



MISSION

Oglebay Institute fosters appreciation, expression and discovery by engaging people of all ages and abilities through exceptional programming in performing and visual arts, dance, history, and nature.

CORE VALUES

OUR LEGACY

Oglebay Institute values the legacy that was provided to the greater Wheeling community in 1930 when the organization was incorporated. Since then, many people have given their time, talent, expertise, interest and resources to support a mission that has stood the test of time. We honor this legacy and are committed to preserving it through the celebration of multi-generational experiences in the performing and visual arts, dance, history and nature.

THE OI EXPERIENCE

Oglebay Institute values the process of personal development, not just the end product. We uphold high programmatic standards and approach program development with great forethought to make sure the public finds each experience relevant, entertaining and welcoming. Our programs are inclusive and available to existing audiences, as well as those who would otherwise not have the opportunity to experience OI. We are open to new ideas and committed to ensuring that every experience affords the public the opportunity to create, experiment, discover, learn and/or interpret.

OUR COMMUNITY

Oglebay Institute values the community, the people and the organizations, both internally and externally, who contribute to or benefit from the OI Experience. Oglebay Institute is a “people” organization at heart and thrives through excellent customer service, staff satisfaction, board member dedication, volunteer loyalty, and patron enthusiasm and support. As such, we manage Oglebay Institute and its assets with integrity and care, and with the greatest responsibility and accountability. Oglebay Institute plays a vital role in the quality of life and cultural development of Wheeling and its vicinity. We work with local and regional arts and nature organizations, seek innovative community partnerships and contribute to the economic development of the region.

OGLEBAY INSTITUTE – STRATEGIC PLAN - 2012-2016

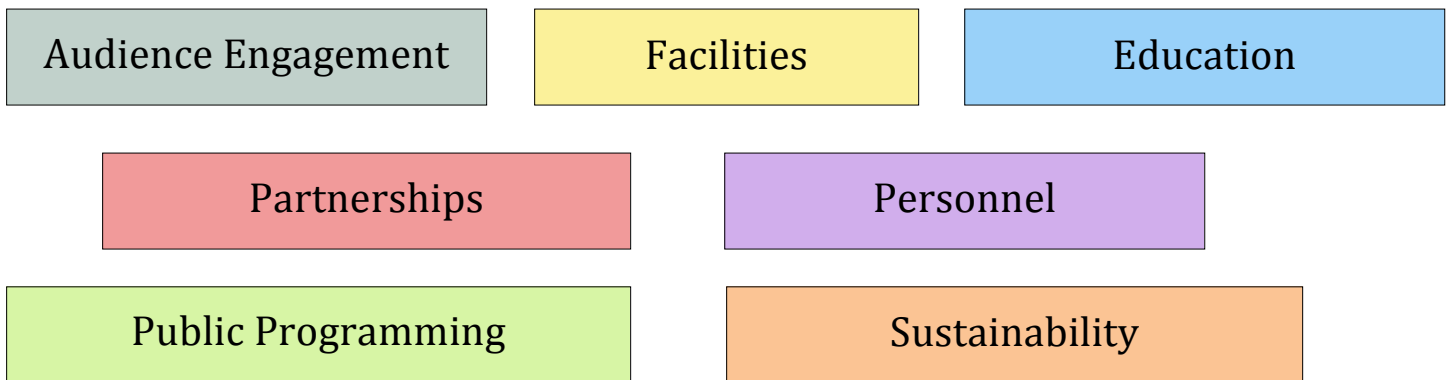
EXECUTIVE SUMMARY

June 30, 2010 brought to close Oglebay Institute’s Strategic Plan 2007-2010. The organization began FY11 by surveying participants’ interests. While the response rate was high, the information obtained was programmatic and did not provide the substance needed to guide a strategic plan. Therefore, this plan was developed with broad involvement from the staff and with guidance from the Board of Trustees. Staff from each department met regularly with the President to reflect on the department’s purpose within the organization and the community. Strengths, weaknesses, opportunities and threats were identified. Core values were also considered when identifying potential future issues, attainable goals and strategies to address both.



Oglebay Institute Staff - June 2012

With a fresh perspective on its mission, understanding what it does well and the environment in which it operates, Oglebay Institute will pursue strategies in the following areas to position itself for a successful future.



