

Accountability Report Transmittal Form

Agency Name: South Carolina State Museum
Date of Submission: September 13, 2002
Agency Director: William P. Calloway
Agency Contact Person: William A. Shealy
Agency Contact's Telephone #: (803) 898-4926

I. EXECUTIVE SUMMARY

1. Major Achievements:

Fiscal year 2001-2002 was a year of transition for the South Carolina State Museum. Long time Executive Director, Dr. Tony Ganong, retired after many years of quality service to the facility. From July of 2001 to April of 2002, the museum was capable led by Interim Director Tom Barnes who came out of South Carolina State retirement to add stability to the operation. After an extensive search, the Museum Commission selected William Calloway as the new Executive Director. Mr. Calloway began his duties in April of 2002. Director Calloway brings 25 years experience in themed entertainment from the Six Flags corporation as well as 7 years as the Executive Director with the start up Kellogg museum/visitors center in Battle Creek, Michigan.

As with most State agencies, the State Museum had to react to diminished funding. The State Museum boldly accepted the challenge of maintaining mission and services in the face of fewer resources. We are proud to report that the museum successfully hit its revised expense allocations and delivered a balanced budget. The museum also serviced more visitors in thus fiscal year than we did in prior year.

One of the highlights of the year was the opening of the “Theme Park” blockbuster exhibit. With savvy negotiations, the State Museum, with the assistance of the South Carolina Museum Foundation, was able to acquire the exhibit at a steeply discounted rate. The exhibit hosted over 30,000 visitors and its popularity generated incremental visitation to the facility. Other exhibits opened during the year include:

- *Home Blown: The History of Laurens Glassworks*
- *The Legacy of Marie Curie*
- *The Difference in Dirt*
- *Piercing a Quilt in Life*
- *Dressed for the Occasion*

We also upgraded and added to the permanent exhibits with the addition of a WWII model aircraft carrier, Spanish pottery in the Santa Elena area, and a Bose radio addition.

Awards won by the State Museum in the past year include:

- SCFM Award of Achievement for “Dressed for the Occasion”
- One of the 10 Notable State Documents, the cd “100 years – 100 Artists”
- Southeastern Museum Conference graphic design award for the Home Web Site of the State Museum.

The State Museum also continued its active role in the community by hosting numerous special events and programs. These included:

- Stand For Children
- Tartan Festival
- Blues and Jazz
- Halloween Tricks or Treats
- Festival of Trees
- Bluegrass Music Month

Our education program continues to excel. This past year over 50,000 South Carolina students came to the facility and participated in interactive learning activities. We went out into the State and presented 7,500 students the opportunity to see the stars with our traveling Star Lab planetarium. The education department also successfully raised \$13,000 in grants to help offset reduced funding. Schools representing all areas of the State came to the facility.

The earned revenue components of the State Museum continued to be solid performers. The “Cotton Mill Exchange” gift shop once again exceeded \$800,000 in retail sales. Relative to comparable facilities from across the country, the shop far outperforms the average. The facility rental program also maintained its volume by serving over 20,000 people and generating \$133,000 in sales.

2. 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.

3. Key Strategic Goals:

The key current and long term goals 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 goals include:

- Increasing Attendance
- Increasing Earned Revenue
- More Effective Planning
- Creating a Recognized Image and Brand for the Facility
- Maximizing Cooperative Partnerships
- Adding Quality, Innovative Product and Programs
- Recapitalization

4. Opportunities & Barriers:

The South Carolina State museum has the potential to reach and thus impact many more people. We need to refocus our limited resources (time, staff, and dollars) on priorities that most deliver on the desired results of our missions. As a result, some past tasks deemed important may be discontinued.

Opportunities:

- Acquiring more volunteers and docents.
- Training all staff to be more Guest focused on a quality visitor 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 food service and concessions.
- Establishment of a beneficial relationship with the new children's museum, Edventure.
- Creation of marketing partnerships that stretch limited advertising funds.
- Writing more operational grants to help fund special needs.
- Providing continued service to the State's museum through our Museum Services department.
- Retooling existing permanent exhibits to bring back their vitality.
- Aggressive marketing to induce more preformed groups to visit.
- Continued planning and development of the OPT Project. This will add an observatory, planetarium and large format theater to the museum, substantially enhancing our commitment to education in South Carolina and making us a major center for science education in the Southeast.

Barriers:

- 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.
- Impending opening of a competitive facility in the parking lot.
- Acquiring funding sources for needed facelift of exhibits.
- Reduced budget.
- Reorganized staff has been reduced by 35% in two years.
- The reduction in force of ten people has created employee anxiety.
- The continued transition of agency executive leadership into more self directed innovation and accountability

II. BUSINESS OVERVIEW:

1. # of Employees:

- Authorized Full-time Positions (FTE's): 67 (Includes Unclassified Executive Director)
- Positions Filled as of 06/30/02: 53
- Positions Vacant as of 06/30/02: 14
- # of Part-time positions as of 06/30/02: 50

2. Operation Location:

The State Museum is located in the Columbia Mills Building at 301 Gervais Street in Columbia, South Carolina.

3. Expenditure/Appropriations Chart

Attached.

4. 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
- 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

5. Key Suppliers:

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 succes 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 vendors and purveyors
- People of South Carolina and beyond that donate services and/or items for the collection
- Volunteers

6. 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 educated, 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:

- 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)
- Facility Rental
- Consultation, assistance & training for other (local) museums/institutions

7. Organizational Chart:

Attached

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. Decisions are communicated to the staff by the posting of minutes on the email network. The directors conduct regular staff 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 staff newsletter and a volunteer newsletter provide 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 bimonthly, 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) exercised 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.

1.2

Senior management communicates the organization's customer service focus through the forums listed above. That focus is the cornerstone of our service program and is detailed in Category 3. Teaching by example is a prime component of that methodology.

1.3

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

1.4

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.

1.5

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.

1.6

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

1.7

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 database we can determine specific market niches that we are not reaching.

Category 2 – Strategic Planning

2.1-3

The museum operates under a strategic plan adopted in 1996 and updated in 2000. 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.

During the first four months of 1999 the museum conducted an organizational self-assessment based on the Baldrige Award Criteria. The study was performed by a cross section team of 12 staff members guided by consultants from the Office of Human Resources. Task teams have been chartered to address those priority issues that were identified during the process.

