

Tulsa, Oklahoma: Recommendations for a New Science and Technology Museum

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Tulsa, Oklahoma: Recommendations for a New Science and Technology Museum

Executive Summary

The purpose of this report is to inform primarily corporate investors and private philanthropists and secondarily the municipal administrators of Tulsa, Oklahoma about the demonstrated need for a new center for the advancement of science education. This report has been formulated by the Oklahomans for the Advancement of Education, a non-profit organization whose goal is to increase the national standing of Oklahoma students as well as improve the quality of life in Oklahoma through improved educational services.

Tulsa, Oklahoma, is a thriving community of over 380,000 people, with a suburban base of over 200,000 in surrounding towns and counties. While Tulsa has standardized testing scores slightly above the national average, surrounding counties have fallen far behind Tulsa County as in ACT, SAT, and state test scores. The city of Tulsa itself has 122 public, private, and parochial schools, but supplemental materials and programs are necessary to ensure that Oklahoma students remain competitive in the national workforce. There are currently no significant educational organizations to take advantage of Tulsa's average per capita income of over \$24,200 in order to enhance students' educations.

Therefore, the Oklahomans for the Advancement of Education is making the recommendation for a new science and multicultural educational facility to be construct in Tulsa, Oklahoma. This new institution of education will have the mission to provide educational and entertaining programming to increase students science and math aptitude, as well as provide a cultural asset to the community of Tulsa. The scope of this report will include the discussion of the management, marketing, development, and operations of the new facility.

Management

A carefully chosen management team will be integral to the success of the Tulsa Science Center, especially during the first ten years of its operation. The first few years of operation will determine the public perception of the museum as well as define future opportunities the museum will have. Therefore, the Oklahomans for the Advancement of Education have handpicked three world-class executives to coordinate the administration, operations, and marketing of the museum.

The foundation has chosen Mr. Sean McElroy to head the museum as Executive Director. Mr. McElroy has a master's degree in Business Management and a bachelor's degree in Management Information Systems from the University of Oklahoma. Mr. McElroy has worked in science museum administration for the vast majority of his employed career. He has served as the Director of Education at the Kirkpatrick Science and Air Space Museum at Omniplex in Oklahoma City, Oklahoma, as the Director of Public Relations and External Affairs at the Cowboy Hall of Fame in Oklahoma City, Oklahoma, and most recently as the Deputy Executive Director of the Columbus Museum of Science and Industry in Columbus, Ohio.

Mr. John Kidwell will serve as the Deputy Executive Director and as the de facto Director of Facilities. Mr. Kidwell has earned a bachelor's degree in Marketing from the University of Oklahoma, and has done post-graduate marketing academic work. Mr. Kidwell has served as the Director of Public Relations at The Science Place in Dallas, Texas, and most recently at the same position at Sci-Quest in Huntsville, Alabama. There, he supervised the construction of a brand-new, multi-million dollar building addition and masterminded a public relations campaign that tripled attendance to that museum within the first eight months.

The foundation has chosen Miss Huong Tran to serve as Director of Marketing and External Affairs at the Tulsa Science Center. Miss Tran has earned her bachelor's degree in Marketing from the University of Oklahoma, and now teaches several classes on marketing of non-profit organizations in the evenings at Berkeley in California. She has served as the Director of Marketing for the Exploratorium for the past ten years, and this museum has seen a renaissance of sorts in increased attendance and popularity of new educational programs.

Other positions within the museums' administration will also be important for the success of the organization; however, with the experienced advice and expertise of these three professional administrators, the Tulsa Science Center will be prepared to rocket to new heights.

Marketing

Service Description

The Tulsa Science Center will provide visitors with hundreds of hands-on science exhibits and multicultural galleries. In addition, traveling exhibitions and galleries of temporary art, both national and local, will supplement the permanent exhibition spaces. In addition, the new three-acre facility will be available to area businesses for meeting space, and the large central floor will allow Tulsa host large commercial expositions and industrial trade shows.

