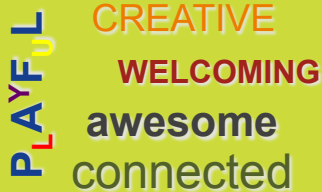



2015/16—2017/18 Strategic Plan Summary

Last update: 6.4.15

OUR STRATEGIC ANCHORS	2015/16—2017/18 STRATEGIC AREAS OF FOCUS				
<p>OUR VISION: Everyone reaches their full potential.</p> <p>OUR MISSION: We collaborate to create transformative learning experiences through the arts and sciences.</p> <p>OUR TARGET AUDIENCE: Young children and those who care for them.</p> <p>OUR UNIQUE VALUE: Through our research, based in our museum and school, we elevate the conversation around early childhood education and the power of play.</p>	<p>1. Strengthen Philosophical Alignment</p>	<p>2. Eliminate Barriers to Access and Equity</p>	<p>3. Advance Our Educational and Research Impact</p>	<p>4. Deliver Operational Excellence</p>	<p>5. Live Sustainably</p>
<p>OUR BRAND INTENTION</p> 	<p>2015/16—2017/18 KEY GOALS (AND MEASURES)</p>				
<p>OUR ORGANIZATIONAL VALUES & VISION-IN</p> 	<ul style="list-style-type: none"> Define and create a healthy organizational culture that values effective communication, collaboration, and reflection (surveys of staff perception and employee engagement, TBD% of turnover). Achieve universal board and staff ownership of our philosophy (alignment survey scores, personal reflection, performance evaluation question). 	<ul style="list-style-type: none"> Achieve diversity of staff, board, visitors to match our community (staff/board census, visitor data). Enhance our cultural competency (surveys of outside groups we hope to serve, personal reflection). Dedicate funds to implement changes suggested by stakeholders (annual budget amount). 	<ul style="list-style-type: none"> Optimize collaboration in content development and delivery among the Museum, School, and Center (case studies of successful examples). Understand and serve the adult visitor (perception survey, participation #'s). Expand influence in informal education (articles, presentations, board/committee service). Strengthen participation and partnerships in local early childhood education (articles, presentations, board/committee service). 	<ul style="list-style-type: none"> Strengthen HR practices (satisfaction surveys, salary scale, % of turnover). Review, update, and implement board and staff policies and procedures. Define, practice, and achieve standards for guest engagement, safety, security, cleanliness, sanitation. Re-conceptualize and renovate our Museum exhibits. 	<ul style="list-style-type: none"> Develop and implement a three-year financial plan that is aligned with strategic planning, achieves a balanced budget with minimum \$100K depreciation, and includes debt reduction. Diversify and increase funding streams to achieve 40:60 contributed to earned income. Develop & operate within green policies that achieve a TBD percentage for local purchasing, and waste/energy use reduction. Make decision on long-term facility needs. Develop vision for social sustainability.
	<p>2015 /16 KEY ANNUAL INITIATIVES</p>				
	<ol style="list-style-type: none"> Create a robust orientation program for all staff, volunteers and Board members. Design a responsive, interdepartmental professional development program to strengthen staff understanding, mutual respect, and effective communication. 	<ol style="list-style-type: none"> Establish best practices around recruitment, hiring, and retention to achieve staff diversity and reduce turnover. Gather and analyze data to determine diversity gaps and community needs. Identify 2015-16 budget amount for changes suggested by stakeholders. 	<ol style="list-style-type: none"> Gather and analyze data to understand what adult visitors are currently doing in the Museum. Articulate educational and research priorities and align with business model (5.3). Create and practice interdepartmental processes to guide exhibit and program development, artist residencies, and Studio to School. 	<ol style="list-style-type: none"> Define, prioritize, fund, and implement standards and practices for cleanliness, sanitation, and safety. Develop process to support a 10-year exhibit and program plan. Define a career ladder (professional development, evaluation system, salary scale). 	<ol style="list-style-type: none"> Rebuild Development team and processes. Explore new revenue streams. Develop business plan for Museum, School, and Center. Articulate definitions of financial, social, and environmental sustainability.