

## Accountability Report Transmittal Form

Agency Name: South Carolina State Museum  
Date of Submission: September 15, 2008  
Agency Director: William P. Calloway  
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## I. EXECUTIVE SUMMARY

### 1. Mission, Vision & Values:

#### **Mission:**

*Through innovative partnerships, comprehensive collections, and stimulating exhibits and programs, The South Carolina State Museum provides educational environments that entertain, inspire imagination and creativity, and enrich the lives of visitors.*

#### **Vision:**

*The South Carolina State Museum is an ever-changing, innovative institution reflecting the essence and diversity of South Carolina, a catalyst for the cultural and educational development of our state and a model among museums nationally.*

#### **Values:**

We are committed to our Guests.

We value creativity, integrity, scholarship and innovation.

We are committed to the educational improvement of all of South Carolina's school children.

We provide opportunities for people to learn and have fun.

We create an open, learning, engaging environment for families and community to gather.

### 2. Major Achievements: -

*The State Museum is an Accredited museum by the American Association of Museums – only 5% of the museums in the country have such a distinction and honor!*

*This museum is also sanctioned by the Smithsonian as a Smithsonian Affiliate Museum which is a very distinguished recognition for the quality of the State Museum!*

*The museum set a record in earned revenue (discounting blockbuster exhibit fees) generating \$1,365,000 – third highest in the 20 year history of the museum!*

*The South Carolina Museum Foundation which is the museum's supporting foundation, had a record year as well raising over \$1,840,000 in private funds for the OPT project. Included in that total is a \$1,000,000 pledge from Blue Cross Blue Shield. The foundation also contributed close to \$120,000*

Organizational, the museum made two key changes in our management structure. The Program Department and the Education Department were combined into one department under the management of a single director. The synergies created and the reduction of redundancy and clarity of responsibilities made this transition very successful for the museum as well as being more efficient financially. The second change was the "bringing back" of the museum's outreach program. As the STATE museum and the largest museum in the state, one of our key goals is to have statewide impact as well as aid smaller museum in their operations. The Outreach department initiated new programs and increased the number of our StarLab programs and our Traveling Exhibit shows.

This past fiscal year we presented two fee based exhibits. which proved very popular. *Aliens: World of Possibilities* was very well received by vacationing spring break and summer tourist visitors. It was open July through October 10<sup>th</sup> and generated 15,000 visits and \$42,000 in 100 days which are typical results. However, the *Hollywood* exhibit only did 14,000 visits and \$40,000 in 170 days.

The staff was busy writing and producing the following 6 exhibits which opened throughout the year in the museum's changing galleries.

*Coplan Collection; Purses; 20th Anniversary; TET: Turning Point of the Vietnam War; Finding Pricilla's Children; Juried Art Show*

The museum put on 9 signature events which including a numerous fall events as well as our annual “Museum Road Show”, and Irish and Tartan celebrations.

Educationally the museum continued with a strong performance in 2008. Over 62,000 school children visited the museum representing EVERY county in the state. Lexington and Richland counties combined to provide just over 25,000 school visits. The upstate region once again provided the most school children – over 19,300. Our lowest attended region remains the Pee Dee. Also, the museum hosted over 2000 home schooled children as well as some children from surrounding states. The docent and volunteer program at the museum continues to provide quality educational tours to these groups as they visit the facility. We increased our number of volunteers by 41. 217 volunteers contributed over 10,000 hours to the museum – a value well in excess of \$200,000!

The museum experienced a downturn in attendance this past fiscal year reflective of the general softening of the economy and concerns around gas pricing. Attendance was down 6.7%. Also the poor performance by our fee based exhibits contributed to the decline. We also hired an outside firm to totally revamp the museum’s antiquated web site. The firm completed its work in the late fall 2007. We also retained a webmaster to help keep the site fresh and organic. As more and more consumers move into e-marketing, it is imperative that the museum continues to invest into this medium.

Earned revenue had a productive year as attendance was down 6.7% but revenues were only down 4.7%. The offsite retail program continued to grow with the addition of more sites which resulted in more revenue. Total revenue for the offsite program exceeded \$45,000; a 30% increase! We also were successful in finding an outside operator to outsource our food service department. The process took a year but the new operator begins July 1, 2008.

The museum made a concentrated effort to increase its partners. Continued progress was made with ETV as the museum provided content and assistance to many programs. We hosted 5 hour long programs for ETV which were available to school children all across the state. The museum successfully lobbied the City of Columbia, Lexington County, and Richland County and received over \$203,000 in hospitality and accommodations taxes. We also received \$20,000 from the city of Forest Acres hospitality taxes. As a result, the State Museum was able to have a much larger statewide presence by reaching out into the state through marketing into more areas of the state for visitation. Other partners included PRT and the local CVB as well as other Columbia attractions. We continued the partnership with “Mad Science” with whom we outsourced our summer camp programming.

Due to the retirement of the revenue bonds on the building, the museum had to enter into a new lease agreement with General Services who owns the building. While past records provided by General Service demonstrated our actual rent cost at only \$1,000,000; the proposed lease is requiring the museum to pay \$2,000,000. This rent obligation to the museum continues to consume over 50% of our appropriated monies. Maintenance issues still continue to plague the museum as museum staff has to depend on General Services to make necessary repairs. We have concerns that our AAM accreditation will be threatened as we continue to put the museum’s collection at risk with leaky roofs and poorly climate controlled galleries. In order to help with the maintenance efforts, we transferred \$300,000 to General Service to perform some much needed deferred maintenance.

The museum also began the implementation of the statewide mandate SCEIS financial software replacement. The software is requiring many, many hours of training and has created many challenges for our administration staff. We ended the fiscal year with more problems than solutions relative to the new software and will have to spend many hours to maintain the type of reporting and structure that the old system provided.

*Attendance breakdown*

|                               |     |
|-------------------------------|-----|
| <i>Core Market</i>            | 47% |
| <i>Rest of South Carolina</i> | 45% |
| <i>Georgia/North Carolina</i> | 3%  |
| <i>All other States</i>       | 5%  |

*We had visitor from all 50 states and 11 foreign countries!!!*

*A sampling of the results:*

|                       |           |
|-----------------------|-----------|
| Attendance            | 132,000   |
| Educational Visits    | 62,500    |
| Store Revenues        | \$721,931 |
| Rental Income         | \$238,000 |
| Food Service Revenues | \$123,000 |

*A Sampling of Some of the Accomplishments in 2007-2008:*

**EDUCATION:**

Over 62,000 students, teachers, and chaperones from throughout the state participated in on-site educational experiences this year. Blockbuster exhibits, *Aliens: World of Possibilities* and *Hollywood Comes to South Carolina*, enhanced the guest experience. Changing exhibits supporting three of the museum's four disciplines occurred throughout the year. All blockbuster and changing exhibits were supplemented by standards-based lessons that were developed internally by Education staff.

Camp-In programs expanded this season to include a Homeschool Camp-In in the spring. This Camp-In was in direct response to a request by a homeschool parent and coincided with Homeschool Day at the State House. Many new homeschools registered and attended the Homeschool Friday sessions. New partnerships were formed with various organizations. These partners provided activities and materials as well as served as guest presenters during special programs.

- Docents led 26,874 guests on 1,743 tours, including 403 Introductory tours, 32 Alien tours, and 188 South Carolina Film tours.
- Homeschool groups accounted for 2,234 participants throughout the year.
- Approximately 186 middle-school students participated in *Girls in Science Day* which featured hands-on science activities by Sesquicentennial State Park rangers and Westinghouse Nuclear (2<sup>nd</sup> year); technology demonstrations by Keenan High School Robo-Raiders robotics team and ETV- KnowItAll.org (3<sup>rd</sup> year); and career information from SC Dept. of Transportation and the SC Junior Academy of Science (3<sup>rd</sup> year).
- Conducted Ocean Awareness Day training workshop for 21 educators (homeschool instructors, classroom and pre-service teachers). A partnership with Morris College resulted in participation by 5 minority pre-service teachers. Funding provided by a National Science Foundation grant.
- Continued partnerships with Sonoco Recycling, USC-College of Engineering, and DHEC. Partners supplied activities and materials for 1,100 scouts and leaders during Let's Go Green Camp-Ins and served as presenters during Homeschool Friday and Earth Day.
- Increased birthday party revenue to \$4,500.
- Exhibited at district and statewide teacher events including SC<sup>2</sup>, Social Studies Annual Conference, and Richland District 2 New to Two teacher orientation.

- Completed professional development training: South Carolina Federation of Museums annual conference; Certified Friendly (Columbia Visitor's Bureau), webinars (American Association of Museums), and early learning seminar (Smithsonian Early Enrichment Center).
- Provided consultancy to NC Aquariums and Museum of York County on development of their Girls in Science Day and Homeschool Environmental Day, respectively.
- Initiated collaborative partnership with Bank of America volunteer matching grants assistance and for volunteer recruitment among career professionals.
- Provided summer internship opportunities for two youth volunteers.
- Composed letter of support for NASA - National Air & Space Museum grant proposal to National Science Foundation. (Full grant awarded: July 08)
- Added over 43 new volunteers including 3 African-Americans and 2 youth.

### **PROGRAMS:**

The Programs Department presented a variety of programs and events during FY 07-08. An average of 13 exhibit-related and subject area programs were offered each month. Twelve annual events (eight signature events and four partnership programs) were presented by the Programs Department. The Traveling Exhibits Program earned \$4,175 from 21 exhibit rentals prior to being transferred to the Science and Outreach Department in March 2008.

- The S.C. Storytelling Network presented a workshop and story concert in July.
- Two programs were presented in conjunction with the exhibit *Edmund Yaghjian: A Retrospective*.
  - "Dancing Through the Decades" featured an evening of swing era social dancing and demonstrations in August. 208 guests attended with \$3,486.00 earned in revenue.
  - A bus tour of Columbia sites featured in Yaghjian paintings was conducted on September 15 in partnership with Historic Columbia Foundation. Approximately 19 people participated in the tour which generated \$665.00 in revenue.
- Programs staff conducted the 2<sup>nd</sup> annual Spooky Sleepover, a public camp-in with a Halloween theme. Activities included storytelling, entertainment, and a family movie. 189 guests attended with \$2,864 earned.
- Fall events (Fall Heritage Festival, Tricks and Treats I & II) attracted more than 1,400 guests over 3 consecutive Saturdays in October.
- In conjunction with the exhibit *The Purse and the Person*, workshops were presented on making purses and developing high-end craft businesses.
- Local educator/actors Howard Burnham and Ed Beardsley were featured in one-man shows related to World War I in conjunction with the exhibit *Seeds of Change: South Carolina and the Great War*.
- Co-hosted Native American Film Festival for four nights during Native American Heritage Month in November. Films were shown in partnership with ECSIUT-Cherokee Indian Tribe of South Carolina.
- In December, Programs staff introduced a new holiday program, WinterFest. From December 15 – 30, daily programs were offered including children's winter camps, crafts and activities, StarLab, docent tours and holiday movies. The Jack Frost Jubilee featured international

holiday customs, carriage and hayrides, and school musical groups. A family movie night (A Night to Believe) featured “The Polar Express,” storytelling with Craig Melvin and Santa Claus.

- Programs staff participated in the gala grand opening premiere of the new exhibit *Hollywood Comes to South Carolina: A Century of Filmmaking in the Palmetto State*. Duties included coordinating the Hollywood Celebrity Look-a-like Contest and member day programs featuring Hollywood Makeovers.
- Other *Hollywood*-related events included partnering with the University of South Carolina media department for a student film festival and the Nickelodeon Theatre for their annual Indie Grits Awards Ceremony in April. In June, Hollywood Family Fun Day featured a family breakfast with characters, games, prizes and a costume contest, Hollywood makeovers and a special scavenger hunt.
- The 2008 Museum Road Show in January earned \$3,500 in revenue, attracting 157 guests who purchased 437 appraisal tickets. Special ticket pricing was offered in honor of the SC State Museum’s 20<sup>th</sup> Anniversary.
- A Martin Luther King Day Beloved Community Carnival and Ceremony were a part of the King holiday observance. This was the second year of this event which is conducted in partnership with City Year of Columbia.
- An African-American Genealogy workshop was presented by Alexia Helsley supporting the exhibit *Finding Priscilla’s Children: The Roots and Branches of Slavery*. The workshop was attended by 14 participants and earned \$200 in program revenue.
- Programs staff produced and disseminated a promotional postcard and assisted with the spring public family camp-in, “Overnight at the State Museum.” 43 children and adults participated.
- The 10th annual Tartan Fest celebration of Scottish Heritage was presented in April. Attendance was a record high with 1,093 persons.
- Education and Programs collaborated with the Science and Outreach department to present an Earth Day celebration in April. A lawnmower exchange and demonstrations by Sonoco Recycling and DHEC were among event highlights.
- The 5th annual Congaree Art Festival was presented as part of Artista Vista. This April event celebrates contemporary arts.
- A partnership with Celebrate Freedom Foundation resulted in “Military Tribute Day,” in conjunction with the exhibit *TET: Military Victory, Political Defeat*. This program honored all branches of military service and featured re-enactors, military vehicles, a governor’s proclamation honoring Vietnam veterans, a reunion of Guadalcanal veterans and a special ceremony with a keynote address by Medal of Honor recipient John F. Baker. Special invitations were sent to veterans groups and members of the state legislature with military backgrounds. Colonel Claude Eichelberger, Museum Commissioner, provided the Welcome during the Opening Ceremony.