The strategic areas identified as requiring progress were:

- Leadership & human resources
- Audience knowledge & marketing
- Collections management
- Improvements in exhibits & programs
- Services to other museums
- Facilities & technology
- Funding
- Reaccreditation

Category 3 – Customer Focus

3.1-6

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 visitor'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 – Information and Analysis

4.1-4

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 customers 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.

Category 5 – Human Resources

5.1-6

We have adopted several initiatives recently to improve our human resource management system. These include:

- Adoption of a universal review date
- Design of a new recruiting process that facilitates cross functional input
- Preparation for new employee ID program
- Update of orientation information & process

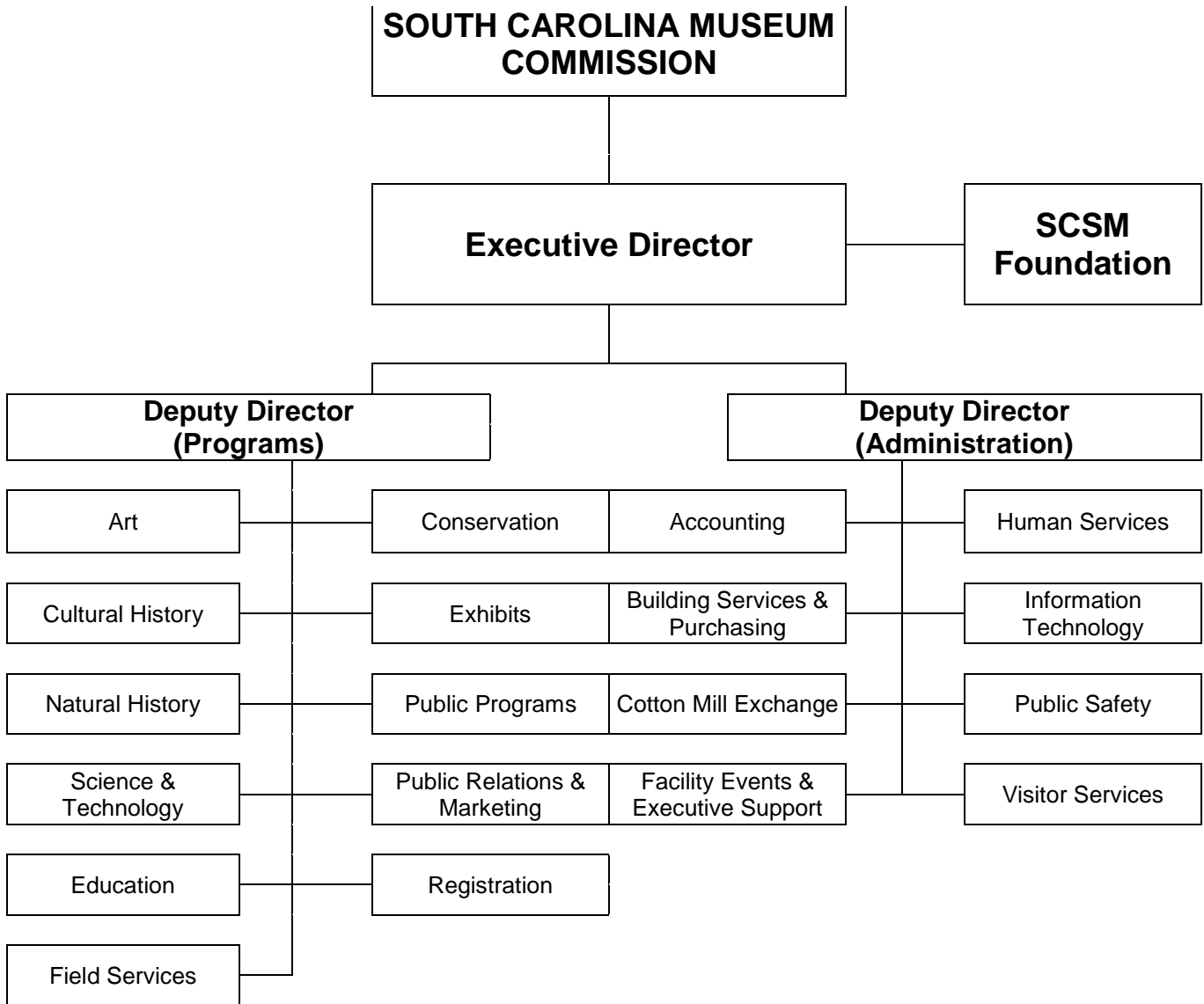
Motivation comes primarily from the ability of our employees to actually see the results of their efforts. They take a significant amount of pride in the quality of our collections, exhibits and programs. Since we are open to the public, there are extensive assessments of our safety program for visitors, staff & our collections.

Category 6 – Process Management

6.1-4

The museum is undertaking an extensive review of all processes and programs with the selection of the new Executive Director. We also anticipate restructuring our management and reporting channels to adjust for reduced funding and to improve operational efficiencies. We generate daily attendance and revenue reports that are compared to plan and prior year.

During the budget reductions, we did an evaluation of our operations and took appropriate actions. Every attempt was made to preserve the integrity of all our programs and the educational enjoyment of a Guest visit.



Accountability Report Appropriations/Expenditures Chart Example

The chart form is available at www.state.sc.us/osb. Use the chart for Section II Business Overview Item 3 in the accountability report.

Base Budget Expenditures and Appropriations

Major Budget Categories	00-01 Actual Expenditures		01-02 Actual Expenditures		02-03 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$2,368,607	\$1,934,107	\$2,166,984	\$1,754,069	\$1,902,321	\$1,520,771
Other Operating	\$3,932,166	\$3,189,890	\$3,895,136	\$2,900,611	\$3,810,278	\$3,084,695
Special Items	\$0	\$0	\$0	\$0	\$0	\$0
Permanent Improvements	\$588,059	\$25,485	\$1,265,245	\$600,000	\$0	\$0
Case Services	\$0	\$0	\$0	\$0	\$0	\$0
Distributions to Subdivisions	\$0	\$0	\$0	\$0	\$0	\$0
Fringe Benefits	\$619,957	\$533,152	\$588,136	\$506,936	\$511,664	\$436,609
Non-recurring	\$125,000	\$0	\$0	\$0	\$0	\$0
Total	\$7,633,789	\$5,682,634	\$7,915,501	\$5,761,616	\$6,224,263	\$5,042,075

