



# STRATEGIC PLAN

MARIE SELBY  
BOTANICAL  
GARDENS



2022-2025

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The strategic priorities set forth in the 2016–2021 Strategic Plan guided Marie Selby Botanical Gardens to new peaks and positioned the institution for continued advancement. In our 2022–2025 Strategic Planning process, we determined that the priorities guiding our work since 2016 remain relevant. Strengthening upon the foundations built will be the focus of the 2022–2025 Strategic Plan. The priorities set forth call for bold, deliberate, and pioneering action by Selby Gardens’ diverse stakeholders.

In the Strategic Plan 2022–2025, we will continue to advance the priorities set forth in the following key pillars:

- Stewarding and expanding our collections to inform worldwide conservation, while showcasing native nature and preserving our regional history
- Building our Visitor Engagement
- Diversifying our Revenue Model
- Securing our Brand and Global Position
- Creating the Infrastructure for Our Future
- Fostering Diversity and Inclusion

*Mission: To provide bayfront sanctuaries connecting people with air plants of the world, native nature, and our regional history*



The adoption of the Historic Spanish Point campus in 2020 presented an opportunity to expand the scope of each pillar to include priorities for this campus. Furthermore, in our planning process, we also identified the need for a new pillar underscoring our commitment to Inclusion, Diversity, Equity, and Access. This pillar, Fostering Diversity and Inclusion, sets forth priorities for cultivating an environment where all feel welcome at Selby Gardens.

With an ever-changing landscape in mind and invigorated by past success, the institution will seize upon new opportunities that encourage innovation, further our brand and global position, and deepen our connection to the local and regional community. The institution will continue to build upon our successful Living Museum® model, further improve our infrastructure to care for our collections and constituents, and significantly contribute to worldwide conservation efforts. Relationship-building through targeted outreach, collaborations, and partnerships with new and long-time stakeholders will be key to advancing the institution.

Investing in Selby Gardens’ future is a gift to the community. Guided by our mission, the entire organization is committed to fulfilling our vision set forth in this Strategic Plan.



# 1 STEWARDING AND EXPANDING OUR COLLECTIONS

*Strategically steward and expand our collections to inform worldwide conservation efforts and confirm our leadership position as the international authority on air plants, while underscoring the institution's focus on native nature and our regional history.*

## STRATEGIES

### BOTANY

- Optimize collections, staff, and growing/storage spaces in order to efficiently care for, interpret, and display a greater percentage of our collections to the public, and make them more widely available to the scientific community.
- Conduct research and inventory programs in tropical and subtropical regions of the Americas that lead to a better understanding and conservation of plant species and their habitats.
- Work to understand the effects of global climate change on plants, their natural habitats, and our coastal environments.
- Promote the sharing of plants between botanical gardens to enrich our collections and to provide reliable backup growing sites for our most important collections.

### HORTICULTURE

- Improve the health, quality, and composition of our living collections, and ensure their long-term safety.
- Develop plans for state-of-the-art greenhouse facilities to adequately house, grow, and display our world-class living collections.



### REGIONAL HISTORY

- Grow our recognition as a research institution and Smithsonian Affiliate by regional, national, and international media via earned coverage.
- Further define our brand as an institution of botanical, archaeological, and historical research.
- Continue to tell the stories of air plants (epiphytes), native nature, and our regional history.

### MARKETING/PUBLIC RELATIONS

- Implement natural history management software to share our historical and archaeological collections worldwide.
- Safeguard our historical and archaeological collections.

### FINANCE/OPERATIONS

- Maximize performance management system that drives accountability and collaboration by aligning human capital with strategic priorities.





# 2

## BUILDING OUR VISITOR ENGAGEMENT

*Enhance our Visitor Engagement by building on the proven success of The Living Museum® operating model and leveraging our unique features including the Ann Goldstein Children’s Rainforest Garden, Butterfly Display, the Library Collection, and our Bayfront locations.*



### STRATEGIES

#### BOTANY

- Optimize collections and displays in order to foster increased visitor engagement and educational opportunities.
- Disseminate scientific knowledge about plants and their natural habitats with a focus on air plants (epiphytes) and native nature.

#### HORTICULTURE

- Improve the health, quality, and composition of our living collections, and ensure their long-term safety.
- Optimize horticultural plantings and exhibit programs on both campuses.
- Develop plans for state-of-the-art greenhouse facilities to adequately house, grow, and display our world-class living collections.

#### EDUCATION

- Further develop our dynamic Visitor Engagement Model, which involves daily guests in their own experience.
- Share the significant work that we do in research, horticulture, archaeology, regional history, and education by powerfully disseminating content to advance our mission and increase visibility of the institution on a broader scale.

#### REGIONAL HISTORY

- Optimize collections and displays in order to foster increased visitor engagement and educational opportunities.
- Produce a wide range of historical programming to connect constituents with archaeology and our regional history.

#### INSTITUTIONAL ADVANCEMENT

- Enhance current and create new development programs to increase annual contributed income.
- Identify and engage new individuals, corporations, and foundations who will support our strategic priorities.
- Expand membership programs to engage new audiences.
- Develop a robust menu of giving opportunities reflecting the programs of the Downtown Sarasota and Historic Spanish Point campuses.
- Maintain current and expand government relationships.