- The first in a series of 3 lectures in conjunction with *Catch of the Day: Recovery of the Lake Murray B-25* was presented in June by John A. Hodge, a member of the foundation instrumental in raising the B-25 from Lake Murray.
- In conjunction with the 20<sup>th</sup> Anniversary Juried Art Exhibition, Programs staff presented “Art Day” in June, which featured 6 art activities for older children and 2 art activities for toddlers. Preschools and daycares were invited to attend.
- The Programs Department, working with Mad Science of Columbia, presented ten weeks of science camps, (twenty camps) for children in FY 2007-2008. 353 children were registered and revenue earned was \$10,931.98.
- The “Museum and a Movie” film series continued throughout the year with 84 viewings presented in conjunction with *Aliens: Worlds of Possibilities*, *Hollywood Comes to South Carolina: A Century of Filmmaking in the Palmetto State*, *Catch of the Day: Recovery of the Lake Murray B-25* and *TET: Military Victory, Political Defeat*. Two movie showings were offered every day in June.
- Part-time Program staff served as exhibit greeters for the two blockbuster exhibits; *Aliens: Worlds of Possibilities* and *Hollywood Comes to South Carolina: A Century of Filmmaking in the Palmetto State*. They also led children’s crafts in the Stringer Discovery Center during signature events and Futuristic Family Fun.
- The Director of Education and Programs participated in management meetings weekly to update Department Directors and the Executive Director on the activities of the department and to offer input on museum policies. Additionally, she managed the department budget and conducted performance evaluations for full-time staff.
- **Eight Signature events were presented in 2007-2008**
  - Fall Heritage Festival (October)
  - Tricks & Treats (2 Saturdays, October)
  - Public Camp-Ins (Spooky Sleepover - October and Overnight at the State Museum - April)
  - WinterFest—new signature event for the holiday season (2 weeks in December)
  - “Museum Road Show” appraisal day (January)
  - Tartan Fest (April)
  - Congaree Arts Festival (April)
  - Earth Day (April)

Four additional annual events were presented in collaboration with community partners. They include:

- Southeastern Toy Soldier Show (S.C. Military Miniature Society--August)
- Festival of Trees (Palmetto Health Richland Children’s Hospital -- November)
- Gem and Mineral Society Show (Columbia Gem & Mineral Society -- November)
- Martin Luther King, Jr. Day Observance (CityYear -- January)

## **COLLECTIONS:**

Fiscal Year 2007-2008 proved productive for the various disciplines at the State Museum, with numerous specimens/artifacts collected, several papers presented and published. Exhibits were numerous during this time.

- At least 11 exhibits were opened, including “TET: Military Victory Political Defeat,” and several ancillary veterans events were centered on it.
- Over 700 objects new to the collections passed through Registration
- Seven papers and abstracts were submitted and/or accepted for publication and presentation.
- The OPT/Capital Campaign Project benefited from the donation of a number of telescopes and books from Mr. Robert Ariail.
- Nearly 1,000 pieces of art were submitted for consideration to the Juried Art Exhibit by 504 artists. One hundred and twenty-one pieces were selected by the jurors, and 11,000 guests passed through the Lipscomb Gallery during the run of the exhibit.
- Natural History began a “face-lift” in the storage area, with the development of a library and preparation/research area.
- The Curator of Cultural History, under the auspices of a Fulbright Scholarship, traveled to West Africa to study the cultural relationships between that region and South Carolina.
- A growing research effort is ongoing in Natural History, with the preparation of no less than 15 papers in various stages of development for publication.
- The Collections staff highlighted some of the unseen portions of the collections with the exhibit “20 Years of Treasures.”

## **SCIENCE AND OUTREACH:**

The Department of Science and Outreach is responsible for museum-wide science content and multi-disciplinary outreach programming to a wide variety of statewide audiences. The Department works with the Collections and Education/Programs Departments to create and deliver outreach programs based on stakeholder research and South Carolina students’ educational needs. Responsibilities for content include Capital Campaign planning and program development, StarLab, Science Theatre, science lessons and tours. Programming will serve to fulfill the museum mission and generate revenue.

- StarLab earned \$13,606; 4,535 students and 344 adults viewed programs.
- Museum staff performed over 50 outreach functions this year, reaching over 22,000 South Carolinians. The work was statewide and beyond state boundaries and included public talks, formal presentations, consulting, and festivals. Outreach extended to Africa with Elaine Nichols trip.
- The Traveling Exhibits Program reached 13,470 people throughout the state: earning \$4,750.
- Received \$4,200 from State Department of Education to produce StarLab training DVD, a teacher resource available on the Museum website.
- Department developed and expanded important partnerships, drawing attention to the Capital Campaign and supporting outreach initiatives.

- Outreach, Education, and Collections staff collaborated to record 5 ETV distance learning programming focused on SC education standards and delivered directly to teachers' classrooms.
- Director visited ten sites, where he met with staff at seven observatories, seven planetariums and one 4-D theater.

### **EXHIBITS:**

During FY '07-'08, the Exhibits, Building Services and Public Safety Department provided dismantling assistance, then repaired/repainted, designed, maintained and/or installed and provided security for 9 changing exhibits, including one off-site exhibit. Continued with the set-up and cleaning responsibility of the school kids eating area in the Congaree room and custodial service for the Crescent Café.

- Designed, produced, then installed the “blockbuster”: *Hollywood Comes To SC* exhibit; later, negotiated and secured a Fall “blockbuster”, *Leonardo da Vinci: Machines In Motion* exhibit.
- Added two new traveling exhibits: *Watermedia and Palmetto Hands*.
- Designed and produced many graphic projects: *Images* (quarterly publication); newspaper and billboard ads; flyers; postcards, sponsor packets, posters and program signage; street banners; 6 bimonthly guest calendars; invitations; exhibit panels, exhibit photographic enlargements, and exhibit labels, staff name badges, graphic buttons, forms, name cards and photographs.
- Kept our guests' “entry image experience” fresh with holiday, exhibit, and programmatic enhancements, including Fall Heritage Festival (with a pumpkin and scarecrow wagon), Halloween seasonal props in the galleries, WinterFest seasonal enhancements, Congaree Arts Festival display, and Fourth of July decorations.
- Relocated lobby lockers, and partially screened-off group visits administrative area. Assisted in the set-up then dismantled off-site booths: at Holiday Market, Bridal Fair, and assorted temporary off-site store sites.
- Produced, installed, or assisted in the installation of the following exhibits and displays: *Stavros Chrysostomides* (giant white shark artist); *Coplan Collection; Haunted Museum*, (all floors); *Purses; HOLLYWOOD Comes to South Carolina; 20th Anniversary exhibit A* (all floor “teasers”); *TET: Turning Point of the Vietnam War; Finding Pricilla's Children; The Holocaust Remembered; Juried Art Show; 20th Anniversary exhibit B* (all floor “teasers”); *20th Anniversary exhibit C* (gallery display, signs from past exhibits and objects from every county); *Woodrow Wilson; B-25 recovery* exhibit. Two smaller displays included: *Tartan fest* and the *Military miniatures* display.

### **REVENUE:**

The Cotton Mill Exchange exceeded the revised sales plan of \$725,000 by 1% with sales of \$728,989. The store sales per cap rose to \$5.48 which exceeded prior year per cap of \$5.34. Food service sales exceeded plan of \$120,000 by 2% with total sales of \$122,795. Facility Rentals exceeded plan of \$230,000 by 3 % with total sales of \$237,641. The store, café, and facility rentals sales performance was impressive considering the museum's attendance dropped 6.7% from 2006/2007.

- Maintained a themed satellite shop in the lobby of the museum throughout the year. Transitioned the shop once during the year with specific products to coordinate with blockbuster exhibits which were *Aliens: Worlds of Possibilities* and *Hollywood Comes to SC*.
- Our web site with SC Interactive produced record sales of \$5,868 our largest year since we started e-commerce sales in 2000.
- Achieved record off-site sales of \$46,857 at 4 venues throughout SC, our best performance since starting off-site sales in 2002.
- Achieved total food sales of \$122,795 which included a 20% increase in box lunch sales from prior year and café sales per cap increase of 4% from prior year. Maintained a DHEC rating of “A” for the Crescent Café throughout the year with several inspections during the year.
- Worked through the RFP process with procurement staff and Materials Management Office to award the café and exclusive day time catering contract to Dupre Dukes. Also finalized the new process for approved night time caterers.
- Ordered, prepared and served food at the first Gem and Mineral Show held at the museum November, 2007 and breakfast at the Hurray for Hollywood Breakfast, June 7, 2008.
- Staffed the Bar-B-Q at the Fall Heritage Festival and sold 390 servings prepared by regional cooks. Prepared and sold all of the side dishes, assorted drinks and snacks outside the museum adjacent to the Bar-B-Q cooks.
- Unique SC products began to arrive after two years of collaboration with buyers from the Governor’s Mansion, the SC State House and the Confederate Relic Room to develop new products to be sold exclusively in our stores.
- The Director of Revenue finished out her term as President of the South Atlantic Chapter of the Museum Store Association. She collaborated with the Morris Museum of Art in Augusta, GA and presided over the regional meeting in September 2007.

#### **MARKETING:**

There were numerous achievements and opportunities reached by the division during 2007-08. They included obtaining media sponsorships for major exhibits, obtaining marketing funds from the city of Columbia’s two funds (A & H taxes) for marketing Columbia, plus obtaining funds from Richland County, securing a \$20,000 grant from Forest Acres to support the Aliens exhibit, and partnering with the area’s other attractions. FY 07-08 continued to see new money granted to market the museum, as the museum received a total of 203,000.

- Awarded \$203,000 in Hospitality Tax grant from City of Forest Acres, City of Columbia Hospitality Tax, City of Columbia Accommodations Tax, and Hospitality Tax and Accommodations Tax funds from Richland County for marketing exhibits/activities.
- Established a monthly e-newsletter sent out by the PI/M dept. and began developing a new mailing list from the Web site

- Statewide publicity for Jim Knight's excavation of 30 million-year-old sea turtle fossil. TV also included national exposure on CNN.
- Publicized exhibits such as Yaghjian, Aliens, World War I and Earth and Space, and activities/events such as Alien Invasion Day, Mad Science summer programs, Toy Soldier Day, Dancing Through the Decades, Yaghjian Tour, etc. through talk show appearances, news releases, print ads, etc.
- Continued promotion of ALIENS and Hollywood exhibits through ads donated by media sponsors, and also through spring-summer media campaign including TV in Augusta, radio and print in Greenville.
- Produced drafts for three Requests for Proposals: for getting marketing firm to assist with strategic planning; for audience research and for soliciting a radio group partner for promotions.
- Secured print, TV, radio and billboard media sponsors for blockbuster Hollywood Comes to South Carolina.
- Worked with Aristotle web site designers and new in-house webmaster to go live with the Museum's new web site Jan. 12.
- Planned and produced the opening event for the Hollywood Comes to South Carolina exhibit, including using celebrity impersonators for the red carpet "Star Walk," promoting through radio with live remote, getting TV and newspaper coverage, etc.
- Obtained photo of the Museum on the Midlands' AT&T phone book cover for 2008 for 20<sup>th</sup> anniversary.
- Recruited Clear Channel Radio group to add its six stations to our list of Hollywood media sponsors
- Hosted Employment Security Commission for taping 30- min. program on filmmaking in SC which promoted Hollywood exhibit statewide on ETV
- Partnered with Capital City/Lake Murray Country tourism region regarding co-promotion of 20-hour anniversary celebration and FLW bass tournament.

### 3. Key Strategic Goals:

The key current and long term goal of the State Museum is to remain current, competitive, and unique in the market place while maintaining its educational point of difference. The State Museum is competing for discretionary dollars and leisure time with a multitude of other various attractions, events, and places. We must remain diligent listeners to the needs and expectations of the citizens of South Carolina who are the “owners” of the facility. We must remain respectful of the past but committed to the future.

