



VJOLLCA HYSENLIKA & LORAN JARRETT

GLAZER CHILDREN'S MUSEUM¹

Jennifer Stancil, CEO of Glazer Children's Museum in Tampa Florida, sat in her office overlooking downtown Tampa, on May 1, 2016. In a pause between meetings, she gazed at the latest Tampa Bay Parenting blog on her computer screen -- and saw herself gazing back, along with her young daughter. As a Guest Editor, Stancil had written "How Motherhood Defined my Career and Life." Having moved from Pittsburgh in late November 2015 to take on her new role, she was pleased that her family was settling nicely into the Tampa community.

Stancil was hired with a mandate to rebrand the museum as a world-class learning environment for children and families. A winner of Tampa Bay Business Journal's 2012 Nonprofit Organization of the Year, the museum was well respected, and its location was excellent. Money was pouring into downtown Tampa, with construction projects in all corners of the city. Stancil continued to follow the same strategic pillars first initiated in 2012 from the previous museum leadership. She expected to capitalize on the sense of renewed energy all around. Still, as Stancil closed the "Motherhood" article on her PC and brought up a file needed for her next meeting, her thoughts turned to challenges. Visitor volume, memberships, and donations had not yet reached their targets. It seemed that Glazer Children's Museum was not yet top-of-mind, either for tourists or Tampa-area families. Parents could choose from among many alternative local venues for a day out with their children.

Executing the new strategic plan would require a concerted effort. In a recent staff meeting Stancil had stated that she aspired to make Glazer Children's Museum a "world-class" destination for families, and that one of the keys to making that aspiration a reality was a partnership with members of the community.

"When I accepted this position last November, I knew we needed to clearly define our brand. We also needed to work closely with the community-- including our members, competitors and partners --to define our meaning and value. To achieve those goals, we need to listen, ask, and look at models of profit and non-profit organizations in the museum world and other industries"

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Jennifer Stancil and the Glazer Children's Museum

The mission of the Glazer Children's Museum was to create learning environments where children play, discover, and connect to the world around them to develop as lifelong learners and leaders, (as described in the 2018 Glazer Children's Museum's website).

When Stancil was a candidate for the President/CEO position, she learned what she could from the Museum's website. She saw that the museum hosted about 200,000 visitors a year (split about 50/50 between adults and children). Approximately 10% of the visitors were out-of-town tourists, 25% were from Florida counties outside Hillsborough County, and the remaining 65% were from the greater Tampa Bay area (Hillsborough County). 5,000 family memberships were purchased for \$100. Most visitors (adults and children) came from Tampa Bay area counties including Hillsborough, Pinellas, Pasco, Polk, Citrus and Manatee. A small number of visitors came from other states or abroad.

In addition to walk-in visitors, school field trips accounted for more than 40 percent of school-age attendance -- more than 27,000 participants every year. Complimentary museum access and field trip admissions were provided to Title 1 elementary schools from all Tampa Bay counties. The museum also offered tailored programs for children with special needs, through their award-winning Sunshine Sunday program (Exhibit 1).

Founded in 1986 as Children's Museum of Tampa, Inc., the organization had moved twice before settling in its current downtown location. In 1989, with support from the City of Tampa, the museum moved into a facility near Lowry Park Zoo. In 2007 the City provided the museum with a land lease at Curtis Hixon Park in downtown Tampa, and in 2010, thanks to a \$5 million donation from the Tampa-based Glazer Family Foundation, the newly-named Glazer Children's Museum moved to that location. It was within walking distance of seven other museums. In 2015, the City of Tampa opened Riverwalk (Exhibit 2), a 1,460 foot path running from MacDill Park to Curtis Hixon Waterfront Park, adding another attractive element to an already beautiful location, in Stancil's estimation.

In May 2016, the museum staff included five managers and 13 other full-time employees, (Exhibit 3). A 30-person board of directors, chaired by Ian Smith (senior vice president and chief communications officer of Helios Education Foundation) provided oversight and guidance, including a review of the museum's financials (Exhibit 4). The board met six times per year, and was comprised of six committees: Education, Executive, Marketing, Finance, Governance and Development. After the previous CEO, Al Najjar, resigned in Dec. 2014 to become president and CEO of the Clay Center for the Arts and Sciences in Charleston, West Virginia, the board held monthly meetings while a national executive search for a new CEO was underway. During that time, Vice President of Operations Kristen Nieves served in the interim director role.

Background: Jennifer Stancil

Jennifer Stancil earned a bachelor's degree in biological science and a master's degree in animal behavior at the University of Nebraska-Lincoln. Before moving to Tampa, Stancil was Executive Director of Educational Partnerships at WQED Multimedia, a Public Broadcasting Service (PBS) affiliate in Pittsburgh. She had also led the Carnegie Science Center Girls, Math & Science Partnership. Stancil was the recipient of several prestigious awards, including the Roy L. Shafer Leading Edge Award from the

Association of Science-Technology Centers (ASTC) and an Emmy for her role in creating and producing *IQ:Smartparent*, a national PBS TV series. On accepting the CEO position, Stancil told Ian Smith:

“I took this opportunity because I know that if we capitalize on the city’s potential and other surrounding cities around the Tampa Bay area, we could become the go-to museum in the Bay area and beyond. I am impressed with Tampa, and with what is going on at the Museum. This is a great time to implement a new strategic direction, excel, achieve our goals and become a world-class destination.”

