

A close-up photograph of several purple orchid flowers. The central flower is in sharp focus, showing its intricate structure, including a yellowish center and dark, ruffled lip. Other flowers are visible in the background, slightly out of focus. The overall color palette is dominated by various shades of purple and magenta, with some green foliage visible at the bottom.

# Strategic Plan 2016-2021

MARIE  
SELBY  
BOTANICAL  
GARDENS®



“Marie Selby  
Botanical Gardens  
is a living museum  
that brings global,  
living treasures to  
the public for study,  
conservation and  
enjoyment of the  
natural world.”

**Jennifer O. Rominiecki**  
*President & CEO, Selby Gardens*

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\*As of October 2018

## VISION

Marie Selby Botanical Gardens is the world leader in the cultivation, study and display of epiphytic plants, and the premier Bayfront urban attraction connecting people with nature.



## Executive Summary

*Marie Selby Botanical Gardens has an extensive 40-year history of serving as a world-class botanical institution and jewel in Sarasota's crown.*

One of the most essential facts is that Selby Gardens is the world's only botanical garden specializing in epiphytes—air plants adapted to live in the tree canopy, including orchids, bromeliads and gesneriads. This niche makes Selby Gardens different from all other gardens and research institutions, and a repository sought out by international experts.

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During the planning period, Selby Gardens will focus its resources on bolstering its position as the world leader in epiphytic plants, while building upon the unique assets and bayfront location it possesses. We plan to attain international visibility for our programs, especially the global contributions we make to the field of plant research. In addition, visitors will be delighted by a Major Exhibition Program beginning in Fiscal Year 2017, featuring groundbreaking interdisciplinary fine art and horticultural displays as well as the Gardens’ own collection of rare botanical books and prints. This maximizes the original purpose of the Gardens’ Museum of Botany and the Arts, founded in 1979 in the Payne Mansion to showcase the connections

between the arts and nature. An enhanced visitor engagement model is expected to drive attendance and increase affinity. Our exclusive caterer partnership will enhance dining and event options for guests, and improve visitor satisfaction and capacity for private events. Fiscal Year 2016 is a year of transition, and we expect to begin to realize the financial impacts of these revenue drivers in Fiscal Year 2017.

We anticipate that these earned revenue sources will be complemented by increased contributed revenue from engaged stakeholders. We will expand the depth and breadth of our fund development efforts as both private and public funding sources learn more about physical infrastructure needs to support our collection and our compelling programmatic work.

Significant investment is needed in our physical infrastructure to preserve and expand our collections. Initially, the plan provides for capital improvements to support major exhibitions and funding for deferred maintenance for aging facilities. Capital projects including a multi-purpose facility to properly house our preserved plant and library collections and administrative needs, as well as planning for glasshouses, are addressed in the later years of the plan.

A description of the strategic priorities which support Marie Selby Botanical Gardens’ Vision and the associated financial impact follow. With the resources identified, we will strive towards realizing our Vision, while upholding our core values.

## VALUES

### Advocacy.

We champion environmental conservation and sustainable practices.

### Integrity.

We hold ourselves and others accountable to the highest standards of personal and professional integrity.

### Financial Security.

We will have the financial resources to maintain and develop the Gardens.

### Stewardship.

We will protect and nurture the gift of Marie Selby for future generations.

### Excellence.

We demand excellence in all we do.

## VENERATION

Since 1975, Marie Selby Botanical Gardens – created in the name of the philanthropist whose final wish was for her property to become a botanical garden “for the enjoyment of the general public” — has formed the world’s only botanical garden committed to the botanical study and conservation of epiphytic plants, or plants that grow upon other plants without harming them. Over the past 40 years the property has expanded

from seven to 15 acres and become a respected center for research and education, as well as a famous showplace that delights more than 170,000 visitors each year.

Selby Gardens maintains a living plant collection of more than 20,000 plants. The Herbarium has approximately 112,000 dried and pressed specimens of tropical flora. The Spirit Collection is the second largest in the world,

containing 28,000 vials of mostly orchid flowers in preservative fluids, along with several thousand gesneriad specimens. The Reference Collection includes over 7,000 books featuring a rare book collection, as well as periodicals and newsletters, botanical prints, drawings, slides, digital images, videotapes and microfiche of early botanical references.