#### Key Comprehensive Goals Include:

- Increasing attendance and revenues in order to become more self-sustaining and to self-fund desperately needed core improvements and renovations to the permanent exhibits.
- Increasing citizen, corporate, and foundation private financial support for the museum including increasing the corporate, family, and individual membership base.
- Build, preserve and use collections of distinction.
- To improve exhibits, educational programs and public programs that provides lasting experiences and impact.
- To provide assistance to the statewide museum community and to forge strategic alliances and partnerships that will magnify the museum’s ability to provide benefits to the public.
- Provide facilities and technology that meet customer expectations, museum standards and programming needs.
- To secure a growing and diverse funding base to meet operational needs and to enable the museum to fulfill its vision of an ever-changing institution that is a model among museums nationally.
- Recapitalization and Renovation of dated core product.
- Maximize limited resources (time, staff, money, supplies, collateral)

#### Key Specific Goals:

##### Operations

- Increase General Admissions and Pre-Formed Group Attendance
- Retention of Marketing Firm to Develop Integrated Plan
- Maximize Web Site to Drive Attendance and Transactions
- Integration of differing department disciplines into a singular focus
- Maximize Revenue Potential of programs and additional revenue streams
- Maximize Partnerships with DOE and ETV.
- Negotiate a Favorable Lease Arrangement with B&CB
- Research to identify marketing and product gaps
- External Stake Holder communication
- Increase partners – using their resources to deliver museum impacts
- Remodel of Guest Service Facilities such as Store and Ticketing
- New uses of volunteers
- Database: compile/use master database to better segment our marketing efforts
- Targeting specific audiences with aligned specific product
- Professional development (outside driven) and Staff Development (internal driven)
- Review/adjust all pricing (tickets, programs)
- Maintain and improve exhibit development process
- Mega Blockbuster research and feasibility
- Implement e-commerce ticketing
- Offsite promotion and revenue creation
- Tracking of impacts off site and other

## OPT

- Finalizing OPT Design
- Supporting Private Fund Raising Efforts for OPT
- Reconcile Construction Oversight and Cost Issue with B&CB
- Programming of OPT space

## 20 Year Old Facility

- Renovation of Permanent Exhibits
- Combating Competition that is more Current and Appealing

## 4. Opportunities & Barriers:

The South Carolina State museum has the potential to reach and thus impact many more people. We need to focus our limited resources (time, staff, and dollars) on priorities that most deliver on the desired results of our mission. As a result, some past tasks deemed important may be discontinued such as our consultation with other museums. Also impacted has been the elimination of our artifact conservation department, reduction in educational research and collections, and our outreach into the community.

### **Opportunities:**

- Increasing Private Contributions
- Acquiring more volunteers and docents.
- Better utilization of part time labor and more use of volunteers
- Creating productive partnerships with other facilities.
- Training all staff to be more Guest focused on a quality visit experience.
- Reaching out more into the community and into more areas of the State.
- Better utilization of the permanent collection to create new engaging and interactive exhibits,
- Creation of innovative programs and events to stimulate visitation.
- Creation of additional new revenue sources such as temporary concessions, photo opportunity, audio tours, and preferred catering.
- Establishment of a beneficial relationship with the Edventure children's museum and all other Columbia attractions.
- Use of our Retail expertise to form beneficial financial partnerships with other organizations.
- Creation of marketing partnerships that stretch limited advertising funds.
- Writing more operational grants to help fund special needs.
- Retooling existing permanent exhibits to bring back their vitality.
- Continued development of new revenue streams such as contract services, offsite retail, and paid programming
- Enhanced partnership relationship with South Carolina Museum Foundation
- Aggressive marketing to induce more pre-formed groups to visit.
- Continued planning and development of the OPT Project. This will add an observatory, planetarium and interactive 4-D theater to the museum, substantially enhancing our commitment to education in South Carolina and making the museum a major center for science education in the Southeast.

### **Barriers:**

- The huge rent financial obligation of over \$2,000,000/year, which makes up 50% of our base appropriation.
- The operation of a current, competitive facility in the parking lot.
- Sourcing and creating impactful exhibits with limited funds
- Finding cooperative partners for funding in a tight economy.
- Competition for once exclusive retail product

- Lack of confidence in the operations by the major stakeholders.
- An image of being old and outdated.
- Shifting the culture of an established institution into an environment of change.
- School testing and budget cuts that restrict out of classroom travel.
- Acquiring funding sources for needed facelift of exhibits.
- The continued transition of agency senior management into more self directed innovation and accountability

#### **Issues:**

- Increased competition in the market selling SC related products.
- Increased competition from brand new rental and meeting spaces.
- Out of date store with aging fixtures and worn and stained carpet.
- Competition from increasing number of local and statewide festivals, museums, cultural organizations, and family entertainment centers.
- Website capability to promote events is underutilized.
- Not enough pre-formed groups are visiting the museum
- Audience research is not current
- State marketing funds have diminished in the face of hard economic times
- The Traveling Exhibit Program has few offerings and minimal promotion.
- Higher gas prices and school fuel budget reductions will impact school-based visitation.
- Knowledge of education offerings is limited.
- Lack of diversity in volunteer corps.
- Need for comprehensive training of full and part- time staff.
- Integration of technology has not reached its full potential.
- Competition for scarce cultural artifacts for collection and exhibit
- Staying current on discipline technology advances
- Lack of training for South Carolina Enterprise Information System (SCEIS)
- Accounting Procedures are dated
- Introduction of new South Carolina Enterprise Information System (SCEIS) relating to the Human Resources / Payroll module (Paperless)
- Human Resources policies and procedures are dated
- Introduction of new Neo Gov, Retirement and Insurance implementation of online services (Paperless)
- Capital Campaign procurement process is ill defined
- Budget & Control Board Lease is not signed
- Guests and facility rental clients are demanding a building-wide wireless network
- Current Gift Card/Pass modules has not been implemented in the Cotton Mill Exchange
- Integrated marketing with education and marketing departments plan not in place.
- Impact of programs, exhibits, and Capital Campaign lack state-wide visibility.
- Hands-on science gallery is old and deteriorating
- Museum teacher professional development activities do not meet State Department of Education requirements for recertification credits

## **5. Accountability Report Usage**

The accountability report is one of the vehicles used by the museum to communicate to the staff and its stakeholders the pertinent issues and resulting strategies and direction for the agency. Business plans and operational plans are thus developed in the context of the information and issues presented in the report.

Each staff member and Museum Commission Trustee is given a printed copy of the report. Before the first of the year, the report will then be discussed in subsequent staff and board meetings. The Executive Director of the agency clarifies any points and the personnel have a chance to react from their perspective to the information presented.

The report is a valid mechanism that the museum uses to insure all stakeholders understand the issues and see the vision of the facility.

## **II. BUSINESS OVERVIEW:**

### **1. Major Products and Services:**

The South Carolina State Museum is the primary storyteller of the history of South Carolina. We tell our story through our rich, diverse collection displayed through interactive, engaging exhibits. The galleries housed in our historic building are used to educate, inspire and enrich the lives of schoolchildren and families. We also tell our story through special events and programs that reach out to all segments of the citizens of South Carolina. Specifically we use:

- Interactive, engaging, educational exhibits
- Educational programs and written curriculum
- Web site interaction
- Collection of historical artifacts, scientific specimens and works of art
- Public programs, performances, lectures and workshops
- Special events
- The Museum store (The Cotton Mill Exchange) and the Museum Café (Crescent Café)
- Facility Use Rental
- Fabrication of Exhibits and Graphic Panels for third parties.
- Consultation, assistance & training for other (local) museums/institutions

### **2. Key Customers**

The State Museum is owned by the citizens of the state and supported by the appropriations from the legislature as well as earned funds.

- All people of South Carolina
- Educators
- Traveling visitors & guests from other states & countries
- School Children & teachers from South Carolina & neighboring states
- Meeting and event planners and organizers
- Gift buyers and collectors
- Preformed groups such as church, senior, educational, etc.
- Local museums & institutions of higher education
- The SCFM through museum services.
- Individuals involved in research
- Businesses
- Internal departments

Requirements and Expectations-

- Quality, current, competitive exhibits of excellence
- Entertaining, Educational, Interactive experiences
- Programs that are unique, tell stories and inform
- Family friendly
- Curriculum that adheres to educational standards
- Outstanding Guest Service
- Outstanding value for time and dollars expended

### 3. Key Stakeholders

- Museum Staff
- South Carolina Museum Foundation
- Museum Commission Trustees
- General Assembly and Governor of South Carolina
- Donors
- Collectors
- Museum Members

### 4. Key Suppliers and Partners:

The State Museum relies on a number of organizations and business to help support the needs of the facility. The organizations derive from both the private and public sector. Staff support, facility support, and product support are all vital to the success of the museum.

- State of South Carolina
- The South Carolina Museum Foundation
- Volunteer Board and Commission members.
- Other state agencies such as General Services and BPS that provide services.
- Scholars, artist, performers and other craftspeople
- Merchandise, Equipment, Printing, Supply, and Food vendors and purveyors
- People of South Carolina and beyond that donate services and/or items for the collection
- Volunteers
- ETV and State Archives and History
- Columbia Attractions – Zoo, Art Museum, Edventure, Historic Columbia
- City of Columbia and Forest Acres
- Richland and Lexington Counties
- Media Providers – Print, Outdoor, Radio, Broadcast, Cable

### 5. Operation Location:

The State Museum is located in the Columbia Mills Building at 301 Gervais Street in Columbia, South Carolina. The State Museum also travels across the State to participate in retail markets in an effort to generate additional earned revenue as well as build outer market awareness. Additionally, the museum has a portable planetarium (Star Lab) that is taken offsite to schools for astronomy programming.

### 6. # of Employees:

- Authorized Full-time Positions (FTE's): 44 (Includes Unclassified Executive Director)
- Un-Classified 1
- Positions Filled as of 06/30/07 38.5
- Positions Vacant as of 06/30/07 5.5
- # of Part-time positions as of 06/30/07 55
- Grant Funded 4.5

### 7. Regulatory Environment

Section 60-13-10

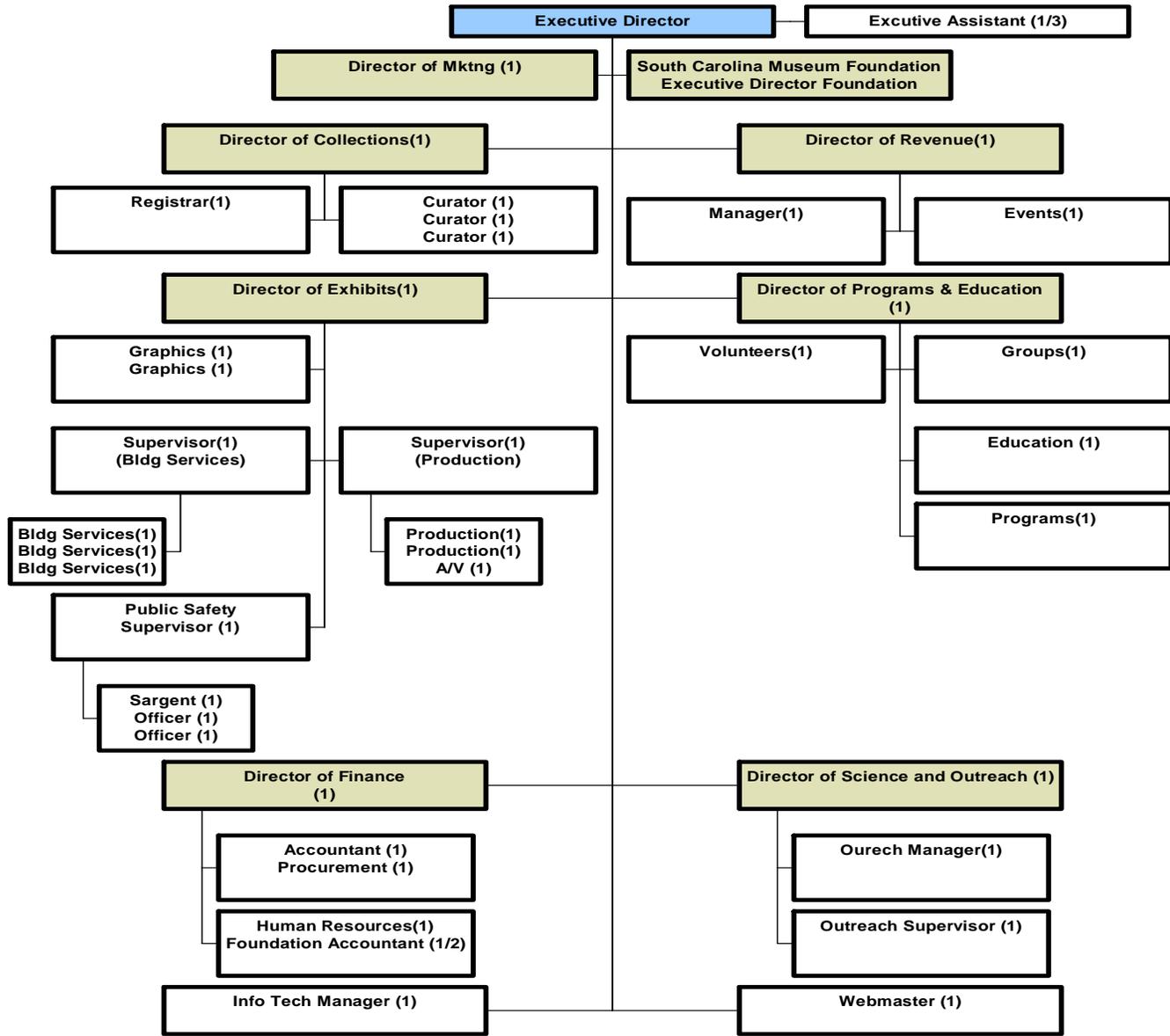
## **8. Key Strategic Challenges**

- Finalize Funding of OPT capital renovation project
- Rent/Lease burden – 50% of state appropriation
- Private Funding Support
- 20 year old, dated facility and exhibits