Stancil faced an unexpected challenge her first week on the job in November 2015, when terrorist attacks in Paris killed 130 people and injured 368. Shocked onlookers worldwide rallied to support the victims, their families and Parisians in general. Stancil wrote an article and posted it on the Museum’s Facebook page: “What Would Fred Say?” In it, she observed that although children might not watch the news, they sense what is going on around them. The post received 5,000 impressions on Facebook - and left a big impression on Stancil, who recognized social media’s potential for both shaping conversations and increasing the Museum’s visibility. While she was impressed with the reach of her post-Paris comments, she wondered whether the Museum’s marketing and communications were fully capitalizing on social media and telling a consistently powerful and appealing story.

In her first few months at the museum, Stancil confronted several other key challenges, as well. One was fundraising; the Museum relied heavily on support from businesses, foundations (such as the Glazer Foundation), the City of Tampa, and private donations. Sixty percent of revenue came from admissions and special programs fees, and the rest needed to come from charitable donations. Government funding was uncertain, and Stancil was concerned that the museum depended heavily on two signature annual fundraising events. To cultivate other sources of funding, she wanted to make rapid progress on three private-sector initiatives:

- Convince companies to sponsor some exhibits and programs;
- Debut the Imagination Society, which required a \$1,000 annual gift.
- Attract traveling exhibits, which she hoped would in turn attract new visitors and an increase in museum memberships.

Good news came in September 2015 when Early Childhood Education Zone, a national website, ranked Glazer Children’s Museum Number 5 in the 25 Best American Children’s Museums. The review described it as “a wonderful museum that provides space for interactive learning, activity, and developmental growth through challenging and creative exhibits.”

While Stancil agreed that the museum offered compelling exhibits and activities for toddlers, she thought it could do more to appeal to older pre-teen children. She was aware of several trends in children’s museums in the United States and elsewhere. For example, one paper stated that by creating compelling experiences on subjects of importance, museums could thrive as engaging resources for lifelong learning (Jant, Haden, Uttal, & Babcock, 2014). Earlier in her career, Stancil had read an important article which suggested that “Museums are not only engines of this transformation – theaters, commercial galleries, jazz clubs and other varieties of night life, book fairs, music festivals, loft conversions, architectural walking tours. But the museum occupies a privileged place in the hierarchical scheme of things. It symbolizes the civilized idea that cultural and material values are not the same,” (Muschamp, 1999). These ideas continued to resonate with Stancil. She understood the power a museum could hold within a community.

Chatting with a potential donor, Stancil shared her view that Glazer Children’s Museum was “a place for children to imagine, pretend, and grow while mastering math, science, and reading skills.” Over the years, the museum had collected more than 170 interactive exhibits, grouped in 17 themes. It offered many educational and entertainment programs, including field trips, indoor and outdoor group activities, Camp Connect (which provided hands-on education to children during their summer and winter breaks), birthday parties and more. Their traditional customer base consisted of children from early childhood to eight years old. Soon after stepping into her role as CEO, Stancil convinced the board to expand the base by creating learning opportunities for children up to 12 years old. This reinforced and extended the strategic direction that was initiated by the previous CEO, with the board’s approval.

Stancil also read up on how other children’s museums made use of their facilities after hours. The Wall Street Journal published an article that highlighted children’s museums across the United States that were utilizing their spaces and exhibits for adults without children (Smith, 2016). Erin Smith, author of the piece, amplified the fun adults can have without children at a museum designed for young minds. A bevy of adult-oriented events are opportunities for museums to add an additional revenue stream.

The Tampa Bay Area

Tampa, about 80 miles from Orlando (home of Disney World), had many museums and attractions (Exhibit 5) and was one of the fastest growing cities in the U.S., with a population of nearly 3 million. According to the U.S. Census Bureau, its growth was estimated at 6.9 percent between 2010 and 2015. Some of the biggest companies in healthcare, technology and finance in the country were headquartered in the Tampa/St. Petersburg/Clearwater area, including BayCare Health System, Home Shopping Network and the University of South Florida. The Tampa Bay Area housing market underwent a major crisis from 2007 -- 2009. At that time, Time Magazine ranked it “the fourth worst performing housing market in the United States.” However, according to Trulia (https://www.trulia.com/real_estate/Tampa-Florida/), the median sales price grew by more than seven percent between 2015 and 2016 – making the region one of the most desired locations in the country. Now, with the recession over, Tampa’s economy was thriving. Business was booming and investors were taking notice and bringing new companies to the city. By 2016, Tampa was one of the fastest growing cities in the United States. (Exhibit 6).

In 2013, Jeff Vinik, owner of the Tampa Bay Lightning (ice hockey team), had vowed to bring more than \$4 billion in local improvements to the city. In 2014, he bought 24 acres surrounding Amalie Arena and Tampa’s Channelside Bay Plaza, and donated part of that land to the University of South Florida for the Morsani College of Medicine and Heart Institute. Microsoft Founder Bill Gates announced he would help finance Vinik’s downtown Tampa projects. The 2015 opening of Riverwalk added another beautiful element to an already beautiful location. Stancil hoped that the revitalization of downtown Tampa would help the museum increase memberships and visitors and raise more funds.

By May 2016, Stancil had met with many Tampa Bay business and non-profit leaders, both to learn about their organizations and to identify collaboration opportunities, such as joint memberships. She said:

“I have always been a strong believer in fomenting our neighbors and like-minded non-profits as collaborators not as competitors. That has always been my emphasis. It’s exciting because it can open up big opportunities.”

Branding Issues

Alina Wheeler (2012) stated it best by explaining that, “The brand is the promise, the big idea, the expectations that reside in each customer’s mind about a product, service or company. Branding is about making an emotional connection.” Stancil knew these foundational elements were missing.

