



MISSOURI BOTANICAL GARDEN

Discover + Share

Strategic Plan | 2016–2020



“To **discover and share**
knowledge about plants and
their environment in order to
preserve and enrich life”

—mission of the Missouri Botanical Garden





Henry Shaw's vision

and our rich history have served as the foundation for the growth and prominence of the Missouri Botanical Garden in the St. Louis community and throughout the world for over 150 years. Today, our mission has never been more relevant or important. Plant diversity, the world's greatest renewable natural resource, is being lost at an alarming rate, and we must act with the greatest urgency to document and conserve it before it is too late. This Strategic Plan reflects the Garden's commitment to this critical challenge. The Missouri Botanical Garden has recognized and accepted its responsibility to be an effective leader, mentor, advocate, and practitioner of environmental protection at home and throughout the world.

The 2008-14 Strategic Plan, adopted by the Board of Trustees in December 2007, was largely oriented toward the functional success of our operating divisions, and the challenging economy in the early years of that plan required a reevaluation of our priorities as we sought progress toward our goals. Nevertheless, the 2008-2014 Plan provided an excellent planning basis toward 2020.

Our work up to 2020 will embody the successes of past programs infused with a strategic focus on four key directions for the Garden: leading Plant Conservation and enhancing our role as a premier Cultural Institution, while growing our Organizational Capability and ensuring stability and continuity through Financial Planning. What follows is a synopsis of our work to date on the Garden's 2016-2020 Strategic Plan.

—Peter Wyse Jackson, *President*

—Lelia J. Farr, *Chair, Board of Trustees*

Vision

More than **150 years** ago, Henry Shaw founded this Garden as a place of **beauty and floral display**, but also as an institution of **scientific research and education**. Over time, the Missouri Botanical Garden has come to exemplify the nexus of conservation and quality of life. As we move forward, we aspire to be the world's leading institution for integrating plant science and research, horticulture, and education for the purpose of achieving plant conservation.

Today the Garden is a National Historic Landmark and a treasured part of the St. Louis community, and we are a critical partner in plant conservation throughout the world. As we look toward the future, we recommit to be:

- A global and local leader in **plant conservation**
- An **innovative cultural institution** that engages diverse audiences in learning about plants as the foundation of life.
- An effective practitioner of **sustainability**.
- An exemplary partner for all those with whom we work.

Values

Our values inform our actions and frame our beliefs about the importance of plants and plant diversity and our role in our local and global communities.

Fundamentally, we act with **honesty** and conduct our business with **integrity**, with a commitment to accuracy, objectivity, and transparency. We act on our belief that **collaboration** with partners and alliances enhances our accomplishments and increases our impact.

We demonstrate **accountability** for the funds we receive and **steward** carefully our resources with conservation and sustainability in full view. Within our organization, we recognize **people** are our greatest resource, as we work with staff and volunteers, and we foster **staff development** within our workplace to support, engage, and educate those with whom we work. In our work with others, we live as a **good neighbor** within our communities. We improve the **quality of life** in our region and around the world, and within the communities where we work, we **build capacity** to support plant conservation and sustainability by developing essential knowledge, practical ability, and possessing the will to act.



Strategic Directives

1 Plant Conservation

By advancing plant conservation and biodiversity, the Missouri Botanical Garden will materially contribute to global human wellbeing.

1. Map the current and emerging stakeholders of the Garden (in the scientific, conservation, horticultural and education communities and beyond) . Identify how the Garden is most relevant to their objectives and interests.
2. Assess our research portfolio and ensure sufficient prioritization of projects that connect plant conservation with top human wellbeing and sustainability challenges. (Also assess the alignment of the portfolio with funding trends.)
3. Secure and enhance our standing as a world-class botanical garden by investing in the continued development of collections and displays.
4. Enhance our leadership of global policy and research initiatives that are critical to achieving the world's plant conservation efforts.
5. Challenge the Garden team to further integrate research, conservation, horticulture and education, capitalizing on the Garden's most important strengths.
6. Demonstrate our commitment to our region by expanding our local portfolio of innovative, urgent and compelling plant conservation, education and sustainability initiatives.
7. Establish a College of Horticulture to share our innovative approach to plant conservation with future leaders in this field, and to continue advancing horticulture at the Garden.

2 Cultural Institution

The Missouri Botanical Garden, serving as a world-class institution and treasured community resource, will share the world of plants and nature with diverse audiences at all sites in ways that engage, enrich and inspire.

