

Glazer
Children's
Museum

let's
play.

STRATEGIC
PLAN 2023

Let's Play It Forward
GLAZERMUSEUM.ORG



“

Play is often talked about as if it were a relief from serious learning. But for children, play is serious learning.

- FRED ROGERS

Glazer Children's Museum

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Nothing
lights up a
child's brain
like play.

- DR. STUART
BROWN, M.D.



At the Glazer Children’s Museum, we create and foster engaging, impactful play experiences for children and families to learn and thrive. Through play, new connections form in the brain, leading a child to develop cognitively, socially, physically, and emotionally. Play inspires imagination and discovery, allowing children to experiment and succeed in supportive and low-risk environments. Play builds skills like resilience, creative problem-solving, collaboration, communication, sharing, and compromise. Play is foundational for all children. **Play is learning.**

As the Museum continues to grow and move into its next chapter, we are excited to keep the play going. Our dedicated Board of Directors and staff have collaborated on this strategic plan to provide a guiding light for the organization. The following pages lay out the Glazer Children’s Museum’s direction and priorities for the near future, along with an action plan to help us get there.

On behalf of the Board of Directors and staff at the Glazer Children’s Museum, we invite you to join us on this exciting journey into the next chapter of play and learning at GCM! **Let’s play it forward.**