In her previous position at PBS, Stancil considered the elements that contributed to the strength of that brand. PBS would be considered a brand-oriented organization because it established the brand distinctly and communicated relevance; connecting with customers on both a personal and emotional level (Evans, Bridson, & Rentschler, 2012). PBS had a loyal following, as evidenced by the many viewers who supported public television and reached into their pockets during fundraising appeals.

Stancil wanted to ensure that Glazer Children’s Museum’s brand would grow stronger in the coming years. The Best American Children’s Museums article (described above) gave the Museum a nice boost, but Stancil knew that such lists could be fickle. She wanted to ensure that all of the museum’s marketing communications were well coordinated and compelling and that customers (especially parents) would recognize that it stood for values that were fundamental to effective parenting. Her assessment focused initially on how the museum used social media and public relations to strengthen their brand, and to consider whether a rebranding initiative would help or hinder the campaign.

Stancil wanted to communicate a compelling message on social networking sites. She worked with her small communications staff on a messaging strategy on social media channels like Facebook, Twitter, Instagram, Pinterest and YouTube. For example, to expand their Facebook following, she called for a new messaging strategy. She believed that speaking directly to their audience, providing information that would benefit and interest them, would help increase dialogue. She wanted to use Facebook proactively, offering respectful advice and becoming a resource for the community. By May 2016, Glazer Children’s Museum had about 25,000 Facebook followers. “We changed the floor on what social media could do for us. We got there by fulfilling the needs of our community,” Stancil said.

Stancil also wanted to change the conversation on Twitter. The Museum had about 5,500 followers, but the marketing team felt that Twitter was currently a one-way communication tool; it needed to be both more informative and dialogical - connecting in two-way communication with members, partners, the community, and the media. Efforts were also underway to revamp the museum’s presence on Instagram, YouTube, and Pinterest, by placing more photos and fun, current and informative videos.

Stancil also felt the museum needed a more robust public relations process. Drawing on her prior television experience, she wanted deeper and more frequent connections with news reporters (TV, print and online). She reminded her staff, “News media plays a big role in letting the community know who we are and what we do every single day.” The museum was already featured frequently on ABC Action News in Tampa. In addition, Stancil wanted to expand their coverage to other TV stations, newspapers and online news outlets.

In January 2016 a brand overhaul was initiated with a redesign of the museum’s logos and slogans. Stancil believed that giving the company a “new fresh look,” representing a wider range of ages and diversity of children would change the community’s perception about the museum. The first action of this brand overhaul was to conduct surveys with visitors at the entrance lobby, to gather data about logos, fonts and color preferences for the brand.

For the first time, the new tagline was in the public eye: “Dream it. Be it.” The survey asked respondents to select their favorites from five fonts along with a selection of shades of green and teal (in total, respondents considered 17 colors, five logos and five tag line fonts). The survey also included open-ended questions. For example, respondents were encouraged to elaborate on why they did or did not like particular elements. Lastly, four versions of an ad were shown, and respondents were asked to evaluate one in terms of whether it would stand out in a magazine, and why.

Sixty-one caregivers and 88 children took the survey. Of the children, 79 percent were under five years old; the largest clusters were two, three and four-year-olds.

Informed by the survey results, a new logo, tag line and creative campaign were launched (Exhibit 7). On April 1, 2016, the new website went live, and Stancil expected that the full rebranding effort would be completed by June. She was pleased with the results thus far. “My goal was to allow members and non-members to get to know us and work with us,” she said.

“We would achieve our goals by working together with our community, listening to our members and visitors to meet their needs. That’s exactly what we did. We conducted interviews, surveys, met with organizations and local partners, and created focus groups.

“We asked them how they see the organization, and the results were promising. I wanted them to pick what they liked. I wanted this museum to be their museum. We ultimately want to be recognized as an active place in our community and not a passive one. We also want to be recognized as a strong and sustainable non-profit organization and a national thought leader. Most of all, we want to become a museum for all learning communities.”

The new advertising campaign showed children “trying on” their future by imagining themselves as accomplished grownups (Exhibit 8). Board member Grace Maseda applauded the idea that each child was purposefully ‘older,’ consistent with the Museum’s goal of “aging up.” Although the museum had always claimed to serve children age ten and under, most of its programs appealed to children eight years and younger. Now, the new communication strategy aimed to make the public aware of activities for children 8 to 11 years old. The museum wanted to “age up,” attracting upper elementary school age children.

The museum also targeted both parents and adults without children, to make them aware that it was a resource for any child or adult in the community. “We want to move away from a place where if it rains you come to play,” Stancil commented. “We want it to become one of the primary considerations of where to spend time, instead of being an afterthought.”

The rebrand brought on a cultural shift for the Museum’s workshop organizers, who sought to keep up with learning trends in 2016. Board member Grace Maseda, explained:

“The Museum sees the next steps of primary play as a current priority. That is where educational development is going... prompting more than a one-dimensional education. Prompting kids to question things and gain a deeper experience.”

The Situated Multimedia Art Learning Lab (SMALLab) was important to the “age up” strategy. Developed at Arizona State University (ASU), it was created to help children work together, solve puzzles, create stories and character plots and paint “digital masterpieces.” ASU research claimed that a SMALLab experience increased student learning by 86 percent, and increased student-centered

discussions seven-fold. This new activity was well received by museum visitors, and also received excellent media coverage from local newspapers, television stations and online news outlets. As of May 2016, the museum could accommodate 26 students and three chaperones at a time in each SMALLab session.

The Decision

Stancil and the Board were committed to the goal of becoming a community source of information and a place where educators and scholars would work on studies of child development and learning.

