITY OWNERSHIP & ENGAGEMENT

To be recognized as a community-based, community-relevant and community-centered organization operating as an essential part of the community.

STRATEGIC OBJECTIVES:

1. Strong Community Partnerships and Collaborations

We draw resources from the local and regional community. Community residents, organizations and businesses play a significant role in the guidance, support and usage of the Museum.

2. Membership Sustainability

Visitation from Membership flourishes. Membership sustainability or growth is evident year to year. Strategies are implemented to encourage transitional members to become donors.

3. Community Presence

The Museum, its programs, exhibits and people are fully integrated into the fabric of the community. We establish and support off-site exhibits, provide programming at remote locations and develop satellite locations. The Museum is positioned as an integral part of Ann Arbor as a community gathering place.



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STRATEGIC OBJECTIVES:

1. Balanced and Conservative Budget

The audit and financial reports verify a balanced budget. Expenditures reflect fiscal responsibility and a conservative spending philosophy. Revenue from admissions, membership and gift shop cover base operational costs.

2. Maintain Operational Reserve

Excess earned revenue is used to build the reserve, the endowment or for improvements.

3. Philanthropy Is an Organizational Priority

Fundraising is an organizational priority with everyone (staff, trustees, volunteers and friends) identifying prospects, promoting giving and working together to secure support. We embrace a team approach to maximize opportunities and to ensure accountability and accuracy with any donation while including donors in all aspects of grant life cycles. Planned giving is emphasized as an important element of long-term organizational sustainability. In-kind donations are encouraged and valued.

4. Growth of the Endowment

The endowment continues to grow through contributions or through endowment development programs established at regional community foundations. Special endowments are established for 'endowed chairs' or exhibit maintenance.



STRATEGIC GOAL: EXCELLENCE IN THE GUEST EXPERIENCE

To create an environment where wonder, novelty and fun are choreographed into an experiential informal learning experience where experimentation and exploration lead to discovery.

STRATEGIC OBJECTIVES:

1. Deliver an Optimal, Welcoming and Seamless Guest Experience

The Museum engages guests in a social learning experience that is welcoming and safe. We provide unique experiences and meet our guests' needs in a professional and timely manner.

2. Create and Showcase Exceptional Exhibits

Exhibits create an exciting environment for learning and discovery in our interactive and participatory "hands-on" style.

3. Provide Unique Experiential Programming

Educational activities and programs are presented in a social learning environment that encourages guests to embrace science, technology and mathematics in their lives.



STRATEGIC GOAL: EMPOWERED, WELCOMED & COMMITTED PEOPLE

To support and empower our staff, to respect and welcome our volunteers and to work in collaboration with our Board of Trustees, valuing their expertise, time, resources and financial support.

STRATEGIC OBJECTIVES:

1. Volunteers Are Respected and Welcomed

We recruit volunteers from different segments of the community including high school students, lay people, and professionals from industry, academia, medical fields and the technical workforce.

2. Board Members Are Committed and Engaged

Our Board is involved with the community, provides/seekes financial support for the Museum, offers experience and intellectual resources, and represents regional leadership.

3. Staff Is Supported and Empowered

The staff is supported and empowered to perform their duties with clear expectations and defined responsibilities. Employees are encouraged to grow and experiment through creative and innovative activities. Employee turnover is minimal and employee satisfaction, and productivity are at exceptional and sustainable levels.