Sarah Cole
President & CEO

Gege Kreischer
Board Chair 2022

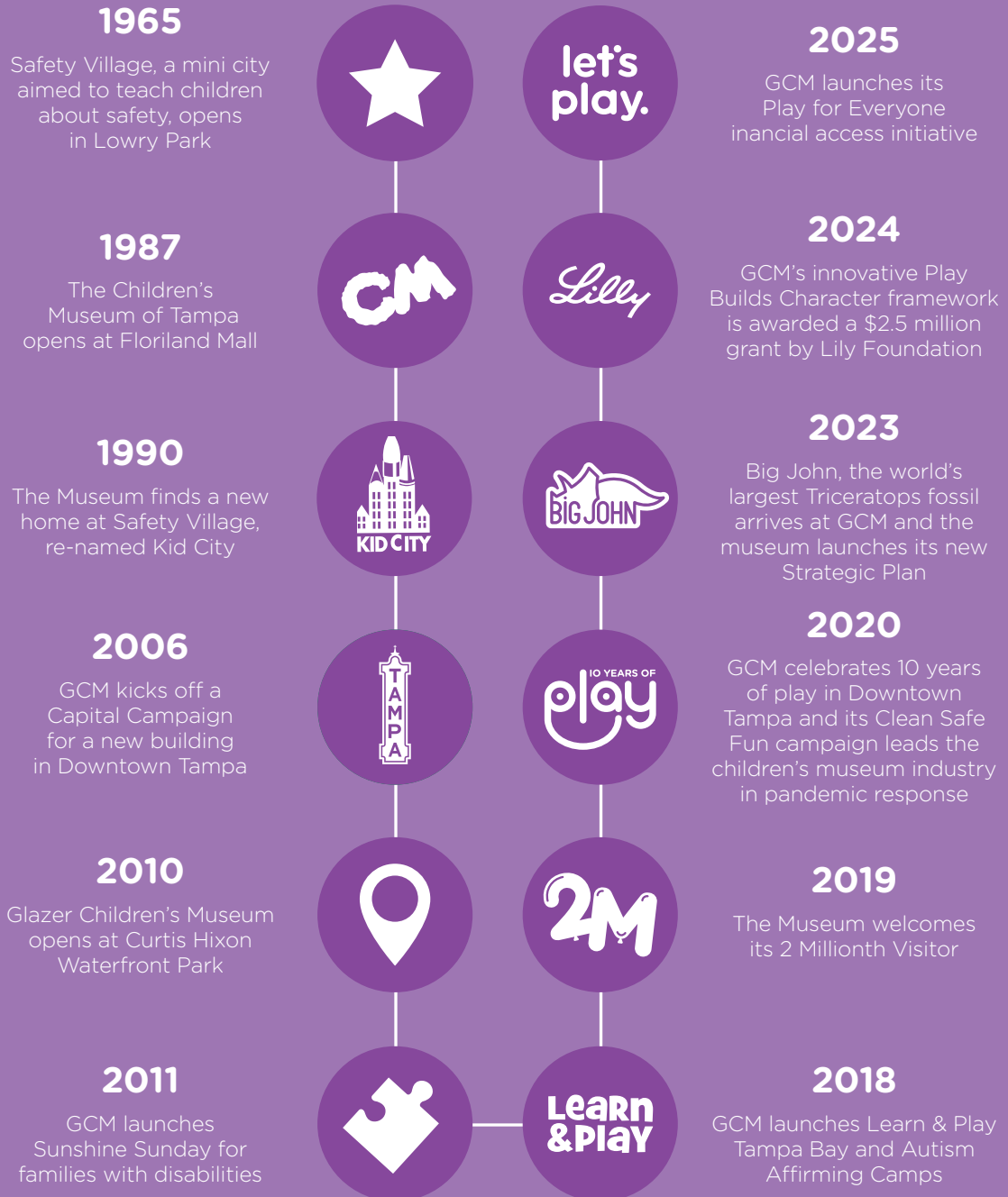
Suzy Mendelson
Board Chair 2023



OUR HISTORY

The Glazer Children’s Museum’s history dates back to the 1965 opening of Safety Village in Lowry Park and has grown over the years, just like the children we serve. Since the opening of our Downtown building in 2010, GCM has been a landmark along the beautiful Tampa Riverwalk.

Over the years, GCM has become an integral part of the cultural corridor of Tampa Bay’s museums, libraries, theaters, and performing arts centers. Children who play at the Glazer Children’s Museum grow up to be lifelong patrons of arts and culture.



NUMBERS BASED ON ANNUAL AVERAGES



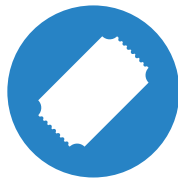
228,407 Smiling Faces

walked through the Museum's doors



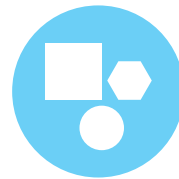
165,140 Followers

connected with us on email and social media



29,090 Visitors

welcomed through free or reduced admission



8,266 Families

played in Learn & Play Tampa Bay



27,189 Curious Learners

visited the Museum on a Field Trip



45 Team Members

worked to brighten your day with play



5,000 Title 1 School Students

visited GCM through a scholarship



1,835 Hours of Service

donated by our generous volunteers



494 Eager Campers

explored new things at Camp Imagination



10% of Playful Campers

enrolled through GCM scholarships

OUR PLANNING PROCESS

The strategic planning process was thoughtfully managed by the **Strategic Planning Committee**, composed of dedicated members of GCM's Board of Directors and staff. The Committee laid out the framework for the planning process from the beginning, intentionally focusing on research and collaboration. From hosting early ideation retreats with our Board of Directors to forming **Initiative Groups** that conducted extensive research on specific topics, the Committee has remained dedicated to ensuring this plan is informed by our community and stakeholders.

Using a combination of convergent and divergent thinking, the Committee analyzed the results of extensive research to answer the question, *What changes do we wish to see in the world?* Answering that question led to the creation of GCM's new **Mission** and **Vision** statements and created a path for the Committee to begin constructing the **Goals** and **Objectives** laid out in this plan.

Following the publication of this plan, the Strategic Planning Committee's role is not finished. Rather, the Committee will monitor the plan's implementation, providing guidance for the staff and reporting to the Board of Directors. The Committee will continue to evaluate major initiatives, ensuring GCM stays committed to the Mission, Vision, and Goals laid out in this plan.





RESEARCH

Benchmarking
SWOT Analysis
Community Interviews
Board of Directors Retreat
Establish Initiative Groups



IDEATE

Initiative Group Recommendations
Research Analysis
Recognize Values
What changes do we wish to see in the world?



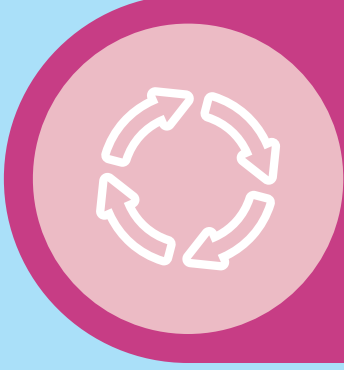
REFINE

SWOT Analysis
Community Interviews
Board of Directors Feedback
Edits and Revisions



SOLIDIFY

Vision Statement
Mission Statement
Goals
Objectives



IMPLEMENT

Measurement
Accountability
Evaluation
Adaptation



VISION

Our vision is a community that values PLAY as the foundation for the learning and development of children and families across generations.

MISSION

We create and foster engaging, impactful PLAY experiences for children and families to learn and thrive.

VALUES



Play



Experimentation



Equity & Inclusion



Collaboration



Sustainability

GOALS

1

Ignite a shared passion for the power of play by engaging children, families, and the entire community.

OBJECTIVE

Ensure that everyone in Tampa Bay knows about and values GCM and what we do.

OBJECTIVE

Grow our community of play partners, champions, and advocates.

2

Provide powerful, playful experiences that excite and engage children, their families, and the entire community.