The new communication style generated strong positive responses from the community. In her first four months on the job, Stancil felt strong progress had been made toward reaching the goal of making the Glazer Children's Museum a world-class learning environment for children and families.

Still, many challenges remained. Energized by a glance at the picture of her own child on her desk, Stancil set to the task of devising action priorities for the next few months, which included:

1. Increasing visitors
2. Increasing membership
3. Increasing donations

Even if she was able to procure more traffic through the museum and enhance the donations of time, talent and treasure through its Board and patrons, there were decisions that needed to be made. Among these:

- *Which target audience should Stancil focus on to bring visitors to the museum?* Should we put efforts toward targeting tourists? Focusing on the loyal audience? Should cold marketing and communications efforts be geared toward developing a new area of town?
- *How much of the museum's focus should be on the 'aging up' strategy?* Would it disrupt the current loyal patrons? Or would the tradeoff be worth the long-term goal of increasing attendance and membership?
- *How much energy should be devoted toward enhancing donations?* As CEO, there is a limited amount of time, so understanding what is most valuable and needed at this time is paramount.

One aspect of the decision had already become clear to her: there were ample opportunities to increase awareness of this museum. The Tampa Bay area was thriving and the desire for an active children's museum within this community was apparent. The problem was prioritizing the correct next steps, and they include:

- Increase Museum's visibility with both members and non-members.
- Use "Ageing Up" advertising campaign to attract older elementary school children.
- Education development: "prompt kids to question things and gain a deeper experience."
- Be seen as a valuable community resource.
- Develop a strong social media message and make use of two-way social media.
- Re-brand the museum.
- Develop a public relations and content driven communications strategy for the museum for 2016.

References

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Acknowledgements

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Biography



Vjollca Hysenlika, DBA is a news reporter and communications and digital marketing professional, who has provided high-level communications services to businesses, entrepreneurs, CEOs and leaders in the Tampa/St. Petersburg/Clearwater area and Florida. She is the System Communications Strategist for BayCare Health System, a leading health system in Tampa Bay and central Florida regions. She is also the President, Founder and Chief Executive Officer of Viola Communications.



Loran Jarrett, DBA is a Tampa, Florida native. She is the VP of Marketing Strategy and Public Relations endeavors for Synapse, a conduit for the Florida's innovation community. With 15 years of marketing experience, she oversees: all digital marketing efforts, branding, user experiences, all at event imagery, advertisements, promotions, videography, design efforts, partnership campaigns and execution of all sponsorship deliverables, PR and strategy.

Exhibit 1: Glazer Children's Museum Youth Special Program

Youth Access Programs	Budget	
Expenses		
Title 1 School Program		
Admissions	\$	36,000.00
Workshop/Assembly Supplies	\$	600.00
Program Delivery Staff	\$	4,500.00
Application review & processing	\$	2,700.00
Total Title 1 School	\$	43,800.00
Free Tuesdays		
Admissions	\$	216,000.00
Program Delivery Staff	\$	4,500.00
Program Manager	\$	650.00
Craft & demonstration supplies	\$	1,200.00
Total Free Tuesdays	\$	222,350.00
Partnerships		
Exhibits in public libraries project	\$	5,000.00
Partner Admission Allocations	\$	180,000.00
		<i>Big Brothers Big Sisters</i>
		<i>Layla's House/Explorer's Club</i>
		<i>Public Library Card Holders</i>
		<i>CBHC Agencies</i>
Donated 3-month memberships	\$	15,000.00
Total Partnerships	\$	200,000.00
Children with Special Needs Programming		
Sunshine Sunday reduced admissions	\$	4,200.00
Program supplies	\$	250.00
Guest presenters	\$	150.00
Experience book development	\$	1,540.00
Sensory kits	\$	200.00
Total Special Needs Programming	\$	6,340.00
Total Youth Access Expenses	\$	472,490.00
Income		
Children's Board of Hillsborough County	\$	206,846.00
Ray's Baseball Foundation	\$	5,000.00
Florida Division of Cultural Affairs	\$	1,000.00
Anonymous	\$	2,200.00
FY15 Education is Key Breakfast	\$	35,000.00
Total Youth Access Income	\$	250,046.00
	\$	(222,444.00)

Notes: Numbers, especially provided admissions, based on last year's final counts. Admission number reflect about 40,000 guests.

