

miSci
Strategic Plan
2019 - 2022



celebrate. explore. inspire.
...as envisioned by Neil & Jane Golub



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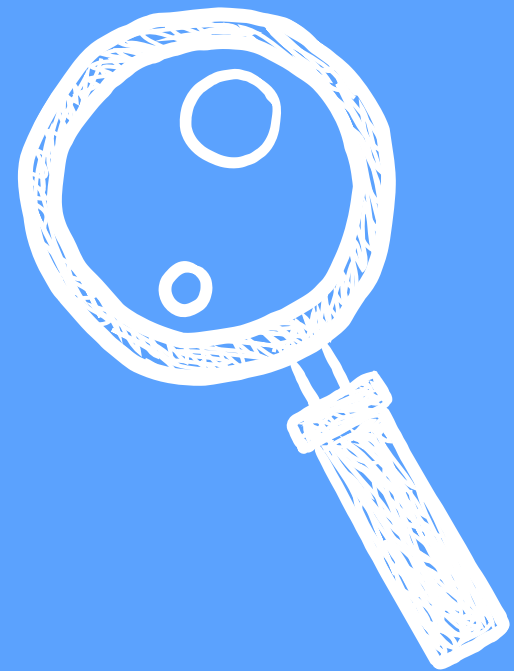
*Special thanks to Professor Brian Alexander
from the Cooperstown Graduate Program,
State University of New York at Oneonta*

Design by Jen Vos



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I. Introduction

This Strategic Plan outlines the Museum of Innovation & Science's priorities for the years 2019-2022. We will focus on achieving the museum's vision and transforming it into a vibrant part of the Schenectady area's cultural landscape. We anticipate important, strategic improvements while reinforcing our many strengths.

In the past, we have been vulnerable. Today, we respond with opportunity. We do not know what the world will be like in 2022, but we are confident that it will look different, and we will, too.

The Board of Trustees invited the Cooperstown Graduate Program of the State University of New York at Oneonta to work with the board and staff to facilitate the strategic planning process.

As our future develops, miSci's business plan sits at the center of the overarching framework of this document. To ensure the framework's success, we identified a series of Critical Issues, Goals and Action Steps that will help us achieve our dreams for 2019-2022. Our plan calls for us to strengthen our financial position, cultivate our governance and management structures, shape our facilities, and develop our collections and programming to reflect the broader goals of a dynamic, lively organization.

In the pages that follow, we articulate our goals and the process of becoming the museum we hope to become. It is not an exhaustive list of all that we will do; rather, it focuses on what we consider to be the most important initiatives for the next several years.

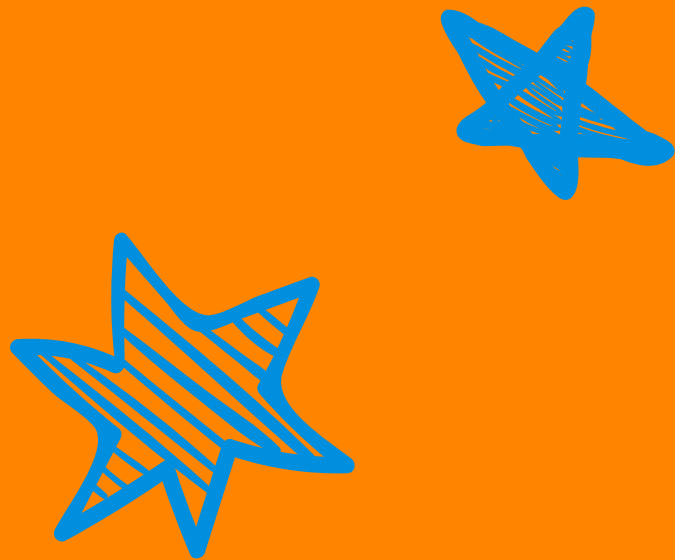
miSci continues to evolve, and this plan is our roadmap—our aspiration. It is from here that we depart for brave, new horizons to strengthen miSci's role of ***inspiring us to explore how science and technology impact our lives.***

Bradley Lewis and Ray Legere, *Co-Chairs*
miSci Board of Trustees

Gina Gould, *President & CEO*
miSci

John Henry Aborn, *Project Director*
Cooperstown Graduate Program

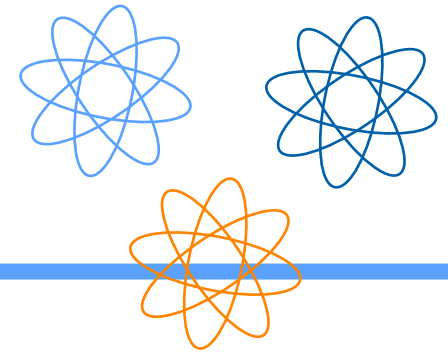
Alexis DiBartolomeo, *Project Director*
Cooperstown Graduate Program



II. Institutional History

The Museum of Innovation and Science (miSci), formerly the Schenectady Museum, is a science museum within the Capital Region of New York State. The museum was founded in 1934 as the City of Schenectady's history and art museum, with a Hall of Science and Suits-Bueche Planetarium added in 1954. In 2012, the museum rebranded itself as miSci. Dudley Observatory partnered with the institution in 2015 and miSci opened the Challenger Learning Center the same year. The hiring of current president, Dr. Gina Gould, in 2018 solidified the museum's status as a collections and exhibitions-centered science museum.

miSci is the Capital Region's primary science museum and resides within New York's "Tech Valley." The museum's archive includes more than 1.6 million prints and negatives from the General Electric photograph collection, over 3,500 cubic feet of historic materials, and approximately 15,000 objects related to science and technology. In addition to its collections, miSci operates the Challenger Learning Center, Dudley Observatory, and Suits-Bueche Planetarium. The museum's exhibitions and public programs focus on audiences from the Capital Region.