A variety of auxiliary enterprises will cater to visitors who are attracted by the exhibitions. These include the food court and gift shop. The food court space will seat approximately 150 guests and will be bid upon by local restaurants and franchises on a five-year contract schedule. The gift shop will be operated by the museum itself and will feature unique gifts and science and technology memorabilia. Unique gift items featured in the gift shop will include telescopes, science kits (chemistry, geology, biology, et cetera), and clothing.

In addition to physical plant services, the museum will have a large-scale education department. The education department will offer a variety of enrichment services for both Tulsa students and educators. Educational services for students will include ACT, SAT, NMQT, and other standardized testing preparation, At-Risk and Latch-Key services, distance learning, weekend and school break enrichment classes, tutoring services, and special interactive programs for children under preschool age.

Industry and Marketplace Analysis

The Tulsa Science Center will compete in the educational services industry. High-income school districts are in need of additional opportunities to use Title II federal funds for student enrichment, and there are few resources for science education supplements available to school districts in the Tulsa metropolitan area.

The Tulsa Science Center primarily targets middle and high-income families in the Tulsa area as well as school districts in Kansas and Missouri, in a one hundred mile radius. The population of Tulsa is 381,393 (the 43rd most populous city in the nation). The five counties around Tulsa, including such towns as Sand Springs, Jenks, Skiatook, Owasso, Broken Arrow, Collinsville, Sperry, Glenpool, Bixby, Sapulpa, Berryhill, and Catoosa encompasses 751,152 people. The median income for a four-person family in Tulsa, Oklahoma is over \$40,000. Tulsa County alone has a median income of \$34,722, the fourth highest county for median income in the state (<http://www.tulsa.com>).

This population base is in need of educational supplemental program that no other facilities in the Tulsa County region currently meet. This venture is potentially very lucrative once educational programming attracts families in search of educational enrichment. The only barriers to entry into this market are an initial major capital investment and a small number of special permits for educational classes, such as chemical, building, and electrical permits. By

entering this market with a large-scale operation, as is currently planned, the museum will be able to create a steep entry barrier for similar for-profit enterprises by offering high quality programming and exhibitions at bargain prices.

Marketing Strategy

Marketing is an important aspect to the Tulsa Science Center. Museum marketing ought not be confused with selling. The museum's purpose is not to maximize profit by selling off collections; instead it is concerned with putting out products and exhibits that will satisfy our customers. A major role of museums is changing displays and interpretations, staging new and temporary exhibits and running events. In order to market the Tulsa Science Center: age segmentation, pricing, ethnic distribution, and other method must be off marketing must be addressed.

Age Segmentation

Visitor satisfaction is the number one concern for success of the Tulsa Science Center. A study conducted by our marketing team provided the following age segmentation analysis for potential visitors. Children up to the age of five are generally too young to attend museums. Even though the museum will offer hands on activities for young children, most activities are targeted toward older school age children and adults. The museum will alleviate this market loss by acquiring exhibitions specially designed to stimulate the tactile and visual demands of young, inquisitive minds. Children ages 5 to 14 are the ideal target for school trips and school projects, and thus the museum will heavily target them through school partnership programs and school group discount rates. Adults 15 through 30 are generally too busy with their academic and social lives to attend the museum on a consistent basis. People in these age groups have other problems to deal with such as getting into colleges or starting a family and career. Adults 30 to 40 are generally parents whom are very concerned about their children's education and are willing to take their children somewhere with an educational environment. Adults 40 to 50 are generally not museum visitors; life is busy at this age and there is increased work pressure. Parents are generally saving income to support their children's college tuitions. Rather than regularly targeting this group, they are good prospects for special museum events, and during holiday and vacation seasons, when they have time to attend the museum. Adults over 55 begin to retire and prefer gentle, sedentary activities, and thus are prime targets for the calm museum environment where they can bring grandchildren (<http://www.museummarketing.co.uk/market.htm>).