#### MARKETING/PUBLIC RELATIONS

- Employ multi-channel, integrated marketing strategies for The Living Museum® model, which will increase visitation, membership, and philanthropic support.

#### VISITOR EXPERIENCE

- Provide sufficient parking and orientation facilities at both campuses.
- Refine a customer service strategy based on utilization of a nimble integrated system.

#### FINANCE/OPERATIONS

- Maximize performance management system that drives accountability and collaboration by aligning human capital with strategic priorities.



# 3

## DIVERSIFYING OUR REVENUE MODEL

*Foster a diversified Revenue Model that will continue to yield sustainable funding for the institution by significantly increasing earned and contributed revenue, engaging new individuals and philanthropic institutions, and building upon existing relationships.*

### STRATEGIES

#### BOTANY

- Identify and engage with relevant government funding sources interested in supporting botanical research and plant conservation.
- In partnership with the Institutional Advancement team, identify and engage with foundations and individuals interested in supporting botanical research and plant conservation.

#### HORTICULTURE

- Optimize horticultural plantings and exhibit programs on both campuses.

#### EDUCATION

- Enhance The Living Museum® model and the creation of high-profile, multidisciplinary, and immersive cultural exhibitions to increase visibility in the arts community, broaden audiences, and, as a result, diversify revenue.
- Develop a traveling exhibition program to generate revenue and increase visibility of The Living Museum® model.

#### REGIONAL HISTORY

- Identify and engage with relevant government funding sources interested in supporting archaeology and regional history.
- In partnership with the Institutional Advancement team, identify and engage with foundations and individuals interested in supporting archaeology and regional history.



#### INSTITUTIONAL ADVANCEMENT

- Enhance current and create new development programs to increase annual contributed income.
- Identify and engage new individuals, corporations, and foundations who will support our strategic priorities.
- Expand membership programs to engage new audiences.
- Engage new corporate partners.
- Maintain current and expand government relationships.
- Create comprehensive endowment giving framework and implementation for financial sustainability.

#### MARKETING/PUBLIC RELATIONS

- Grow earned revenue through effective marketing and communication of The Living Museum® model resulting in increased visitation and membership.

#### EVENTS

- Expand our reach and visibility through philanthropic and donor cultivation events.
- Sustain our event programming that attracts tourists and the local community.
- Generate diverse revenue streams through event rentals while enhancing the institution's brand and ability to cultivate constituencies.

#### VISITOR EXPERIENCE

- Refine a customer service strategy based on utilization of a nimble integrated system.
- Further develop collaboration with retail partner to maximize branding and earned revenue opportunities.
- Implement planned accessory use garden-to-plate restaurant at our Downtown Sarasota campus.
- Establish food service at our Historic Spanish Point campus.

#### FINANCE/OPERATIONS

- Maximize performance management system that drives accountability and collaboration by aligning human capital with strategic priorities.
- Ensure high-level financial management of the institution's assets and appropriate reporting for critical decision-making.



# 4

## SECURING OUR BRAND AND GLOBAL POSITION

*Further develop our national and international visibility by strengthening our institutional branding and global positioning.*

### STRATEGIES

#### BOTANY

- Develop a robust and rich information source on our website relating to air plants (epiphytes), native nature, and their habitats.
- Seek and promote scientific collaborations to expand the reach of our mission.

#### HORTICULTURE

- Develop a robust and rich information source on our website relating to air plants (epiphytes), native nature, and their habitats.
- Optimize horticultural plantings and exhibit programs on both campuses.

#### EDUCATION

- Enhance The Living Museum® model and the creation of high-profile, multidisciplinary, and immersive cultural exhibitions to increase visibility in the arts community, broaden audiences, and, as a result, diversify revenue.
- Share the significant work that we do in research, horticulture, archaeology, regional history, and education by powerfully disseminating content to advance our mission and increase visibility of the institution on a broader scale.
- Continue to increase institutional visibility through strategic collaborations and partnerships.
- Develop a traveling exhibition program to generate revenue and increase visibility of The Living Museum® model.



#### REGIONAL HISTORY

- Seek and promote archaeological and historical collaborations to expand the reach of our mission.
- Develop a robust and rich information source on our website relating to archaeology and our regional history.

#### MARKETING/PUBLIC RELATIONS

- Grow our recognition by regional, national, and international media with earned coverage.
- Further define our organization's dual-campus brand and positioning across external and internal audiences.
- Leverage the resources of tourism agencies and other relevant partnerships to further secure our brand and global position.

#### EVENTS

- Expand our reach and visibility through philanthropic and donor cultivation events.
- Generate diverse revenue streams through event rentals while enhancing the institution's brand and ability to cultivate constituencies.

#### VISITOR EXPERIENCE

- Further develop collaboration with retail partner to maximize branding and earned revenue opportunities.

#### FINANCE/OPERATIONS

- Maximize performance management system that drives accountability and collaboration by aligning human capital with strategic priorities.



