



Strategic Roadmap  
2020 - 2025

FINAL DRAFT

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## Introduction and Background

The Clay Center for the Arts & Sciences of West Virginia (the Center) is a not-for-profit cultural institution in Charleston, West Virginia. The Center is focused on learning and education with multi-disciplinary programs and exhibitions that include performing arts, visual arts, and STEM (Science, Technology, Engineering & Mathematics). Working closely with its community and stakeholders, the Center positively impacts education, tourism, economic development, and quality of life for its city, its region, and the entire state.

Twenty years have passed since breaking ground on the Center facility. A grass-roots organization lead by a dedicated group of community volunteers brought an existing art museum, a discovery museum, a planetarium, and a symphony orchestra together under one roof. The Clay Center, with its various member institutions, opened to the public in July 2003 with the same excitement, pride, and success it enjoys today. In 2006, the Center emerged as the present unified organization (excluding the West Virginia Symphony Orchestra) with an integrated staff team, and consolidated board of directors. A 10-year strategic plan was developed for the newly merged institution.

Since 2008, the city, region and state underwent several significant socio-economic changes due to decline in coal production. Despite the economic downturn, population depletion, and lack of funding, remarkable achievements were attained by the Center, establishing its current status as a premier regional and state-wide cultural, artistic, and educational institution.

In 2018, the Center engaged the highly respected consulting firm, Management Consultants for the Arts (MCA), to facilitate the development of a long-term plan and road map for the Clay Center. MCA is a leading consulting firm in the US that has worked for dozens of cultural organizations. Their team of consultants brings unique experience and skills derived from years of successful work with both museums and performing arts centers.

The plan that follows was developed as a collaborative effort that involved board trustees, community stakeholders, and staff members, and was facilitated by David Mallette and Diane Frankel of MCA. See Addendum: About Management Consultants for the Arts, for background.

The planning process consisted of two distinct phases:

**Phase I** - MCA conducted a thorough organizational analysis incorporating a broad range of input highlighting strengths, weaknesses, opportunities, and threats. The Center staff, trustees, and outside stakeholders were interviewed over a two-day period. The result of this phase is summarized in Addendum: Organizational Analysis (by MCA).

**Phase II** –A strategic framework and key goals were developed by Clay Center leadership staff, with ongoing discussions and reporting to the Board of Directors and its various committees.

## Executive Summary

As we celebrate our 15<sup>th</sup> anniversary, having served over 3,000,000 guests, engaged thousands of students, and offered hundreds of performances and art exhibitions, we are poised to rev up our positive impact on the community, increase our role as a leader in education, and strengthen our position as the leading art, science, and cultural institution in the region. We are proud of our achievements and committed to strengthening and evolving our organization and honing our skills to better serve communities throughout West Virginia.

Much has changed in West Virginia and for the Clay Center since its last strategic plan in 2008. Having lived through significant economic and social changes within our state and region, as well as internal transformations, we recognize the urgency of bolstering our organization and building even stronger ties with our audiences and statewide partners to thrive in the decades ahead.

To achieve this, the Clay Center will adopt the following strategic priorities:

- Offer unique **art and science educational programming** to expanded audiences **throughout West Virginia.**
- Present world-class performing arts from around the globe and celebrate the art and artists of our state and region.
- Focus on **the needs of our audiences** and celebrate the culture and **uniqueness of our communities.**
- Nurture a **culture that values people and partnerships.**
- **Embrace innovation and creativity** to prepare for the future.
- Maintain our **state-of-the-art facility.**

## Mission

*To inspire creativity, life-long learning, and wonder through experiences in the arts and sciences for all people of West Virginia and the region.*

The first step undertaken during the development of this Roadmap was to examine the Center's mission statement and its relevance to the community, its stakeholders, and the current reality, 20 years after breaking ground for the facility. Staff, trustees, and stakeholders overwhelmingly concluded to keep the Mission as stated at its foundation two decades ago. In doing so, the Clay Center reaffirmed the structural tenets for its existence, as follows:

**Inspiring Creativity** to explore the world around us, to examine culture, arts, and nature with an open perspective and a fresh point of view.

**Learning** by doing, by interacting, and by sharing, are life-long skills the Center promotes through the presentation of engaging permanent and traveling exhibits, exciting performances, spectacular large format films and planetarium shows, and a rich offering of school-focused and informal programming.

**Art & Science** together is the most holistic way of understanding the world around us.

**All people** of different ages, areas of our region, physical and mental abilities, sexual orientation, and racial, ethnic, and economic backgrounds are welcome.