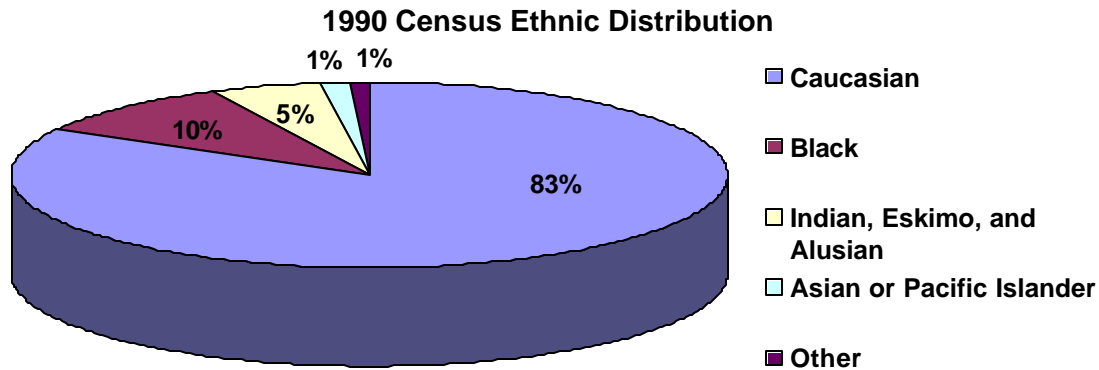
Pricing Structure

Pricing is a very important element for museum success. Young parents might not have an adequate attend high-cost museums; therefore, the Tulsa Science Center shall offer flexible pricing for families and special pricing for groups. In order to meet the typical family budget, adults will be charged \$7.50, seniors will be charged \$7.00, students may enter at the discounted rate of \$6.00, and children two years and older will be charged \$5.00. The museum shall set group and school group rates to accommodate group sizes and budget constraints. The museum will also encourage visitors to consider memberships, which will include a number of special benefits, including year-round free admission to the museum complex. Other coupons, special promotions, and corporate sponsored reduced or free prices will otherwise encourage non-regular visitors to come to the museum.

Ethnic Distribution

A museum is a community asset and shall cater to all ethnic groups. Tulsa is a demonstrated diverse community with sufficient numbers of minority groups living in the surrounding area. The following is an ethnic breakdown of ethnic distribution of Tulsa, according to the 1990 Census:

Figure 1



(<http://www.census.gov>)

The continued development and growth of Tulsa has caused a steady increase in the area's population. To accommodate the diverse community, the Tulsa Science Center will offer a community outreach programs. This program will provide the Tulsa area with a full range of ethnic and multicultural programs at the museums. The diversity programs of the museum will focus to increase minority visitation and participation, to serve as an information tool in the minority communities to increase awareness, understanding, and appreciation of those minorities, and to promote the museum's educational programs, special events, groups activities, exhibits, and staff (<http://www.mpm.edu/marketing/minor.html>).

Marketing Communications

There are many ways that the Tulsa Science Center can attract visitors through marketing strategies. The Tulsa Science Center will routinely advertise on broadband medium such as television and radio. In addition, leaflets and posters will be distributed at tourist information centers, public libraries, hotel and guesthouses to provide the local public and tourists with information about the museum (<http://www.museummarketing.co.uk/market.htm>).

A successful website that positively represents the museum is important since the Internet is an increasing venue for marketing and information dispersal. The museum will set up a website where visitors can check operating hours, museum history and news, upcoming events, links to other related educational websites, and even purchase gift shop items online. In addition, an email mailing list will update visitors with breaking news and upcoming events (<http://www.museummarketing.co.uk/market.htm>).

Development

Programming will have to be initiated in the proper order over time to ensure the maximum efficiency of the limited capital the Tulsa Science Center will have. The admissions, exhibits, and facilities departments will be the only departments funded in the first fiscal year.

During the construction of the new facility, the only functions the Tulsa Science Center will need to provide will be fundraising campaigns, exhibit construction, and maintaining the temporary office space that the organization will rent to carry out administrative functions. This will insure costs will be kept to a minimum since income will be very limited without admissions revenue.