1. Enhance the Garden's physical facilities to keep pace with growing programmatic requirements as well as ensure a safe and welcoming experience for all visitors.
2. Enable stimulating opportunities for everyday learning that deepen knowledge, understanding, interest and advocacy of plant conservation and biodiversity for all Garden stakeholders.
3. Further expand our educational and capacity-building efforts to students at all levels (including children, gardeners, PhDs, post-graduates, other botanical gardens, partner organizations, etc.).
4. Create a multi-year special events/exhibits plan for all our locations that maximizes mission impact and return on investment.

3 Organizational Capability

The Missouri Botanical Garden will strengthen operational effectiveness and efficiency through the delivery of focused policies, procedures, and technologies that support our institution's people, mission, goals, and priorities.

1. Attract and retain the best staff and volunteers through a renewed dedication to talent development and succession planning.
2. Maximize Trustees engagement by enhancing board recruitment, board development, and committee involvement.
3. Ensure the very best visitor experience by investing in training and cutting edge interactive and mobile technology.
4. Strengthen our marketing and messaging capabilities, enabling the Garden to communicate its relevance and importance in a compelling way to all stakeholders
5. Leverage best business practices and technology to improve collaboration and enable staff to work more productively.
6. Further improve the diversity of our staff, volunteers, stakeholders and visitors to more closely reflect the communities we serve.

4 Financial Planning & Continuity

The Missouri Botanical Garden will operate from a business plan that is financially sustainable over the long term.

1. Systematize the process of forecasting capital and operating expenses as well as the revenue necessary to support them. Ensure spending priorities remain aligned with the objectives of the strategic plan.
2. Retain flexibility and ensure capacity to meet unexpected opportunities and needs while continuing to fund key programs, capital projects and maintenance.
3. Explore and implement opportunities to create innovative new earned and contributed revenue streams and broaden sources of grant and contract funding.
4. Promote endowment growth by carefully managing the annual draw and our investment strategy and by the addition of new gifts and bequests.



“Our Garden has grown to become the world’s most **vibrant, effective, and influential institution** for **science-based plant conservation.**”

–Dr. Peter Wyse Jackson
President of the Missouri Botanical Garden

Plant Conservation

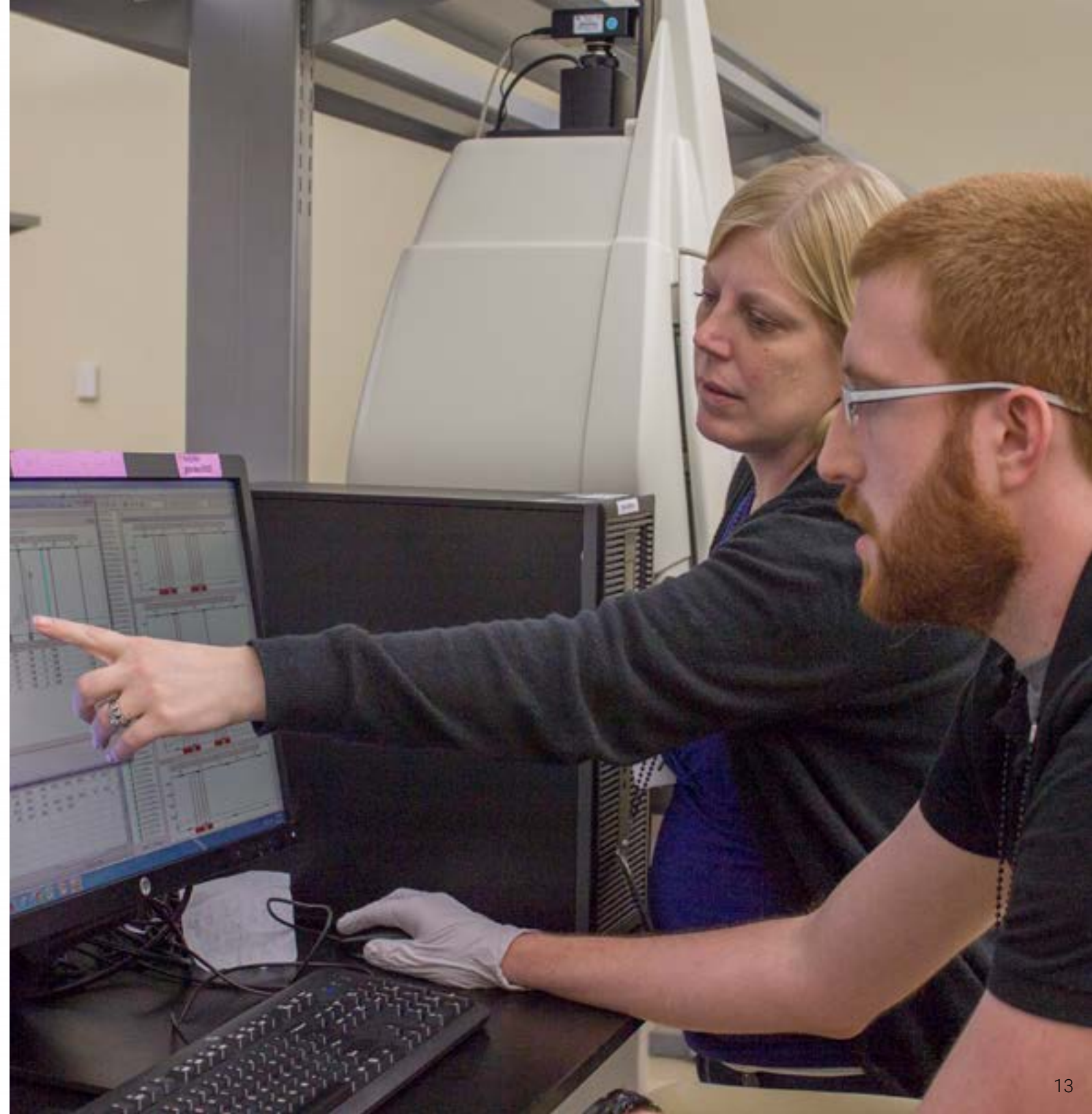
By advancing plant conservation and biodiversity, the Missouri Botanical Garden will materially contribute to global human well-being.

