

STEAMing  
into the future

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# 2019 - 2022 STRATEGIC PLAN

**CENTRAL HIGHLANDS  
SCIENCE CENTRE INC.**

# OUR VISION

To inspire and engage curious minds in STEAM learning

# OUR MISSION

To create a STEAM educational ecosystem in the Central Highlands that fosters a hands-on and active interest in discovery and innovation.

# OUR VALUES

We will:  
Think big. Act local  
Share authentic stories  
Ignite curiosity  
Be open for all

# WHAT IS STEAM

STEAM education is an interdisciplinary approach to learning that removes the traditional barriers separating the five disciplines of science, technology, engineering, art and mathematics and integrates them into real-world, rigorous and relevant learning experiences for students.

**STEAM** means the integration of:

**Science:** The study of the natural world

**Technology:** Any product made by humans to meet a want or need

**Engineering:** The design process used to solve problems

**Art:** Playful, inventive, artistic and innovative thinking and creating

**Math:** The language of numbers, shapes, and quantities

# STRATEGY BY STEAM DESIGN

STEAM education focuses on real-world issues and problems and is guided by the engineering design process. There are five critical steps in the STEAM design process – Research, Design, Build, Test & Improve. The CHSC Strategic Plan will use the five STEAM design principles as a structural framework.



Objective	Strategies	Performance indicators
<p><b>Research</b></p> <p>Investigate current and future STEAM research and development opportunities</p>	<p>Explore the concept of establishing a new 'Science Discovery Museum' in the centre of Emerald</p>	<ul style="list-style-type: none"> <li>• Source funding to conduct an economic feasibility study into the creation of a Science Discovery Museum in Emerald</li> <li>• Complete Science Discovery Museum Feasibility Study</li> <li>• Present study findings to CHSC Board</li> <li>• Board advocate findings to all levels of government and funding bodies</li> <li>• Identify new dedicated space for special STEAM museum and exhibitions</li> <li>• CHSC museum is a key destination for locals and visitors to the Central Highlands</li> </ul>
	<p>Increase research opportunities and the translation of innovative STEAM research into action</p>	<ul style="list-style-type: none"> <li>• Identify potential research partners, including local industry</li> <li>• Identify STEAM research and engagement projects including research into the CHSC Science Club program over the past 20+ years</li> <li>• Develop <b>STEAM Research Project Plan</b></li> <li>• Secure funding for priority STEAM research &amp; development projects</li> </ul>
	<p>Investigate touring exhibition program for the Central Highlands</p>	<ul style="list-style-type: none"> <li>• Assess the viability of implementing a touring exhibition program according to a sustainable business model</li> <li>• Establish a touring exhibition program based on viability study</li> <li>• Work closely with CHRC library network and local partners to deliver STEAM touring and/or mobile exhibitions through the Central Highlands</li> </ul>
<p><b>Design</b></p> <p>Imagine a place to learn, innovate and shape the future of STEAM in the Central Highlands</p>	<p>Strengthen organisational and strategic capacity to design and shape a sustainable future</p>	<ul style="list-style-type: none"> <li>• Employ a qualified and experienced General Manager</li> <li>• Support board members with training and development opportunities</li> <li>• Implement organisational systems to improve governance and management effectiveness</li> </ul>
	<p>Focus on the quality of the science museum design and experience</p>	<ul style="list-style-type: none"> <li>• Seek out opportunities for significant museum acquisitions</li> <li>• Devise a <b>CHSC Business Masterplan</b> to outline future operational exhibitions, programs, events and growth opportunities, focusing on a sustainable business model</li> <li>• Make the CHSC museum a key destination for locals and visitors to the Central Highlands</li> </ul>
	<p>Harness the potential of digital</p>	<ul style="list-style-type: none"> <li>• Digital is a key means of reaching audiences throughout our region</li> <li>• Develop a <b>Digital Strategy</b> to establish a set of digital principles and practicable objectives</li> <li>• Undertake analysis and market research into digital audiences</li> <li>• Information technology infrastructure gaps identified, and Digital Strategy implemented</li> <li>• Design specific programmes based on digital analysis and strategy</li> <li>• Deliver efficiency and improved access to STEAM education through technology</li> <li>• Increase revenues through digital channels</li> </ul>
	<p>Expand our volunteering programme and enhance volunteer experience</p>	<ul style="list-style-type: none"> <li>• Develop innovative strategies to improve our volunteer engagement</li> <li>• Increase volunteer participation</li> </ul>