**Serving our state and region** is fundamental to the Center, because it is not just an institution for Charleston, the capital city, but for every community, town, and county in West Virginia.

## Core Values & Standards for Excellence

The Clay Center is committed to the following core values that permeate all its activities:

**Learning and Education:** We present learning and educational opportunities that lie at the intersection of arts and sciences for all our audiences, in both formal and informal settings, while inspiring creativity, providing hands-on and minds-on engagement, promoting innovation, and ensuring relevance to everyday life.

**Quality of Life:** We improve the quality of life for all audiences through performances, exhibitions, programs, and events.

**Collaboration:** We collaborate within the organization and with groups and agencies in our communities.

**Diversity & Accessibility:** We are a resource that is economically, intellectually, and physically available to everyone.

**Accountability and Transparency:** Through careful stewardship of resources, including donations, collections, staff, facilities, and investments, we are both accountable and transparent.

**Leadership & Impact:** We support our community and state as a leader and a catalyst for innovation, creativity, economic development, and tourism.

In carrying out its mission, the Center adopts the following standards:

**Ethical Interaction:** We are committed to maintaining the highest standards of ethical conduct in all our activities and relationships, and publicly commit to hold ourselves to the highest ethical standards as described in the organization's Code of Ethics policy (see Addendum: Code of Ethics).

**Strong Governance:** Our Board of Directors, guided by clear bylaws and policies, oversees the affairs of the Clay Center in the fulfillment of its mission and ensuring the organization's adherence to fairness, honesty, and avoidance of conflict of interest (see Addendum: Conflict of Interest Policy).

**Innovation:** We will remain relevant and on the leading edge of programming, exhibition development, and technology.

**Adaptability:** Our organization will be poised to deal with change and meet the social and economic evolution of our community and state with agility and sound planning.

**Sustainability:** We will always focus on the Center's long-term sustainability in all planning and initiatives.

## Our Vision

The Clay Center is a leader in arts and science learning, and a catalyst for enhancing the quality of life, while spurring economic development in our state and region.

## Strategy Framework

The development of this Strategic Roadmap is based on a thorough survey of our various constituencies' needs and expectations, the Center's resources and core competencies, regional and state characteristics, and a realistic assessment of current and future operational imperatives and constraints.

This framework is the result of numerous discussions amongst trustees, staff, and stakeholders centered on assessing the organization's strengths, weaknesses, opportunities, and threats (SWOT), as well as its fulfillment of the communities' and stakeholders' hopes and expectations over the past 15 years. This analysis was an important exercise that helped guide the identification and development of the Center's future directions, goals, and initiatives. It also helped ensure that the 'dreams and aspirations' contained in the Strategic Roadmap are grounded by the expectations, needs, and realities of our audiences, communities, and state.

### *What are our community's needs & expectations?*

**Education** must be at the core of the Center's focus. Given the current state of education in WV, the lack of resources available to teachers and administrators, and the large number of under-performing schools, especially in those counties hardest hit by economic decline, the Clay Center should continue to play a key role in improving educational opportunities.

**Quality of life** for all West Virginians can be enriched by the Center, especially because it is the only cultural attraction of its kind in the state and one of only a few major cultural attractions in the region (e.g. zoos, aquariums, science centers, large format theaters, and planetariums). Through art and science exhibitions, popular concerts and performances, and engaging programs, the Center is a hub of activity for families, young adults, seniors, and people of all walks of life. While Charleston and the Kanawha Valley benefit from proximity to the facility, the Center must be actively engaged in enhancing the quality of life in communities around the state via its outreach programs.

**Music and the performing arts** offered at the Clay Center are central to its success and its impact on the community. The spectacular facility and the Maier Foundation Performance Hall are icons in our city and state, serving as premier venues for memorable concerts and events, as well as being the performance home for the West Virginia Symphony Orchestra.

**Tourism** is an emerging industry for diversifying the resource-based economy of the state and the region. As a major cultural and entertainment attraction, the Center should be a focal point for attracting tourism to the state and region.

**Community pride** in the Center extends beyond the impressive building, its museums and theaters, encompassing the hopes and spirit of the community and its vision of prosperity and success at a national level.

**Economic development** is the most pressing matter at all levels of government and at the heart of every discussion amongst civil, education, and business leaders. The Clay Center is an economic catalyst, helping other businesses to grow and attracting visitors and tourists to enrich local economies.