III. Strategic Planning Process

The 2019-2022 strategic planning process began in October of 2018, when Professor Brian Alexander and museum studies graduate students from the Cooperstown Graduate Program (CGP) first met with the staff and trustees of miSci. During the course of the planning process, the CGP strategic planning team conducted four major meetings at miSci. These meetings provided a forum for the team to report on its progress and solicit feedback from miSci board and staff at each stage of the strategic plan's development.

The CGP strategic planning team divided itself into "task forces," each reflecting a functional area of miSci's operation. These task forces included: Management and Governance; Programs, Exhibitions and the Challenger Learning Center; Collections, the Suits-Bueche Planetarium, and the Dudley Observatory; and Facilities. During task force meetings, planning team members worked to identify and refine the status, needs, and goals in each area of the organization.

The CGP team executed a situational analysis of miSci to cultivate a clearer understanding of the museum's constituency and status among other organizations and stakeholders in the region. This analysis was presented at the first major meeting.

CGP team members then led various exercises to explore miSci's mission, vision and values. This meeting produced drafts of a new mission statement, values statement, and vision statement. Each task force then worked to ascertain the critical issues facing each functional area of miSci's operation.

During the second onsite meeting, these Critical Issues were presented, discussed, and placed in order from highest to lowest priority. The list was then used to identify a series of institutional critical issues. The CGP team then worked within their task forces to develop clear, detailed goals and action steps to address each issue. Following this stage, the CGP team placed all components of the strategic plan into a comprehensive document which was presented at the final onsite meeting with all participants.

The Strategic Plan 2019-2022 was created to guide miSci into the future. It is a practical reference to guide the activities of miSci's staff and board in the coming years and is an affirmation of the museum's institutional goals and beliefs. It articulates miSci's three-year vision and provides a foundation upon which to build the future.

IV. Mission Statement

miSci inspires us to explore how science and technology impact our lives.

- By promoting understanding and appreciation of the history of innovation
- By sparking exploration of sustainable solutions for the world
- By encouraging lifelong discovery through play
- By advocating for STEAM in the Capital Region

V. Values Statement

miSci values

Creativity

miSci values creative, interactive, and engaging exhibits and programs to reach the Capital Region and beyond.

Scholarship

miSci values well-researched scholarly content for exhibits, interpretation, and programming.

Collaboration

miSci values a collaborative workplace where staff, management, and governing boards work together.

Integrity

miSci values the governing and management of the institution with integrity and transparency.

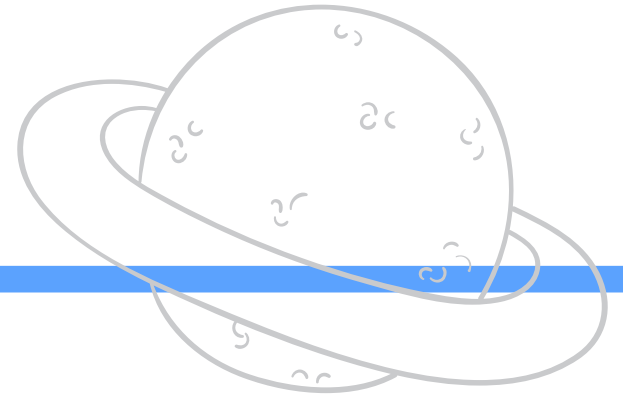
Quality

miSci values quality in the collection and interpretation of its artifacts and research through exhibits and programming.

Diversity

miSci values a diverse workplace and audience and recognizes that people of all ages, genders, races, and abilities are welcome and valued.

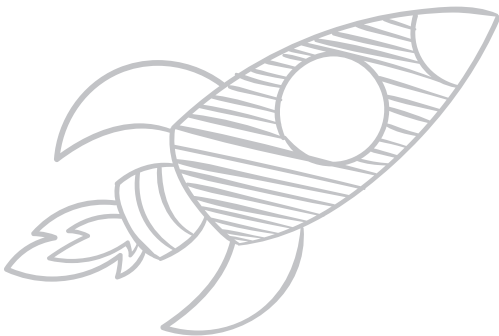
VI. Vision Statement



miSci will become a nationally recognized community-based science museum serving the Capital Region of New York State and beyond. The museum will create a place where visitors and professionals can use the resources available to become a more scientifically literate community.

Visitors of all backgrounds and ages will come together at miSci to interact with high quality, hands-on, and immersive exhibitions and programs using the museum's unique place-based collection. Through science, technology, engineering, art, and mathematics (STEAM), miSci will deliver consistently engaging and fresh programming and exhibits that meet the needs of its audience.

miSci will become a modern, well-run, and financially stable institution managed by a knowledgeable and enthusiastic team dedicated to the museum's mission.



VII. Critical Issues

1. Finance

miSci will resolve the current financial issues that are impacting the daily operations of the institution.

2. Facility Management

miSci will make major repairs to the facility, renovate the lobby and entrance for enhanced visitor accessibility, and improve employee workspaces.

3. Governing Roles and Responsibilities

The miSci board of trustees will work to create clear roles and responsibilities for its members.

4. Community Engagement

miSci will build and strengthen engagement with the community to foster institutional growth and support the mission.