During the second fiscal year, all departments will be funded at least at a minimum level. Cash registers and other admissions equipment will be purchased for the Admissions department, educational equipment will be purchased and one Museum Educator will be hired to design initial educational programming, some inventory for the gift shop will be purchased and a Sales Manager will be hired to organize the shop and design an inventory control system, a star projector will be purchased for the planetarium and the Planetarium Director will be hired to design the initial programs. The Exhibits department will produce the majority of the permanent exhibit collection during this year as well. Lastly, a large-scale marketing campaign (\$200,000) will begin as the opening of the new facility approaches to attract a large, positive public reception to the museum. This fiscal year will be essential be a preparatory year for the third fiscal year.

Education and exhibits equipment and supplies will be primarily financed through admissions or tuition fees, and supplemented with private restricted and unrestricted donations. The planetarium will be funded in part by a targeted fundraiser for the Tulsa elite, perhaps through a wine-tasting event. The outstanding portion will be financed through loans and eventually repaid by the small planetarium admissions fee. The Gift Shop will initially be financed through loans as well, but will quickly recoup its capital costs and bring in a sizable profit.

The third fiscal year will be the first year where large scale, non-donor profits are made. Educational classes and public planetarium programs will debut, and the gift shop will open. Profits from primary enterprises will begin to go towards the outstanding loan balance on the building to minimize the impact of accumulating interest expense. Other sources of revenue will include building rentals and space rentals for auxiliary enterprises, such as the food court.

The fourth, fifth, and sixth fiscal year will be the maturation of all the various departments. Every single department, with the exception of the Exhibits and Facilities department, will individually have a profitable balance at the accounting period's end. The admissions prices, and once Admissions, Exhibits essentially make up the costs of exhibits and facilities, and Facilities are grouped together, they too have a debit balance at the end of the fiscal year. At the end of fiscal year six, over 75% of the building's loan will be repaid, and future growth plans can be considered, such as more elaborate traveling exhibits, an IMAX theater projection system, or a building expansion project, depending on how popularity of certain services warrant growth direction.

Operations

Personnel

The introduction of the Tulsa Science Center will bring new job opportunities to Tulsa professionals. Approximately eight to one hundred citizens and local business professionals will be hired to fulfill various job functions.

The Admissions department consists of customer service personnel who are essentially the front-line service for the museum. Approximately four to six cashiers would be needed to explain admissions prices and current exhibitions as well as collect money. General cashiers will be compensated \$13,943.00 per year. These four to six people would be supervised by a senior supervisor of customer service, who would train new staff, answer visitors' questions, and handle any problems between Admissions personnel and visitors. The Supervisor of Customer Service will be compensated \$35,672.00 per year.

The Administration department will consist of the executives, secretaries, development associates, and support personnel who work 'behind-the-scenes' to direct the focus of the museum as well as shape policy for collections, establish operating procedures, schedule programming and traveling exhibitions, and secure funding from private donors and public grants and donations. The Tulsa Science Center will hire one Human Resources Manager to manage personnel files, track accrued sick and vacation leave, administer employee benefits, and handle intra-organizational conflicts, compensated at a rate of \$53,620 per year. The museum will also hire a Fundraising Director to oversee three Grant Proposal Writers in submitting grant proposals for restricted and unrestricted donations. The Fundraising Director position will be compensated \$51,926.00 per year, and Grant Proposal Writers will start at \$30,926.00 per year, with optional incentives for successful proposals. Two administrative assistants will maintain office supplies, answer telephones and transfer calls, and serve other functions as front-line professionals for the museum Administration, and will earn \$24,066.00 per year. The Executive Director will supervise the entire Administration department, as well as all other organizational departments. The Executive Director will serve as a liaison between the organization and the Board of Directors, change departmental employment and projects as needed, and will make general policy changes to direct the museum. This position will require a high degree of responsibility and immediate, professional decision-making, and thusly this position will pay \$100,000.00 per year.

The Education department is essentially heart of any museum. The Education department will provide sought after services for museum members, as described in the 'Service Delivery' subsection. Tulsa Science Center will employ three Museum Educators to teach classes, perform public demonstrations, and create new educational programs for \$35,436.00 per year. One Education Manager will supervise the Educators, create new programs, and evaluate and improve current educational programs. The Education Manager position will begin at \$41,139.00 per year.