### ***How can the Center meet these needs & expectations?***

- By presenting a diverse offering of performances that appeals to a wide range of audiences
- showcasing engaging exhibits focused on science and technology in four themed galleries: Health (Healthy Me), Water (WaterWorks), Sound & Music (Maier Foundation Music Studio), and Early-childhood Development (My Town);
- curating visual art exhibitions from our Permanent Collection to be displayed in the Juliet Art Museum, as well as at other institutions, while continuing to showcase nationally touring exhibitions and artists;
- developing additional and significant resources to offer the community a wide range of educational programs and events focused on visual arts, early childhood development, science, technology, and astronomy;
- maintaining existing and strong connections with regional and statewide school systems by offering curriculum-aligned programs developed in close coordination with teachers and curriculum specialists;
- fostering long-term collaborations with local and statewide arts groups, educational organizations, tourism agencies, and industry;
- and, cultivating long-term relationships with individual, corporate, and foundation partners to ensure strong support of the Center's mission and impact on the community and state.

### ***What is our audience?***

The diverse nature of the Center's programs and exhibitions attracts equally diverse audiences in age, demographics, ethnicity, racial makeup, and economic background. To better understand the composition of our audience, grouping constituents with specific programs is very helpful:

- Art Museum: adults, millennials, schools, and families
- Discovery Museum: families and schools
- Planetarium & Large Format Film Theater: adults, families, and schools
- Classical Performances: adults
- Broadway Shows: adults and families
- Sound Checks performance series: millennials and adults
- Pop/rock concerts: adults

### ***Where is our audience?***

In analyzing geographical demographics, the Center uses the State's tourism regional map shown below, with some modifications to allow for population centers, major interstates, and



the ‘one-day visit’ distance of 75 miles. Our audiences are categorized and tracked as follows (annual on-site attendance percentage average in brackets):

- **Local (63%):** primarily consists of residents of Kanawha County, which is the most populous county in the State with the capital city, Charleston, at its center
- **Regional (28%):** Metro Valley (excluding Kanawha County), Hatfield & McCoy Mountains, Greenbrier Valley, Mid-Ohio Valley
- **Tourism (9%):** All other regions of West Virginia and other states



### ***Competitive Advantages***

The Clay Center is built at a scale and sophistication comparable to many institutions in large metropolitan areas in the US. With a facility of over 300,000 sq. ft, including a beautiful 2,000-seat concert hall, a 35,000 sq. ft discovery museum, a 20,000 sq. ft. art museum, and a 175-seat planetarium and large format theater, it is not easy to find comparable institutions in other states and communities the size of West Virginia and the City of Charleston (1.8 million (2018), 49,000 (2017) respectively). While the size and complexity of the facility present substantial challenges, they also present significant competitive advantages within West Virginia and surrounding areas:

- The best performance hall of its size
- The only planetarium and science discovery museum
- A world-class facility
- A rich diversity of programs and events that appeal to a wide variety of audiences
- Easy access, with major interstate highways and a central downtown location

### ***Operational Imperatives & Constraints***

- Provide high quality, fresh, and innovative art and science exhibitions, planetarium shows, and large format films.
- Protect the reputation of the Center as a not-for-profit organization, preserving its brand integrity and community trust.
- Provide a welcoming place for the entire community, ensuring a safe and secure environment for visitors, volunteers, and staff.
- Recruit and retain talented, qualified, and highly trained staff, reduce turnover, and retain institutional memory.
- Maintain the facility in optimum condition and remain current with technology and communication systems.
- Prepare for major emergencies and catastrophic events via ongoing training, well-funded reserves, and adequate insurance coverage.
- Maintain financial trust with the community and donors and grow the endowment as a key source of income, renewal, and long-term sustainability.
- Operate under a fiscally responsible and sustainable business model through data-driven budgeting, cost controls, and maintenance and expansion of earned revenues.
- Protect the Permanent Collection and align its needs and purposes with the long-term vision of the Art Museum, making it an even greater asset and resource for the community.

## Strategic Goals - Summary

Five strategic goals were identified in the planning process. Throughout the process, staff, trustees, and volunteers wanted future goals to be a continuation of the work and the success of the Center. While the goals are broad in scope, each has multiple initiatives, actions, and success metrics.

The following summary provides the general statement of each goal, why it is important for the organization, and a brief background on the Center's past and current performance in related areas. Also provided in this summary is a brief description of key initiatives that will help the Center achieve each of the larger goals.

The details of actions, staff responsibilities, and success metrics for each goal are listed in the Addendum: Detailed Action Plans.