5. Operational Policy and Procedures

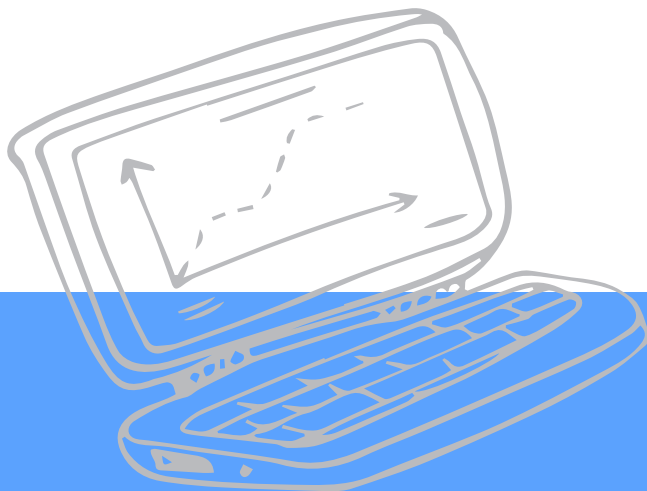
miSci will create clear operational policies and procedures to ensure understanding among all staff.

6. Collections Care and Management

miSci will resolve urgent issues surrounding the current management and care of its collection and harness the potential of its collections for programming, exhibits, and research.

7. Accreditation

miSci will begin the American Alliance of Museums (AAM) reaccreditation process.



1. Finances

miSci will resolve the current financial issues that are impacting the daily operations of the institution.

The Board of Trustees and staff have agreed that financial stability is the greatest priority of the institution. While miSci has made significant progress over the past few years, additional efforts are required. The museum currently lacks financial stability and has been running an operational deficit each month. In addition, it has drawn significant funds from the endowment to pay its debts. The museum is also understaffed and employees are working long hours in inadequate facilities.

Over the next three years, plans to diversify revenue streams include developing exhibitions and programs, procuring grant funding, and focusing on donor cultivation.

miSci will also generate income from the museum's collection by developing traveling exhibitions. Additionally, miSci will market to new and larger audiences by expanding programming to include new nighttime events, lecture series, adult evenings, and family days. Increased attendance, coupled with miSci's plan to increase admission and membership costs, will generate greater revenue. After resolving these issues, the Board of Trustees and staff will begin rebuilding miSci's endowment.

1. miSci will resolve the current financial issues that are impacting the daily operations of the institution.

Accountability	Completion Date	Resources	Goals and Action Steps
<ul style="list-style-type: none"> • President & CEO • VP Development • VP of Collections & Exhibitions 	<p>2021</p> <p>2019 - 2020</p> <p>2019</p> <p>Ongoing</p>	<p>\$2,000,000 +</p>	<p>1.1 Diversify Earned Revenue Streams</p> <p>1.1.1 Create traveling exhibit(s) using miSci's collection to rent to other museums (see 6.5).</p> <p>1.1.2 Broaden scope of programming offered to reach a larger demographic base (i.e. Family Days, After Dark Series, Lecture Series).</p> <p>1.1.3 Reevaluate costs of memberships, admissions, upcharges for special events to maximize cost effectiveness.</p> <p>1.1.4 Apply for grants (see 1.4).</p>
<ul style="list-style-type: none"> • President & CEO • CFO • All Staff • Consultant 	<p>Ongoing</p> <p>2019</p>	<p>\$434,000</p>	<p>1.2 Mitigate Monthly Expenses</p> <p>1.2.1 Work with staff and consultants to reduce expenses.</p> <p>1.2.2 Pay down existing debt. (NYS Grant Reimbursement)</p>
<ul style="list-style-type: none"> • President & CEO • Co-Chairs • Trustees • VP of Development • VP of Marketing 	<p>Ongoing</p> <p>2019</p> <p>Ongoing</p> <p>2019</p>	<p>\$1,000-10,000</p> <p>↓</p>	<p>1.3 Build a Base of Financial Community Supporters</p> <p>1.3.1 Identify and begin partnerships with community members and organizations.</p> <p>1.3.2 Initiate marketing efforts that invite the community to invest in miSci.</p> <p>1.3.3 Recruit potential trustees (see 3.5).</p> <p>1.3.4 Increase sponsorship by local businesses.</p> <p>1.3.4.1 Create corporate brochure.</p>

1. miSci will resolve the current financial issues that are impacting the daily operations of the institution.

Accountability	Completion Date	Resources	Goals and Action Steps
<ul style="list-style-type: none"> • President & CEO • VP of Development • VP of Collections & Exhibitions • Consultant • VP of Education • Outreach Astronomer 	Ongoing	\$15,000	1.4 Identify and Apply for Local, State and Federal Grants 1.4.1 Apply for grant funding for collections, exhibits, and Dudley Observatory.
<ul style="list-style-type: none"> • President & CEO • Finance Committee • Trustees • VP of Development 	2022 ↓	\$15,000	1.5 Rebuild the Museum's Endowment 1.5.1 Establish donor contacts through personal meetings e.g. fundraising and travel expenses.
<ul style="list-style-type: none"> • Board Co-Chairs • VP of Development • Planetarium Director • Dudley Observatory • Outreach Astronomer • VP of Development 	Ongoing 2022 2021	\$1,000 \$15,000 \$75,000	1.6 Initiate targeted fundraising efforts for specific projects 1.6.1 Increase fundraising efforts for <i>Stellar Venture Fund</i> through raising public awareness and targeted fundraising efforts. 1.6.2 Complete a feasibility study to fundraise for a new Dudley Observatory facility. 1.6.3 Increase fundraising efforts to pay for insurance, security, cases, and transportation of Dudley Observatory rare books collection.