The Exhibits department is the backbone of the museum. Interactive exhibits this department creates will be the foundation for admissions draw, and will establish the basis for the museum's permanent exhibit collection. For the first two to three years, a combination of ten Carpenters and Electricians will build the majority of the permanent collection in return for \$25,924.00 per year. These positions will require a high degree of mechanical knowledge and will be physically demanding. As the permanent collection is completed, the museum will continue only five of these original ten employee positions to build a small number of new exhibits and service the current exhibits as they wear out or break down.

The Facilities department will be responsible for maintaining the low-level facilities that the entire organization will depend upon. Such functions include janitorial services, security, garden groundskeepers, and building engineers. Three fulltime janitors will be responsible for maintaining facility cleanliness, and they will earn \$17,236.00 per year for their services. Either security provider firm or in-house hired employees will provide security staff at the rate of \$22,382.00 per year. Two security guards will ensure that nobody damages collections, parked automobiles, or the general facilities. The Supervisor of Maintenance will oversee these five positions, train new employees, prioritize repairs and restorations, and will report directly to the Executive Director any extenuating circumstances. The Supervisor of Maintenance will be compensated \$41,121.00 per year.

The Gift Shop is essentially an auxiliary enterprise; one that will cash-in on the captive visitor market. The Gift Shop will offer unique memorabilia and gifts and will allow visitors to take a one-of-a-kind item home to remind them of their visit to the Tulsa Science Center. One Sales Manager will acquire inventory, manage a sales computer system, and supervise the operations of general cashiers at registers, and they will conversely earn \$35,000.00 per year. General cashiers will be front-line retail service workers who will answer simple inventory questions and

checkout purchases. General cashiers in the Gift Shop will earn approximately \$13,943.00 per year.

The Planetarium will require technically skilled lecturers to operate and maintain the sensitive projection equipment and controls. Tulsa Science Center will employ two fulltime lecturers to coordinate public planetarium presentations. Planetarium Lecturers will be available on an as-needed basis (and perhaps will not work constant forty-hour work weeks), so Lecturers will have a starting salary of \$14,872.00. One Planetarium Director will oversee the operations of Planetarium Lecturers, augment projection equipment with the latest star show technology, and create new public presentation programming. The Planetarium Director will begin at \$41,139.00.

Finally, the Public Relations department will be integral in the success of the museum. The Public Relations manager will start at \$53,001.00 a year and will be responsible for innovating new ways to advertise the museum and promote new programming. Assisting the Public Relations manager will be a PR Specialist, who will type press releases, maintain media contacts, and search for promising new advertising venues and mediums. The PR Specialist position will begin at \$32,948.00.

The salaries for the various positions were calculated based on median incomes for similar industry positions for the Tulsa, Oklahoma municipal region from <http://www.salary.com/>.

Service Delivery

The Tulsa Science Center will deliver a variety of services to Tulsa's citizens, and thus will have multi-tiered provisions for service delivery. Admissions for the primary exhibit collection will require equipment and personnel to process admissions into the collection (cash registers), collection management (security cameras) for protection of the collection, and collection maintenance (raw building materials) for repair for worn and broken exhibits.

Collection space is fundamental to the preservation of the exhibit collection. These services are accounted for by the Facilities department, which will clean the exhibits, themselves, and the areas that the exhibits occupy. Maintenance of the facilities includes cleaning solutions and devices, lighting, and heating and air conditioning. While auxiliary spaces such as restrooms, water fountains, and offices are not immediately primary to the operation of the exhibit collection, they are still integral portions of the museum, which will enhance the visitors' experiences, and thus the Facilities department will maintain such amenities and spaces.

Educational services will be provided in part by the Education department. Other than personnel requirements, a large capital investment in educational equipment will be necessary to secure learning tools and materials for hosted classes. Required equipment will vary on class topics, but basic initial equipment will include (but are not limited to) microscopes, computers, dissection trays and knives, physics, light, and sound teaching aides, chemical glassware and skeletons.