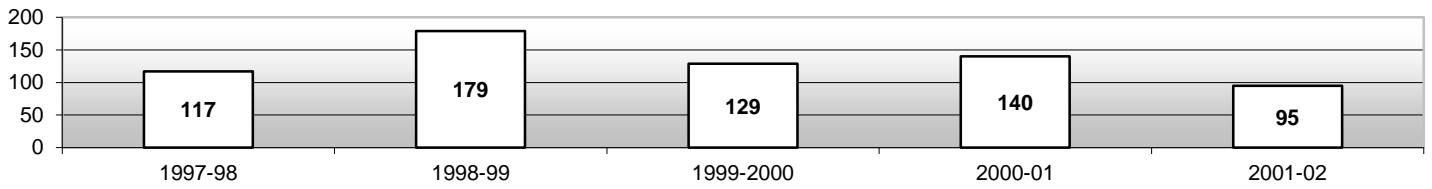
Other Expenditures

Sources of Funds	00-01 Actual Expenditures	01-02 Actual Expenditures
Supplemental Bills	\$	\$
Capital Reserve Funds	\$	\$
Bonds	\$	\$

7. BUSINESS RESULTS

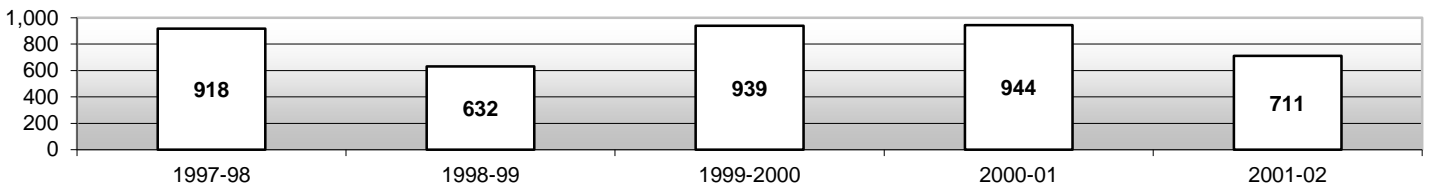
7.1

Number of accessions recorded



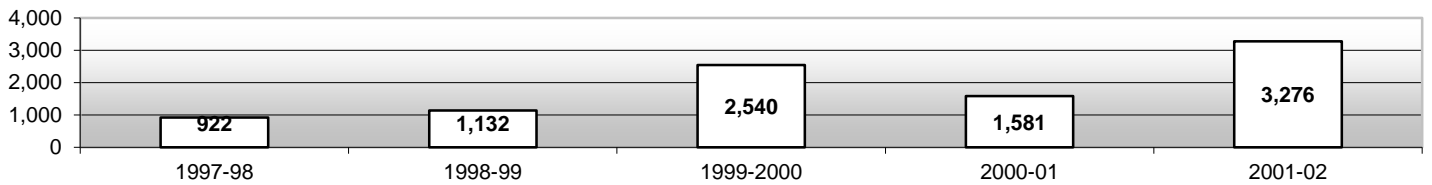
7.2

Number of individual objects added to collections



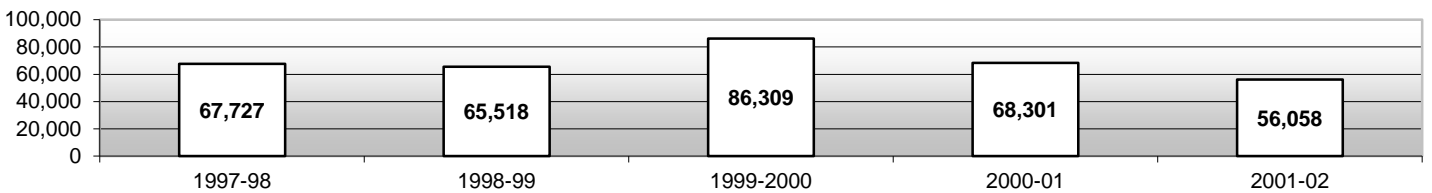
7.3

Number of Public and Institutional inquiries answered by curatorial and conservation staff