## **9. Performance Improvement Systems**

- EPMS
- Departmental Business Plan development
- Goal setting – quantitative and qualitative
- Weekly Director Meetings and Bi-annual plan reviews with peers.
- Visitor and User Feedback
- Stakeholder feedback

10. Organizational Chart:



**Expenditure/Appropriations Chart**

| Major Budget Categories       | FY 06-07 Actual Expenditures |               | FY 07-08 Actual Expenditures |               | FY 08-09 Appropriations Act |               |
|-------------------------------|------------------------------|---------------|------------------------------|---------------|-----------------------------|---------------|
|                               | Total Funds                  | General Funds | Total Funds                  | General Funds | Total Funds                 | General Funds |
| Personal Service              | \$ 1,764,277                 | \$ 1,480,083  | \$ 1,828,282                 | \$ 1,656,524  | \$ 1,937,078                | \$ 1,789,025  |
| Other Operating               | \$ 4,645,171                 | \$ 2,950,852  | \$ 4,091,674                 | \$ 2,714,073  | \$ 3,159,979                | \$ 1,829,820  |
| Special Items                 | \$ 25,000                    | \$ 25,000     | \$ 25,000                    | \$ 25,000     | \$ 25,000                   | \$ 25,000     |
| Permanent Improvements        | \$ 40,228                    |               | \$ 11,591                    | \$ 11,591     |                             |               |
| Case Services                 |                              |               |                              |               |                             |               |
| Distributions to Subdivisions |                              |               |                              |               |                             |               |
| Fringe Benefits               | \$ 488,741                   | \$ 419,572    | \$ 529,014                   | \$ 532,935    | \$ 584,723                  | \$ 532,935    |
| Non-recurring                 |                              |               |                              |               |                             |               |
| <b>Total</b>                  | \$ 6,963,417                 | \$ ,875,507   | \$ 6,485,561                 | \$ 4,940,123  | \$ 5,706,780                | \$ 4,176,780  |

**Other Expenditures**

| Sources of Funds      | FY 06-07 Actual Expenditures | FY 07-08 Actual Expenditures |
|-----------------------|------------------------------|------------------------------|
| Supplemental Bills    | \$ 9,532,329                 | \$ 3,485,000                 |
| Capital Reserve Funds |                              | \$ 3,000,000                 |
| Bonds                 |                              |                              |
| Lottery               | \$ 500,000                   |                              |

| Program Number and Title             | Major Program Area Purpose (Brief)  | FY 06-07 Budget Expenditures   | FY 07-08 Budget Expenditures   | Key Cross References for Financial Results* |
|--------------------------------------|---|--|--|---|
| IB - Guest Services, IIIC - Benefits | Operation of Admissions, the Gift Shop, Food Service, and other resell opportunities.   | State: -<br>Federal:<br>Other: 929,224.00<br>Total: 929,224.00<br>% of Total Budget: 25%                   | State: 175,446.00<br>Federal:<br>Other: 818,469.00<br>Total: 993,915.00<br>% of Total Budget: 24%          | 7.20 - 7.29, 7.50 - 7.51, 7.3 - 7.31        |
| IIA - Collections, IIIC - Benefits   | Responsible for the collecting, preserving, storing, interpreting, and exhibiting the specimens/artifacts that represent South Carolina's past, present and future              | State: 308,337.00<br>Federal: 51,372.00<br>Other: 10,955.00<br>Total: 370,664.00<br>% of Total Budget: 10% | State: 361,895.00<br>Federal: 71,573.00<br>Other: 11,869.00<br>Total: 445,337.00<br>% of Total Budget: 11% | 7.80 - 7.83, 7.50 - 7.51                    |
| IIB - Exhibits, IIIC - Benefits      | Responsible for the fabrication and upkeep of exhibits, public safety, building services, and graphic design which includes departmental support.                               | State: 790,462.00<br>Federal:<br>Other: 97,027.00<br>Total: 887,489.00<br>% of Total Budget: 24%           | State: 899,342.00<br>Federal:<br>Other: 71,156.00<br>Total: 970,498.00<br>% of Total Budget: 24%           | 7.40 - 7.44, 7.50 - 7.51                    |
| IIC - Education, IIIC - Benefits     | To fulfill the educational mission by providing quality learning experiences for the visitors as well as responsibility for managing group reservations and volunteers/docents. | State: 192,796.00<br>Federal: 900.00<br>Other: 29,122.00<br>Total: 222,818.00<br>% of Total Budget: 6%     | State: 147,499.00<br>Federal: 1,200.00<br>Other: 23,298.00<br>Total: 171,997.00<br>% of Total Budget: 4%   | 7.70 - 7.74, 7.50 - 7.56, 7.61              |
| IIE - Programs, IIIC - Benefits      | To present educational, entertaining, and impactful exhibit and thematic related programs and events as well as managing the facility rental program.                           | State: 180,105.00<br>Federal:<br>Other: 32,702.00<br>Total: 212,807.00<br>% of Total Budget: 6%            | State: 219,006.00<br>Federal:<br>Other: 38,000.00<br>Total: 257,006.00<br>% of Total Budget: 6%            | 7.30, 7.32-7.33, 7.50 - 7.51                |
| IIF - Marketing, IIIC - Benefits     | To generate attendance at the museum and its events through publicity and paid advertising as well as performing public relations in the community and State.                   | State: 24,862.00<br>Federal:<br>Other: 436,478.00<br>Total: 461,340.00<br>% of Total Budget: 12%           | State: 292,001.00<br>Federal:<br>Other: 214,138.00<br>Total: 506,139.00<br>% of Total Budget: 12%          | 7.10 - 7.14, 7.60 - 7.61, 7.50 - 7.51       |

|  |   |   |
|--|---|---|
| <b>Remainder of Expenditures:</b><br>IA - Administration, IIIC - Benefits<br>Finance, IT, Executive Director, and Human Resources as well as agency wide overhead such as paper, copiers, etc. | State: 607,314.00<br>Federal:<br>Other: 24,269.00<br>Total: 631,583.00<br>% of Total Budget: 17%      | State: 756,212.00<br>Federal:<br>Other: 24,651.00<br>Total: 780,863.00<br>% of Total Budget: 19%      |
| <b>Sub-Total Operating w/o Bond and Rent</b>   | <b>3,715,925.00</b> 54%   | <b>4,125,755.00</b> 64%   |
| <b>Rent and Bond Payments</b>  | State: 2,746,630.00<br>Federal:<br>Other: 435,633.00<br>Total: 3,182,263.00<br>% of Total Budget: 46% | State: 1,993,424.00<br>Federal:<br>Other: 329,790.00<br>Total: 2,323,214.00<br>% of Total Budget: 36% |
| <b>Total Budget</b>  | <b>6,898,188.00</b>   | <b>6,448,969.00</b>   |

### III. ELEMENTS OF MALCOLM BALDRIDGE AWARD CRITERIA:

#### Category 1 – Leadership

##### 1.1 (a-f)

The senior management team meets weekly to review operations and to make decisions on matters affecting the museum. Staff members are invited to participate as necessary. The directors conduct regular meetings with department heads to receive feedback on management issues. Once per month, the museum holds a separate general staff meeting to give and receive information related to the organization. A volunteer newsletter provides other avenues of communication.

A detailed Business plan with specific department goals and objectives give clarity to mission and purpose. Through that staff collaborative process values and facility culture are instilled. Being a facility that relies on new ideas to generate visitation, we constantly challenge each other to develop new programs and exhibits that we can effectively market in the competitive marketplace.

The South Carolina Museum Commission consisting of nine citizens has ultimate responsibility for the museum. Meeting bi-monthly, the commission 1) sets policy and strategic direction for the museum 2) monitors financial performance, approves internal budgets and recommends budget increases to the Governor and the General Assembly 3) exercises fiduciary responsibility for the museum's collections 4) supervises and evaluates the performance of the executive director and 5) oversees operations to insure consistency with the museum's chartered purpose, strategic plan and state regulations.

Each year the department directors are responsible for developing a business plan for their area. The draft plans are presented to the Executive Director in one on one sessions. After writing revisions, the department plans are then presented by each director to the other directors in a day long work session. From that input, the directors then draft their final plan which is once more submitted to the Executive Director for final approval.

The Business Plans are composed of three parts - 1) Where are You? Strengths, weaknesses, successes, failures, etc. 2) Where do you want to be? Identify goals and objectives 3) How are you going to get there? A detailed listing of the operational plan for their department of steps that they will take that will lead to the accomplishment of the overall strategic issues of the museum. Also included are what measurement tools are used to determine successful outcomes. This process begins in June and is completed in August.

##### 1.2

Senior management communicates the organization's Guest service focus through the forums listed above. Teaching by example from senior leaders is a prime component of the methodology. A small but important change was made as the staff, through the direction of the Executive Director, now refers to the visitors of the museum as "Guests" versus customers.

##### 1.3

The museum initiates new exhibits and programs based on a review of the stakeholder expectations and a gap analysis. The impact is measured through participation, attendance, and support which could be financial, in-kind, or participatory. Risks are evaluated by senior management and in borderline or suspect instances the Executive Director will review his decision with the trustees prior to implementing.

#### 1.4

The Executive Director in conjunction with the Finance Director and the Human Resource Manager are the prime staff members whose responsibility includes maintaining fiscal, legal, and regulatory responsibility. The Annual Audit process in itself is a great tool that is used to discover and verify procedures and compliance. First during the audit itself, just the discovery process of producing documents and answering questions reveals potential issues. Secondly, when the actual audit report is received some months later, it once again provides us with the third party overview and review of potential issues. The museum also relies heavily on the staff of the B&CB to answer questions and provide guidance when there is a question. The HR Manager and the Controller regularly contact staff at OHR, the AG's office, the CG's office, and the Budget Office to insure the museum is following proper protocol.

#### 1.5

Key performance measures are:

- Number of accessions recorded and objects added to the collection
- Response to public requests for information
- Participation in curriculum-based educational programs & educational experiences for younger audiences
- Performances, lectures, presentations and summer classes offered to enhance cultural appreciation
- Data on value of volunteer contributions
- Production of changing exhibits & presentation of special attractions
- Technical assistance provided to other museums/institutions
- Data related to traveling exhibits
- Information on grants
- Statistics related to the facility rental program
- Attendance by category
- Store sales
- Community Outreach
- Statewide impact and penetration

#### 1.6

The Museum currently does not have a formal process for providing direct employee feedback. Instead, we strive to create an environment of open communication where all employees are encouraged to give constructive feedback to each other. All directors use the facility's performance as a guide when setting personal and departmental goals.

The facility distributes weekly financial and attendance results which are discussed in weekly director meetings. The monthly information is compiled and presented and discussed in the staff wide monthly meetings

#### 1.7

The public is the reason for the museum's existence and therefore all policy/operational decisions must be made with respect to the impact on the public. We address those impacts when deciding new programs and exhibits. All departments are represented at the table and have the responsibility to react to potential public issues. Through specific advisory panels, directors solicit non-staff reaction to proposed programs. The museum's numerous volunteers are another source of public feedback as facilitated through monthly brown bag luncheons.

## 1.8

Priorities for improvement are set and communicated via the forums listed in 1.1.

i.e. Presentation of the yearly business plan sets the strategic direction and the weekly director meetings for action steps and reaction measures.

## 1.9

The museum supports the community by:

- Providing a cultural and recreational outlet for individuals and families
- The experience teachers and schools have through visitation and programs offered
- Facility rental customers enjoy a unique setting
- Cooperation with other cultural agencies/institutions
- The store promotes South Carolina through its product offerings

The areas of emphasis are determined by listening to the needs and expectations of the community and by using the talents, knowledge, and experience of the staff. Prior year unfavorable results are specifically targeted for improvement and more detailed examination. Through our zip code data reports and school databases we can determine specific market niches that we are not reaching.

