

# BUFFALO SOCIETY OF NATURAL SCIENCES

Strategic Plan | 2022 - 2026



  
**BUFFALO  
MUSEUM OF  
SCIENCE**

  
**TIFFET**  
NATURE PRESERVE

Approved by BSNS Board of Managers November 22, 2021

# BSNS STRATEGIC PLAN FRAMEWORK

**Strategic Direction:** The Buffalo Society of Natural Sciences will harness the collective skills and resources of the Buffalo Museum of Science and Tifft Nature Preserve to be the leading cultural voice for science in our region.



## Audience

Serve a wider and more diverse audience to further the Society's mission.



## Partnerships

Collaborate with a diverse set of external organizations to further the impact of the Society.



## Experience

Using the Society's unique resources, offer engaging and entertaining science learning experiences for all ages.



## Sustainability

Secure and maintain the required human capital and financial resources to ensure the Society can build on its 160-year history and thrive for the next 160 years.



# Audience

## Serve a wider and more diverse audience to further the Society's mission.

- Assess programs, operations, and fee structure to identify barriers to engagement/participation; devise means to address
  - Invest in appropriate data collection to understand current visitor/participant demographics
  - Establish “Council of Councils” to support two-way dialogue between the BSNS and audiences we currently and hope to serve by identifying primary audience demographics and forming representative leadership councils of those stakeholder groups
- Expand *Neighbor Pass* as philanthropic opportunity and to increase access
- Build-out virtual programs when effective to expand audience and/or access, such as for schools







# EXPERIENCE

## **Using the Society's unique resources, offer engaging and entertaining science learning experiences for all ages.**

- Build and maintain contemporary, best in class STEM learning facilities
  - From annual improvements to core exhibits to fully renovating a core exhibit each year: gather data to identify best investment
  - Improve acoustics at Tifft
  - Repair Tifft north viewing blind
  - Renovate BMS first floor: learning labs, guest services, community spaces, staff and storage
- Host or participate in world-class STEM-based traveling exhibits and programs
  - Install fire suppression system in Temporary Exhibit Gallery
  - Remain at the forefront of traveling exhibit developments
  - Devise plan for long-term traveling exhibit venue solution: buy/build/partner
- Provide guest services that elevate the venue visit experience
  - Add food service and retail at the BMS and Tifft in a way that adds value to the guest experience and makes financial sense for the BSNS
- Ensure access to appropriate depth of science content, emerging science information, and the evolving role of science in society
  - Create Lead Science Communicator position
  - Activate Science Advisory Committee; explore elevating to Committee of the Society
  - Build on relationships with BSNS affiliates
- Increase access to the Society's collections, physically, virtually, and via access to Society staff
  - Build accessible trail at Tifft
  - Install new signage system at Tifft
  - Add BMS staff librarian position
- Diversify program offerings to meet the interests and needs of changing audience
  - Prioritize exhibit and/or programming on environment/climate change/environmental sustainability



# PARTNERSHIPS

## Collaborate with a diverse set of external organizations to further the impact of the Society.

- Prioritize partnerships with community-based organizations to build relationships and trust among currently under-represented audience groups
- Engage educational partners at all levels to
  - Expand and formalize work with school districts, including out-of-school-time groups and activities
  - Collaborate with local academic institutions to generate content and promote STEM in WNY
  - Serve as dissemination partner/resource for major grant projects
- Position the BSNS as a beneficial partner to the corporate community
  - Collaborate to generate content and promote STEM activity and achievement in WNY
  - Pursue long-lasting transformative philanthropic investments
- Utilize and leverage media outlets to reach broader audiences and to position the Society as the voice for science in the eyes of the public





# SUSTAINABILITY

## **Secure and maintain the required human capital and financial resources to ensure the Society can build on its 160-year history and thrive for the next 160 years and beyond.**

- Revisit and re-establish vision, mission, and values for the BSNS, to include expressed commitment to racial and cultural equity and inclusion
- Secure AAM reaccreditation
  - Investments in policies, collections storage, facilities
- Become a first-choice organization for paid and unpaid staff
  - Achieve and maintain competitive salary ranges
  - Formally and consistently offer more career advancement and professional development opportunities
  - Identify and achieve benchmarks for diversifying staff and volunteers
- Engage and leverage diverse high functioning, high impact Board of Managers
  - Improve processes to plan for future Board officer roles and committee leadership
  - Increase opportunities for board to meet staff and learn about full array of BSNS programming and activities