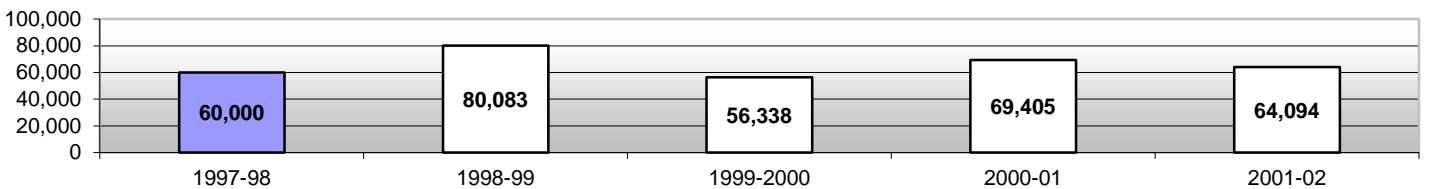
7.4

Number of students, teachers, and chaperones participating in museum programs



7.5

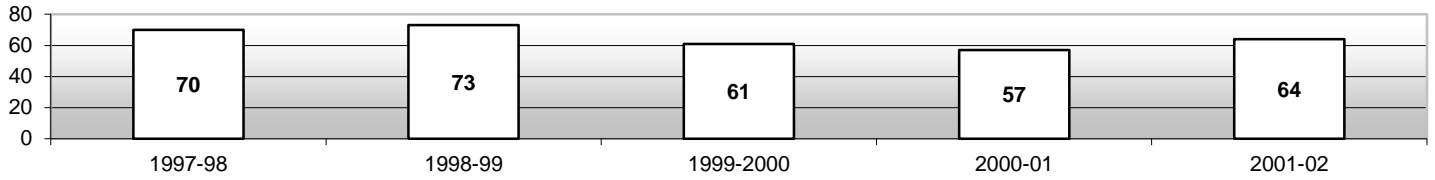
Number of visits to Discovery Center



7. BUSINESS RESULTS

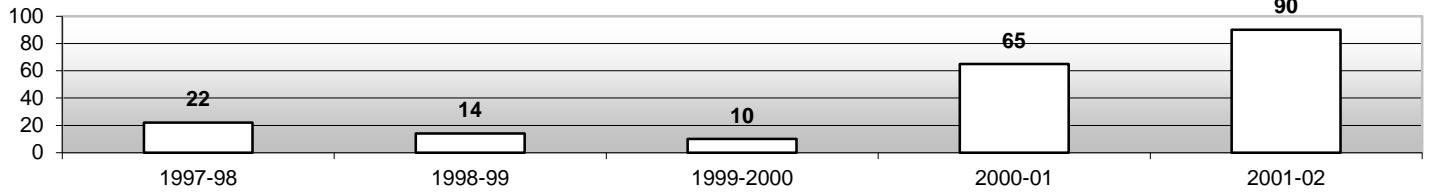
7.6

Number of programs presented



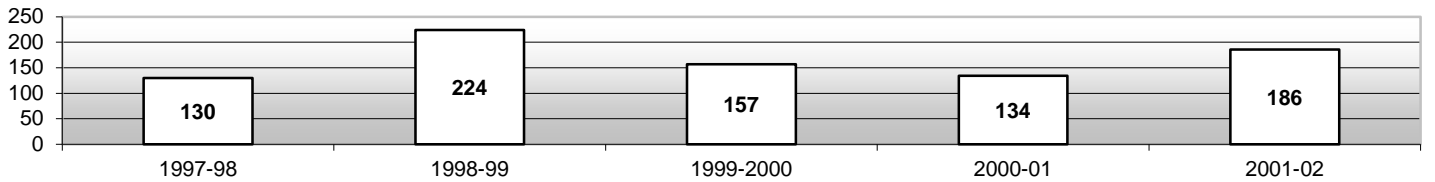
7.7

A class of volunteers was recruited and retained



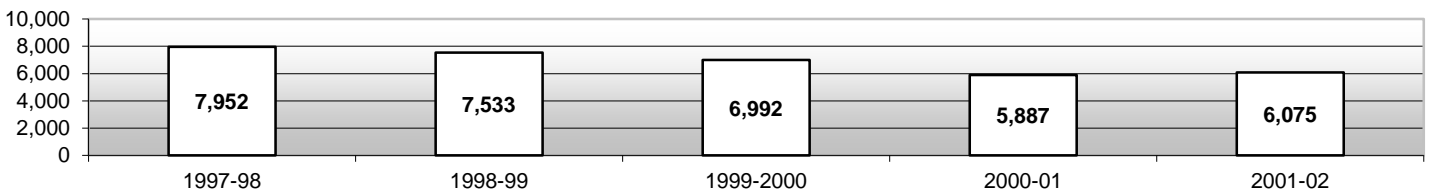
7.8

Number of active volunteers during the year



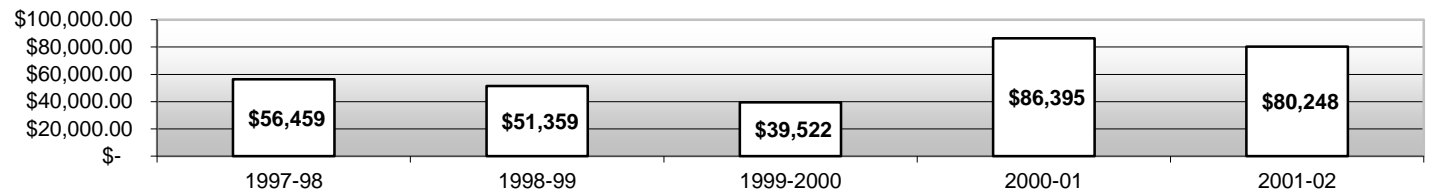
7.9

Number of volunteer hours contributed



7.10

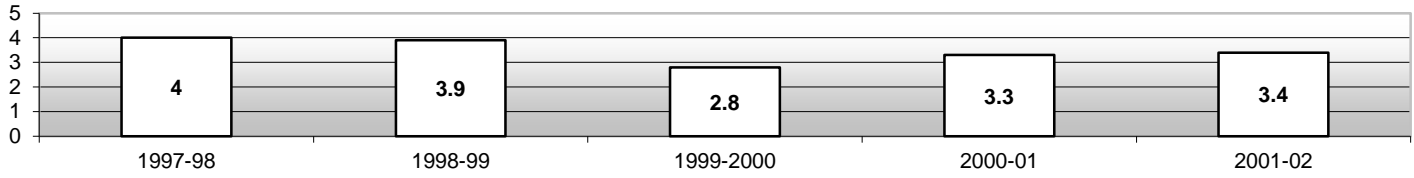
Value of volunteer hours



7. BUSINESS RESULTS

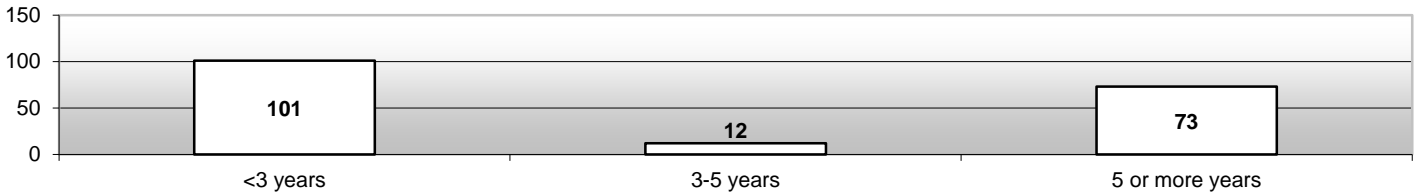
7.11

FTE equivalency of volunteer hours