## **Category 2 – Strategic Planning**

### 2.1

The museum operates under a strategic plan adopted in 1999 and updated annually through the business plan process. The plan is the result of an extensive analysis of expectations, strengths, weaknesses, opportunities and threats identified during the planning process and discussed in other sections of this report. The museum will redo the long term plan during this current fiscal year (2006).

### 2.2

Strategic Objectives – See Chart

### 2.3

The directors meet with the Executive Director on a continual basis to review and adjust their work plans relative to changes in current conditions. In mid year, a formal recap and resulting adjustment are made to each department plans. This is done in a half day director workshop where each director presents their plan and proposed changes. The other directors then have the opportunity to offer constructive feedback and perhaps alternative solutions.

### 2.4

Action Plan – See Chart

### 2.5

Communication of the strategic plans are handled as referenced in category 1.1 ie

Monthly staff meetings, weekly director meetings, quarterly half day topic driven director meetings, trustee meetings, etc.

### 2.6

see 2.3

## Strategic Planning

| Program Number and Title             | Supported Agency Strategic Planning Goal/Objective   | Related FY 07-08 Key Agency Action Plan/Initiative(s)   | Key Cross References for Performance Measures* |
|--------------------------------------|--|---|--|
| IB - Guest Services, IIIC - Benefits | The goals of the Revenue Generating Department are to grow store sales, maximize sales in the food service area, generate new revenue streams, and enhance the museum guest's visit. Maximization of the new the store software and hiring and training new staff are additional goals.  | Participate in more profitable off-site one day sales events; Develop exclusive merchandise for the store; initiate new catering food operation; Retain a visual merchandiser to enhance appearance and sales; Develop a store buy plan by category and by month; Maximize sales on the new web site and continued partnership with SC Interactive; Incorporate rental program department and staff into revenue division. Aggressively market the museum's rental spaces by hosting meeting planner events and through incentives. Oversee preferred catering program for museum rental events.  | 7.20 - 7.29, 7.50 - 7.51, 7.30 - 7.31          |
| IIA - Collections, IIIC - Benefits   | The staff of the Collections Department will actively pursue collections and, once collected, their safe-keeping, allowing for enhanced exhibit possibilities. All the while the Collections Staff will continue to develop their professional standings in their respective professional communities. The staff is also responsible for writing and researching new exhibits for their area of discipline.  | Focus acquisitions on needs revealed by gap analysis, Develop and write story lines for new Exhibits for the changing Galleries. Register/catalog specimens/artifacts in a timely manner. Reorganize curator responsibilities to include overseeing of conservation of new acquisitions. Find a partner to utilize conservation area. Develop storage plan to efficiently utilize all spaces. Write and submit one scholarly, peer-reviewed paper per discipline. Finalize the collecting plan by discipline and by identifying collection gaps.  | 7.80 - 7.82, 7.50 - 7.51                       |
| IIB - Exhibits, IIIC - Benefits      | The goals of the Exhibits, Building Services, and Public Safety Department are to continue to provide agency-wide design services including foundation, traveling exhibit rental handling, exhibit production, installation & maintenance; custodial services & Facility Use support; and building, staff & collection security and public safety oversight.   | Develop and produce in-house blockbuster exhibit using "Power of Nature" exhibit components. Revitalize the TEP program by producing at least one new traveling exhibit and supporting collateral material. Develop process for achieving schedule deadlines and budget for new exhibits. Maximize partnerships with outside groups by seeking support for new exhibits. Add engaging & attractive exhibit elements to permanent and changing galleries. Provide support for revenue operation to insure maximization of revenues. Insure newly installed exhibits are appealing to the market.   | 7.40 - 7.44, 7.50 - 7.51                       |
| IIC - Education, IIIC - Benefits     | The goals of the Education Department are to provide a statewide education presence in the form of on-site and outreach programs. The museum must maintain the education point of difference with programming by providing free standards-based educational experiences for South Carolina students. In addition, the museum must provide high quality programs for special interest groups and the general public to increase attendance and revenue. | Provide and serve the education community with resources and programs to assist teachers to meet curriculum standards. Provide guests "added value" experiences in Nature Space on weekends and holidays. Develop a marketing plan to increase attendance and revenue with camp-ins, birthday parties and special programs. Recruit and train additional (20) volunteers to assist with a variety of vital functions. Develop a volunteer "characters in costume" interpretive program. Increase partnerships between the museum and the educational community such ETV. Manage Group Visits area to operate more smoothly and efficiently. Continue to adapt curriculum to current DOE needs such as Math and Science. Initiate "touch cart" weekend programs. | 7.70 - 7.74, 7.50 - 7.56, 7.61                 |
| IIE - Programs, IIIC - Benefits      | The goals of the Programs Department are to increase attendance and revenue through programs and events, rentals of museum spaces and bookings of traveling exhibits and to continue enhancement and development of signature events.  | Work closer with the Marketing Department to create event specific marketing plans for each signature event. Generate revenue by offering programs that require registration fees and by collecting fees from resell users. Secure funding from granting organizations to sponsor Public Programs. Market the Traveling Exhibition Program through production and distribution of a promotional brochure. Source new provider for outsourcing of summer programs. Work closer with the Foundation's membership manager to maximize participation in signature events.   | 7.30, 7.50 - 7.51, 7.32 - 7.33                 |

| <b>Program Number and Title</b> | <b>Supported Agency Strategic Planning Goal/Objective</b>  | <b>Related FY 07-08 Key Agency Action Plan/Initiative(s)</b>   | <b>Key Cross References for Performance Measures*</b> |
|---------------------------------|--|--|---|
| IIF - Marketing, IIC - Benefits | The goals of the marketing department include increasing public attendance; obtaining media sponsorships for blockbuster exhibits; partnering with CVB, Lake Murray, etc. to promote the museum along with the city of Columbia; to acquire Accommodations & Hospitality Tax grants from the City of Columbia and Richland and Lexington Counties; to perform audience research; and to develop a marketing relationship with identified corporate sponsors. | Overseeing continuous updating of web site to an interactive, transaction capable marketing site that drives attendance, participation, and revenues. Obtain media sponsorships for new exhibits. Increase group sales through direct marketing including e-mail and ticket consignment. Partner with CVB and PRT to create specific plans to promote and package the museum. Obtain Accommodations and Hospitality Tax grants. Perform audience research to determine product and communication gaps. Develop corporate marketing sponsorships specifically targeting grocery and beverage categories. Develop an "underserved" group ticket program. | 7.10 - 7.14, 7.60 - 7.61, 7.50 - 7.51                 |

### **Category 3 – Customer and Market Focus**

3.1-5

The State Museum provides many kinds of services-exhibitions, educational programs, science demonstrations, videos and films, lectures, performances, tours, facility rentals, publications and educational resource materials-but our most important product is the Guest's experience, which encompasses not only the programmatic elements but also the appearance, cleanliness, safety and friendliness of the facility and staff. The quality of the experience is our most fundamental concern.

Every citizen of South Carolina and every visitor to the Palmetto State potentially are customers of the museum. More than half of our visitors are children. In addition to the students that come with their teachers on organized visits, many other children come with their families, youth groups, clubs, scout groups and summer camps. Adult visitors make up our primary source of admissions revenue.

In our daily operations, we collect information on numbers, categories and points of origin of visitors, age profiles, facility rental customers and other program participants. We use this information to evaluate trends and the success of our promotional efforts. Also, we are able to determine which educational programs the teachers consider most beneficial and which exhibits are most popular.

### **Category 4 – Measurement, Analysis, and Knowledge Management**

4.1,3,4,5

We measure areas related to the operations, processes and systems that define our mission and strategic objectives. The collection of data, referred to in Category 3, provides us with useful insight into the factors that determine our customer's preferences. We are able to use that data in evaluating the effectiveness of our revenue programs and in planning for the future development of new and innovative educational programs. The museum uses industry compiled data and personal industry contacts to determine relevant comparative data. Trade publications are utilized to see what is happening in the industry and what are some of the new, innovative issue resolutions. Currently, we do informal analysis and comparison based on published data and through personal contact. We have begun to better utilize our current software systems that compiles important visitor data. Our 'VISTA' ticketing system collects Guest admission data while our 'CAM' retail software collects Guest retail spending data. Attendance and spending data is collected daily and weekly and monthly reports are generated and distributed.

#### 4.2 Key Measures:

- Attendance
- Earned Revenue
- Programs Presented
- Exhibits Presented
- Costs per Visitor
- Statewide Visitation
- School Visitation
- Artifacts Collected

#### 4.6 Retention of Organizational Knowledge

Weekly director planning/update meetings requires that each of the seven directors listen and provide input to each other reports so they understand the priorities of each department. Business plans are presented internally for review and comment before finalization. As a result, this forced communication of each department goals and objectives results in a cross trained management staff. Each director then has smaller internal meetings where again the info is communicated. No one performs in a vacuum.

## Category 5 – Human Resources Focus

### 5.1-6

1. The Executive Director sets the tone for all staff relationships by providing hands on, supportive leadership. Staff is encouraged to participate in the planning of changes in exhibits and programs. A revised process of new exhibit planning now requires meetings with representation of all facility disciplines thus enabling a team approach to solutions rather than a sequenced process where individual department solutions are developed in isolation and then passed along to the next one.
2. The Human Resource manager works in collaboration with OHR to present relative and necessary trainings. This past year trainings were held on sexual harassment and right to know. New employee orientation for the agency wide policies and expectations is handled by the Human Resource manager via one on one interviews. Specific departmental trainings are organized by each of the seven departmental directors. The security chief handles safety trainings such as fire drills, fire extinguisher use, and personal safety. The agency is in the process of developing a part time handbook that will clarify to them the code of conduct expectations as well as general policies and procedures.
3. The EPMS system is designed to set clear objectives and expectations for each staff member. With formal reviews yearly, each supervisor sits down with appropriate staff to outline those expectations and goals. The job descriptions are used as a basis for the development of those goals. With staff reductions, an important component of that process is the clear communication that each staff member has responsibility for the overall results of the State Museum not just their designated areas. The performance of the facility has vastly improved with this self motivated accountability
4. The museum has designated a small committee to monitor attitude and job satisfaction. They have named themselves the “Rah-Rah” committee. They are charged with planning staff functions that encourage participation and offer a different setting for everyone to interact with each other. Examples from the past year include a family Christmas Party, pot luck lunches, and melon cuttings.
5. The security department, building services, and the Human Resource manager all work together to monitor the health of the work environment. They constantly meet with each other to evaluate and adjust as needed.
6. The staff goes offsite for lectures, talks, and appearances in the community. We have made many radio appearances throughout the year to inform the public on the exhibits, events, and program opportunities at the museum. The State Museum also participates in the annual United Way fund raising campaign in the community as well as Breast Cancer Awareness.

## Category 6 – Process Management

6.1 Customer Processes- Processes required for delivering mission and value to the customers through direct and non-direct interaction.

- Ticket Sales
- Store Sales
- Food Sales
- Program Presentation
- Curriculum Presentation
- Operation of Exhibits
- Development of Exhibits
- Development of Programs
- Purchasing of Retail Product
- Safety of Guests
- Security of Collection
- Cleanliness of Building
- Operation of Rental Program
- Booking of Groups, Events, and Programs
- Marketing
- Graphic Design
- Exhibit Fabrication

6.4 Support Processes – Processes where the museum interacts internally.

- Human Resource Management
- Off Hour Security
- Accounting
- Procurement
- Software and Hardware Management and Data Processing
- Employee Relations

6.5 Partner Processes – Processes where the museum interacts with third party partners.

- Purchases
- Contracts
- MOU
- Meetings
- Direct Contact
- Grant Request
- Cooperative Programming and Marketing

Monitoring –

### 6.3 Effectiveness –

The museum measures effectiveness with the customers using primarily the same key success measures as outlined in section 4.2. Internally, employee satisfaction as gauged by turnover, conflict, and participation demonstrate the effectiveness of our internal programs. With external third parties, the quality of the relationship as demonstrated by respectful interaction with functional and mutually productive output for both parties

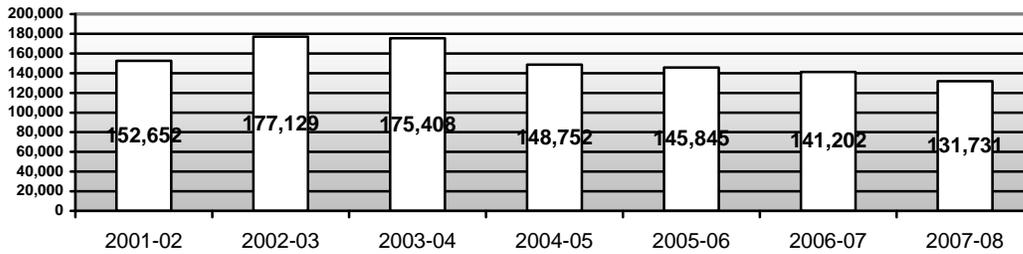
### 6.2 Changes –

The museum as it competes in the open market for visitor's discretionary time and income is constantly monitoring performance and results and making necessary improvements. The operation of the museum is fluid in that there are not starting and stopping periods so we must continually change as we best determine based not only on staff initiative but in reaction to the realities of a competitive market. Again, weekly director meetings, weekly department meetings, and monthly general staff meetings are very effective in communicating and broadcasting the changes needed and the rationale behind those changes.