2. Facilities

miSci will make major repairs to the facility, renovate the lobby and entrance for enhanced visitor accessibility, and improve employee workspaces.

miSci is located on five acres of land in Schenectady. Currently, five percent of the annual budget is dedicated to facilities. This percentage factors in the employment of three staff dedicated to maintaining the facilities and the contracted, four-person cleaning crew.

Formerly known as the Nott Terrace High School athletic field, the acreage was donated to the museum in 1966 and the museum structure opened in 1969. Following its opening, the museum made the following renovations:

- Addition of the planetarium (1977)
- Renovation of the lobby
- Installation of a staff elevator
- Improvements to the planetarium's appearance (1990)





Currently, a \$250,000 grant is funding the renovation of the roof to provide better protection of the museum's infrastructure and assets.

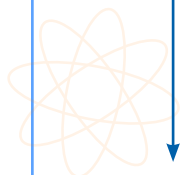
In addition to exterior improvements, the lobby of the building will be renovated to improve visitor experiences. With the help of a \$250,000 Economic Development Assistance Program (EDAP) grant, miSci will modify the central lobby area with a new welcome/admissions desk and other customer service amenities.

Facilities improvements will also consist of upgrading employee spaces. In the next three years, offices on the basement level will be moved upstairs to enhance collaboration among employees. The increased number of people working upstairs will require modifications to the layout of the upper level, as well as improved amenities, such as restrooms, breakroom, conference space and kitchen.

These changes will further solidify the museum's commitment to its mission and promote a positive experience for both guests and employees.

2. miSci will make major repairs to the facility, renovate the lobby and entrance for enhanced visitor accessibility, and improve employee workspaces.

Accountability	Completion Date	Resources	Goals and Action Steps
<ul style="list-style-type: none"> • President & CEO • Board Co-Chairs • VP of Collections & Exhibitions • Facilities Manager 	2019 	EDAP Grant \$35,000 	2.1 Update the HVAC system 2.1.1 Hire an HVAC engineer to determine repair/replacement needs.
<ul style="list-style-type: none"> • President & CEO • CFO • VP of Collections & Exhibitions • All Staff 	Ongoing 2019 2019	\$2,000  Grant TBD	2.2 Improve safety and security 2.2.1 Conduct internal assessment. 2.2.2 Update manuals based on feedback. 2.2.3 Schedule training sessions for new and current employees. 2.2.4 Upgrade security systems. 2.2.4.1 Install security system. 2.2.4.1 Hire security personnel.
<ul style="list-style-type: none"> • Facilities Manager • VP of Collections & Exhibitions • Board Co-Chairs 	2020-2021 	\$40,000	2.3 Make the building more energy efficient 2.3.1 Conduct an energy audit with Global Industrial/ National Grid. 2.3.1 Replace lights throughout the building to LED. 2.3.1.1 Replace incandescent lights in the Suits-Bueche Planetarium with LED. 2.3.2 Create central printing/copy center.



2.miSci will make major repairs to the facility, renovate the lobby and entrance for enhanced visitor accessibility, and improve employee workspaces.

Accountability	Completion Date	Resources	Goals and Action Steps
<ul style="list-style-type: none"> • President & CEO • Board Co-Chairs • VP of Collections & Exhibitions • Exhibit Builder • Consultant 	2019 2019	EDAP Grant \$45,000 ↓	2.4 Renovate entrance and lobby interior 2.4.1 Install front doors that meet the standards of American National Standard Institute (ANSI) 2017 to ensure accessibility compliance. 2.4.2 Update lobby design with new paint, flooring and furniture. 2.4.3 Install lobby kiosk. 2.4.4 Convert the gift shop into a lecture space.
<ul style="list-style-type: none"> • President & CEO • Consultant 	2019 ↓	\$250,000 ↓	2.5 Re-landscape the land surrounding the museum exterior 2.5.1 Seek funding for planning and implementation of re-landscaping.
<ul style="list-style-type: none"> • President & CEO • Board Co-Chairs • IT Ad Hoc Committee 	2020 ↓	EDAP grant \$170,000 ↓	2.6 Modernize office design and functionality 2.6.1 Move all employee offices to one level. 2.6.2 Redesign layout to enhance collaboration. 2.6.3 Ensure technologies are synchronized via file-sharing capabilities. 2.6.4 Configure remote access.
<ul style="list-style-type: none"> • Planetarium Director 	Ongoing ↓	\$7,000/yr ↓	2.7 Monitor and update equipment used in visitor spaces and activity areas 2.7.1 Maintain the Suits-Bueche Planetarium equipment including updating software and replacing digital and GOTO star projector bulbs yearly.

