



**MOIAS**  
MUSEUM OF ARTS & SCIENCES

# Strategic Plan 2023-2029

# Mission Statement

To ignite curiosity and connection to art, science, and history that creates a lasting impact with our communities.

# Vision

We strive to be a cornerstone of our communities where all minds are expanded and spirits are sparked, creating deeper connections to the world using the nexus of art, science, and history.

# Major Roles

- Educate
- Steward and Preserve
- Partner

# Ultimate Benefactor

- Regional Community

# Target Audiences

- Residents in the multi-county area and their friends and families who visit.
- Businesses in the multi-country area.





# Values

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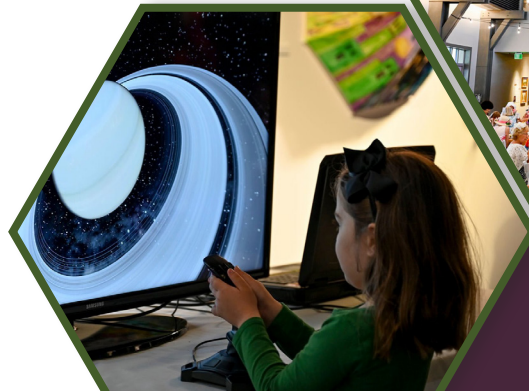
**Authentic:** Committing to integrity

**Service:** Enriching the lives of the communities around us

**Collaborative:** Evolving together creates success

**Wonder:** Fostering a sense of curiosity

**Pursuit:** Seeking opportunities for innovation and growth



## Goal:

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Curate excellence in the guest experience that creates and activates raving fans.

## Goal:

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Fully integrate and unify the campus and Museum's identity to deliver an experience ripe for discovery.

## Key Indicators:

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- ◆ New and repeat visitors (heavy users)
- ◆ Memberships
- ◆ Guest satisfaction
- ◆ Donations
- ◆ Attendance

## Key Indicators:

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- ◆ Satisfaction survey
  - Easy to navigate
  - Engagement between the buildings
  - Desire to return
  - Net promoter score
- ◆ Spend per person onsite
- ◆ Cohesive identity
  - Abbreviated communications
- ◆ Merchandise sales
- ◆ Events sell-out



## Goal:

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Achieve a financially sustainable future through a balanced mix of operating and endowment funds.

## Goal:

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Advance the organizational culture to be aligned, professional, and bold.

## Key Indicators:

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- ◆ Increase in revenue (earned and unearned)
- ◆ Revenue source composition (right mix)
- ◆ Increase in endowment

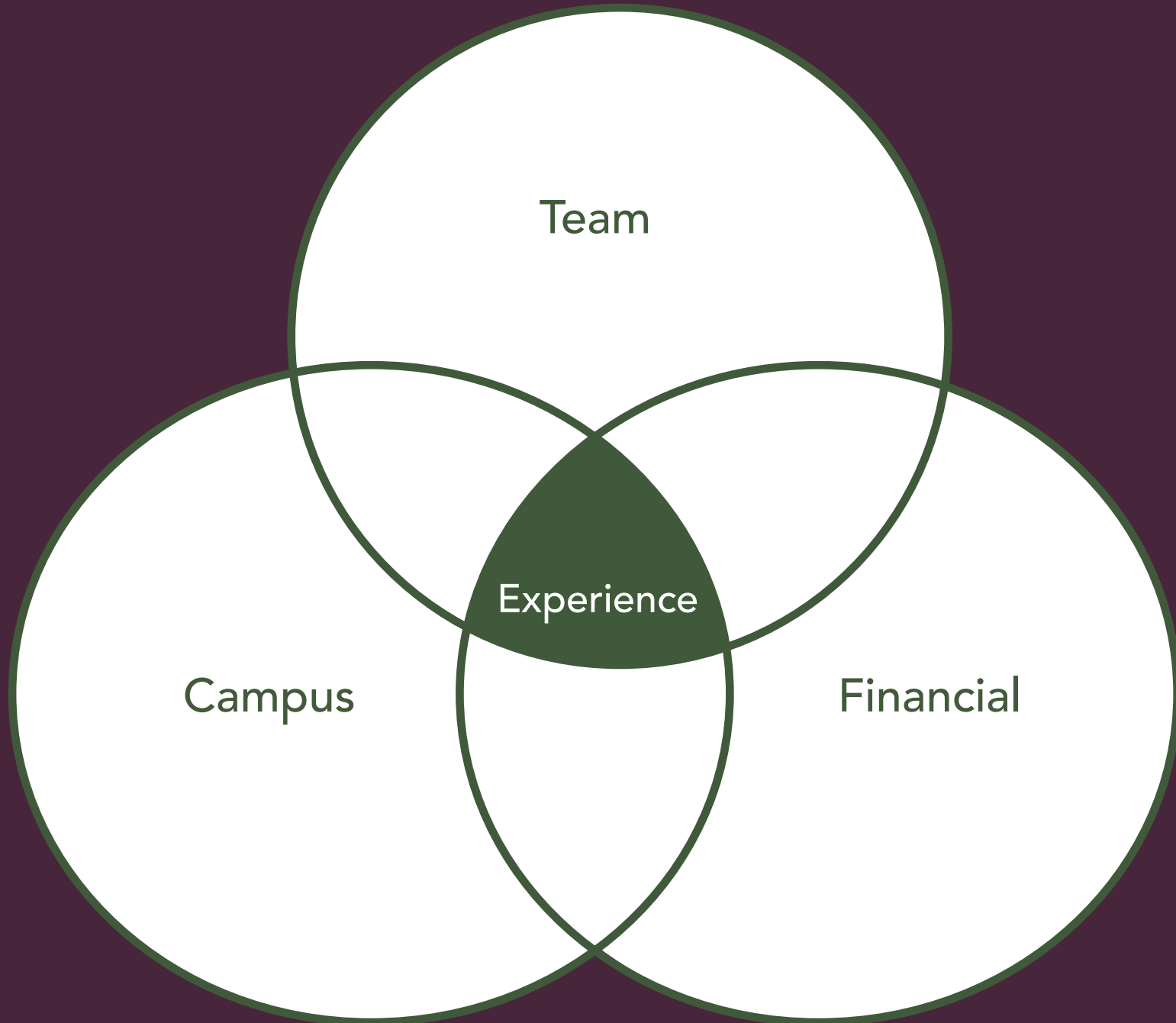
## Key Indicators:

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- ◆ Retention: Board, staff, volunteers, donors
- ◆ Employee satisfaction
- ◆ Innovative thinking
  - Doing something different
  - Willing to entertain a different idea
  - More people taking initiative
  - Willingness to put yourself out there
- ◆ Stronger people pool
  - Staff, board, volunteers
- ◆ Thought leadership

# Key Strategic Issues Interaction

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## KEY STRATEGIC ISSUE

## CORE STRATEGIES

### Experience

How do we develop an ongoing and meaningful guest-centric experience that WOWs and has lasting impact?

1

Develop and implement a programming activation strategy.

2

Create and implement an interpretative strategy that connects and provides meaning between the Museum's collections, exhibitions, and programming departments.

3

Develop and implement a collections and exhibition strategy that supports our mission of being the nexus of art, science, and history.



## KEY STRATEGIC ISSUE

# Campus

How do we optimize and elevate a holistic campus experience?

## CORE STRATEGIES

1

Develop and implement a Master plan that integrates and unites the campus experience.

2

Create and implement a comprehensive brand strategy.





## KEY STRATEGIC ISSUE

## CORE STRATEGIES

### Financial

How do we build, adapt, and sustain our operating budget and endowments for a bold future?

1

Create and implement a fund development plan focused on growing annual contributions on an incremental basis.

2

Develop new ways of generating earned income.

3

Revise and grow our endowment and capital strategy.

4

Modernize the Museum's financial management systems and processes.

## KEY STRATEGIC ISSUE

# Team

How do we foster an aligned culture that supports a bold future that engages community?



## CORE STRATEGIES

# 1

Build an effective human capital strategy that supports our strategic direction and growth (includes succession planning).

# 2

Reevaluate, refine, and grow our volunteer engagement strategy.

# 3

Develop and implement a Board development plan that supports our growth strategy (including succession planning).

# 4

Identify, build, and leverage strategic partnerships that ensure deep engagement and longevity.

# 5

Develop and enhance a holistic customer service strategy.



## Action Planning

A process for breaking the core strategies into manageable pieces for the next 12-18 months will be created and implemented. These action plans will include major activities, responsibility, stakeholders that need to be involved, timeframe, and resources needed.

## Monitoring and Evaluating

A monitoring and evaluation process will need to be instituted at the Board and staff levels. The format and content of the Board and staff meetings need to be designed around the framework and implementation of this Plan. A strategic metrics dashboard tool should be developed by and for the Board. Staff should use the action plans with metrics as a way of monitoring and evaluating on a regular, ongoing basis.



## Contact Information

Phone: 386.255.0285 | Toll Free: 866.439.4769

Website: [www.moas.org](http://www.moas.org)

Follow us on social media @MOASDaytona