## Business Results:

### 7.1 Attendance Measures

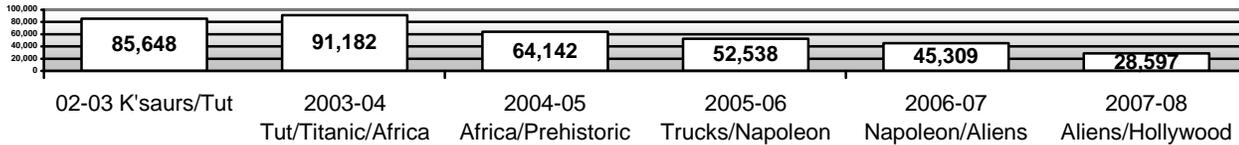
#### 7.10 Annual Attendance Since Museum Opening



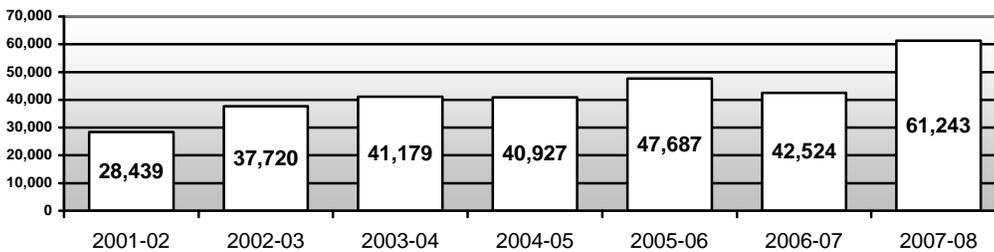
#### 7.11 Guest Services by Pricing Category

|                | 2003-04 | 2004-05 | 2005-06 | 2006-07 | 2007-08 |
|----------------|---------|---------|---------|---------|---------|
| <b>General</b> |         |         |         |         |         |
| Admissions     | 73,810  | 53,437  | 56,225  | 48,726  | 46,448  |
| \$1 Sunday     | 7,830   | 7,639   | 6,492   | 6,882   | 5,779   |
| Education      | 74,921  | 71,909  | 67,145  | 68,095  | 62,585  |
| Friends        | 12,244  | 10,179  | 11,169  | 13,072  | 11,868  |
| Birthday's     | 423     | 294     | 365     | 312     | 469     |
| Passes         | 6,180   | 5,294   | 4,449   | 4,115   | 4,582   |
| <b>Total</b>   |         |         |         |         |         |
| Attendance     | 175,408 | 148,752 | 145,845 | 141,202 | 131,731 |

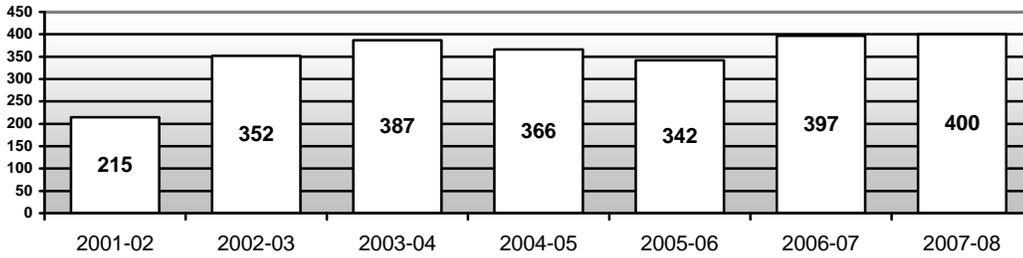
#### 7.12 Attendance for Special Attractions



#### 7.13 Total Attendance at Facility Rental Events

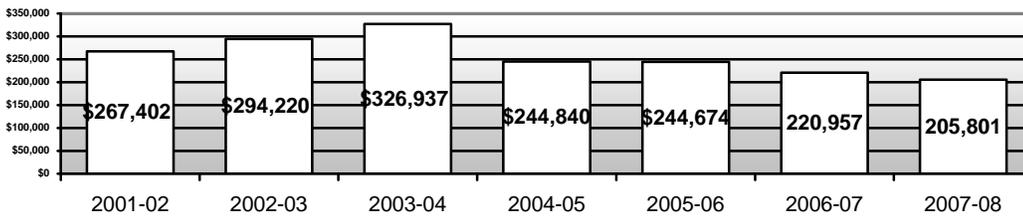


### 7.14 Number of Facility Events Scheduled by Clients

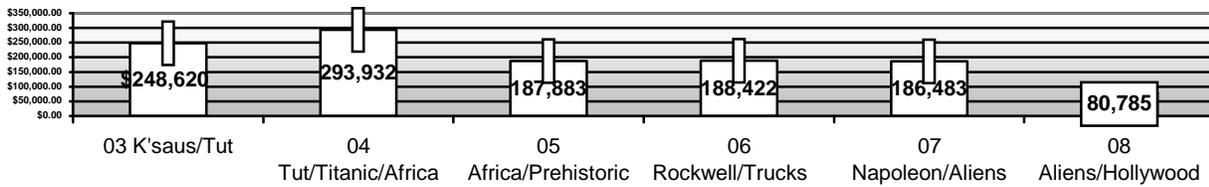


## 7.2 Revenue Measures

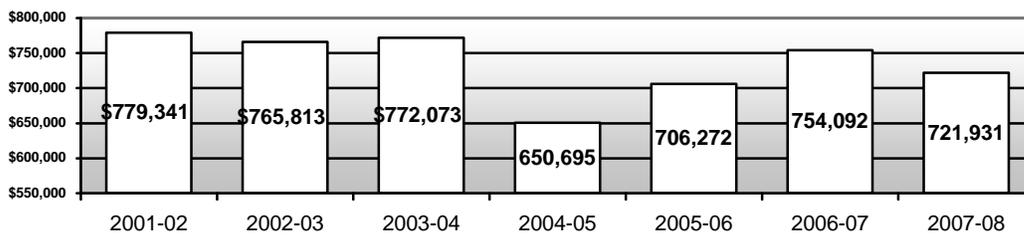
### 7.20 Admission Fees Collected



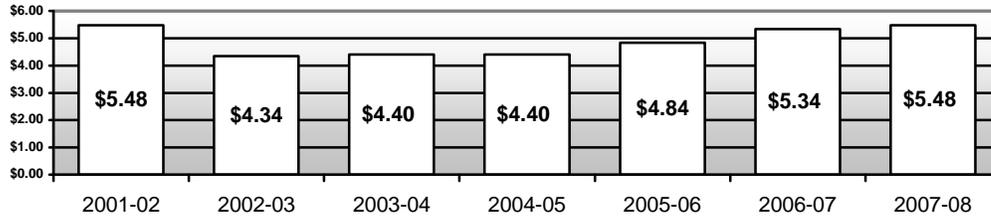
### 7.21 Gross Revenue-Special Attractions



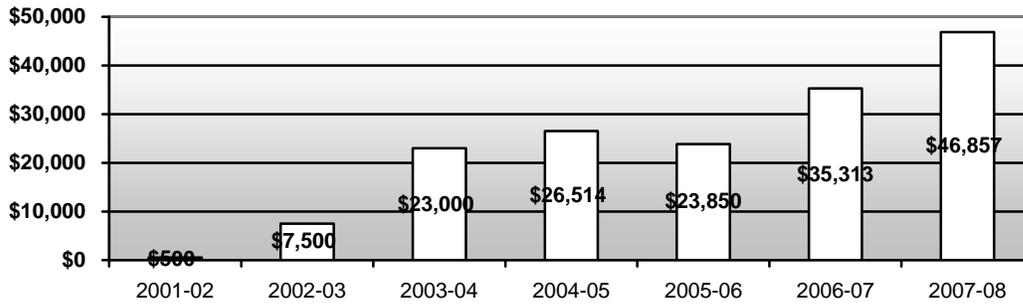
### 7.22 Gross Sales - Museum Store



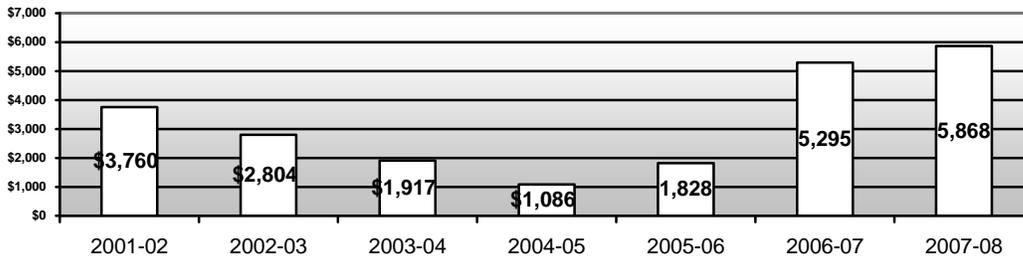
### 7.23 Sales Per Visitor - Museum Store



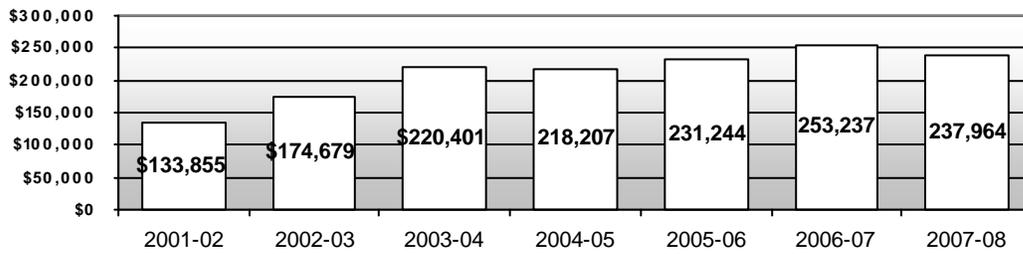
### 7.24 Museum Store Off-Site Sales



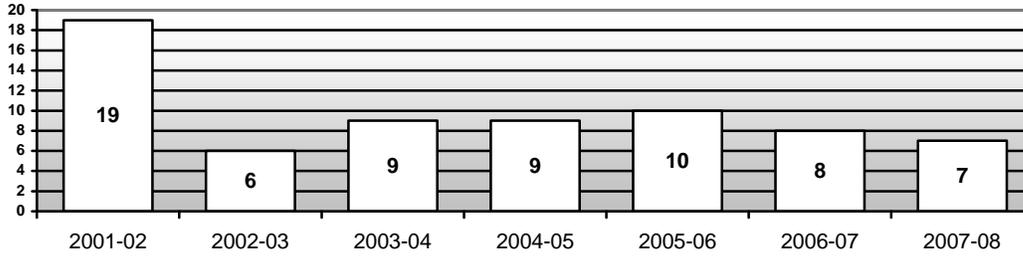
### 7.25 Museum Store Internet Sales



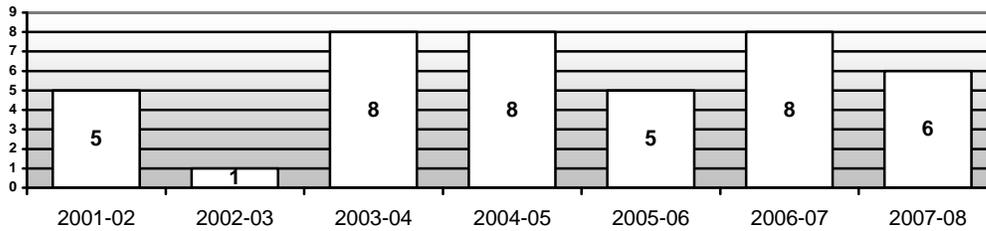
### 7.26 Gross Revenues from Facility Rental Program



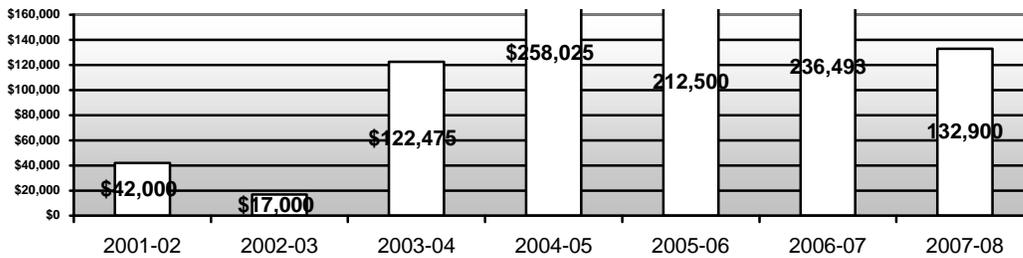
### 7.27 Number of Grant Proposals Submitted