Exhibit 2: The Tampa Riverwalk



Exhibit 3: Glazer Children’s Museum Organization Chart

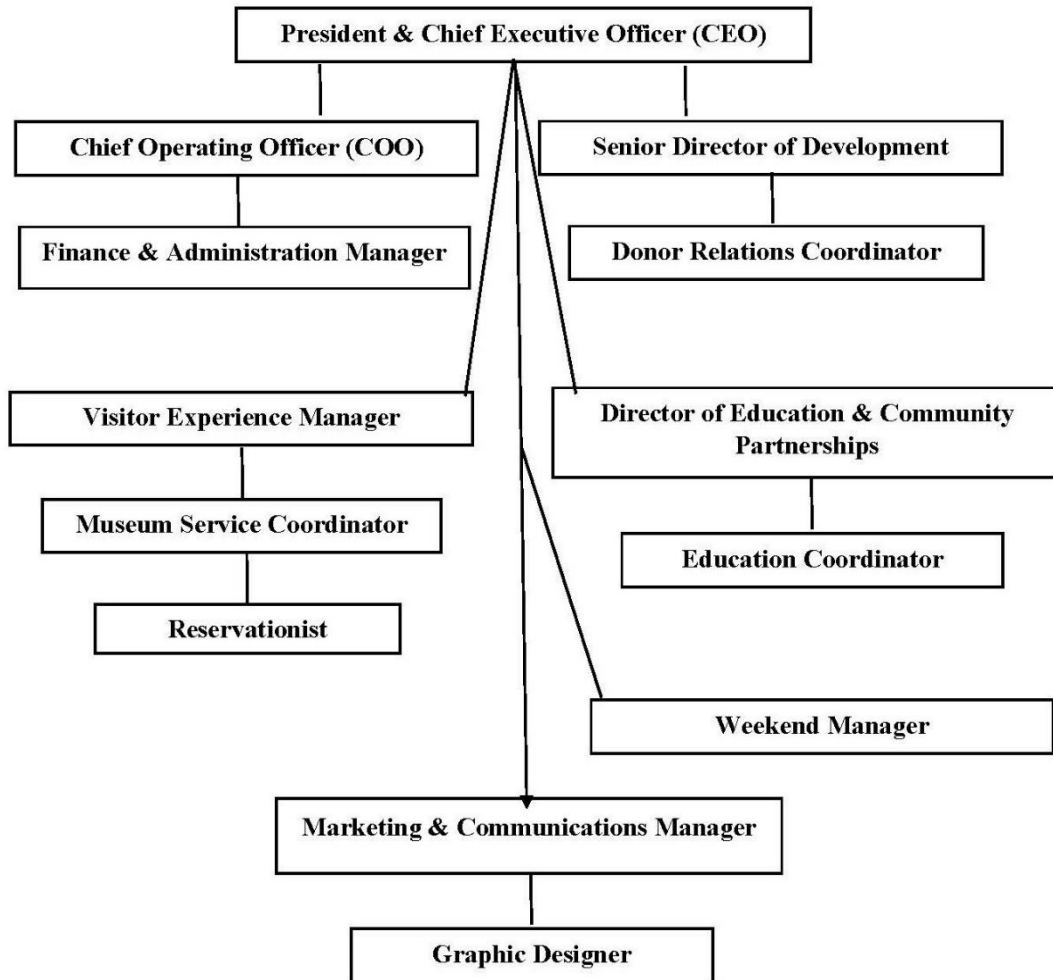


Exhibit 4: Financial Overviews

** PUBLIC DISCLOSURE COPY **

Form **990** **Return of Organization Exempt From Income Tax** OMB No. 1545-0047
2013
Open to Public Inspection

Department of the Treasury Internal Revenue Service ▶ Do not enter Social Security numbers on this form as it may be made public.

▶ Information about Form 990 and its instructions is at www.irs.gov/form990

A For the 2013 calendar year, or tax year beginning OCT 1, 2013 **and ending** SEP 30, 2014

B Check if applicable:
 Address change
 Name change
 Initial return
 Terminated
 Amended return
 Application pending

C Name of organization
 CHILDREN'S MUSEUM OF TAMPA, INC.
 Doing Business As GLAZER CHILDREN'S MUSEUM
 Number and street (or P.O. box if mail is not delivered to street address) Room/suite
110 WEST GASPARILLA PLAZA
 City or town, state or province, country, and ZIP or foreign postal code
TAMPA, FL 33602

D Employer identification number
59-2637851

E Telephone number
813-443-3802

F Name and address of principal officer: KRISTEN NIEVES
SAME AS C ABOVE

G Gross receipts \$ 2,810,805.

H(a) Is this a group return for subordinates? Yes No
H(b) Are all subordinates included? Yes No
 If "No," attach a list. (see instructions)

I Tax-exempt status: 501(c)(3) 501(c) () (insert no.) 4947(a)(1) or 527

J Website: WWW.GLAZERMUSEUM.ORG

H(c) Group exemption number ▶

K Form of organization: Corporation Trust Association Other ▶ **L Year of formation:** 1985 **M State of legal domicile:** FL

Part I Summary

1 Briefly describe the organization's mission or most significant activities: OPERATE A CHILDREN'S MUSEUM.

2 Check this box if the organization discontinued its operations or disposed of more than 25% of its net assets.

3 Number of voting members of the governing body (Part VI, line 1a)	<u>3</u>
4 Number of independent voting members of the governing body (Part VI, line 1b)	<u>27</u>
5 Total number of individuals employed in calendar year 2013 (Part V, line 2a)	<u>67</u>
6 Total number of volunteers (estimate if necessary)	<u>340</u>
7a Total unrelated business revenue from Part VIII, column (C), line 12	<u>0.</u>
7b Net unrelated business taxable income from Form 990-T, line 34	<u>0.</u>

	Prior Year	Current Year
8 Contributions and grants (Part VIII, line 1h)	<u>560,778.</u>	<u>721,712.</u>
9 Program service revenue (Part VIII, line 2g)	<u>1,267,996.</u>	<u>1,447,639.</u>
10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	<u>162,344.</u>	<u>162,344.</u>
11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	<u>283,932.</u>	<u>310,596.</u>
12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	<u>2,275,050.</u>	<u>2,642,291.</u>
13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)	<u>0.</u>	<u>0.</u>
14 Benefits paid to or for members (Part IX, column (A), line 4)	<u>0.</u>	<u>0.</u>
15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	<u>1,002,890.</u>	<u>1,118,042.</u>
16a Professional fundraising fees (Part IX, column (A), line 11e)	<u>0.</u>	<u>0.</u>
b Total fundraising expenses (Part IX, column (D), line 25) ▶ <u>335,938.</u>		
17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	<u>1,484,835.</u>	<u>1,555,835.</u>
18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	<u>2,487,725.</u>	<u>2,673,877.</u>
19 Revenue less expenses. Subtract line 18 from line 12	<u>-212,675.</u>	<u>-31,586.</u>

