

Revolution or Evolution?

ASTC 2009



As a result...

- **Cut 1/3 of building, 1/3 of team**
- **Lost public affection**
- **Were “knocked down a peg”**

BUT...

It was the best thing that could have happened to us....

So what did we do???

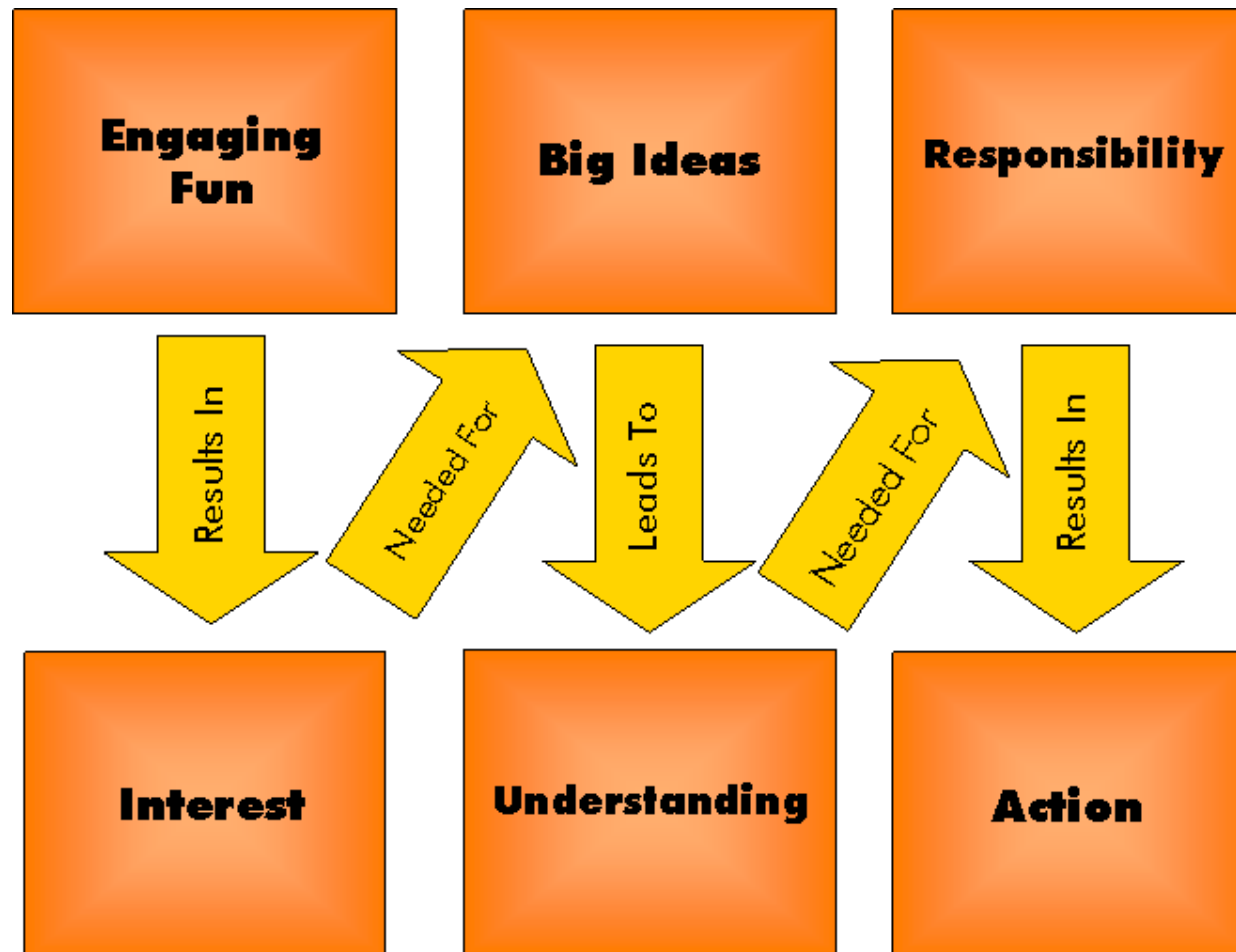
**We were forced to examine every piece of
who we were and then move the
organization forward along parallel paths...**

- **Culture**
- **Vision**
- **Behavioral Outcomes**
- **Community**
- **Facility**
- **Experiences**
- **Operations**
- **COSI+2012 Campaign**

We had to evolve the way we program and fill the physical space

- **Move from exhibits & programs to experiences**
- **Examine all programming and spaces for relevance**
- **Begin to cluster programming to create continuums**
- **Examine entire building use in support of programming, partnerships, experiences**