### 7.28 Number of Grants Awarded

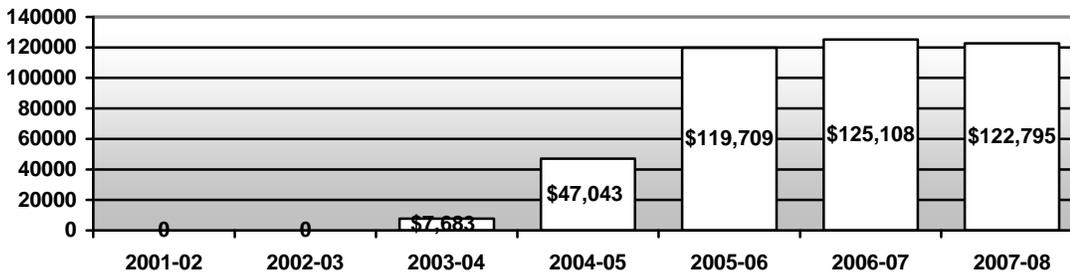


### 7.29 Total Grant Funds Awarded



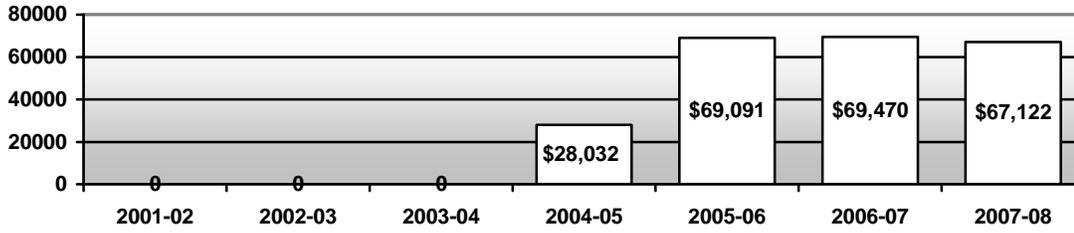
## 7.30 Food Service Revenue

### 7.30 Food Service Revenue



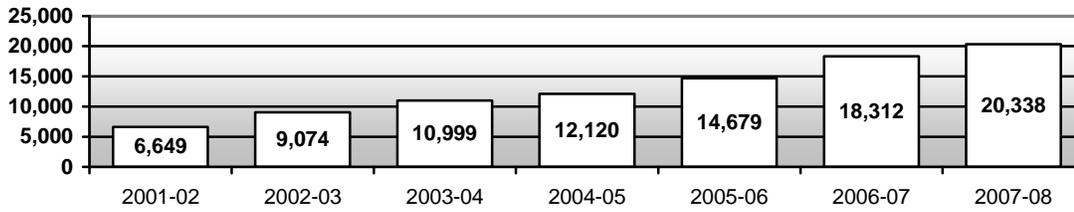
### 7.31 Café Revenue

7.31 Café Revenue



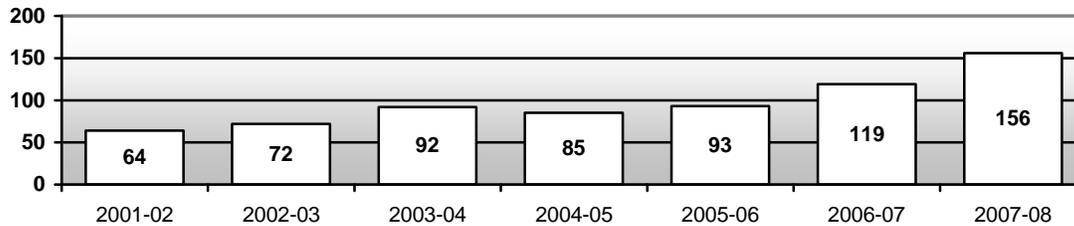
### 7.32 Program Revenue

7.32 Program Revenue



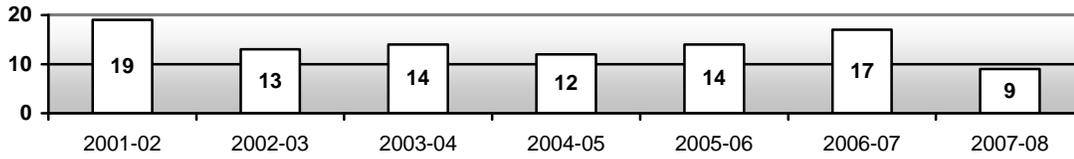
### 7.33 Program Measures

7.33 Number of Public Programs Presented

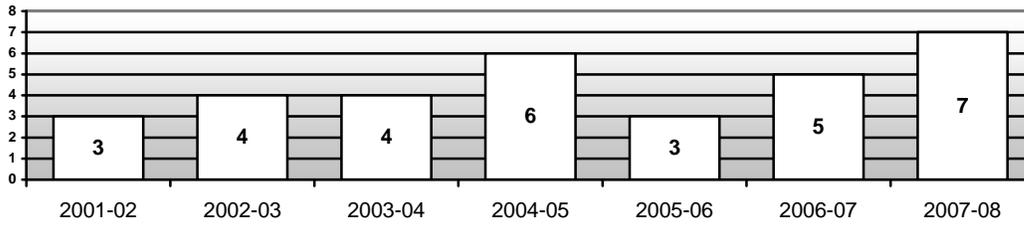


## 7.4 Exhibit Measures

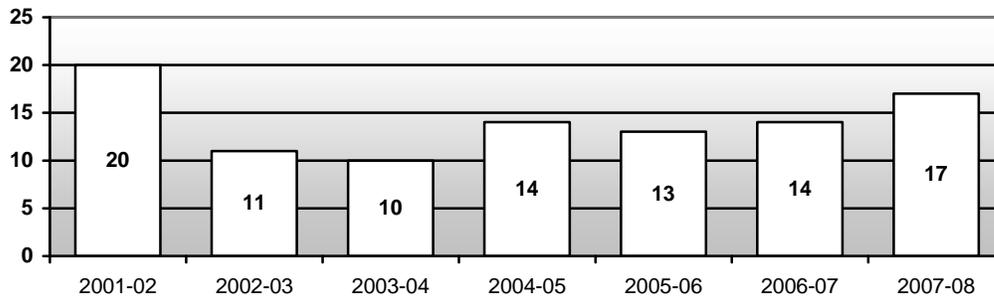
### 7.40 Number of Changing Exhibits Completed



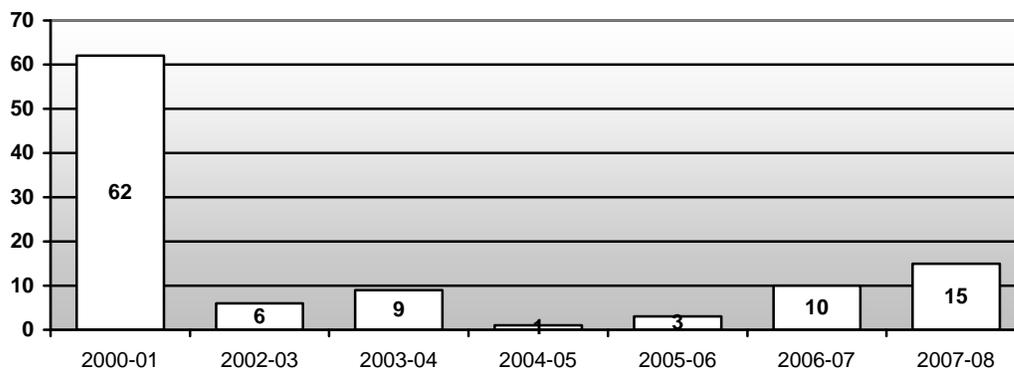
### 7.41 Traveling Exhibits Completed



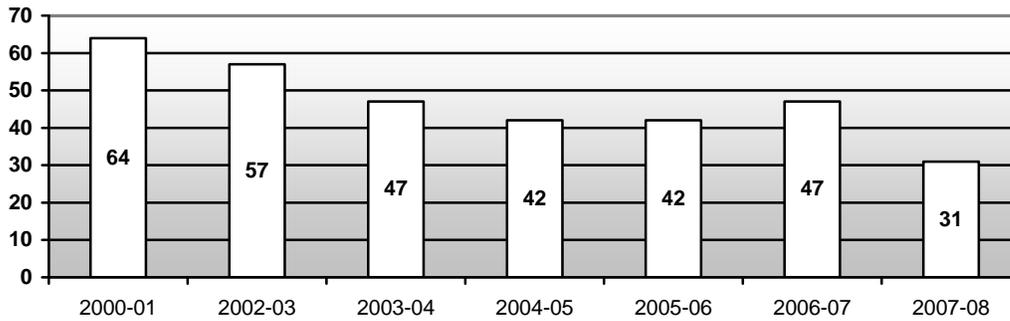
### 7.42 Number of Traveling Exhibits Available



### 7.43 Number of Consultancies Conducted by Museum Services

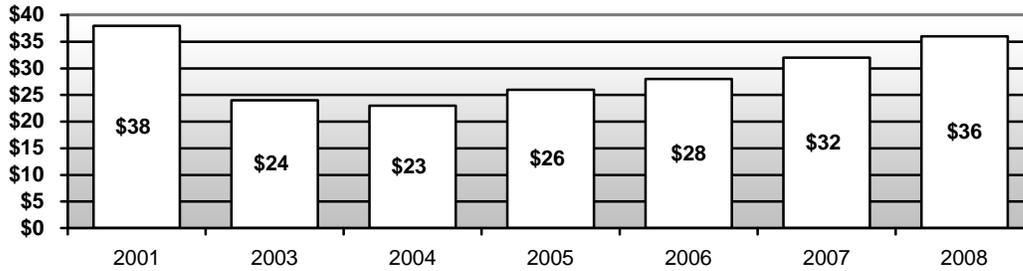


**7.44 Number of Traveling Exhibits Bookings**

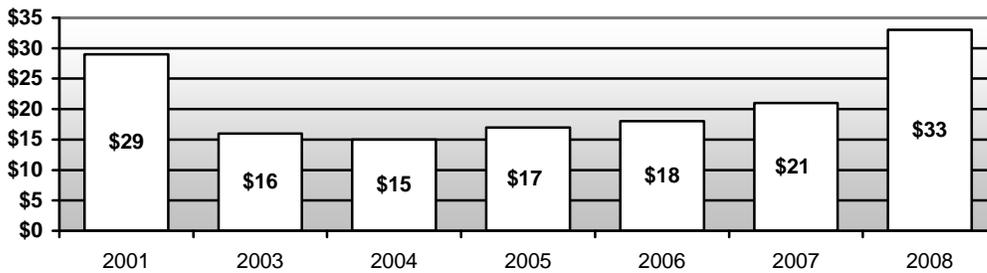


**7.5 Expense Measures**

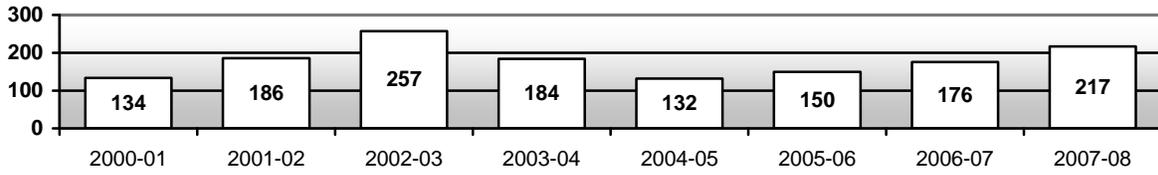
**7.50 Productivity - Operating Costs per Visitor  
Includes \$1 million in Rent Expense**



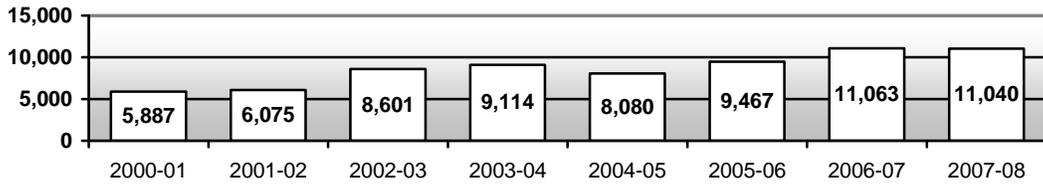
**7.51 Productivity - State Funds Per Visitor  
Includes \$1 million in Rent Expense**