## ***GOAL 1: Create exciting, engaging, and educational museum programming***

Our audience's interests, aspirations, and educational needs will be the key guide to what we offer. All discovery and visual art exhibitions, programs, films, planetarium shows, and educational performances will be based on our mission and designed to attract and serve our diverse audience.

### **Why is this important to us?**

A successful museum evolves its offerings by listening closely to the interests and needs of its audiences and bringing them fresh, creative, and exciting new experiences. Otherwise, museums lose their ability to retain existing audiences and attract new ones. The Avampato Discovery Museum (ADM) is unique among others in the region and the United States, with a spectrum of offerings including: a children's museum, science galleries, a planetarium, large format films, and an art museum. But this rich experience presents the organization with the challenge of constantly introducing new exhibits, programs, and films to retain the interest of our small population base. To meet this challenge, we must implement a systematic long-term approach to the renewal of the Museum.

### **Background**

The Clay Center's ADM opened in the summer of 2003, with state-of-the-art exhibits, films, and art shows, as well as a wealth of dynamic programming. Fast forward to 2016, and after 13 years, minimal change had occurred at the Museum. Attendance was steadily declining – starting at 102,000 guests in FYE2004, falling to 56,000 in FYE2016 – along with declining memberships, school attendance, and all other critical metrics of a viable museum. In 2016, we undertook the first stages of the Museum Renewal Campaign by installing the My Town exhibit on the ground floor of the ADM. By the end of that same fiscal year, we began to see significant increases in attendance. At the close of the Museum Renewal Campaign – and following the installation of more than 16,000 square feet of WV Content Standard-based, hands-on STEAM (Science, Technology, Engineering, Arts & Mathematics) exhibitions – museum attendance rebounded beyond the original FYE2004 levels, rising to 105,000 guests in 2019. Moving into 2020 and beyond, our goal is to continue the path we've set with the Museum Renewal Campaign to consistently re-engage our audiences and maintain the current levels of attendance.

### **Initiatives**

**Initiative 1:** Maintain high attendance in the ADM – more than 90,000 guests annually – through exciting and engaging exhibit experiences.

**Initiative 2:** Offer rich, diverse, and audience-centered visual art exhibitions that continue to draw at least half of the guests visiting the ADM up to the Art Museum.

**Initiative 3:** Sustain high attendance rates in the Caperton Planetarium & Theater (CPT) by presenting a variety of giant screen films, as well as engaging public science programs, building on existing school partnerships and cultivating new ones to increase usage of the CPT as an assembly space.

**Initiative 4:** Transform the Susan Runyan Maier Sculpture Garden from an under-used green space into a multi-season, outdoor performance and program space filled with commissioned sculptures.

**Initiative 5:** Diversify art and science program offerings to engage adult audiences and seek audience input and feedback to develop future programming.

**Initiative 6:** Create a new traveling exhibit gallery on the Museum's lower level to expand the space available for traveling exhibits and increase access to many of the latest STEAM exhibits.

**Initiative 7:** Develop and implement a clear mission and long-term collecting strategy for the Juliet Art Museum's Permanent Collection (see Addendum: Art Collection – Mission, Strategies & Guidelines).

## ***GOAL 2: Deliver a wide range of creative performances and performing arts programming***

Offering exciting seasonal programs that respond to the interests of our various audiences and combining popular appeal with mission focus will guide our performance offerings. To better support the state's performing arts community, we will expand the number of partnerships we have with local and regional artists and arts presenters. While remaining focused on artistic excellence and programming diversification, we will continue to develop data driven, fiscally sustainable models that minimize financial risks.

### **Why is this important to us?**

As with all performing arts venues, we must operate using a sustainable business model – based securely in audience interest – in order to thrive and grow. A key aspect of this growth is to continually gauge audience interests and adjust programming as our audience evolves. As well, in our immediate service area of Charleston, with fewer than 50,000 people and a substantial performing arts community, collaborations are vital to crossover audience development and to the fulfillment of our goal to be a resource for local performing arts organizations.

### **Background**

Over the years, the Clay Center has developed a reputation for showcasing the brightest names in performing arts, like Tony Bennett, who proclaimed the acoustics of the Maier Foundation Performance Hall were on par with the best stages in the world. We've brought Broadway to West Virginia, with shows like Rodger's and Hammerstein's Cinderella, Ragtime, Kinky Boots, and others. But we're equally proud to present local productions working in partnership with regional performing arts groups, such as the WV Symphony Orchestra (WVSO), the Charleston Light Opera Guild, The Charleston Ballet, Appalachian Children's Chorus, and the WV Youth Symphony. Working with these and other local partners has yielded exciting performance offerings, but there are more opportunities to expand local partnerships as we become an even greater resource for performing artists and arts groups throughout the state.