Design exhibits & programs to inspire action, building on fun identity/brand



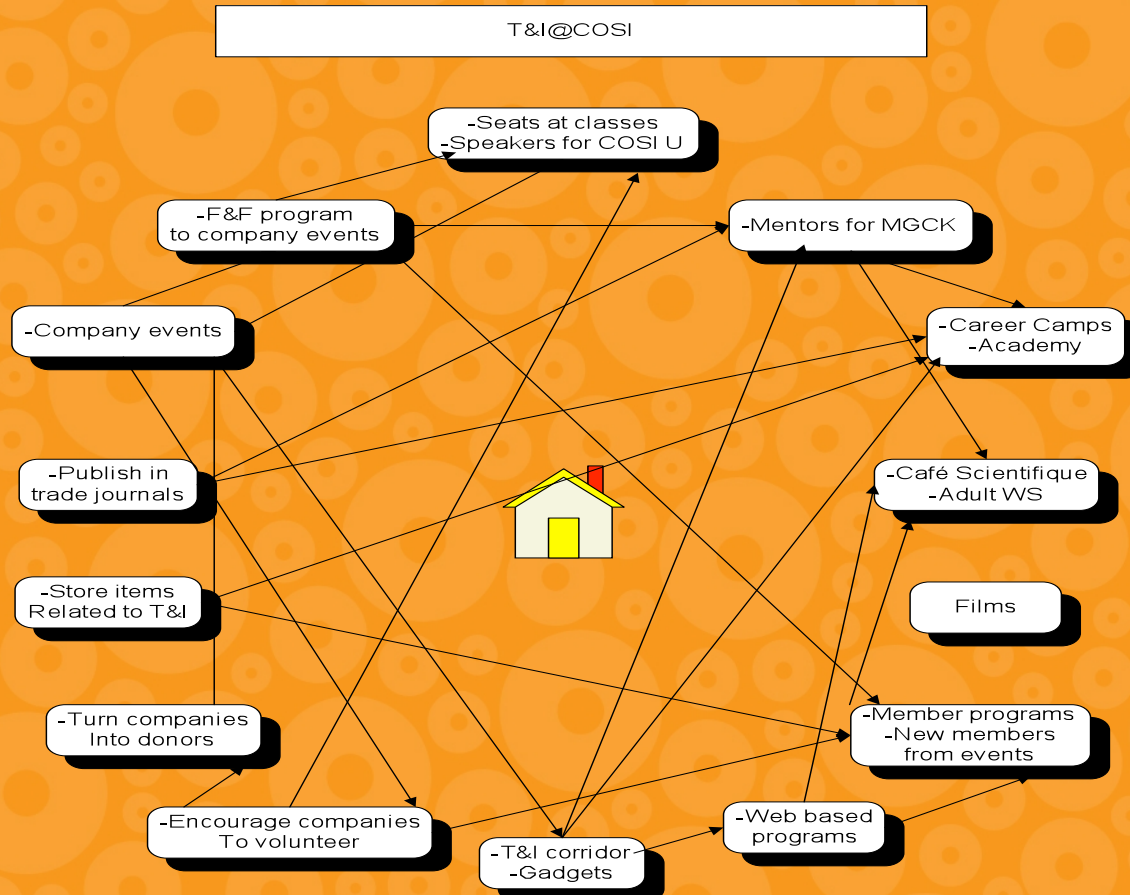
Guiding Principles

- **Real**
- **Relevant**
- **Relationship driven**
- **Equitable**
- **Sustainable**

Strategic Areas of Focus

- **Technology & Innovation**
- **Energy & Environment**
- **Health & Medicine**
- **Early Childhood**

Taking a Systems Approach



“New” Facility/Experiences

- **Pendulum, Spectrum Tree**
- **Color**
- **Atrium Stage**
- **Exploration Spaces**
- **Challenge Center**
- **Science a la Cart**
- **Prairie (*Energy & Environment*)**

New Partners

- **WOSU@COSI**
- **Center for Family Research**
- **Labs in Life**
- **Innovation Showcase**
- **OSU Extension@COSI**
- **Ohio STEM Learning Network,**
- **Metro School, Virtual Community School**
- **Little kidspace**
- **Watershed Labs**
- **ZULA project**



COSI

333 WEST BROAD STREET

OSU Center for Family Research

OSU in Labs in Life @ COSI

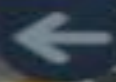
Ohio STEM Learning Network

WOSU @ COSI

Metro High School

P

PARKING









“New” People

- **Reorganized internally**
 - **New VP position**
 - **Chief Strategy and Operations Officer**
 - **Strategy division**
 - **Changes in roles of current team**
- **Joe Heimlich, grad students**
- **Additional outside partners (Lost Egypt, little kidspace, programs, access, etc)**

New Programs

- **Access memberships**
- **Outreach**
 - **Electronic (Autopsy)**
 - **Physical (Science Spot)**
- **Workforce Development**
 - **Girls Discover...**
 - **New COSI Academy**
 - **Science Career Ladder**
- **Family Learning**
 - **Parenting workshops, infant/toddler workshops**
- **Schools/Teachers**
 - **Grade level days**
 - **New school and teacher workshops**

All of this led to COSI 2009...

- **Strong community acceptance - great news stories**
- **Strong current finances and financial model for future**
- **Strong vision for future direction**
- **New donors**
- **Increased attendance (This summer showed a 23% increase over last summer)**
- **Improved productivity (increase of \$10,605/FT employee from FY06 to FY09)**
- **Closed last budget year under plan despite losing \$800K in public dollars**
- **Career ladder development, funding and growth**
- **New models for staffing programs**

What did we do well??

- **Moved to systems thinking**
- **Emphasized professional development more**
- **Better use of data for decision making and planning**
- **Built strong partner relationships**
- **Focused on our community, reengaged them in meaningful way**
- **Shifted to accountabilities**

So what would I have done differently?

- **Stopped and taken a breath after the loss of the levy**
- **Been transparent from the beginning**
- **Not gotten caught up in the drama**
- **Treated the underlying issues rather than the symptoms**
- **Not responded to the small (but loud) minority**
- **Put more focus on the mid-level managers**
- **Emphasize the positive aspects of the change more**
- **Have leadership from all divisions talking to all team more often**

5 most important tools

- **Strong understanding and acknowledgement of existing culture**
- **Communication (5 times....)...remember that it is human beings you are managing, not a process**
- **Patience**
- **Models - visuals that helped them see the plan (includes business models)**
- **Focused attention on the change process from a person in leadership and a team of others**

What surprised me?

- **How hard change is to manage**
- **Depths of the culture**
- **Level of fear**
- **How a change in thinking (systems) could change a whole series of other things**