3. Governing Roles and Responsibilities

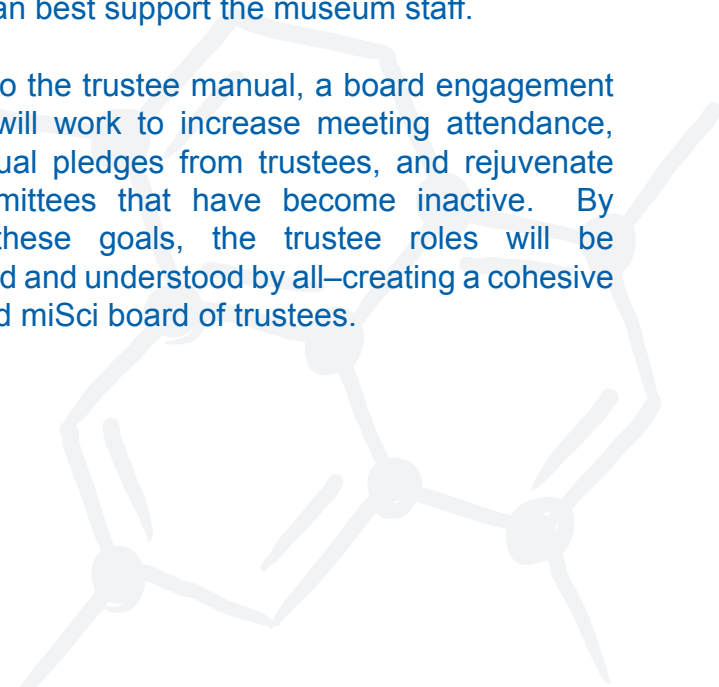
The miSci board of trustees will work to create clear roles and responsibilities for its members.

The primary role of a board of trustees is to assume fiduciary responsibility for the nonprofit organization and adhere to duties of care, loyalty, and obedience. Each of these responsibilities culminates in the board's overarching governance of the museum.



The miSci board of trustees' roles and responsibilities have become unclear over the years, causing confusion among the trustees. This has resulted in duplication of efforts from staff and board, insufficient levels of contributions from the board, and lack of ongoing recruitment efforts from board members. The board has varied in size over the years, and currently consists of twelve members, with two co-chairs leading the board. To mitigate confusion, trustees will take steps to ensure members are informed and involved.

The trustees, with assistance from a CGP graduate student, will review and evaluate trustee roles and responsibilities. This will result in a trustee manual for all current and future board members. This document will include trustee orientation strategies and a method to analyze skills to inform future board recruitment efforts. Additionally, the document will articulate ways in which the board can best support the museum staff.

In addition to the trustee manual, a board engagement committee will work to increase meeting attendance, double annual pledges from trustees, and rejuvenate board committees that have become inactive. By achieving these goals, the trustee roles will be strengthened and understood by all—creating a cohesive and invested miSci board of trustees.



3. The miSci board of trustees will work to create clear roles and responsibilities for its members.

Accountability	Completion Date	Resources	Goals and Action Steps
<ul style="list-style-type: none"> • President & CEO • Dudley Observatory Board • Outreach Astronomer 	2019		3.1 Re-examine contract defining roles and responsibilities between miSci and Dudley Observatory
<ul style="list-style-type: none"> • President & CEO • Governance Committee/ • CGP Graduate Student 	2019 ↓		3.2 Clarify trustees roles and responsibilities 3.2.1 Write a trustee manual clearly delineating expectations and responsibilities for all trustees. 3.2.2 Review bylaws and rewrite as appropriate.
<ul style="list-style-type: none"> • Governance Committee 	2019 Annually		3.3 Create a supportive board environment 3.3.1 Develop a comprehensive orientation program for new trustees. 3.3.2 Institute annual board retreats.
<ul style="list-style-type: none"> • President & CEO • Governance Committee • Board co-chairs 	2019  ↓ Ongoing 2019		3.4 Increase board involvement 3.4.1 Rejuvenate committees by getting at least one active trustee to participate on each committee and getting a report filed for each trustee board meeting. 3.4.1.1 Create Board Engagement Committee. 3.4.1.2 Double regular financial pledges from the board per year. 3.4.2 Maintain 80% or higher attendance at board meetings. 3.4.3 Require regular board visits to and active involvement with the museum.

3. The miSci board of trustees will work to create clear roles and responsibilities for their members.

Accountability	Completion Date	Resources	Goals and Action Steps
<ul style="list-style-type: none">• Board Co-Chairs• Governance Committee• President & CEO	Ongoing ↓	\$4,000 ↓	3.5 Recruitment 3.5.1 Evaluate board for skills and connections needed over the next 3-6 years. 3.5.2 Create a list of potential trustees and ask the current trustees to assist with candidate names and introductions.



4. Community Engagement

miSci will build and strengthen engagement within the community to foster institutional growth and support the mission.

The community engagement efforts at miSci happen primarily through educational programs, exhibits, and the Challenger Learning Center (CLC). Institutional factors currently affecting the success of community engagement at miSci include:



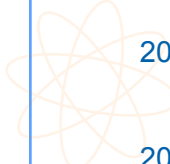
- Lack of staff time
- Lack of evaluation and feedback
- Lack of marketing to appropriate audiences

At this time, miSci does not thoroughly evaluate the success of their programs or exhibits. Volunteers may help alleviate this burden, and a volunteer network may increase the museum's visibility and ability to reach out into the community more effectively. A volunteer coordinator is currently being hired, which will help miSci begin building this base to address some of the community engagement concerns.


The museum also has an opportunity to improve its marketing efforts used for increasing the community's interest in exhibits and programs. Marketing will play a role in encouraging the outreach efforts of the museum to more fully serve the miSci audience.

Forging effective partnerships in the community is another key to building engagement at miSci. Through these partnerships, miSci staff and board members will better understand the needs of miSci's constituency and align their activities with those needs. This step will create an environment in which miSci's visitation better reflects the demographic diversity of the surrounding community. Establishing strong partnerships will also increase the Challenger Learning Center's visibility in the region, and encourage school participation in programs.