The information described on the following pages outlines overall strategies for every arm of the organization to collaboratively advance the work that supports our mission. Each department has a roadmap of short- and long-term tactics to address these strategies. All of these are informed by the need to balance navigating this challenging economic climate, while still leveraging opportunities to our advantage as we approach Oglebay Institute’s Centennial. We will do this by capitalizing fully on the tremendous artistic, organizational, and physical foundations we have built, thus fortifying our reputation and our relationships with the artists, audiences, and key stakeholders that are at the center of Oglebay Institute’s existence.

Audience Engagement

Audience Engagement

In an effort to attract and retain audiences, Oglebay Institute will investigate ways to interact with its customers beyond a single program or performance. The process of building, deepening, and listening to audiences to determine what they are interested in and serving, informing, and opening communications with them will be a priority.



- Provide visitors with more engaging and interpretative experiences (both with technology and without)
- Identify and implement tactics to engage our audiences beyond traditional marketing/advertising tactics. (Develop meaning-making activities/experiences before and after programs to engage audiences to facilitate social bridging and stronger connections with OI.)
- Develop and implement an effective program evaluation tool
- Continue to identify how technology and social media can contribute to the OI Experience with consideration of staff time and budget
- Work with Oglebay Park to better engage the visitor with all of the programming offered at OI facilities



“Our strong suit is what we do, and our audience.” – Jerry Garcia

Facilities

Oglebay Institute takes pride in its facilities – both historic and new. These five buildings contribute to the identity of the Wheeling community and contribute to its historic, economic and cultural vitality. Oglebay Institute will preserve its legacy by being good stewards of these gifts and will continue to make available and accessible these valuable resources for the current community and future generations.



- Develop a building reserves policy
- Create plans and implement tasks for annual preventative maintenance at each facility
- Identify deferred maintenance needs at each facility
- Conduct facility use assessment at SEEC and SFAC to identify more effective use of program space
- Look at options for expanding studio space for The School of Dance
- Enhance environment, audience comfort and perception of Towngate Theatre by upgrading the technical aspects and renovating public areas
- Institute a plan and identify funding resources to better adhere to Museum standards (fire suppression, lighting, improve collections care)
- Investigate options for increased parking (SFAC, TGT)
- Create and implement a plan to address changing exhibit space for special collections at the Mansion Museum and Glass Museum
- Create and implement a plan to re-design existing EarthTrek exhibit hall at the Schrader Center
- Identify designations and enhancements that contribute to SEEC's green building designation and determine how to fund and implement
- Address physical plan and property needs at Terra Alta
- Conduct land management strategy for AB Brooks Nature Trail System
- Develop annual and long-term maintenance plan for trail system

"We shape our buildings; thereafter, our buildings shape us." – Winston Churchill

Education

Oglebay Institute believes that informal education plays a critical role in young people's education. Through its art and nature programs, Oglebay Institute gives students a chance to try new things, take risks and extend their experience beyond their school environment. Furthermore, lifelong learning has always been at the core of the Oglebay Institute mission. Therefore, Oglebay Institute is committed to meeting the needs of the public with a commitment to artistic excellence, environmental stewardship and innovation.



- Explore the feasibility and sustainability of an education outreach coordinator
- Explore the possible use of retired teachers and teaching artists
- Provide advanced dance instruction by professional dancers through on and off-site workshops
- Expand the youth theater program through additional school outreach
- Pilot a children's theater touring program outside of the immediate area and determine feasibility of permanently institutionalizing this type of program
- Create educational outreach for the Museums that is more reflective of current student learning and state CSOs
- Establish a program to provide arts education for students in counties with few, if any, cultural resources
- Streamline outreach (EE & VA) to focus on specialized offerings and seasonal programs
- Investigate the feasibility of using Terra Alta camp for educational programming
- Develop school-based programming that incorporates digital media
- Enhance ceramics program including the installation of outdoor kiln
- Develop grade-level residency programs
- Develop integrated outreach programs

“Man is unique not because he does science, and he is unique not because he does art, but because science and art equally are expressions of his marvelous plasticity of mind.” - Jacob Bronowski, scientist, formerly of the Salk Institute

Partnerships

Partnerships



In an effort to achieve its goals and improve the quality of arts and nature programming in the community, Oglebay Institute will collaborate to serve a broad audience, address community service and education goals and contribute to the quality of life and economic well-being of regional residents. Partnerships will connect Oglebay Institute to new communities of potential participants and broaden the awareness of its mission and programs.