### **Initiatives**

**Initiative 1:** Expand partnerships with local and regional arts organizations and artists, securing multi-year or multi-performance contracts with existing partners and forging new collaborations with other prominent WV arts organizations.

**Initiative 2:** Reinvigorate existing audiences and engage new ones by expanding and diversifying the styles and genres of performances we present.

**Initiative 3:** Grow the number of family-friendly and school performances and create a summer music festival, all of which will be supported by increased and targeted marketing to grow participation and engagement with younger audiences.

**Initiative 4:** Engage a nationally-recognized firm specializing in arts marketing to conduct a comprehensive review of current theater programming and develop new methodologies to track customer trends and preferences to help create new strategies for growing and retaining audiences.

**Initiative 5:** Increase guest engagement across all platforms by integrating the performing arts into all Clay Center activities.

**Initiative 6:** Increase the number Broadway shows and concerts featuring highly-recognizable artists to reach new audiences while engaging our core stakeholders.

**Initiative 7:** Explore the feasibility of a performing arts education program to cultivate younger audiences and increase family engagement.

### ***GOAL 3: Offer an exceptional guest experience***

We will dedicate significant resources to improving and tracking the quality of guest experiences at the Clay Center and embed the importance of positive guest experiences in all aspects of our decision making and staff training.

#### **Why is this important to us?**

Delivering exceptional guest experiences at the Clay Center will deepen our impact, yield higher numbers of guests and repeat visitors, increase performance ticket and membership sales, enhance our reputation, improve donor acquisition and retention rates, and reduce threat from competitors. To accurately gauge the quality of guests' experiences and to better understand their needs and perceptions, we require more than anecdotal assessment. Long-term feedback and tracking will provide a more concrete understanding of the impact of our guest services efforts and how to improve them.

#### **Background**

In recent years, we've taken many steps to make guests feel more welcome, safe, and comfortable, such as increasing security measures, upgrading the parking lot with an electronic payment kiosk, and installing caution lights at the cross-walk leading to the main entrance. These and other measures, coupled with top-notch programming, have resulted in predominantly positive guest satisfaction levels, based on face-to-face feedback and social media reviews. But, this feedback – nearly all of which is gathered post-event – provides little opportunity for our audiences to share their interests and needs and inform program planning. Our goal is to change that methodology so that we take informed actions to continuously improve the guest experience.

#### **Initiatives**

**Initiative 1:** Work with a reputable museum/performing arts consulting firm to craft surveys and develop other tools to gather and interpret audience feedback to inform programming decisions.

**Initiative 2:** Provide a safe, accessible, and welcoming experience for all guests by updating both internal and external directional signage, conducting an audit and expansion of current security procedures, and engaging community members with disabilities, as well as ADA industry professionals.

**Initiative 3:** Improve the ticket-buying experience, both onsite and online, by recruiting, training and retaining friendly, well-informed frontline staff and volunteers, offering enhanced services and amenities for members, and investing in efficient, user-friendly ticketing software.

**Initiative 4:** Expand food and beverage service to keep guests at the Center longer and enhance their overall experience.

**Initiative 5:** Reform internal marketing processes to cross promote upcoming programs and events to guests at the Center through placement of promotional materials throughout the facility.



**Initiative 6:** Improve marketing and communication efforts with our varied audiences through the development of a targeted media reach plan that ensures persistent and timely marketing efforts.

## ***GOAL 4: Engage and serve communities throughout West Virginia***

The Clay Center's mission is to reach beyond our local audiences and be a resource for the entire state of West Virginia. We will expand and deepen the Center's statewide impact by partnering with communities throughout the State to offer on-site programs, collaborative projects, and mobile outreach, including the expansion of our Clay Center Impact Grant program.

### **Why is this important to us?**

In West Virginia, where more than 16% of our population lives below the federal poverty line, high-quality, hands-on STEAM educational resources are inaccessible to many children and their families. Additionally, as jobs in the coal industry decline, many families have not only lost their main source of income, but their vision of a better future. The need for high-quality STEAM educational programs has never been greater in WV, and the Clay Center can play a major role in fulfilling this need through on- and off-site programs, mobile exhibits, and community collaborations that complement school curricula, excite students, and help encourage West Virginians to pursue STEAM fields.