Plants are the basis of life on Earth; they provide the framework for all other forms of life to flourish. Yet we know that tens of thousands of species currently require our support and interventions to ensure their survival in the wild where they are often threatened by multiple human impacts and environmental changes.

Over the last three decades botanical gardens have become the world's leading institutions involved in conserving plant species, through their work in discovering, researching, protecting, cultivating, and restoring plant species both in their collections and in the wild. Today botanical gardens are leaders in implementing the Global Strategy for Plant Conservation (GSPC) of the United Nations' Convention on Biological Diversity. The GSPC includes 16 targets to be achieved by 2020, which provide a context for plant conservation action at all levels.

So many aspects of the great challenges facing humanity today rely on biodiversity and plants. Plants are central to global efforts to eradicate poverty, achieve healthy ecosystems, food security, and sustainable agriculture; address global change; attain sustainable water management, economic growth, and sustainable consumption and production. At the same time we must work to build effective, accountable, and inclusive institutions.

The work of the Missouri Botanical Garden through this Strategic Plan will make a material contribution to the achievement of these global targets. We will advance the global understanding, conservation, restoration, and sustainable use of plants and plant diversity by utilizing expertise across our institution, always working in collaboration with our partners.





Goals

Map the current and emerging stakeholders of the Garden (in the scientific, conservation, horticultural and education communities and beyond). Identify how the Garden is most relevant to their objectives and interests.

Assess our research portfolio and ensure sufficient prioritization of projects that **connect plant conservation with top human wellbeing and sustainability challenges**. (Also assess the alignment of the portfolio with funding trends.)

Secure and **enhance our standing as a world-class botanical garden** by investing in the continued development of collections and displays.

Enhance our leadership of **global policy and research initiatives** that are critical to achieving the world's plant conservation efforts.

Challenge the Garden team to further **integrate research, conservation, horticulture and education**, capitalizing on the Garden's most important strengths.

Demonstrate our **commitment to our region** by expanding our local portfolio of innovative, urgent and compelling plant conservation, education and sustainability initiatives.

Establish a **College of Horticulture** to share our innovative approach to plant conservation with future leaders in this field, and to continue advancing horticulture at the Garden.



We will be inspired by
the **creativity of human
imagination**, supported
by **scientific endeavor**
and traditional and new
knowledge.

—Dr. Peter Wyse Jackson
President of the Missouri Botanical Garden

Cultural Institution

The Missouri Botanical Garden, serving as a world-class institution and treasured community resource, will share the world of plants and nature with diverse audiences at all sites in ways that engage, enrich, and inspire.

Connecting with nature ensures that current and future generations can continue to enjoy and care for plants and the environment, thus helping to improve the quality of life for all.