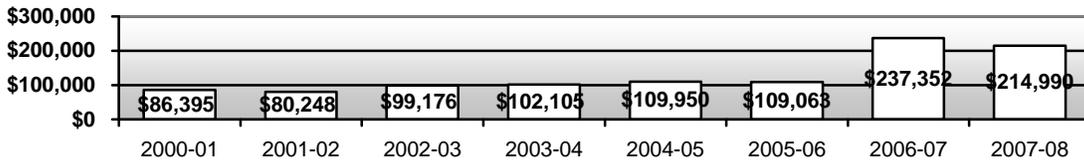
**7.52 Number of Active Volunteers During the Year**



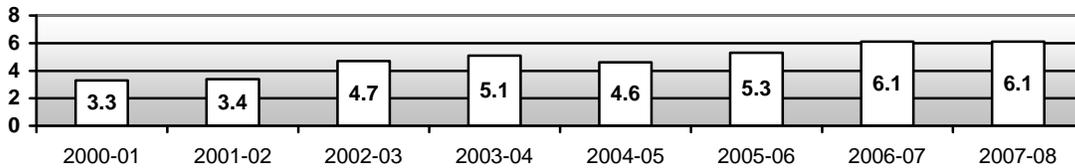
**7.53 Number of Volunteer Hours Contributed**



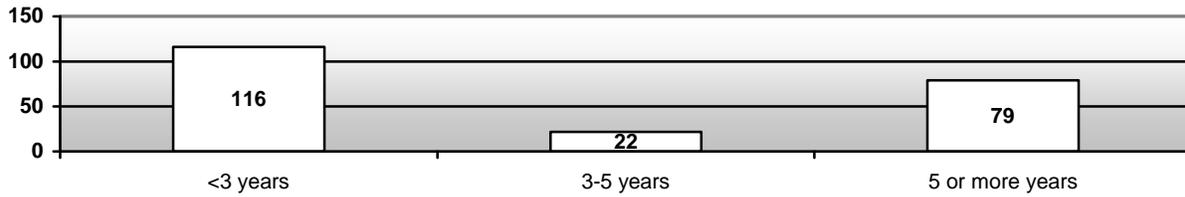
**7.54 Value of Volunteer Hours**



**7.55 FTE Equivalency of Volunteer Hours**

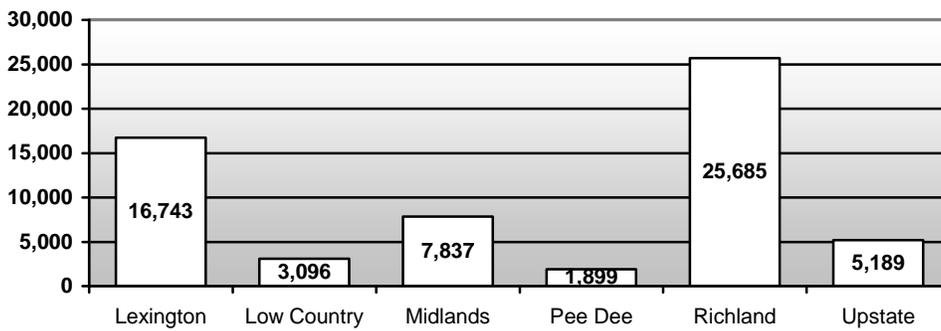


### 7.56 FY 2007-08 Number of Volunteers Serving

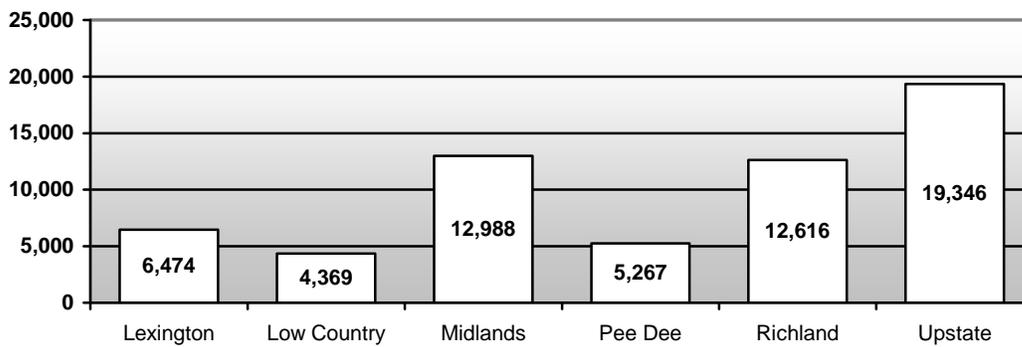


## 7.6 Statewide Visitation

### 7.60 FY 2007-08 SC Non-School Geographics by Region

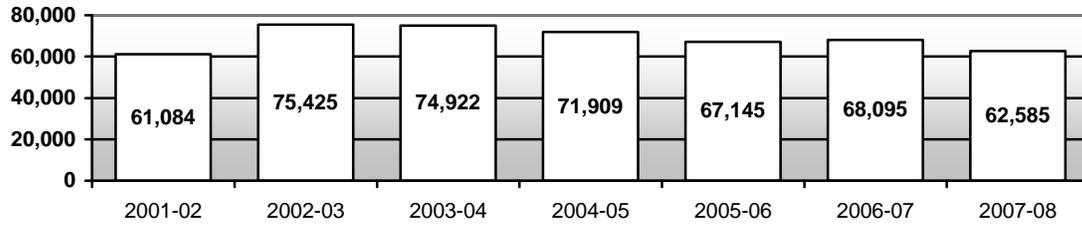


### 7.61 FY 2007-08 SC School Geographics by Region

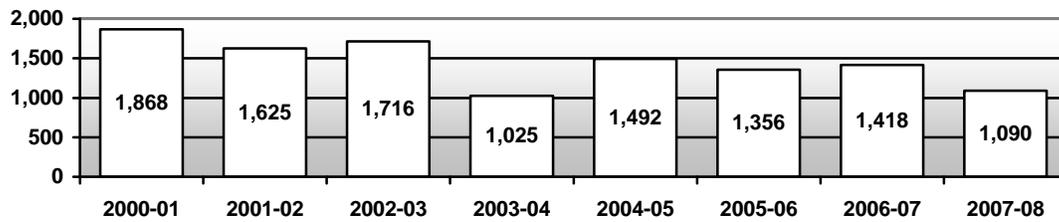


## 7.7 School Visitation Measures

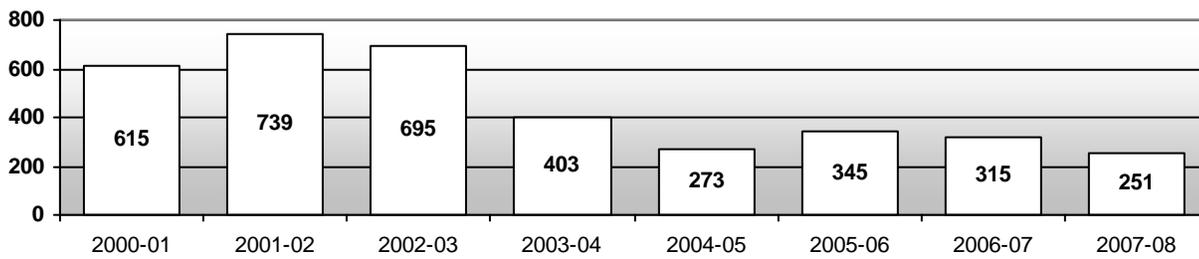
### 7.70 Number of Students, Teachers and Chaperons Participating Museum Programs



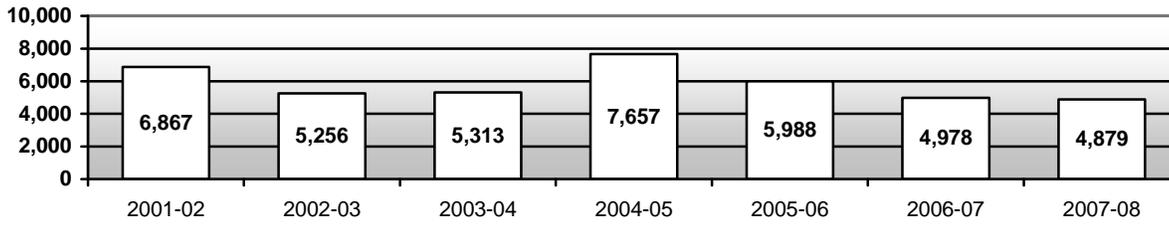
### 7.71 Number of Camp-In Participants



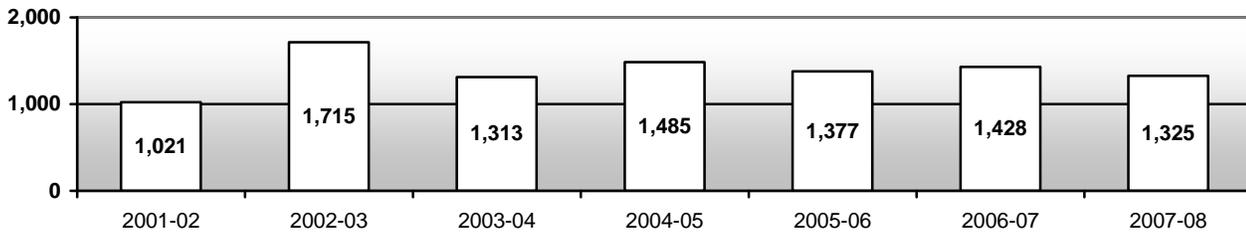
### 7.72 Number of Birthday Parties Participants



### 7.73 Number of Starlab Programs Participants

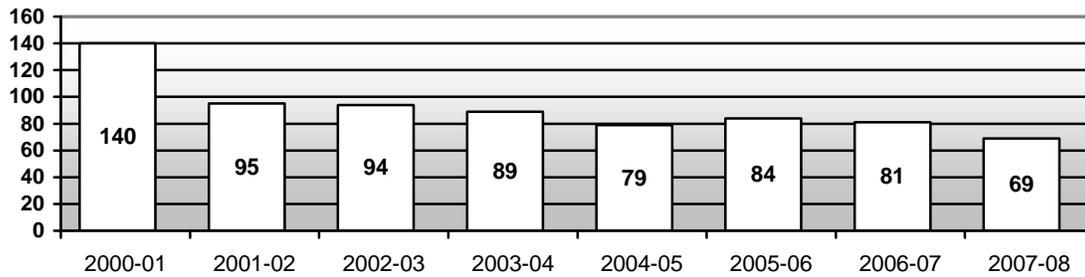


### 7.74 Number of School Reservations

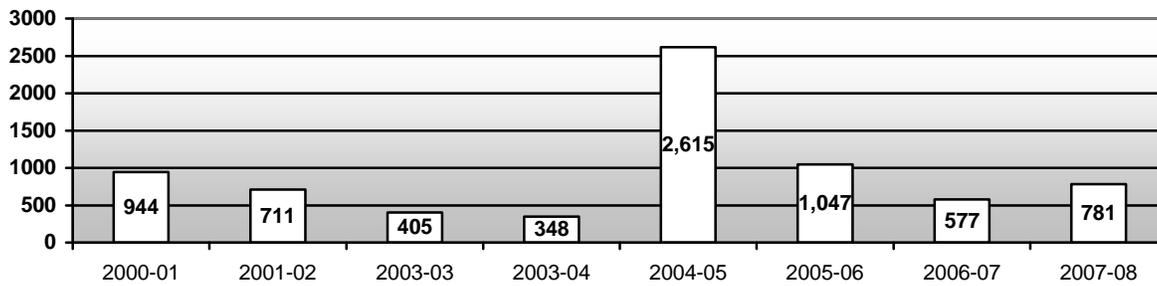


## 7.8 Collection Measures

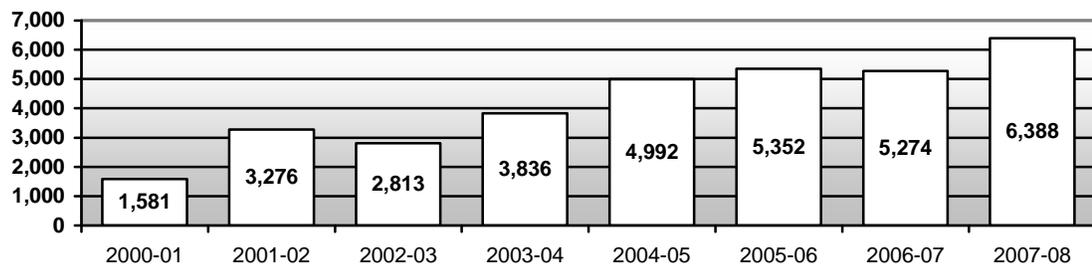
### 7.80 Number of Accessions Recorded



### 7.81 Number of Individual Objects added to Collections



### 7.82 Number of Public and Institutional Inquiries Answered by Curatorial Staff



### 7.83 Number of Publications Submitted and Accepted