# SUSTAINABILITY



- Seek inclusivity in all programs, exhibits, operations, etc.
  - Pursue decolonization process
  - Establish or revisit and revise governing documents and operational policies as necessary
  - Consistently apply a decision-making framework for inclusivity
  - Renovate websites
- Build robust development function in order to ensure that the Society has the necessary resources to meet its mission and strategic objectives
  - Develop and implement a multi-year fundraising plan to grow and diversify donor base and increase donated funds
  - Increase education and engagement of BSNS staff and volunteers in philanthropy
  - Position BSNS as a first-choice organization for donors to meet their philanthropic objectives
- Maintain and improve facilities
  - Restore BMS north façade
  - Upgrade BMS fire alarm
  - Upgrade BMS north elevator
  - Upgrade Tifft maintenance building
  - Repair BMS Roof
  - Upgrade BMS intrusion alarm
  - Devise plan to address needs identified in Wright & Young Facilities Assessment

# PROJECTED COST

Working draft as of November 12, 2021

| INVESTMENT                                           | One-time Cost       | "BSNS Funded"    | "Externally Funded" | Yearly Cost      |
|------------------------------------------------------|---------------------|------------------|---------------------|------------------|
| <b>OPERATING INVESTMENTS</b>                         |                     |                  |                     |                  |
| AUDIENCE: Data collection                            | \$60,000            |                  |                     |                  |
| SUSTAINABILITY: AAM reaccreditation                  | \$25,000            |                  |                     |                  |
| <b>Running total:</b>                                | <b>\$85,000</b>     |                  |                     |                  |
| EXPERIENCE: Add Lead Science Communicator Position   |                     |                  |                     | \$105,000        |
| SUSTAINABILITY: Pursue decolonization                |                     |                  |                     | \$15,000         |
| SUSTAINABILITY: Competitive salaries                 |                     |                  |                     | \$230,000        |
| SUSTAINABILITY: Career advancement & Prof Dev.       |                     |                  |                     | TBD              |
| EXPERIENCE: Staff librarian position                 |                     |                  |                     | \$50,000         |
| SUSTAINABILITY: Renovate websites                    |                     |                  |                     | \$45,000         |
| <b>Running total:</b>                                |                     |                  |                     | <b>\$445,000</b> |
| <b>CAPITAL INVESTMENTS</b>                           |                     |                  |                     |                  |
| SUSTAINABILITY: Restore BMS north façade             | \$2,000,000         |                  | \$2,000,000         |                  |
| SUSTAINABILITY: Upgrade BMS fire alarm system        | \$450,000           | \$450,000        |                     |                  |
| EXPERIENCE: Fire suppression in Temp Exhibit Gallery | \$195,000           | \$195,000        |                     |                  |
| SUSTAINABILITY: Upgrade BMS north elevator           | \$350,000           |                  | \$350,000           |                  |
| EXPERIENCE: Improve Tifft acoustics                  | \$40,000            |                  | \$30,000            |                  |
| EXPERIENCE: Tifft accessible trail                   | \$1,000,000         |                  | \$25,000            |                  |
| EXPERIENCE: Exhibits upgrades                        | \$4,250,000         |                  |                     |                  |
| SUSTAINABILITY: Young & Wright facilities assessment | TBD                 |                  |                     |                  |
| EXPERIENCE: Tifft signage                            | \$200,000           |                  |                     |                  |
| SUSTAINABILITY: Repair BMS roof                      | \$1,200,000         |                  | \$1,200,000         |                  |
| EXPERIENCE: Food Service / Retail                    | TBD                 |                  |                     |                  |
| EXPERIENCE: Renovate BMS first floor                 | \$10,000,000        |                  |                     |                  |
| EXPERIENCE: Repair Tifft north viewing blind         | \$250,000           |                  |                     |                  |
| SUSTAINABILITY: Upgrade Tifft maintenance building   | \$200,000           |                  |                     |                  |
| SUSTAINABILITY: Upgrade BMS intrusion alarm          | \$200,000           |                  |                     |                  |
| EXPERIENCE: Devise plan for traveling exhibits       | TBD                 |                  |                     |                  |
| <b>Running Total:</b>                                | <b>\$20,335,000</b> | <b>\$645,000</b> | <b>\$3,605,000</b>  | <b>\$0</b>       |
| <b>GRAND TOTALS</b>                                  |                     |                  |                     |                  |
| <b>One-Time Investments:</b>                         | <b>\$20,420,000</b> |                  |                     |                  |
| <b>One-Time Investments REMAINING BSNS Cost:</b>     |                     |                  | <b>\$16,170,000</b> |                  |
| <b>Additional Annual Investments:</b>                |                     |                  |                     | <b>\$445,000</b> |