

# STRATEGIC PLAN

## Goals, Objectives, & Strategies

2023



# MISSION, VISION, & VALUES

## MISSION

**CML creates innovative learning experiences in our museum and throughout our community that equip and inspire all children to become creative problem solvers.**

## VISION

**CML envisions a creative and inclusive community with a passion for lifelong learning and discovery.**

## VALUES

### **Collaboration**

- We teach children how to collaborate through exhibits and programs that require them to work together and effectively communicate. We do the same with community partners and each other to expand the museum's impact.

### **Creativity**

- We offer exhibits and programs that let children try out new ideas, new ways of thinking, and problem solving. We draw on our own creativity, which allows us to overcome obstacles and serve more children.

### **Curiosity**

- We inspire a sense of wonder and inquiry in children and their adults. We question our processes and seek continual improvement through formal and informal learning.

### **Inclusivity**

- We actively work to remove barriers children face to accessing all we offer. We make every child and adult feel they are welcome and belong when they visit, work, or volunteer with CML.

### **Innovation**

- We encourage children to be innovative by exploring new ideas and technologies and taking risks. We are committed to being innovators—we study other organizations, challenge assumptions, and explore possibilities.

### **Playfulness**

- We create fun and engaging environments in which children and adults experience the joy of learning.

# GOAL #1

**Increase access for under-resourced and underserved communities through expansion of physical locations and community-based programming.**

## OBJECTIVE 1

**Set aside 20% of summer camp seats for low-income families.**

- Continue to engage in effective development to raise funds for ongoing scholarship programs.
- Advertise effectively both through CML channels and hand-in-hand with trusted partner agencies to ensure that all scholarships are utilized.

## OBJECTIVE 2

**Increase volume of attendance and memberships among low-income families by 50% through an effective admissions and membership pricing strategy.**

- Create and launch new membership pricing strategy that appropriately differentiates participation costs for low-income families.
- Actively strategize initiatives to increase attendance among low-income families in conjunction with existing and new community partners through the establishment of satellite locations and community-based programming.

## OBJECTIVE 3

**Increase population of low-income children served through Pop-Up Tinker Shop community- and school-based appearances by 50%.**

- Refine the Pop-Up Tinker Shop business model to ensure that there is clarity around the cost of operating the program in community settings.
- Grow development and fundraising opportunities specifically intended to support increased access by under-resourced children and families.

# GOAL #2

**Offer evidence-based innovative learning experiences that support the work of the early childhood education ecosystem in the Lowcountry.**

## OBJECTIVE 1

**Achieve professional evaluation for 100% of CML education programs.**

- Create an internal process to secure 3rd party evaluation and a timeline for completion.

## OBJECTIVE 2

**Increase awareness of CML programs and services throughout the ECE ecosystem.**

- Identify all the players in the early childhood education ecosystem in CML's service footprint.
- Determine if/how CML will work with these entities to achieve our mission.
- Survey stakeholder groups to establish baseline data and growth of awareness among these groups.

## OBJECTIVE 3

**Grow our knowledge base around innovative learning experiences as active participants in professional development and industry-based growth activities.**

- Attend and actively participate in relevant conferences and trainings.
- Develop and deliver content sessions around our existing and emerging work in the field.
- Create partnerships with other innovative and leading-edge children's museums to share learnings and build our knowledge base.

# GOAL #3

**Champion the development of children's creative problem-solving skills as the experts in informal learning through play.**

## OBJECTIVE 1

**100% of education and floor staff are certified in early childhood education/early childhood development certificate.**

- Build out in-house expertise in early childhood education.
- Invest in master's degrees for education staff.
- Invest in CDA certification for floor staff (separate cashiers/hospitality).

## OBJECTIVE 2

**Establish and grow CML's reputation as the leading experts in informal learning in our market footprint.**

- Participate in all relevant early childhood ecosystem efforts in CML's footprint.
- Survey partners to gather feedback on perceptions of CML's expertise.

## OBJECTIVE 3

**Demonstrate the ability to positively influence children's creative problem-solving skills.**

- Identify tools/methodologies for measuring development of creative problem-solving skills.
- Establish baseline data for progress measurement.

# GOAL #4

**Adopt industry-leading approaches to every aspect of the museum's operations.**

## OBJECTIVE 1

**Become accredited by the American Alliance of Museums.**

- Establish an accreditation committee comprised of staff and volunteer leadership to manage the accreditation process.

## OBJECTIVE 2

**Develop a model approach to organizational governance.**

- Establish a board policy manual aimed documenting and providing guidance to the CML board for consistent governance practices- while affording CML leadership and staff with the flexibility needed to be agile in decision making.

## OBJECTIVE 3

**Establish business models for all programs and services to facilitate decision-making and resource allocation for museum growth.**

- Create revenue and expense projections, including human resource needs, for all current CML programs and services.
- Develop realistic projections of costs, revenues, and human resource needs for potential expansions of service and locations.

# GOAL #5

## **Attract and retain high-quality staff, volunteers, and board members.**

### **OBJECTIVE 1**

#### **Strengthen staff recruitment and retention.**

- Offer financial support for advanced degrees and relevant professional certifications.
- Continue to increase overall compensation through enhanced benefits.
- Intentionally recruit staff to ensure representation for the population served by the museum.

### **OBJECTIVE 2**

#### **Engage volunteers across the lifespan through carefully designed initiatives.**

- Programs for senior volunteers.
- Scholarship, internship, and community service opportunities for teens and young adults.
- Meaningful engagement programs for professionals of all ages.

### **OBJECTIVE 3**

#### **Raise the profile of the board to support recruitment and retention of key volunteer leadership.**

- Build out committees so that we have a recruiting pipeline for future board members.
- Continue to raise CML profile and reputation so that serving on the CML board becomes a point of prestige for members.
- Intentionally recruit board members to ensure representation for the population served by the museum.

# GOAL #6

**Expand the museum's financial vitality through the provision of quality programming to new audiences, innovative exhibits, and identification of new revenue opportunities.**

## OBJECTIVE 1

**Strengthen CML's budget by increasing both earned and contributed income.**

- Explore opportunities to expand CML's physical presence across the Lowcountry through additional locations (Summerville, Mt. Pleasant, Beaufort, etc.).
- Philosophy behind contributed income will focus on increasing access and enhancing facilities.
- Philosophy behind earned income will focus on building the CML team to ensure that staffing supports the full scope of museum operation.

## OBJECTIVE 2

**Establish an exhibit development side business.**

- Identify 2-3 core exhibits that can be produced effectively and efficiently while providing an appropriate margin.
- Build a team of design and fabrication staff to execute and deliver exhibits.

## OBJECTIVE 3

**Identify other new revenue opportunities.**

- License innovative education curriculum to other providers for delivery.
- Explore other educational curriculum opportunities.



CHILDREN'S   
MUSEUM of the  
LOWCOUNTRY