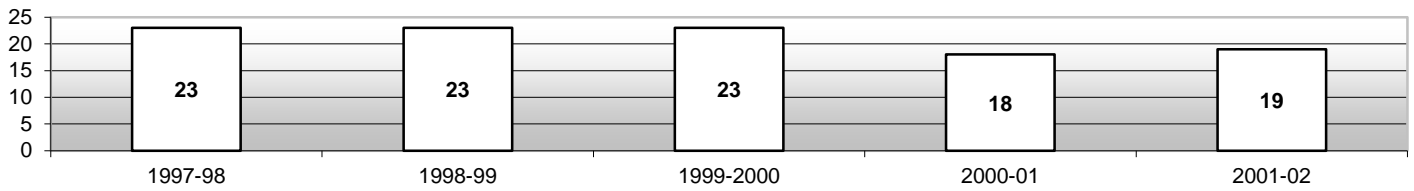
7.12

Number of volunteers serving



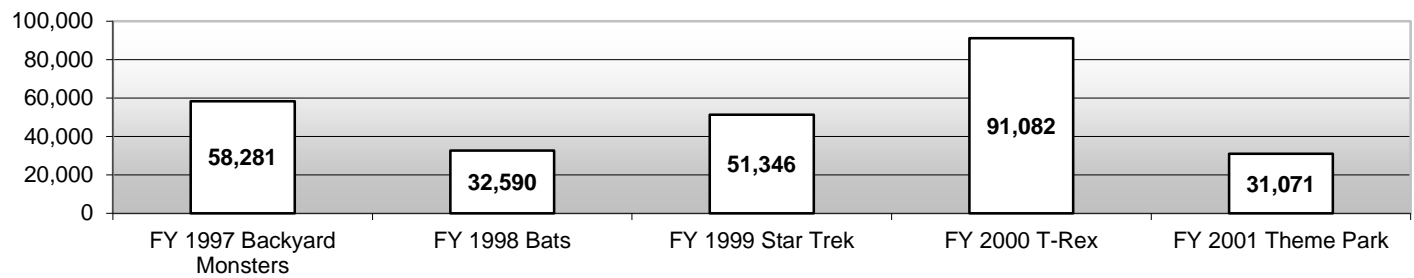
7.13

Number of changing exhibits completed



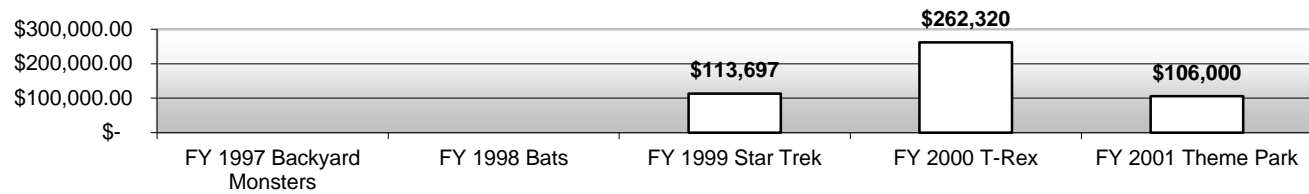
7.14

Attendance for Special Attractions



7.15

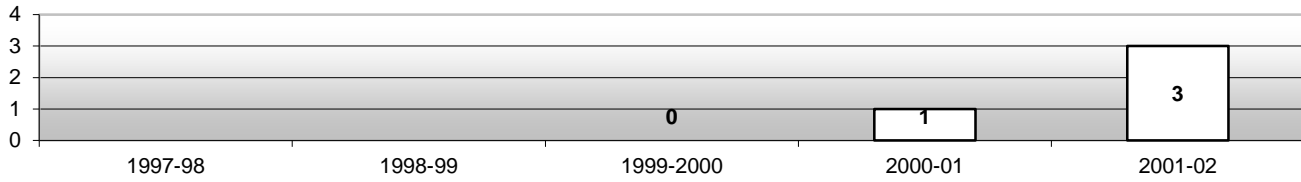
Gross Revenue - Special Attractions



7. BUSINESS RESULTS

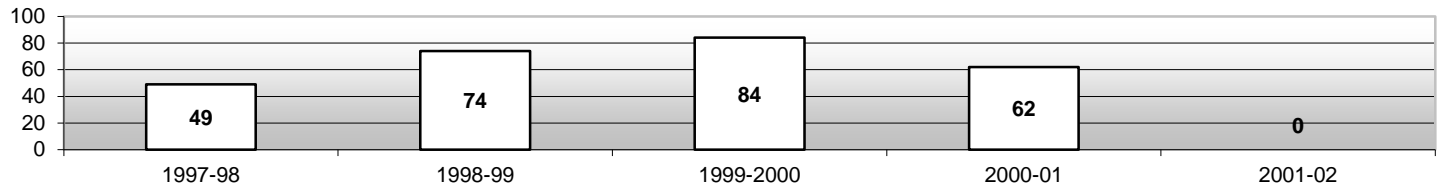
7.16

Traveling Exhibits Completed



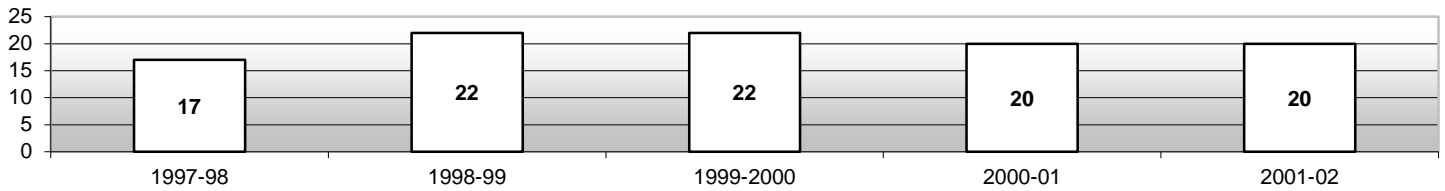
7.17

Number of on-site consultancies conducted by Museum Services



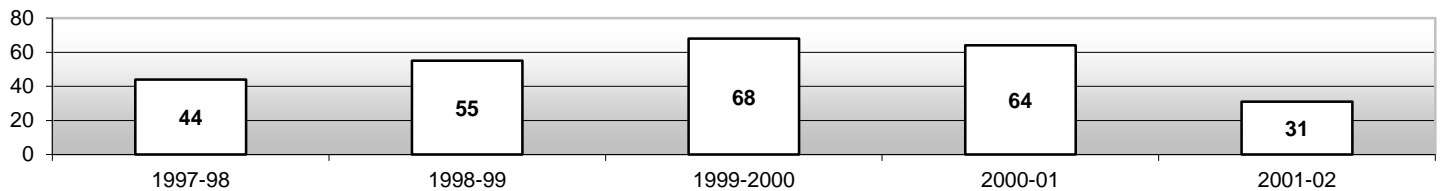
7.18

Number of traveling exhibits available



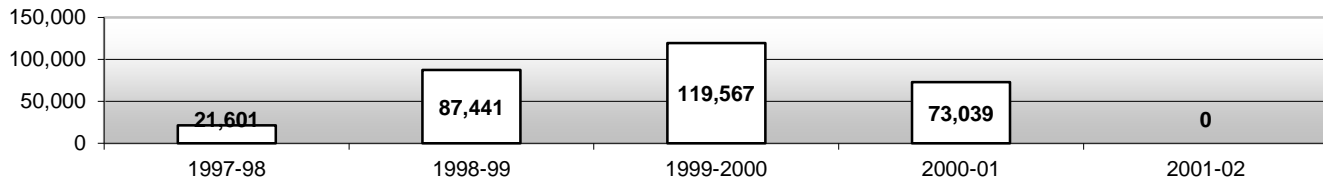
7.19

Number of traveling exhibit bookings



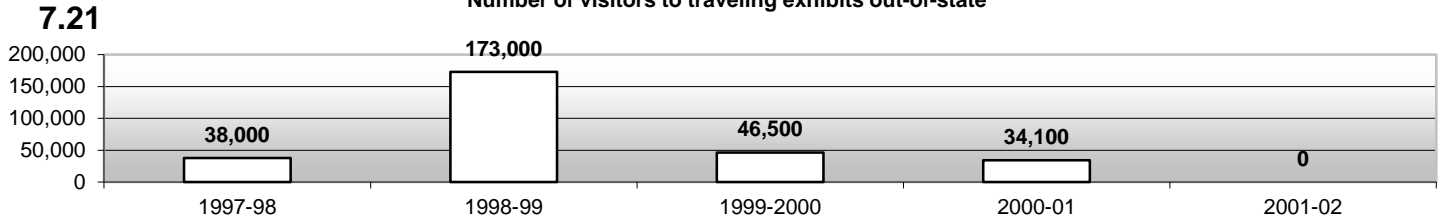
7.20