- Partner with Ohio County Schools and/or other arts organizations to bring programs to the JB Chambers Performing Arts Center
- Identify ways to better serve as a resource (space for programming, opportunities for sales, joint programming, etc) for local and regional actors and artists
- Establish more mutually beneficial relationships with local colleges and universities through academic programming, public programming, technology integration and professional development
- Partner with the Wheeling Arts and Culture Commission as well as other arts organizations and artists to participate in and promote Wheeling as a vibrant arts community
- Strengthen our relationships with local and state government to aid in cultural and economic development



“If we are together nothing is impossible. If we are divided all will fail.” – Winston Churchill

Personnel



Oglebay Institute's staff contributes to the vibrancy, reputation and success of the organization. These individuals are passionate about what they do and this is reflected through the many successful programs offered to the community. Oglebay Institute will encourage this passion by creating a safe environment conducive to creativity and flexibility. Attracting, valuing and retaining a creative workforce are vital to the organizational culture of Oglebay Institute.

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- As necessary, expand and reorganize staffing for optimal efficiency and effectiveness
- Determine program demand for consideration of potential new hires (youth theater, museum education, art studio management, adjunct teaching staff)
- Assess sustainability of non-program demands including coordination of outreach programs, current and future technology needs
- Improve the internal and external customer service operation
- Evaluate pay scales and develop benchmarks for pay raises
- Evaluate opportunities for incentive pay and develop ways to make incentive pay a part of the operating budget
- Research and evaluate benefit offerings for the most attractive yet affordable packages
- Establish fund for professional development and training
- Retain current and find new adjunct instructors
- Standardize hiring procedures including Human Resource training across the departments
- Implement succession planning strategies for key personnel



"I think we're having fun. I think our customers really like our products. And we're always trying to do better." – Steve Job

Public Programming

Oglebay Institute's programs provide individuals with opportunities for personal engagement and entertainment. Individuals may participate as an audience member or choose to have direct involvement. No matter the choice, Oglebay Institute develops its programs to give the community opportunities for self-expressions and enjoyment.



- Conduct audience development / engagement studies to determine how OI can better serve the community and identify the type of programs the public would be interested in at Oglebay Institute
- Determine how live performance and music education can be enhanced to better fit our mission
- Utilize the social room at Towngate to provide alternative performing arts programming
- Expand the youth theater program with additional classes and campsIdentify most appropriate mission for the Museums and finalize a collections plan specific to that mission
- Identify interpretative needs for the Museums and create an implementation plan for better public interpretation of the collections and period rooms
- Look at the feasibility of offering studio space at the Stifel on a fee-based or membership structure
- Utilize Stifel facilities to offer more workshops, cultural events, and outdoor programs
- Determine how technology can be integrated into the public experience
- Investigate the feasibility of using Terra Alta camp for public programming
- Develop public programming that incorporates digital media

“Logic will get you from A to B. Imagination will take you everywhere.” – Albert Einstein

Sustainability

Oglebay Institute is a viable and effectively run organization whose mission has met the needs of many since its inception. OI must balance the pursuit of this mission while preserving and growing the organization's resources to reinvest in its future and maximize its public value by evolving to meet future needs.

- Develop a plan for accumulating working capital
- Develop a plan and strategies to better cultivate and solicit corporate donors
- Identify and implement strategies to convert users to donors and volunteers
- Create a strategic development plan to increase individual giving including membership, annual gifts and major gifts
 - Formalize fund planning for scholarships
- Formalize a planned giving program
 - Seek endowment funding for staff positions (Curator of Glass, etc) as well as school field trip programs
- Implement tools, such as online registration, that provide opportunities for more thorough market research to be used for more specific targeted marketing as well as program development based on consumer behavior.
- Expand marketing efforts to *potential* customers by allocating resources and implementing advertising tactics to create Top of Mind Awareness among customers who may seek our programs and services in the future.
- Make better use of the resources available on the OI Board of Trustees including more interaction with the Executive Committee, a strategic direction for Board nominations and Development/Fundraising involvement



“The best way to predict the future is to create it.” – Peter Drucker