	Beginning of Current Year	End of Year
20 Total assets (Part X, line 16)	<u>14,936,033.</u>	<u>14,808,002.</u>
21 Total liabilities (Part X, line 26)	<u>442,518.</u>	<u>346,073.</u>
22 Net assets or fund balances. Subtract line 21 from line 20	<u>14,493,515.</u>	<u>14,461,929.</u>

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here
 Signature of officer: KRISTEN NIEVES, ACTING DIRECTOR Date: _____
 Type or print name and title

Paid Preparer Use Only
 Print/Type preparer's name: SAM A. LAZZARA Preparer's signature: _____ Date: _____
 Firm's name: RIVERO, GORDIMER & COMPANY, P.A. Firm's EIN: 59-3040705
 Firm's address: P. O. BOX 172359 TAMPA, FL 33672 Phone no. (813) 875-7774

Check PTIN if self-employed P01342929

May the IRS discuss this return with the preparer shown above? (see instructions) Yes No

332001 10-29-13 LHA For Paperwork Reduction Act Notice, see the separate instructions. Form **990** (2013)

** PUBLIC DISCLOSURE COPY **

Form **990**
Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)
Do not enter social security numbers on this form as it may be made public.
Information about Form 990 and its instructions is at www.irs.gov/form990

OMB No. 1545-0047

2014
Open to Public Inspection

A For the 2014 calendar year, or tax year beginning **OCT 1, 2014** and ending **SEP 30, 2015**

B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C Name of organization CHILDREN'S MUSEUM OF TAMPA, INC.		D Employer identification number 59-2637851
	Doing business as GLAZER CHILDREN'S MUSEUM		E Telephone number 813-443-3802
	Number and street (or P.O. box if mail is not delivered to street address)	Room/suite	G Gross receipts \$ 2,629,586.
	110 W. GASPARILLA PLAZA		
	City or town, state or province, country, and ZIP or foreign postal code TAMPA, FL 33602		H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions)
F Name and address of principal officer: JENNIFER STANCIL SAME AS C ABOVE		H(c) Group exemption number	
I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527			
J Website: WWW.GLAZERMUSEUM.ORG			
K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other		L Year of formation: 1985 M State of legal domicile: FL	

Part I Summary

1 Briefly describe the organization's mission or most significant activities: OPERATE A CHILDREN'S MUSEUM.			
2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.			
3 Number of voting members of the governing body (Part VI, line 1a)	3 21		
4 Number of independent voting members of the governing body (Part VI, line 1b)	4 21		
5 Total number of individuals employed in calendar year 2014 (Part V, line 2a)	5 56		
6 Total number of volunteers (estimate if necessary)	6 300		
7a Total unrelated business revenue from Part VIII, column (C), line 12	7a 0.		
7b Net unrelated business taxable income from Form 990-T, line 34	7b 0.		
Revenue	8 Contributions and grants (Part VIII, line 1h)	Prior Year 721,712.	Current Year 628,014.
	9 Program service revenue (Part VIII, line 2g)	1,447,639.	1,332,273.
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	162,344.	162,344.
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	310,596.	326,067.
	12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	2,642,291.	2,448,698.
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)	0.	0.
	14 Benefits paid to or for members (Part IX, column (A), line 4)	0.	0.
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	1,118,042.	1,166,575.
	16a Professional fundraising fees (Part IX, column (A), line 11e)	0.	0.
	b Total fundraising expenses (Part IX, column (D), line 25)	277,325.	
	17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	1,555,835.	1,613,001.
18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	2,673,877.	2,779,576.	
19 Revenue less expenses. Subtract line 18 from line 12	-31,586.	-330,878.	
Net Assets or Fund Balances	20 Total assets (Part X, line 16)	Beginning of Current Year 14,808,002.	End of Year 14,475,341.
	21 Total liabilities (Part X, line 26)	346,073.	344,290.
	22 Net assets or fund balances. Subtract line 21 from line 20	14,461,929.	14,131,051.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer	Date			
	JENNIFER STANCIL, PRESIDENT & CEO Type or print name and title				
Paid Preparer Use Only	Print/Type preparer's name SAM A. LAZZARA	Preparer's signature	Date	Check if self-employed <input type="checkbox"/>	PTIN P01342929
	Firm's name RIVERO, GORDIMER & COMPANY, P.A.	Firm's EIN 59-3040705	Firm's address P. O. BOX 172359 TAMPA, FL 33672	Phone no. (813) 875-7774	

May the IRS discuss this return with the preparer shown above? (see instructions) Yes No

** PUBLIC DISCLOSURE COPY **

Form **990**
Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)
Do not enter social security numbers on this form as it may be made public.
Information about Form 990 and its instructions is at www.irs.gov/form990.

OMB No. 1545-0047
2015
Open to Public Inspection

A For the 2015 calendar year, or tax year beginning **OCT 1, 2015** and ending **SEP 30, 2016**

B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C Name of organization CHILDREN'S MUSEUM OF TAMPA, INC.		D Employer identification number 59-2637851
	Doing business as GLAZER CHILDREN'S MUSEUM		E Telephone number 813-443-3802
	Number and street (or P.O. box if mail is not delivered to street address)	Room/suite	G Gross receipts \$ 3,434,206.
	110 W. GASPARILLA PLAZA		
	City or town, state or province, country, and ZIP or foreign postal code TAMPA, FL 33602		H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions) H(c) Group exemption number ▶
F Name and address of principal officer: JENNIFER STANCIL SAME AS C ABOVE			
I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527			
J Website: ▶ WWW.GLAZERMUSEUM.ORG			
K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶		L Year of formation: 1985	M State of legal domicile: FL