<p><b>Build</b></p> <p>Continue to build our science club model, resources and brand</p>	<p>Strengthen the existing science club model</p>	<ul style="list-style-type: none"> <li>Undertake market analysis for designated regions and activities, and initiate new collaborations accordingly</li> <li>Reach more people beyond our walls through outreach and new programmes</li> <li>Ensure high quality STEAM programmes are available</li> <li>Amplify CHSC's reach and impact across the Central Highlands to offer even greater access across all platforms and audiences</li> <li>CHSC is recognised as being of strategic importance to the region's STEAM agenda</li> </ul>
	<p>Sustain and grow our museum collection, exhibitions and science centre resources</p>	<ul style="list-style-type: none"> <li>Identify future infrastructure and resources needs in <b>Business MasterPlan</b></li> <li>Identify opportunities to source new collection and exhibition resources (through acquisition, loan, gifts, bequests and/or hiring).</li> <li>Identify opportunities to access funding to grow our museum collection, exhibitions and science centre resources.</li> </ul>
	<p>Build upon our excellent reputation, relationships and brand</p>	<ul style="list-style-type: none"> <li>Develop and implement a <b>Social Responsibility Plan</b>, including inclusion and equity policy</li> <li>Secure a targeted number of strong, sustained, mutually beneficial partnerships</li> <li>These core partnerships will be supported by a wider network of cooperative relationships that support and deliver our vision</li> <li>Strengthen networks for communication, engagement and advocacy</li> <li>Policy-makers, funders, peers and partners acknowledge the importance to the economic and social fabric of the Central Highlands Science Centre in our region.</li> <li>Develop and implement a <b>Fundraising &amp; Marketing Plan</b></li> </ul>
<p><b>Test</b></p> <p>Work collaboratively with our partners to deliver great STEAM education for the next generation of innovators</p>	<p>Connect the past, the present and the future to illuminate STEAM and provide contemporary context in our rural community</p>	<ul style="list-style-type: none"> <li>Tap into STEAM's project-based learning style to attract and engage all students</li> <li>Partner with parents, schools, community groups, government and NFP, with an emphasis on communities of special needs – to deliver the best immersive STEAM learning experience in rural and regional Queensland</li> <li>Continue to deliver amazing hands-on STEAM programs in Emerald and pilot new delivery locations in the region (e.g. Blackwater, Tieri and Springsure)</li> <li>Deepen and expand STEAM literacy in the Central Highlands</li> </ul>
	<p>Grow our audiences and exceed their expectations</p>	<ul style="list-style-type: none"> <li>Immerse museum visitors in hands-on inquiry and open-ended exploration</li> <li>Monitor and measure stakeholder feedback</li> </ul>
<p><b>Improve</b></p> <p>Secure the future of STEAM education in our region with efficient, effective, affordable and sustainable practices</p>	<p>Effectively fulfil the CHSC's core mission and ensure long-term sustainability.</p>	<ul style="list-style-type: none"> <li>Maintain ACNC registration</li> <li>Maintain Deductible Gift Recipient (DRG) Status with ATO</li> <li>Maintain Incorporated Association registration with the Queensland Office of Fair Trading</li> </ul>
	<p>Deliver sustainability initiatives in a planned and structured process</p>	<ul style="list-style-type: none"> <li>Develop and implement five-year <b>Financial Sustainability and Strategic Income Plan</b></li> <li>Develop and implement an <b>Environmental Sustainability Plan</b></li> <li>Use STEAM design process for strategic planning and decision-making</li> </ul>
	<p>Strengthen financial governance to achieve best practice</p>	<ul style="list-style-type: none"> <li>Implement the recommendations and targets from Sustainability and Strategic Income Plan</li> <li>Develop commercial skills more widely across the organisation</li> <li>Deliver efficient and fit-for-purpose back-of-house CRC and financial management systems</li> </ul>