## About Our Planning Process

Marie Selby Botanical Gardens' staff, board and advisory committee members were engaged in the Strategic Planning Process. It began with "bottoms up" input on organizational priorities and challenges, which included contributions from every staff member. The strategic planning team synthesized staff input and identified strategic priorities which will enable us to reach our future vision. The upfront investment of engaging both staff and board members will enhance our likelihood of success, and has laid solid groundwork for engaging staff during the execution phase of the plan. Senior staff worked closely with their teams to develop detailed initiatives, milestones, deliverables and anticipated outcomes and to establish accountability. Board Members on the Strategic Plan Steering Committee generously gave of their time to support their Staff partners in reviewing and prioritizing the work in their respective areas which will drive attainment of our strategic priorities. Annual Projections were developed to assess the financial impact and sustainability of the proposed plans.

### Our Focus

*The culmination of our planning efforts has resulted in initiatives that are designed to strengthen our programs and our infrastructure to maintain our mission.*

*The new initiatives identified in the program plan are intended to strengthen both the programmatic mission of the Gardens and to position the institution to attract and/or generate new funding and earned income. Incremental revenue from each of these sources will be key to funding the initiatives as well as maintaining the Gardens' ongoing operations.*





## **Our Strategic Priorities: 2016-2021**

### **Stewarding and Expanding Our Collections**

Strategically steward and expand our living and preserved plant collections to enhance our leadership position as the world renowned authority on epiphytic plants.

### **Building Our Visitor Engagement**

Build our Visitor Engagement Model by launching a Major Exhibition program and leveraging our world class, unique features including the Ann Goldstein Children's Rainforest Garden, the Library Collection and our Bayfront location.

### **Diversifying Our Revenue Model**

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

### **Securing Our Brand and Global Position**

Attain national and international visibility for Selby Gardens by building and strengthening our institutional branding and global positioning.

### **Creating the Infrastructure for Our Future**

Provide the physical and network infrastructure necessary for staff to carry out the institution's mission.

# Stewarding and Expanding Our Collections

*Strategically steward and expand our living and preserved plant collections to enhance Selby Gardens' leadership position as the world-renowned authority on epiphytic plants.*

## Strategies

### Botany

- Optimize collections in order to enhance our stature in the botanical research community and promote increased visitor engagement at Selby Gardens.
- Conduct programs of inventory, conservation and classification in tropical and subtropical regions of the Americas.

### Horticulture

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

### Marketing/Public Relations

- Grow the Gardens' recognition by regional, national and international media with earned coverage.
- Redefine the brand of MSBG to position the organization as a "Living Museum" and research institution.

### Finance/Operations

- Develop a Performance Management System that drives accountability and collaboration by aligning human capital with MSBG Strategic Priorities.





# Building Our Visitor Engagement

# 2

*Build Selby Gardens' Visitor Engagement Model by launching a Major Exhibition program and leveraging our world class, unique features including the Ann Goldstein Children's Rainforest Garden, the Library Collection and our Bayfront location.*

## Strategies

### Botany

- Optimize collections in order to enhance stature in the botanical research community and promote increased visitor engagement at Selby Gardens.
- Disseminate scientific knowledge about epiphytic plants and their habitats.

### Horticulture

- Improve the health, quality, and composition of our living collections and ensure their long-term safety.
- Develop and implement programs of horticultural displays in both the Conservatory and throughout the Gardens, including temporary and permanent exhibits.
- Develop plans for greenhouse facilities to adequately house, grow and display our valuable living collection.

### Education

- Shift towards a dynamic Visitor Engagement Model which involves daily guests in their own experience.
- Launch a Major Interdisciplinary Art and Horticulture Exhibition Program beginning Fiscal Year 2017 that will increase visibility in the arts community, broaden audiences and increase attendance by creating high profile multidisciplinary and immersive cultural exhibitions.
- Share the significant work that we do in research, horticulture and education by disseminating content in a powerful way to advance our mission and increase visibility of the institution on a broader scale.

### Development/Institutional Advancement

- Enhance existing and add new Development Programs to increase annual contributed income from current constituents in order to support the Gardens' priorities.
- Identify and engage new individuals and foundations who will support MSBG's Strategic Priorities.
- Develop Corporate Relations Program.
- Engage expanded Government support.

### Marketing/Public Relations

- Increase earned revenue through our Living Museum model, which will increase visitation, event attendance and corporate support.

### Visitor Experience/ Retail Initiatives

- Develop an integrated Customer Service Strategy that incorporates both staff and volunteer talent in its execution based on utilization of a nimble integrated system.

### Finance/Operations

- Develop a Performance Management System that drives accountability and collaboration by aligning human capital with MSBG Strategic Priorities.

# 3

## Diversifying Our Revenue Model

*Foster a diversified Revenue Model that will 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

### Horticulture

- Develop and implement programs of horticultural displays in both the Conservatory and throughout the Gardens, including temporary and permanent exhibits.