Part I Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities: OPERATE A CHILDREN'S MUSEUM.	
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.	
	3 Number of voting members of the governing body (Part VI, line 1a)	3 24
	4 Number of independent voting members of the governing body (Part VI, line 1b)	4 24
	5 Total number of individuals employed in calendar year 2015 (Part V, line 2a)	5 56
	6 Total number of volunteers (estimate if necessary)	6 286
	7a Total unrelated business revenue from Part VIII, column (C), line 12	7a 0.
b Net unrelated business taxable income from Form 990-T, line 34	7b 0.	
Revenue	8 Contributions and grants (Part VIII, line 1h)	Prior Year 628,014. Current Year 1,112,076.
	9 Program service revenue (Part VIII, line 2g)	1,332,273. 1,450,406.
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	162,344. 162,344.
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	326,067. 414,076.
	12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	2,448,698. 3,138,902.
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)	0. 0.
	14 Benefits paid to or for members (Part IX, column (A), line 4)	0. 0.
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	1,166,575. 1,226,782.
	16a Professional fundraising fees (Part IX, column (A), line 11e)	0. 0.
	b Total fundraising expenses (Part IX, column (D), line 25) ▶ 270,685.	
	17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	1,613,001. 1,592,769.
	18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	2,779,576. 2,819,551.
19 Revenue less expenses. Subtract line 18 from line 12	-330,878. 319,351.	
Net Assets or Fund Balances	20 Total assets (Part X, line 16)	Beginning of Current Year 14,475,341. End of Year 14,800,350.
	21 Total liabilities (Part X, line 26)	344,290. 349,948.
	22 Net assets or fund balances. Subtract line 21 from line 20	14,131,051. 14,450,402.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer	Date			
	JENNIFER STANCIL, PRESIDENT & CEO Type or print name and title				
Paid Preparer Use Only	Print/Type preparer's name JAMES K. O'CONNOR	Preparer's signature	Date	Check if self-employed <input type="checkbox"/>	PTIN P01345914
	Firm's name ▶ RIVERO, GORDIMER & COMPANY, P.A.	Firm's EIN ▶ 59-3040705	Firm's address ▶ P. O. BOX 172359 TAMPA, FL 33672		
Phone no. (813) 875-7774					

May the IRS discuss this return with the preparer shown above? (see instructions) Yes No

Exhibit 5: Competitors/Collaborators Chart

Glazer Children's Museum Competitors/Collaborators

	Museum of Science and Industry (MOSI)	MOSI is a non-profit, community-based institution and educational resource dedicated to advancing public interest, knowledge and understanding of science, industry and technology. MOSI is targeted towards people of all ages and backgrounds. Website: http://www.mosi.org/default.aspx .
	Great Children's Explorations Museum	Great Children's Explorations Museum is a children's museum, program center, and pre-school in St Petersburg, Florida. The museum has offers educative programs, activities and exhibits. Website: http://greatex.org/ .
	The Florida Aquarium	The Florida Aquarium is a large 250,000-square-foot aquarium. The aquarium has more than 20,000 aquatic plants and animals from Florida and all over the world. Website: http://www.flaquarium.org/ .
	Tampa's Lowry Park Zoo	Tampa's Lowry Park Zoo is one of the most popular zoos in the southeastern U.S., with over 800,000 visitors annually. The Zoo originated in the 1930's as a municipal department with a small collection of Florida native species. Website: http://www.lowryparkzoo.org/ .
	Clearwater Marine Aquarium	Clearwater Marine Aquarium is a hospital for sick and injured marine life. They educate young people on the preservation and conservation of our animals and environment. They also collaborate on scientific research to understand animal behavior, illness, treatment and prevention of animal decline. Website: http://www.seewinter.com/ .
	Dinosaur World	Dinosaur World, located in Plant City, Florida, has the world's largest collection of life size dinosaurs for children and families to explore. Website: http://dinosaurworld.com/florida/ .
	LEGOLAND Florida Resort	LEGOLAND Florida Resort is an attraction targeted towards families with children from 2 years old to 12 years old. The 150-acre interactive theme park offers more than 50 rides, shows and attractions, restaurants, shopping, a breathtaking botanical garden and the LEGOLAND Water Park. Website: http://www.legoland.com/florida/ .
	Busch Gardens Tampa Bay	Busch Gardens® Tampa Bay is the ultimate theme park that provides great excitement for children and their families. The park includes a unique blend of world-class roller coasters, live shows and more than 12,000 animals. Website: https://seaworldparks.com/buschgardens-tampa/ .
	Adventure Island Water Park	Adventure Island of Tampa Bay is an attractions for the entire family. The park has various rides, slides, pools, kid-friendly attractions and fun in the sand. Website: https://adventureisland.com/tampa/ .
	AirHeads Trampoline Arena Tampa	AirHeads Trampoline Arena is a destination for airborne amusement. This is a fun place for children and teens. They also host birthdays, group events, parties and other activities. Website: http://tampa.airheadsusa.com/ .
	Boing Jump Center	Boing Jump Center is a trampoline park located in Tampa. The facility has more than 12,000 square-foot surfaces for children and adults. Website: http://www.tampa.boingfun.com/index .