The cost for educational supplies will be recovered in materials fees for classes. Supplies for classes will also vary on class topics, but may include specimen slides, software, preserved dissection specimens, chemicals, and paper. Since some materials will be of a volatile nature, it will be important for the Tulsa Science Center to maintain compliance with OSHA (Occupational Safety and Health Administration) guidelines and other state and municipal safety regulations.

The facilities themselves allow new programming services such as building rentals. Building rentals are extremely cost effective since the only costs incurred (after an initial capital investment for equipment) will be for pre-event setup and post-event cleanup. Specialized equipment will be required, however. Such equipment may include tables, chairs, dance floors, PA equipment, and event décor. The museum will recoup costs for rental equipment eventually

through the rental fee. Very few supplies will be required for rentals, since event-catering responsibility will rest with the clients.

Growth

The Tulsa Science Center will be located on approximately 140,000 square feet of land inside or next to the Tulsa City Zoo. Since the Tulsa Science Center’s initial building space will consist of only 130,000 sq. feet, there is plenty of room for expansion of the building. The Tulsa Science Center plans to correlate classrooms with individual exhibits according to scientific, mathematical, and multicultural topics. The space will be very open, and will allow degree of mobility of the exhibits collection to make room for new and traveling exhibits. Also, each classroom can be expanded into other classrooms depending upon current exhibits and programming to provide an appropriate amount of space as programming changes. Office space will be distributed within the Tulsa Science Center so as not to detract from the open hands-on exhibit floor. There is enough room to expand offices when the need arises.

The Tulsa Science Center will also consist of a multicultural auditorium and theatre that will present educational films dealing with the various topics, including geology and history of different countries. The museum is already planning to use part of our additional expansion space to create a new IMAX theater. This would require between 8,000 and 10,000 square feet, and would seat approximately 350 people per show. This would allow us to present dramatic, enthralling films on highly demanded topics, such as Mt. Everest, caves, dolphins, and Egyptian mummies.

Secondary enterprises, such as the gift shop, which will grow in operation and space over time, can be expanded through a series of breakaway, movable walls. The food court will also grow with attendance, and space can be rearranged as an increased number of corporations and local vendors bid for restaurant space.

Financial Summary

Following is a table that breaks down revenues of each department within the museum, as well as overall net income. Since the Tulsa Science Center will be incorporated as an IRS 501(c) non-profit organization, there will be no monetary dividends returned to investors. Instead, the dividends will come as academic improvement to Tulsa students and a general improvement in the quality of life for Tulsans and Oklahomans. An investment in the Tulsa Science Center is essentially an investment for the future.

It is important nevertheless to insure that the Tulsa Science Center is capable of providing those cultural investment returns, and therefore below is a brief predicted financial statement.

Figure 2

	FY1	FY2	FY3	FY4	FY5	FY6
Admissions	\$0	-\$71,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000
Admin	-\$11,141,000	-\$352,000	-\$16,000	-\$268,000	-\$150,000	-\$500,000
Education	\$0	-\$69,000	-\$15,000	\$3,000	\$4,000	\$27,000
Exhibits	-\$576,000	-\$1,005,000	-\$976,000	-\$220,000	-\$230,000	-\$230,000
Facilities	-\$10,250,000	-\$117,000	-\$230,000	-\$170,000	-\$154,000	-\$140,000
Gift Shop	\$0	-\$47,400	\$1,175,000	\$1,175,000	\$1,175,000	\$1,175,000
Planetarium	\$0	-\$5,051,000	\$76,000	\$76,000	\$76,000	\$76,000
PR	\$0	-\$200,000	-\$400,000	-\$200,000	-\$150,000	-\$150,000
NET INCOME	-\$21,000,000	-\$6,912,400	\$1,114,000	\$1,896,000	\$2,071,000	\$1,758,000

The large amount of net income realized can be used to repay the loan on the building, which is projected to be \$35,000,000.00, and further fund future programming and exhibitions. The predicted amounts are summarized from a comprehensive financial business plan developed by the Oklahomans for the Advancement of Education.