OBJECTIVE

Provide a world-class children's museum experience at our main campus.

OBJECTIVE

Expand outreach programs to provide playful opportunities across Hillsborough County.

3

Identify and remove barriers, so every child and family in our community has access to powerful play and feels welcome.

OBJECTIVE

Make intentional DEAI practice a key aspect of our work, both internally and public-facing.

OBJECTIVE

Respond to the diversity of the wider Tampa Bay community through financial and ability access programs.

4

Operate a fiscally sustainable, socially responsible organization to keep GCM growing, evolving, and innovating to meet the needs of our community.

OBJECTIVE

Increase overall revenue year over year.

OBJECTIVE

Build and maintain reserves for emergencies and opportunities.



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Children learn as they play. More importantly,
in play, children learn how to learn.

- O. FRED DONALDSON



THANK YOU FOR PLAYING IT FORWARD

Strategic Planning Committee

Anitra Pavka, Chair
Sarah Cole
Pam Hillestad
Gege Kreisler
Suzy Mendelson
Eric Savage
Sara Arias-Steele
Kate White

GCM Board of Directors

Gege Kreisler, Chair
Suzy Mendelson, Chair-Elect
John Astrab
Stacy Baier
Seema Bhalani
Janette Carter
Sarah Cole
Nadia Combs
Isabel Dewey
Cat DiPaolo
Alissa Ellison
Linaea Floden
Bryan Glazer
Sherisha Hills
Erin Jackson
Grayson Kamm
Sandra Murman
Parita Patel
Anitra Pavka
Brian Philippi
Kelli Pierce
Rob Rosner
Eric Savage
Jeff Skowronek
Monica Verra-Tirado
India Witte

Strategic Planning Retreat 1

Janette Carter
Sarah Cole
Cat DiPaolo
Alison Fraga
Pam Hillestad
Grayson Kamm
Gege Kreisler
Anysia McDowall
Kristen Nieves
Anitra Pavka
Brian Philippi
Sara Arias-Steele
Sarah Bou Zeidan

Strategic Planning Retreat 2

GCM Board of Directors
Host: Shook, Hardy, & Bacon, LLP
Facilitator: Jamie Renee

Initiative Champions

Sarah Bou Zeidan
Nina Dreiling
Carolee Eason
Grayson Kamm
Anysia McDowall
Kristen Nieves
Kelli Pierce
Jeff Skowronek
Emily Woods

Interviews

Stacy Baier, *Pinellas Education Foundation*
Mari Beam, *Discovery Museum*
Katie Cappy, *The Junior League of Tampa*
Joyce Cotton, *WEDU PBS*
Lee Daly, *CARD USF*
Isabel Dewey, *ReliaQuest*
Erika Floresk, *Long Island Children's Museum*
Elizabeth Reedy Foley, *Frameworks*
Diane Jacob, *PNC*
Krishna Kabra, *San Diego Children's Museum*
Sandy Murman, *Shumaker*
Kelley Parris, *Children's Board of Hillsborough County*
Dr. Monica Verra-Tirado, *HCPS*
India Witte, *USF Foundation*

Additional Resources

The Big Break Foundation
Dr. Beth Boone, *CARD USF*
Sheryl Brown, *Lighthouse for the Blind*
Lillie Burton, *JP Morgan Child Care Center*
The Children's Museum of Indianapolis
Lauren Colombo, *Glazer Children's Museum*
Christy Costello, *Atlanta Children's Museum*
Dina Ewald, *JP Morgan Child Care Center*
Kaye Glover, *MOSH Jacksonville*
Phyllis Guthman, *MacDonald Training Center*
Stacey Hahn-Hills, *Hillsborough County School Board*
Gerilyn Johnson, *DuPage Children's Museum*
Grace Kelly, *IMG Academy*
Madison Children's Museum
Raquel Pancho, *City of Tampa*
Abigail Perez, *Early Learning Coalition*
Jen Sabo, *Arts4All*
Anthony Verdeja, *Family Center on Deafness*
Luis Viera, *Tampa City Council*



“

Children need the freedom and time to play.
Play is not a luxury. Play is a necessity.

- KAY REDFIELD JAMISON



“

Play is training for the unexpected.

- MARC BEKOFF



Glazer Children's Museum

110 W Gasparilla Plaza
Tampa, FL 33602



ZIGAZOO

Follow @glazerchildrensmuseum
Visit GlazerMuseum.org/waystogive
Email giving@glazermuseum.org

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When the fun goes out of play, most often, so does the learning.

- JOANNE E. OPPENHEIM



Special thanks to our partners:



**Hillsborough
County Florida**



**Children's Board
HILLSBOROUGH COUNTY**
www.ChildrensBoard.org