Since our beginning, the Missouri Botanical Garden has been recognized, valued, and cherished as a unique cultural asset for St. Louis. Our founder, Henry Shaw, intended that we would be a Garden for all time for the region. Today we continue that aspiration, not just for St. Louis, but for the world.

As a Garden for the world, we pledge to maintain and enhance our beautiful displays and gardens, and we will continue to build and expand our collections of living plants, seeds, the herbarium, and important plant-based artifacts. Such resources are both valuable to support our outreach activities in education and all forms of learning, as well as to foster community engagement in St. Louis and beyond.

We also take responsibility for the preservation of the character and historic nature of the Garden and our sites with strategies and materials that model best practices.





Goals

Enhance the Garden's physical facilities to keep pace with growing programmatic requirements as well as **ensure a safe and welcoming experience** for all visitors.

Enable **stimulating opportunities for everyday learning** that deepen knowledge, understanding, interest and advocacy of plant conservation and biodiversity for all Garden stakeholders.

Further **expand our educational and capacity-building efforts** to students at all levels (including children, gardeners, PhDs, post-graduates, other botanical gardens, partner organizations, etc.).

Create a **multi-year special events/exhibits plan for all our locations** that maximizes mission impact and return on investment.



I am excited, and **optimistic about the future** where we have a clear, concise and, I believe, visionary new Strategic Plan.

—Lelia J. Farr
Chair, Board of Trustees

Organizational Capability

The Missouri Botanical Garden will strengthen operational effectiveness and efficiency through the delivery of focused policies, procedures, and technologies that support our institution's people, mission, goals, and priorities.

People are at the heart of the success of the Missouri Botanical Garden. Caring for our staff, volunteers, visitors, and all those who work and connect with the Garden in a multitude of ways is central to the achievement of the objectives of the Strategic Plan.

We live in a global community, and the Garden is committed to understanding, appreciating, and developing diversity among our staff, volunteers, and visitors, creating an environment that lives up to our claim to be a Garden for the World.

Understanding, appreciating, and developing an increasingly diverse stakeholder involvement in the Garden will be a clear objective up to 2020.

This will go hand in hand with ensuring that the Garden goes forward based on clear and sustainable policies and streamlined efficient practices and procedures, while at the same time delivering transparent, successful, and efficient operations. We will continue to endeavor to be a model for sustainability through our own operations. Determining and monitoring the milestones and outcomes towards the goals of the Strategic Plan will be important steps in measuring progress and success.





Goals

Attract and **retain the best staff and volunteers** through a renewed dedication to **talent development and succession planning**.

Maximize Trustees engagement by enhancing board recruitment, board development, and committee involvement.

Ensure the very best visitor experience by investing in training and **cutting edge interactive and mobile technology**.

Strengthen our marketing and messaging capabilities, enabling the Garden to communicate its relevance and importance in a compelling way to all stakeholders.

Leverage best business practices and **technology to improve collaboration** and enable staff to work more productively.

Further **improve the diversity of our staff, volunteers, stakeholders and visitors** to more closely reflect the communities we serve.



Together, we can apply our
knowledge and expertise to
address real **global issues**.

–Dr. Peter Wyse Jackson
President of the Missouri Botanical Garden

Financial Planning & Continuity

The Missouri Botanical Garden will operate from a business plan that is financially sustainable over the long term.

The Missouri Botanical Garden operates on the basis of sound finances and a strong business plan that is closely aligned with present-day needs and identified future priorities. Investments will continue to be made to ensure we sustain our outstanding capital infrastructure and exemplary human resources, while at the same time achieving exceptional performance in all our operations.

Financial sustainability will be achieved through prioritization and corresponding resource allocation and through thoughtful, planned strategies for generating a broad base of support and revenue from diverse sources for the Garden's mission, goals, and priorities. Careful planning, monitoring, and vigilant oversight will continue to ensure that we gain the best possible use from all available financial resources.





Goals

Systematize the process of **forecasting capital and operating expenses** as well as the revenue necessary to support them. Ensure spending priorities remain aligned with the objectives of the strategic plan.

Retain flexibility and ensure capacity to meet unexpected opportunities and needs while continuing to fund key programs, capital projects and maintenance.

Explore and implement opportunities to **create innovative new earned and contributed revenue** streams and broaden sources of grant and contract funding.

Promote endowment growth by carefully managing the annual draw and our investment strategy and by the addition of new gifts and bequests.