### **Background**

Since opening in 2003, more than 350,000 students have come to the Clay Center to play, explore, and learn. While our impact on these students has been significant, one central location in the southern part of the state cannot possibly be accessible to all people in all parts of West Virginia. To expand our reach, we created several outreach programs, such as Explore & Soar 21<sup>st</sup> Century Community Learning Centers in three Boone County schools, Clay Community Arts, which provided musical instruction and instruments to children in Clay, Mingo, Mason, Lincoln and Kanawha counties, and many other special outreach initiatives. While these programs were impactful, they were not practical or efficient, requiring significant travel time, draining staff and financial resources, and serving only a small portion of the state's children and families. In 2016, we began to explore more efficient outreach platforms, which led to the launch of the Clay Center Impact Grant program in 2017. Through this initiative, we identify existing and effective STEAM-focused programs in communities around the state and provide them financial backing and other support to enhance their programs, while increasing our reach and impact throughout the state. This granting model has been very successful, serving more than 7,000 children and families from across the state in a single year, compared to fewer than 700 children annually through prior models (excluding the Power Your Future mobile exhibit).

### **Initiatives**

**Initiative 1:** Create a teacher award program encompassing all 55 WV counties to better support teachers and encourage beneficial partnerships with county school systems throughout the state.

**Initiative 2:** Design mobile traveling exhibits and outreach programs to effectively and efficiently take the Clay Center STEAM educational experience to schools and communities throughout the state, while developing statewide community partnerships and a multi-year funding plan to ensure that all 55 WV counties are served.

**Initiative 3:** Enhance the Clay Center Impact Grant program and seek new funding sources to increase the program’s impact and extend its reach throughout the state.

**Initiative 4:** Craft a special out-of-town membership platform; partner with local hotels, restaurants, and other tourist attractions to draw guests from outside the local area; and work with regional media and tourism agencies to expand our marketing reach.

## ***GOAL 5: Strengthen organizational resources***

To accomplish our long-range goals 1 - 4, we will maintain and strengthen the Clay Center's financial resources, as well as its staff, board, and infrastructures, while retaining the confidence and support of the community – including our partners, sponsors, and donors – to ensure our continued success.

### **Why is this important to us?**

The organizational resources that most strongly influence the future success of the Clay Center are its staff, board, and donors. Investment in the recruitment, training, and retention of talented staff is paramount to the Center's success and its ability to remain relevant. Our board members are the fiduciaries who steer the Center and the ambassadors that enhance our image around the state, helping to build trust, create partnerships, and secure increased support. Our donors are critical to keeping our programming affordable and our facility in top shape. Maintaining the Clay Center – keeping the building and its exhibits, theaters, museums, and lobbies, etc., fresh and up-to-date – remains both a major challenge and a top priority.

### **Background**

Over the years, we've had considerable successes that made the Clay Center what it is today. However, none of this has been achieved without talented staff, strong leadership, and generous support. Daily, staff members collaborate with educators to create innovative programming that meets WV content standards; they work with artist agents to book performances; they curate unique exhibits from our Permanent Collection; they host fundraising events that support the Center's mission; they create planetarium shows that spark interest in science; and, much more. Likewise, without the board of directors, there would be no Clay Center. The Center's board was originally comprised of business leaders, strategic planners, and generous philanthropists who helped to develop the community support and financial backing to build the facility. Today, board members are important stewards and influential advocates for the Center. Many are actively engaged, serving on committees, attending events, and exploring exhibits. They lead by example, achieving 100% board participation in nearly all the Center's fundraising campaigns and projects to sustain and grow the organization.

### **Initiatives**

**Initiative 1:** Invest in various forms of training and professional development to ensure staff is agile, effective, efficient, and innovative.

**Initiative 2:** Maintain the Clay Center's facilities and infrastructure to create optimal conditions for longevity.

**Initiative 3:** Strengthen the board of directors by broadening the group's regional, demographic, and ethnic representation and equip individual members for success through ongoing board engagement.

**Initiative 4:** Retain, expand, and diversify the Clay Center’s donor base, and engage young stakeholders through events and performances with a goal to convert event and concert attendees into annual donors.

**Initiative 5:** Grow the Center’s permanent endowment through the development and execution of a Planned Giving marketing, cultivation, and solicitation plan.

**Initiative 6:** Increase grant funding from private, community, state, and national foundations in support of the Center’s long-term plans.

## **Addenda**

Detailed Action Plans

Code of Ethics

Conflict of Interest Policy

Organizational Analysis (by MCA)

About Management Consultants for the Arts