Advisory Board

For the Tulsa Science Center to be educationally successful, it is important that all in-house created exhibition collections and programming be scientifically accurate. To ensure this point, an Advisory Board of scientists and academic professionals will be appointed to guide the museum's educational aspects.

Dr. John Cowan of the University of Oklahoma will be appointed to be the astronomy advisor to the museum. Dr. Cowan has taught at OU for over ten years and lectures around the world on extra-solar and extraterrestrial phenomenon. Dr. Cowan's insight to cosmic processes will be invaluable to the planetarium as new presentation programming is created.

Ms. Pat Gilman will be appointed to be the anthropology advisor to the museum to supervise the accuracy of natural history and early human history exhibitions and public classes. Ms. Gilman is the interim chair of the anthropology department at the University of Oklahoma and is also an associate professor.

Lastly, Dr. James Thompson of the University of Oklahoma will be appointed as the zoology and biology advisor. Dr. Thompson has a Ph.D. in Genetics from Cambridge University in 1973, and has chaired various scientific committees since 1981. His insight to biological processes will aid the Exhibits department in the creation of natural science exhibits.

As new programs are initiated, Tulsa Science Center's Advisory Board will grow to include more

Competitor Profiles

Kirkpatrick Science and Air Space Museum at Omniplex

The Kirkpatrick Science and Air Space Museum at Omniplex (a.k.a. "Omniplex") is the only hands-on science museum in the state of Oklahoma. Omniplex opened at its current location in Oklahoma City in 1978. Omniplex offers many educational programs, and it has merged with the Oklahoma Air and Space Museum to create a large collection. Aggressive marketing techniques have propelled Omniplex into a successful museum (<http://www.omniplex.org>).

Since Omniplex is 108.8 miles away from Tulsa, the Oklahoma Museum of Science and Industry would be able to monopolize Tulsa's lucrative education market, as surveyed Tulsa educators have stated that Oklahoma City is too far for most field trips.

Philbrook Museum of Art

Philbrook is one of the top fifty art museums in the United States and is located in Tulsa, Oklahoma. This museum has exquisite gardens and over 8,500 permanent art pieces in their collection. The Philbrook Museum of Art is a first-rate attraction, especially for the affluent members of Tulsa society. While there is not a direct competition with Philbrook with regard to exhibits collections, the presence of this prestigious museum may hinder efforts to develop artistic curriculum in the Tulsa Science Center's educational department unless mutual alliances are forged with this museum. However, since the exhibition collections vary significantly, there will be little direct competition except for school field trip groups. The Tulsa Science Center will prevail in school group marketing since a purely hands-on environment is usually preferable to

educators in elementary and intermediate grades, where children actively seek to touch and interact with their environment.

Tulsa City Zoo

The Tulsa Zoo offers families the unique experience of a world-class zoological park in their own city (<http://www.tulsazoo.com>). The Tulsa Science Center will directly compete with the Tulsa City Zoo during the summer months, but the Tulsa Science Center will be able to take advantage of the zoo's draw both during extremely hot days and rainy and extremely busy days. The enclosed air conditioning will be an attractor for both of these situations, and our close proximity to the zoo as well to the major highways will add to our location advantage.

Gilcrease Museum

The Gilcrease Museum is located about one mile west of Tulsa and is surrounded by beautiful gardens. Inside the museum includes all sorts of art exhibits. This includes over 10,000 paintings, drawings, prints and sculptures by over 400 artists from colonial time to present. The Gilcrease Museum also contains "a documents study exhibit that is host to over 100,000 books, manuscripts, documents and maps from 1494 to present. The anthropology section ranges all over North, Central and South America dating back to initial settlement" (<http://www.gilcrease.org>). The Gilcrease Museum is also host to famous western themes covering the 19th and 20th centuries.

The Gilcrease is like the Philbrook museum in that developing educational curriculum that the Gilcrease already has would make it difficult to make that material competitive; however, there will be little direct competition since our service offerings are significantly different.

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