4. miSci will build and strengthen engagement with the community to foster institutional growth and support the mission.			
Accountability	Completion Date	Resources	Goals and Action Steps
• Education Staff	Ongoing	\$10,000	4.1 Develop a greater variety of live and pre-recorded planetarium shows
• VP of Marketing	2020 ↓	\$5,000 ↓	4.2 Initiate targeted marketing strategies 4.2.1 Increase awareness of digitized collections through marketing to targeted online audiences (see 6.4.2). 4.2.2 Increase awareness for the Suits-Bueche Planetarium and Dudley Observatory programming through marketing efforts in the local community.
• VP of Education	2019		4.3 Develop programming schedule tailored to local school curriculums, schedules, and breaks
• President & CEO • Volunteer Coordinator	2019 2020 ↓	\$32,000 \$15,000 ↓ \$2,500	4.4 Expand volunteer base 4.4.1 Identify and hire volunteer coordinator (see 5.2.1). 4.4.2 Establish volunteer, community-based committees to advise and work with miSci. 4.4.3 Recruit volunteers (student or adult) to assist with assembling building exhibits. 4.4.4 Recruit volunteers for increased hands-on gallery programmatic demonstrations on weekends and holidays. 4.4.5 Implement yearly volunteer appreciation events.

4. miSci will build and strengthen engagement with the community to foster institutional growth and support the mission.			
Accountability	Completion Date	Resources	Goals and Action Steps
<ul style="list-style-type: none"> • Science Communicator • Weekend Manager • VP of Marketing • VP of Collections & Exhibitions 	<p>Ongoing</p> 		<p>4.5 Establish an active community voice in museum</p> <p>4.5.1 Build mechanism for the proactive solicitation and collection of community feedback, with the analysis and implementation of data.</p> <p>4.5.2 Recruit “community influencers” outside miSci’s historical audience to engage under-resourced members of the community.</p> <p>4.5.3 Increase collaborative programming like SenseAble Science.</p>
<ul style="list-style-type: none"> • Director of Public Programs • Director of School Programs • VP of Education • VP of Marketing and Communications • VP of Collections & Exhibitions • Volunteer Coordinator 	<p>2019</p> <p>2020</p> <p>2019</p> <p>2019</p> <p>2020</p> 	<p>\$35,000</p>	<p>4.6 Extend the reach of miSci into the Capital Region community</p> <p>4.6.1 Identify at least one member of miSci whose primary responsibility is community engagement and funding established specifically for this critical issue.</p> <p>4.6.2 Cultivate funding sources that aid in providing access to under-resourced community members</p> <p>4.6.3 Establish active dialogues and partnerships with community educational organizations to best fit our scientific expertise into the needs of the community’s existing educational infrastructure.</p> <p>4.6.4 Form a community based exhibit committee with the goal of developing and installing exhibits in the surrounding community</p> <p>4.6.5 Develop an effective miSci brand for informal STEAM education.</p>



4. miSci will build and strengthen engagement with the community to foster institutional growth and support the mission.			
Accountability	Completion Date	Resources	Goals and Action Steps
<ul style="list-style-type: none"> • President & CEO • Director of School Programs • VP of Marketing • VP of Education • VP of Development 	2021 	\$5,000	4.7 Increase Challenger Learning Center performance <ul style="list-style-type: none"> 4.7.1 Establish a dedicated staff, with clear roles and expectations to manage outreach to schools/districts. 4.7.2 Partner with 3+ new school districts to integrate CLC into their offerings. 4.7.3 Partner with 3+ schools/districts where there is already a committed, ongoing relationship – CLC is integrated into school curricula & budget. 4.7.4 Partner with Boards of Cooperative Educational Services (BOCES) to integrate CLC into school STEM curriculum and funding stream. 4.7.5 Initiate full-scale marketing campaign or partnership to promote and sell corporate mission. 4.7.6 Partner with 3+ Corporate Training providers to integrate CLC into their offerings. 4.7.7 Seek underwriting and sponsorship support for school-based missions.



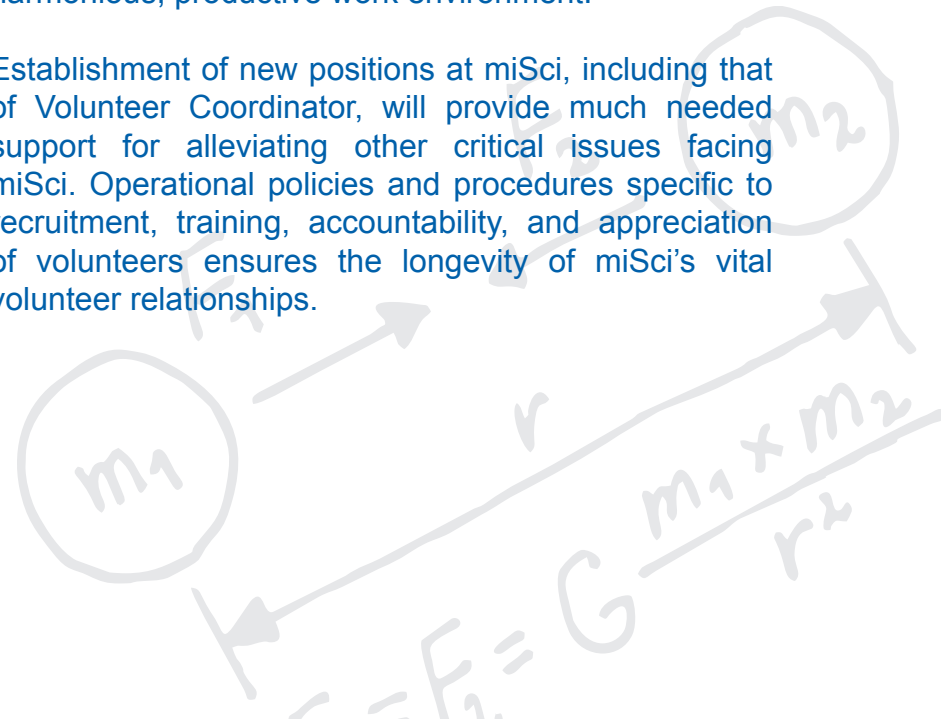
5. Operational Policy & Procedures

miSci will create clear operational policies and procedures to ensure understanding among all staff.