# 5 | CREATING THE SUSTAINABLE INFRASTRUCTURE FOR OUR FUTURE

*Realize Phase I and prepare for Phase II of the master site plan for our Downtown Sarasota campus and make improvements necessary for our Historic Spanish Point campus to become self-sustaining.*



## STRATEGIES

### BOTANY

- Implement the sustainable infrastructure required to steward existing collections (living, preserved, and bibliographic) and support expanded research and publication capabilities.

### HORTICULTURE

- Develop plans for sustainable state-of-the-art greenhouse facilities to adequately house, grow, and display our world-class living collection.

### EDUCATION

- Develop plans for sustainable state-of-the-art education facilities to adequately accommodate children and adult learners.

### REGIONAL HISTORY

- Implement infrastructure changes to ensure the long-term self-sustainability of the Historic Spanish Point campus.

### INSTITUTIONAL ADVANCEMENT

- Implement and complete capital campaigns to support institutional sustainability and growth at our Downtown Sarasota and Historic Spanish Point campuses.
- Develop a robust menu of giving opportunities reflecting the programs of the Downtown Sarasota and Historic Spanish Point campuses.
- Create comprehensive endowment giving framework and implementation for financial sustainability.

### MARKETING/PUBLIC RELATIONS

- Employ multi-channel, integrated marketing strategies for The Living Museum® model, which will increase visitation, membership, and philanthropic support.
- Effectively communicate the progress and develop the visibility of our Downtown Sarasota campus Master Plan and Historic Spanish Point campus improvements to all constituencies.

### VISITOR EXPERIENCE

- Provide sufficient parking and orientation at both campuses.
- Implement planned gift and plant shop at our Downtown Sarasota campus.
- Implement planned accessory use garden-to-plate restaurant at our Downtown Sarasota campus—the first net-positive restaurant in the world.
- Establish food service at our Historic Spanish Point campus.

### FINANCE/OPERATIONS

- Realize Phase I and prepare for Phase II of the Master Site plan for our Downtown Sarasota campus and make improvements necessary for our Historic Spanish Point campus to become self-sustaining.
- Ensure high-level financial management of the institution's assets and appropriate reporting for critical decision-making with regard to capital campaigns and future improvements to both campuses.
- Optimize network infrastructure and information management tools.
- Maximize performance management system that drives accountability and collaboration by aligning human capital with strategic priorities.



# 6

## FOSTERING DIVERSITY AND INCLUSION

*Cultivate a culture and environment where all feel welcome — regardless of their ability, age, financial status, gender, race, religion, sex, or sexual orientation.*

### STRATEGIES

#### BOTANY

- Utilize talent diversity to drive the innovation and creativity that is essential for organizational growth and advancing our mission.
- Create external partnerships and internal collaborations that attract underserved populations to careers in botany and equip members of underserved populations for entry level positions.

#### HORTICULTURE

- Identify impediments and increase outreach efforts to populations of underserved people who have not been attracted to jobs and volunteer tasks with the living collections.

#### EDUCATION

- Increase ethnic, racial, and socioeconomic diversity among students, visitors, and volunteers.
- Cultivate a gardens-wide culture and environment of inclusiveness; employ culturally appropriate pedagogy that resonates with students from various backgrounds.

#### REGIONAL HISTORY

- Develop a value proposition statement that articulates the benefits of the Historic Spanish Point campus and describes the value of understanding historical migration, and ethnic and racial diversity.

#### INSTITUTIONAL ADVANCEMENT

- Expand the composition of our Board of Trustees to include members who add ethnic, racial, and socioeconomic diversity.
- Develop a protocol for formalizing policy recommendations from our Diversity and Inclusion Task Force and communicating them to the Board of Trustees.

#### MARKETING/PUBLIC RELATIONS

- Develop messaging campaigns that communicate our leadership position on diversity and inclusion and demonstrate our leadership in inclusion, diversity, equity, access within its sphere of influence.

#### EVENTS

- Seek opportunities to utilize products and services provided by minority-owned businesses.
- Identify and remove impediments to full inclusion in all aspects of business and programming.

#### VISITOR EXPERIENCE

- Identify and remove impediments to full inclusion in all aspects of business and programming.

#### FINANCE/OPERATIONS

- Seek opportunities to utilize products and services provided by minority-owned businesses.
- Equip staff with training and resources to nurture an inclusive environment and be accountable for results.
- Identify and remove impediments to full inclusion in all aspects of business and programming.
- Develop a self-assessment tool that helps employees gauge whether their verbal, nonverbal, and visual messages align with our diversity and inclusion pillar.





# MARIE SELBY BOTANICAL GARDENS

SELBY.ORG



*Mission: To provide bayfront sanctuaries connecting people with air plants of the world, native nature, and our regional history*



## DOWNTOWN SARASOTA CAMPUS

1534 Mound Street, Sarasota, Florida 34236



## HISTORIC SPANISH POINT CAMPUS

337 North Tamiami Trail, Osprey, Florida 34229



Printed on paper that is made from responsibly sourced fiber  
and meets SFI Certified Sourcing standards.  
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