Number of visitors to traveling exhibits in South Carolina



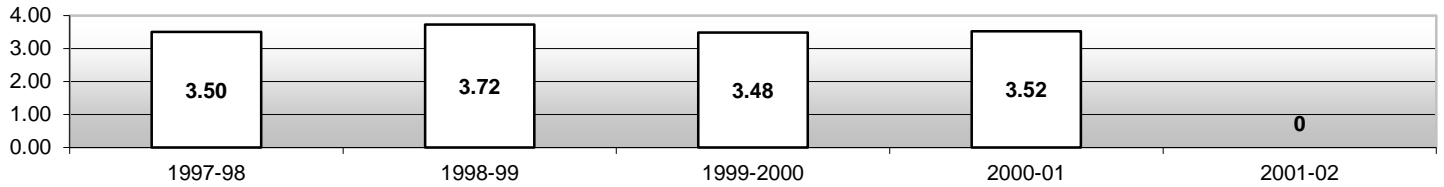
7. BUSINESS RESULTS

7.21 Number of visitors to traveling exhibits out-of-state



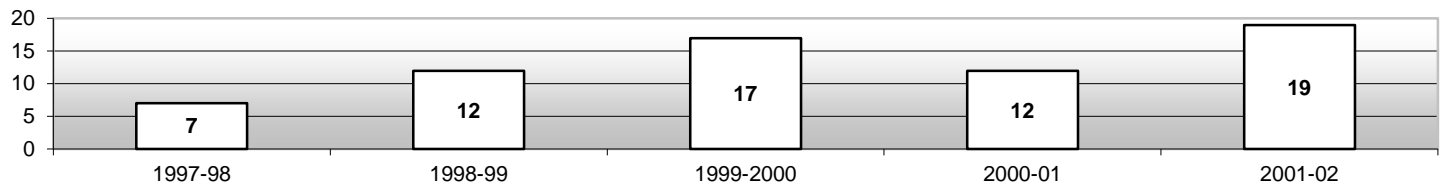
7.22

Users evaluation of traveling exhibits



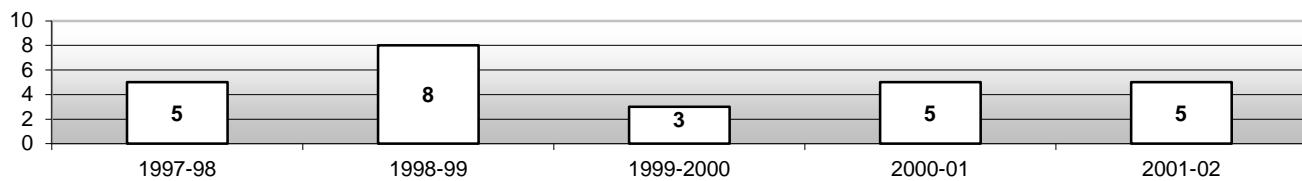
7.23

Number of grant proposals submitted



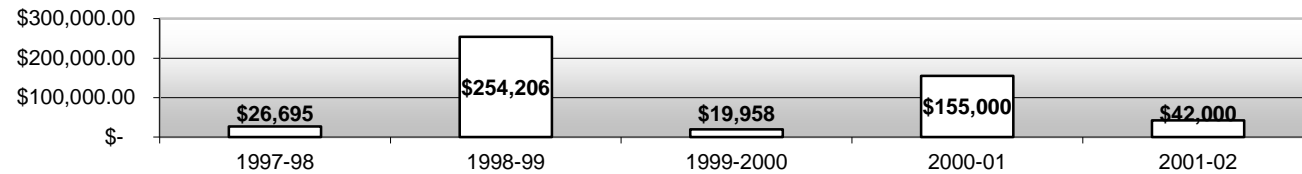
7.24

Number of Grants awarded



7.25

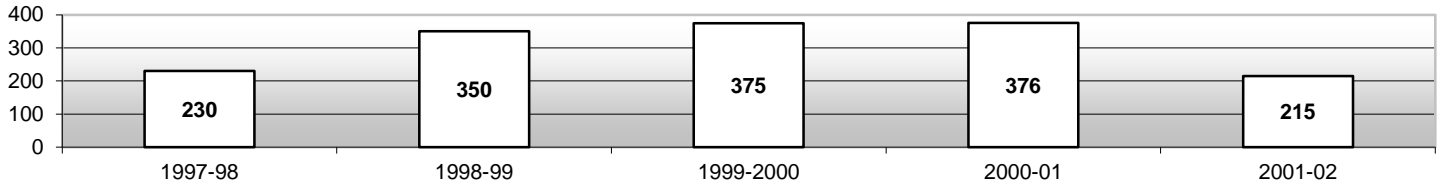
Total Funds Awarded



7. BUSINESS RESULTS

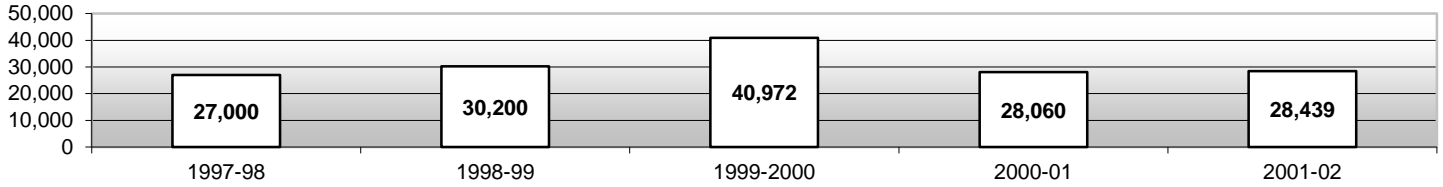
7.26

Number of Facility Rental events scheduled by customers



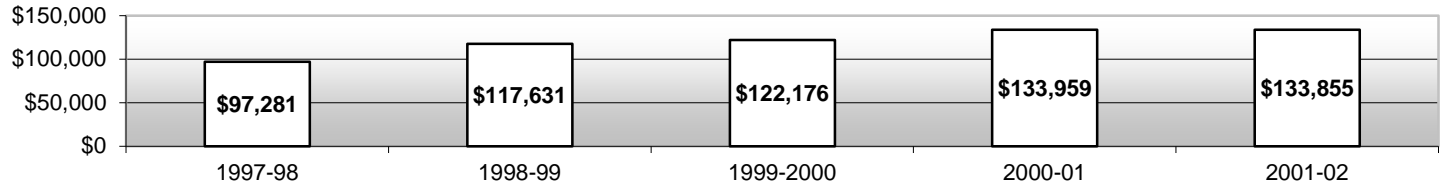
7.27

Total Attendance at facility rental events



7.28

Gross Revenue from Facility Rental Program



7.29

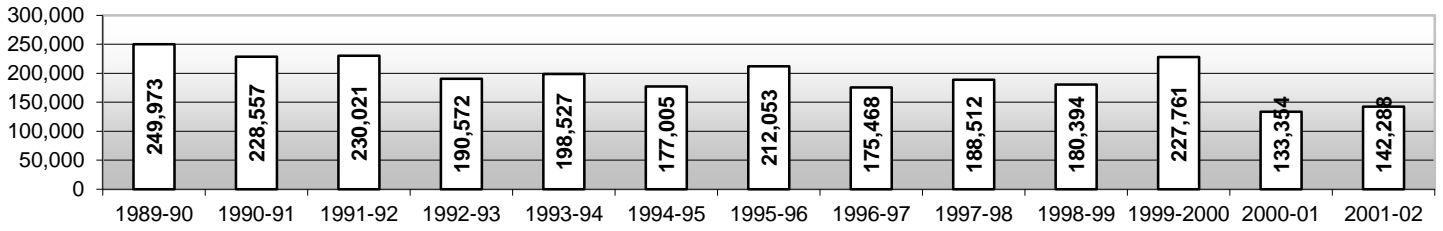
Visitor Services by Pricing Category

	1996-97	1997-98	1998-99	1999-2000	2000-01	2001-02
Adult (18 and up)		32,096	31,475	38,802	22,331	28,285
Retired Military College		9,322	12,826	15,360	9,087	3,900
Student (Ages 6-17)		15,925	15,829	20,510	10,106	11,707
Child <6		9,031	8,886	17,894	8,542	11,967
Adult Group		5,941	1,027	1,347	1,054	3,534
RMC Group		1,884	730	646	443	141
Student (Group 6-17)		2,538	2,255	2,412	2,522	2,034
Friends Members		18,038	16,030	17,656	12,759	11,794
Education Group Free		67,727	65,518	68,177	32,473	36,293
Educatio Group Paid		0	0	18,132	11,812	9,449
Adult Free		6,986	7,021	5,824	6,482	11,716
Free Sunday		19,204	16,336	20,315	14,479	8,741
Special Events		0	2,461	464	1,264	2,727
Total Attendance	0	188,692	180,394	227,539	133,354	142,288