Operational policies and procedures will ensure jobs are properly accomplished and levels of authority and responsibilities are clearly articulated. These policies and procedures are necessary for the health of the organization and the benefit of the staff. With budget cuts, staff departures, and restructured departments, the roles and responsibilities of specific jobs at miSci have become unclear.

Clearly articulated roles and responsibilities must be established and adhered to in order to create a harmonious, productive work environment.

Establishment of new positions at miSci, including that of Volunteer Coordinator, will provide much needed support for alleviating other critical issues facing miSci. Operational policies and procedures specific to recruitment, training, accountability, and appreciation of volunteers ensures the longevity of miSci's vital volunteer relationships.



5. miSci will create clear operational policies and procedures to ensure understanding among all staff.			
Accountability	Completion Date	Resources	Goals and Action Steps
<ul style="list-style-type: none"> • President & CEO • CFO 	2019 ↓	\$1,000	5.1 Define scope of staff roles and responsibilities with process for employee performance appraisals 5.1.1 Produce and print employee manual.
<ul style="list-style-type: none"> • President & CEO • CFO • Volunteer Coordinator 	2019 ↓	\$32,000	5.2 Develop Volunteer Management Department 5.2.1 Hire Volunteer Coordinator (see 4.4.1). 5.2.2 Develop policy and procedures for recruitment, training, accountability, and appreciation.



6. Collections Care & Management

miSci will resolve urgent issues surrounding the management and care of its collections and harness the potential of its collections for programming, exhibits, and research.

miSci has a diverse collection relating to the history of innovation and science. The collection contains approximately 15,000 objects and archives that include approximately 1.2 million photographic prints, 800,000 photo negatives, and 800 boxes of General Electric advertising materials. Collections are housed at miSci's main facility and at an off-site warehouse.

miSci's collections management policy has not been updated since 1998. An updated policy will govern responsible stewardship of the collection moving forward, including the targeted deaccessioning of collections. An updated collections management policy is also one of the foundational documents required in miSci's long-term goal of earning AAM accreditation. Installation of compact shelving and creation of cold storage space will prolong the life of miSci's collections.

A new collections database system will allow for better care of the collection and easy access to collections records from prior to 1984, which are now only available in hard copy. Digitization of the collection will improve access for the public and allow for greater revenue to be generated from the collection via increased sales of image rights.

Since 2013, miSci has also housed the collections of Dudley Observatory, including its antique telescopes and archives. Increased display of Dudley collection objects within miSci will better highlight the connection between the two organizations and increase space in the collections storage area.

6. miSci will resolve urgent issues surrounding the management and care of its collections and harness the potential of its collections for programming, exhibits, and research.

Accountability	Completion Date	Resources	Goals and Action Steps
<ul style="list-style-type: none"> VP of Collections & Exhibitions President & CEO Collections Committee 	2020		6.1 Draft new Collections Management Policy
	2019		6.1.1 Redefine Scope of Collection.
	2019		6.1.2 Define procedures for data management, physical inventory, accessioning and deaccessioning.
	2021		6.1.3 Begin process of targeted deaccessioning of objects to improve storage capacity.
<ul style="list-style-type: none"> VP of Collections & Exhibitions 	2021		6.2 Migrate collections records to new database software
	2019		6.2.1 Identify and complete cost analysis of new database software.
	2020	\$1,500	6.2.2 Submit new database proposal for funding approval.
	Ongoing	\$500	6.2.3 Continually maintain database.
<ul style="list-style-type: none"> VP of Collections & Exhibitions President & CEO Collections Committee VP of Development Consultants 	2023		6.3 Improve collections storage facility
	2020	\$40,000	6.3.1 Complete cost analysis for compact shelving, cold storage, and HVAC system.
	2021		6.3.2 Expand storage capacity through targeted deaccessioning (see 6.1.3).
	2022	\$400,000	6.3.3 Purchase new compact shelving (grants).
	2022	\$650,000	6.3.4 Implement cold storage (grants).

6. miSci will resolve urgent issues surrounding the management and care of its collections and harness the potential of its collections for programming, exhibits, and research.

Accountability	Completion Date	Resources	Goals and Action Steps
<ul style="list-style-type: none"> • VP of Collections & Exhibitions • VP of Marketing & Communications 	<p>Ongoing</p> <p>2019</p> <p>Ongoing</p> <p>↓</p>	<p>\$75,000</p> <p>↓</p>	<p>6.4 Continue Collections Digitization Project</p> <p>6.4.1 Identify and migrate digital photograph collection from Getty Images to more appropriate science research source.</p> <p>6.4.2 Execute targeted marketing to make specific research markets aware of digital resources.</p> <p>6.4.3 Improve online awareness and interpretation of digital collections resources through miSci website</p> <p>6.4.4 Compile all available online resources of miSci's digital collections on miSci website.</p>
<ul style="list-style-type: none"> • President & CEO • VP of Collections & Exhibitions • Exhibits Builder 	Ongoing	\$2,000,000 +	6.5 Initiate development of traveling exhibits (see 1.1.1)
<ul style="list-style-type: none"> • President & CEO • VP of Collections & Exhibitions 	Ongoing	\$600,000	6.6 Maintain three-year rotating exhibit plan



7. Accreditation

miSci will begin the American Alliance of Museums reaccreditation process.

