

2023 Business Plan





We seek to **inspire**
by being the place to
experience science.

Dear friends,

For our region and the World, the last few years have been defined by hardship. For The Discovery, they have also been years of remarkable resilience. Though the museum has struggled through temporary closures, staffing shortages, and countless other challenges, we remain dedicated to our mission: to inspire by being the place to experience science.

Now, with many of the obstacles created by the COVID-19 pandemic behind us, we are returning to our steadfast focus on growing the museum's impact locally, regionally, and beyond. For nearly 12 years, The Discovery has been on a steep trajectory of growth, bringing engaging hands-on learning experiences to nearly 1.5 million visitors from around Nevada and the World. Nine years ago, The Discovery committed to a new operations model and began the transformation into a world-class science center, serving people of all-ages. In that time the museum has nearly doubled its annual attendance, and more than doubled the number of programs and exhibits offered to visitors. In short, the museum's growth has been incredible and has occurred at a record-setting pace.

We are grateful for the inspiration ahead, and hope that the pages of this plan give you a glimpse into how we will achieve the short- and long-term goals we've set for The Discovery.

Sincerely,



Mat Sinclair, MPA
President/CEO





Building on our resilience

The challenges for our young organization created by the COVID-19 pandemic have shown us just how resilient we can be. Now, with many of those challenges overcome, we can get back to the work of growing the museum's impact in our region and throughout our state. To do so, we will focus on a singular, powerful fiscal year strategy.

By capitalizing on the knowledge gained and efficiencies created, in 2023 The Discovery will employ the tactics outlined in this plan to achieve the following strategy:

Build understanding, trust, and relationships with the Spanish-speaking community in our region to increase interest and participation

To achieve this strategy, museum staff will utilize a unique process that blends our core mission, vision, core and strategic values, and business planning together into one document. This "Values Driven Strategic Framework" serves to clarify the core mission of the organization, as well as outline long, medium, and short-term objectives, all while keeping clear the values and behaviors that are necessary for advancing the organization.

Values Driven Strategic Framework

CORE MISSION

Our aspiration for 100+ years

We seek to inspire

CORE OBJECTIVE

How we pursue our aspiration

By being the place to experience science

STRATEGIC OBJECTIVES

What we do to best pursue our core objective in the next 3-5 years

Make every person feel valued

Enhance visitor perspectives through STEAM experiences

Create financial strength

Reach more people, more often, in more ways

5 YEAR VISION

By the year 2025
The Discovery will:

Launch a regional outreach program

Achieve annual attendance of 300,000 visitors

Become the recognized leader in STEAM learning in the region

CORE VALUES

Our essential tenets & their signal behaviors

Transform: Take risks, embrace change, seek solutions

Inspiration: Experiment and explore, nurture creativity, empower lifelong learners

Inclusion: Collaborate ferociously, cultivate a community asset, invite everyone in

Trust: Be a trusted leader, communicate authentically, endeavor to help

Have fun: Learn through play, celebrate accomplishments, be curious

STRATEGIC VALUES

How we pursue our aspiration in the next 3-5 years

A belief in human potential: Providing financial assistance to eliminate fiscal barriers to participation, mobility, workforce reflective of our community, multilingual, excited visitors

Creating a desirable community: External presence in our community, strong partnerships and member base, greet each visitor by name, strong sense of ownership, responding to visitors' needs, valuing our staff through training, compensation, and be a great place to work

Sustaining through innovation: Willingness to try, embrace and learn from failure, taking calculated risks, making decisions based on a triple bottom line: people, fiscal, environment, managing and planning according to organizational capacity

FISCAL YEAR 2023 STRATEGY

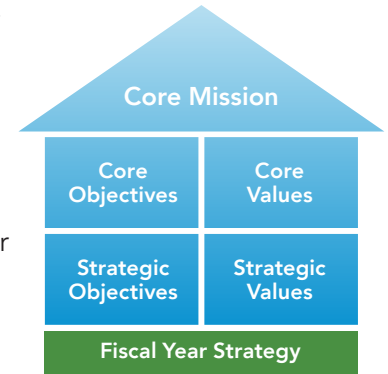
How we allocate our resources to blend strategic objectives & strategic values over the next yearly cycle (annual plan to budget)

Build understanding, trust and relationships with the Spanish-speaking community in our region to increase interest and participation.

Values Driven Strategic Framework Explained

The values driven strategic framework was selected as the ideal planning tool for The Discovery because it integrates and aligns all organizational processes and operating systems. The framework's balance between values and objectives helps The Discovery align our principles with organizational planning, and ensure that our organization's limited resources are used most effectively.

A brief description of each section of the framework is below. A helpful metaphor to consider when reviewing the plan is to think of each section as a different altitude. As the altitude gets lower, the language grows in specificity until ultimately the plan describes very tactical and specific actions to be taken.



Core Mission: 100,000 ft.

This describes our aspiration for the next 100+ years. The Discovery's mission statement answers the question "what are we called to do?" or "what is our (organization's) life purpose?" Absent a significant event in the life of this organization, this core ideology will not change over time, and in fact represents the core ideology since the creation of the science center.

Core Objective: 10,000 ft.

While core objectives may change slowly over time, they begin to clarify how we fulfill our core mission. It demonstrates the primary method(s) by which we conduct the business of The Discovery.

Core Values: 10,000 ft.

These are the values that are at the center of The Discovery. They represent our beliefs and serve to tell others who we are and what we stand for. We include signal behaviors as a means to see our values in action, serve as a tool to measure our values, and provide a benchmark against which we can measure our actions and test alignment with our values. Signal behaviors are a way to see values in action.

Strategic Objectives: 1,000 ft.

At this level we move to a far more tactical approach and transition into mid-range goal setting for The Discovery. These are objectives that will take more than one planning cycle to accomplish, yet are not so long ranging that progress is never made, and actions are delayed. These objectives may not change in the 3-5 year window, but are designed to be opportunistic and adaptive.

Strategic Values: 1,000 ft.

Rooted in core values, strategic values are meant to change and be relevant in the near term. While the idea of adaptive values takes getting used to, it is helpful to think of these as a place to focus organizational energy for the next 3-5 years.

Five-year Vision

Remember that a vision answers the question "what does success look like?" It is time-locked, and does not change within that time. Finally, it serves as the anchor point for the entire planning process and responds to the issue of the burning platform, or reason for change.

Strategies: 100 ft.

Finally, we have the 12-month strategies. These are the specific activities that describe what we will do today to affect tomorrow. Notice that our altitude analogy still leaves room before we hit the ground. This accounts for the fact that there will be more refined strategies and plans within departments and operational teams and other areas of the museum that support the strategic plan.



The Discovery's impact at a glance

1.5 million

museum visitors since opening to the public in September 2011

160,619

visitors welcomed in 2022
(as of December 13, 2022)

3,708

member households
(as of December 31, 2022)

11,270

Social Science (adults-only)
attendees since 2012

\$56,387

donor funded financial assistance
distributed in 2022

7,014

school field trip participants
during the 2021/22 school year

10,185

Camp Discovery participants
(grades K-7th) since 2012

20,467

friends and followers on Facebook,
Instagram and Twitter

759

science demonstrations performed
for museum visitors each year

3,980

Small Wonder Wednesday (ages 5
and under) attendees in 2021