Source: Prepared by Case Study Authors

Exhibit 6: Tampa Bay Demographics 2011-2015

Population Characteristics	
Veterans, 2011-2015	22,253
Foreign born persons, percent, 2011-2015	15.2%
Housing	
Housing units, April 1, 2010	157,130
Owner-occupied housing unit rate, 2011-2015	49.1%
Median value of owner-occupied housing units, 2011-2015	\$160,300
Median selected monthly owner costs -with a mortgage, 2011-2015	\$1,489
Median selected monthly owner costs -without a mortgage, 2011-2015	\$388
Median gross rent, 2011-2015	\$960
Families & Living Arrangements	
Households, 2011-2015	142,232
Persons per household, 2011-2015	2.42
Living in same house 1 year ago, percent of persons age 1 year+, 2011-2015	79.0%
Language other than English spoken at home, percent of persons age 5 years+, 2011-2015	25.3%
Education	
High school graduate or higher, percent of persons age 25 years+, 2011-2015	86.6%
Bachelor's degree or higher, percent of persons age 25 years+, 2011-2015	34.8%
Economy	
In civilian labor force, total, percent of population age 16 years+, 2011-2015	64.0%
In civilian labor force, female, percent of population age 16 years+, 2011-2015	59.7%
Total accommodation and food services sales, 2012 (\$1,000)(c)	1,655,370
Total health care and social assistance receipts/revenue, 2012 (\$1,000)(c)	5,650,451
Total manufacturers shipments, 2012 (\$1,000)(c)	2,751,233
Total merchant wholesaler sales, 2012 (\$1,000)(c)	9,456,987
Total retail sales, 2012 (\$1,000)(c)	7,449,815
Total retail sales per capita, 2012(c)	\$21,429
Transportation	
Mean travel time to work (minutes), workers age 16 years+, 2011-2015	23.3

Income & Poverty	
Median household income (in 2015 dollars), 2011-2015	\$44,185
Per capita income in past 12 months (in 2015 dollars), 2011-2015	\$30,269
Persons in poverty, percent	21.8%

Source: www.census.gov/quickfacts/fact/table/tampacityflorida/HSD410215#viewtop

Exhibit 7: Glazer Children’s Program Focus Group/Survey Results

PARTICIPANTS DEMOGRAPHICS

61 Caregivers of 88 different children were represented in this survey.

- 79% of children were 5 years and under.
- 21% were 6 years and over.
- The largest clusters are 2, 3, and 4 year olds

PARTICIPANTS DEMOGRAPHICS

- Focus Group participants came from
- The majority of respondents were **Members**
- 68% Members
- 32% Non-Members



SHADES OF GREEN

- When asked which shade of green felt more like the Museum, answers were evenly split between A and B. Both A and B were associated with adjectives like **bright, fun,** and **grass.** Shade A was more associated with **happy** and shade B with **warm.** Shade C was liked the least.



RESPONSES TOWARDS DIFFERENT COLORS

- Next, we showed 10 different colors and asked participants to tell us what feelings they associated with each color, following are the letter and the most repetitive words used to describe each color. This was an open ended question.

- A (red) apple, blood, fire, fun, hot, hungry, stop, warm.
- B (orange) warm, sun, pumpkin, orange, fun, bright.
- C (yellow) banana, calm, fun, happy, mustard, play, sun, sunshine.
- D (green) trees, relaxing, outside, grass, fun, earth.
- E (teal) beach, calm, cool, fun, sea, sky, water.
- F (purple) barney, eggplant, fun, grape, happy, playful, pretty.
- G (dark brown) tree, mud, earth, dark, chocolate, bear.
- H (light brown) blah, chocolate, dirt, earth, mud, poop, sand, wood.
- I (yellow brown) dirt, earth, mustard, sand.
- J (beige) flesh, skin, sleepy.

ADVERTISEMENTS

- Respondents were show the second set of ads and asked if these ads would stand out to them in a magazine.
- 93.2% said Yes and they described these ads as imaginative and fun.
- 94.9% said these ads make them feel like the Museum is an educational resource.



FUTURE SCIENTIST

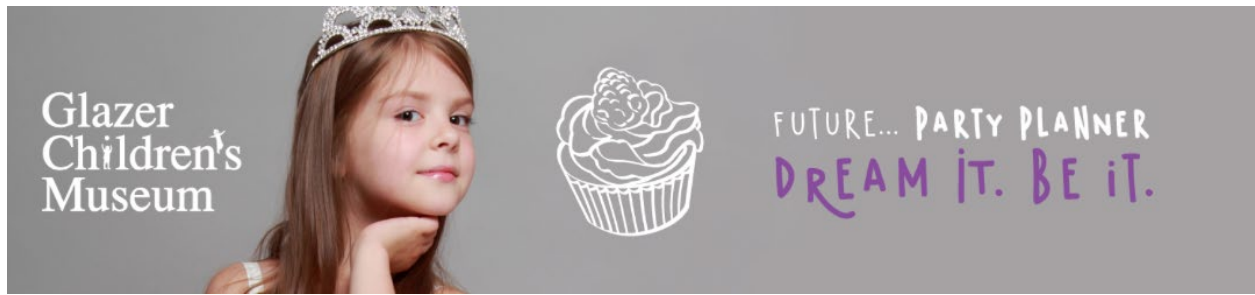
When asked to describe Future Scientist, participants said:

- I enjoy studying science
- It looks fun, educational and real
- Joyful face, child really stands out
- Love science
- Science is so interesting
- The kid looks really happy
- They are our future



- Then we showed participants several compositions of the Museum’s name and tagline. The majority selected D as the best option that connects the Museum’s potential tagline with its logo. The second choice was C, third choice was A, and the fourth choice was B.
- Last, we asked which logo looked like it was meant for children ages 6–11 and the answers were split between A and D. A at 44% and D 41%.

Exhibit 8: Glazer Children's Museum New Brand Campaign



Source: Glazer Children's Museum