Becoming accredited through the American Alliance of Museums (AAM) is an accomplishment that museums throughout the United States strive to achieve. Securing accreditation will mean that miSci has reached the standards of excellence articulated by AAM.

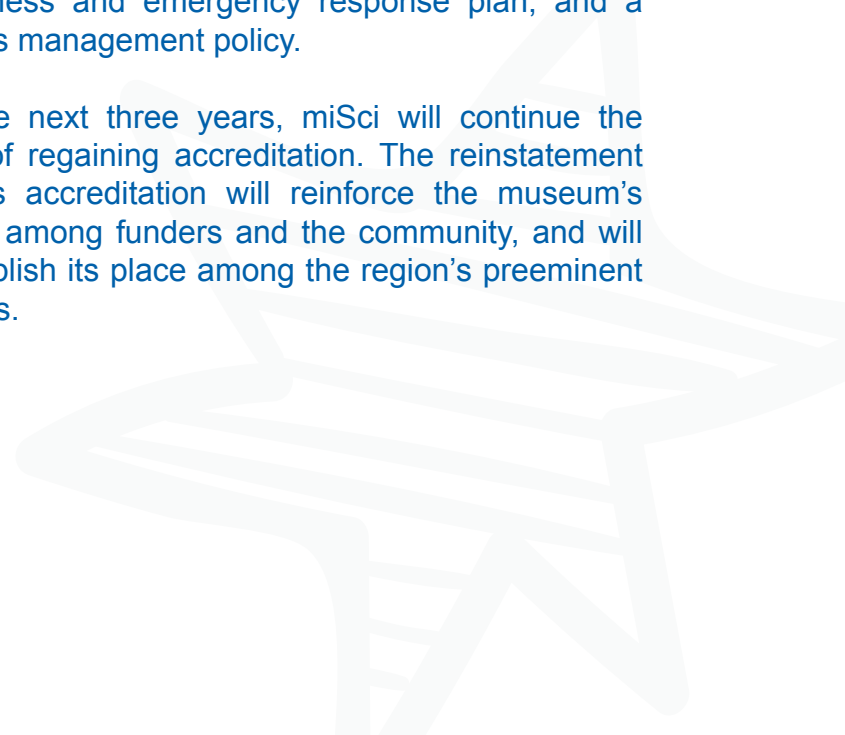
Previously accredited in the 1970s, miSci (then the Schenectady Museum) lost its accreditation in the 1990s due to a lack of professional staff and inadequate collections storage and infrastructure. A Collections Assessment Program (CAP) was completed with the institution in 2003 and provided recommendations to improve collections care and storage and to make the systems compatible with the AAM's guidelines for accreditation.


Accreditation is based on a set of Core Standards established by the AAM which includes Public Trust and Accountability, Mission and Planning, Leadership and Organizational Structure, Collections Stewardship, Education and Interpretation, Financial Stability and Facilities, and Risk Management. Accreditation is a peer-reviewed process that takes 8-16 months to complete and requires the full participation and cooperation of the museum leadership, staff and board.

miSci has taken the first step in the AAM's Continuum of Excellence by becoming members of AAM. To begin the application process for reaccreditation through the AAM, miSci will work toward the policy updates and other goals as established in this strategic plan.

The Core Documents that miSci must produce for review align with the Core Standards and include the institution's mission statement, an institutional code of ethics, a strategic institutional plan, a disaster preparedness and emergency response plan, and a collections management policy.

Within the next three years, miSci will continue the process of regaining accreditation. The reinstatement of miSci's accreditation will reinforce the museum's credibility among funders and the community, and will help establish its place among the region's preeminent institutions.



7. miSci will begin the American Alliance of Museums reaccreditation process.			
Accountability	Completion Date	Resources	Goals and Action Steps
<ul style="list-style-type: none"> • President & CEO • Trustees 	2022		7.1 Review museum's last Self Study, Visiting Committee Report, Accreditation decision letter, and any other documentation pertaining to previous accreditation
<ul style="list-style-type: none"> • President & CEO 	2022		7.2 Create a staff work plan for the completion of the Self Study
<ul style="list-style-type: none"> • President & CEO 	2022		7.3 Conduct Reaccreditation (reaccreditation) Self Study
<ul style="list-style-type: none"> • President & CEO • CFO • Treasurer • Trustees 	2022	\$10,000	7.4 Budget for any fees and costs associated with reaccreditation
<ul style="list-style-type: none"> • President & CEO • VP Collections & Exhibitions • Trustees 	2022 		7.5 Ensure all five core documents are in place and implemented 7.5.1 Review Mission Statement and make updates to comply with accreditation expectations 7.5.2 Draft and implement an Institutional Code of Ethics. 7.5.3 Implement an updated Strategic Institutional Plan at the time of applying for reaccreditation. 7.5.4 Prepare a Disaster Preparedness/Emergency Response Plan. 7.5.5 Draft and implement new Collections Management Policy and establish intellectual control over collections (see 6.1).
<ul style="list-style-type: none"> • President & CEO • Trustees 	2022		7.6 Apply for reaccreditation from AAM