7. BUSINESS RESULTS

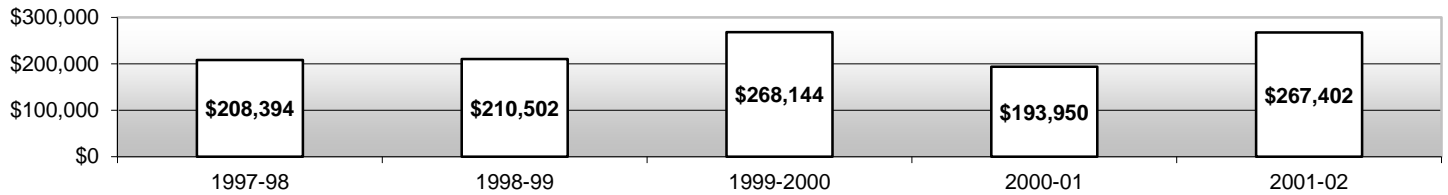
7.30

Annual Attendance since Museum's opening in 1988



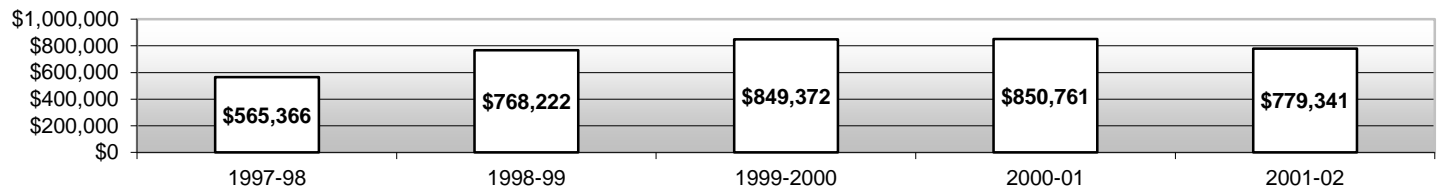
7.31

Admission fees collected



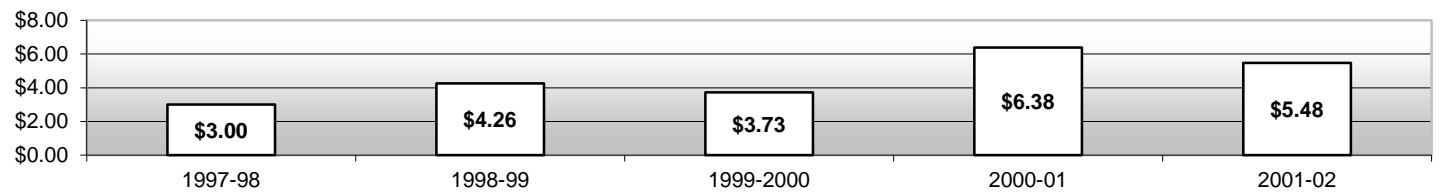
7.32

Gross Sales - Museum Store



7.33

Sales per visitor - Museum Store



7.10 Number of accessions recorded

1997-98	1998-99	1999-2000	2000-01	2001-02
117	179	129	140	95

7.20 Number of individual objects added to collections

1997-98	1998-99	1999-2000	2000-01	2001-02
918	632	939	944	711

7.30 Number of public and institutional inquiries answered by curatorial staff

1997-98	1998-99	1999-2000	2000-01	2001-02
922	1,132	2,540	1,581	3,276

7.40 Number of students, teachers and chaperons participating museum programs

1997-98	1998-99	1999-2000	2000-01	2001-02
67,727	65,518	86,309	68,301	56,058

7.50 Number of visits to Discovery Center

1997-98	1998-99	1999-2000	2000-01	2001-02
60,000	80,083	56,338	69,405	64,094

7.60 Number of Programs presented

1997-98	1998-99	1999-2000	2000-01	2001-02
70	73	61	57	64

7.70 A class of volunteers was recruited and retained in

1997-98	1998-99	1999-2000	2000-01	2001-02
22	14	10	65	90

7.80 Number of active volunteers during the year

1997-98	1998-99	1999-2000	2000-01	2001-02
130	224	157	134	186

7.90 Number of volunteer hours contributed

1997-98	1998-99	1999-2000	2000-01	2001-02
7,952	7,533	6,992	5,887	6,075

7.10 Value of volunteer hours

1997-98	1998-99	1999-2000	2000-01	2001-02
\$ 56,459.00	\$ 51,359.00	\$ 39,522.00	\$ 86,395.00	\$ 80,248.00

7.11 FTE equivalency of volunteer hours

1997-98	1998-99	1999-2000	2000-01	2001-02
4	3.9	2.8	3.3	3.4

7.12 Number of volunteers serving

<3 years	3-5 years	5 or more years
101	12	73

7.13 Number of changing exhibits completed

1997-98	1998-99	1999-2000	2000-01	2001-02
23	23	23	18	19

7.14 Attendance for Special Attractions

FY 1997 Backyard	FY 1998 Bats	FY 1999 Star Trek	FY 2000 T-Rex	FY 2001 Theme Park
58,281	32,590	51,346	91,082	31,071

7.15

FY 1997 Backyard	FY 1998 Bats	FY 1999 Star Trek	FY 2000 T-Rex	FY 2001 Theme Park
		\$ 113,697.00	\$ 262,320.00	\$ 106,000.00

7.16 Traveling Exhibits Completed

1997-98	1998-99	1999-2000	2000-01	2001-02
		0	1	3

7.17 Number of on-site consultancies conducted by Museum Services

1997-98	1998-99	1999-2000	2000-01	2001-02
49	74	84	62	0

7.18 Number of traveling exhibits available

1997-98	1998-99	1999-2000	2000-01	2001-02
17	22	22	20	20

7.19 Number of traveling exhibit bookings

1997-98	1998-99	1999-2000	2000-01	2001-02
44	55	68	64	31

7.20 Number of visitors to traveling exhibits in South Carolina

1997-98	1998-99	1999-2000	2000-01	2001-02
21,601	87,441	119,567	73,039	N/A

7.21 Number of visitors to traveling exhibits out-of-state

1997-98	1998-99	1999-2000	2000-01	2001-02
38,000	173,000	46,500	34,100	N/A

7.22 Users' evaluation of traveling exhibits

1997-98	1998-99	1999-2000	2000-01	2001-02
3.50	3.72	3.48	3.52	N/A

7.23 Number of grant proposals submitted

1997-98	1998-99	1999-2000	2000-01	2001-02
7	12	17	12	19

7.24 Number of grants awarded

1997-98	1998-99	1999-2000	2000-01	2001-02
5	8	3	5	5

7.25 Total Funds Awarded

1997-98	1998-99	1999-2000	2000-01	2001-02
\$ 26,695.00	\$ 254,206.00	\$ 19,958.00	\$ 155,000.00	\$ 42,000.00

7.26 Number of Facility Rental events scheduled by customers

1997-98	1998-99	1999-2000	2000-01	2001-02
230	350	375	376	215

7.27 Total Attendance at Facility rental events

1997-98	1998-99	1999-2000	2000-01	2001-02
27,000	30,200	40,972	28,060	28,439

7.28 Gross revenues from Facility Rental Program

1997-98	1998-99	1999-2000	2000-01	2001-02
\$97,281	\$117,631	\$122,176	\$133,959	\$133,855

7.29 Visitor Services by Pricing Category

	1996-97	1997-98	1998-99	1999-2000	2000-01	2001-02
Adult (18 and up)		32,096	31,475	38,802	22,331	
Retired Military College		9,322	12,826	15,360	9,087	
Student (Ages 6-17)		15,925	15,829	20,510	10,106	
Child <6		9,031	8,886	17,894	8,542	
Adult Group		5,941	1,027	1,347	1,054	
RMC Group		1,884	730	646	443	
Student (Group 6-17)		2,538	2,255	2,412	2,522	
Friends Members		18,038	16,030	17,656	12,759	
Education Group Free		67,727	65,518	68,177	32,473	
Educatio Group Paid		0	0	18,132	11,812	
Adult Free		6,986	7,021	5,824	6,482	
Free Sunday		19,204	16,336	20,315	14,479	
Special Events		0	2,461	464	1,264	
Total Attendance	0	188,692	180,394	227,539	133,354	

7.30 Annual Attendance since Musums Opening

1989-90	1990-91	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97
249,973	228,557	230,021	190,572	198,527	177,005	212,053	175,468

7.31 Admission fees collected

1997-98	1998-99	1999-2000	2000-01	2001-02
\$208,394	\$210,502	\$268,144	\$193,950	\$267,402

7.32 Gross Sales Museum Store

1997-98	1998-99	1999-2000	2000-01	2001-02
\$565,366	\$768,222	\$849,372	\$850,761	\$779,341

7.33 Sales per visitor Museum Store

1997-98	1998-99	1999-2000	2000-01	2001-02
\$3.00	\$4.26	\$3.73	\$6.38	\$5.48

1997-98	1998-99	1999-2000	2000-01	2001-02
188,512	180,394	227,761	133,354	142,288