### Education

- Launch a Major Interdisciplinary Art and Horticulture Exhibition Program beginning Fiscal Year 2017 that will increase visibility in the arts community, broaden audiences and increase attendance by creating high profile multidisciplinary and immersive cultural exhibitions.

### Development/Institutional Advancement

- Enhance existing and add new Development Programs to increase annual contributed income from current constituents in order to support the Gardens' priorities.
- Identify and engage individuals and foundations who will support MSBG's Strategic Priorities.
- Provide the giving framework, climate and opportunity to grow Endowment.
- Develop Corporate Relations Program.
- Engage expanded Government support.

### Events

- Sustain current momentum by expanding the reach and visibility of the Gardens with a world-class portfolio of philanthropic and donor cultivation events.
- Launch an extensive portfolio of revenue driving event programming at Marie Selby Botanical Gardens which attracts tourists and the local community.
- Establish Marie Selby Botanical Gardens as a world-class catered event and dining destination and the premier Bayfront entertainment location.
- Develop partnership with exclusive caterer that will increase both base event revenue, and catering commissions to Selby Gardens while enhancing the institution's brand and ability to attract private events and audiences.

### Marketing/Public Relations

- Increase earned revenue through increased visitation, event attendance and corporate sponsorships.

### Visitor Experience/Retail Initiatives

- Develop an integrated Customer Service Strategy that incorporates both staff and volunteer talent in its execution based on utilization of a nimble integrated system.
- Create a merchandising platform to maximize earned revenue by licensing proprietary images and goods and the sale of branded products.

### Finance/Operations

- Develop a Performance Management System that drives accountability and collaboration by aligning human capital with MSBG Strategic Priorities.



## Securing Our Brand and Global Position

4

*Attain national and international visibility for Selby Gardens by building and strengthening our institutional branding and global positioning.*

## Strategies

### Botany

- Conduct programs of inventory, conservation and classification in tropical and subtropical regions of the Americas.
- Disseminate scientific knowledge about epiphytic plants and their habitats.

### Horticulture

- Develop and implement programs of horticultural displays in both the Conservatory and throughout the Gardens, including temporary and permanent exhibits.

### Education

- Launch a Major Interdisciplinary Art and Horticulture Exhibition Program beginning Fiscal Year 2017 that will increase visibility in the arts community, broaden audiences and drive the gate by creating high profile multidisciplinary and immersive cultural exhibitions.
- Share the significant work that we do in research, horticulture and education by disseminating content in a powerful way to advance our mission and increase visibility of the institution on a broader scale.

### Events

- Sustain current momentum by expanding the reach and visibility of the Gardens with a world-class portfolio of philanthropic and donor cultivation events.
- Establish Marie Selby Botanical Gardens as a world-class catered event and dining destination, and the Premier Bayfront entertainment location.
- Develop partnership with exclusive caterer that will enhance the institution's brand and ability to attract private events and audiences. Enhance attractiveness of catering venues via partner support in existing facilities and exploration of other venues such as an on-site restaurant.

### Marketing/Public Relations

- Grow the Gardens' recognition by regional, national and international media with earned coverage.
- Redefine the brand of MSBG to position the organization as a "Living Museum" and research institution.

# 5

## Creating the Infrastructure for Our Future

*Provide the physical and network infrastructure necessary for staff to carry out the institution's mission.*



## Strategies

### Botany

- Develop the physical infrastructure specifications required to steward existing collections (Herbarium, Spirit, Library) and support expanded research and publication capabilities.

### Horticulture

- Develop plans for greenhouse facilities to adequately house, grow and display our valuable living collection.

### Development/Institutional Advancement

- Engage expanded Government support.
- Develop and implement a Capital Campaign to support institutional sustainability and growth.

### Marketing/Public Relations

- Increase earned revenue through increased visitation, event attendance and corporate sponsorships.
- Redefine the brand of MSBG to position the organization as a “Living Museum” and research institution.

### Finance/Operations

- Evolve MSBG network infrastructure and information management processes to ensure data is consistent and mature across functional areas and supports expanded programmatic and audience reach.
- Develop a Performance Management System that drives accountability and collaboration by aligning human capital with MSBG Strategic Priorities and offers a competitive salary structure.
- Enhance and maintain MSBG's physical infrastructure in order to effectively execute MSBG's programmatic and revenue generation strategies during the planning period, whenever possible using environmentally sustainable methods.
- Clarify aims and objectives of the MSBG master planning process in the context of the 2016-2021 Strategic Plan and previously completed Master Plans for MSBG.



## Timeline & Intended Results



Over the next six years the operating model of Marie Selby Botanical Gardens will be dramatically changed to ensure the institution's sustainability. At the beginning of this change cycle, the infusion of our new exhibition program along with recognition of our successes and continued growth in securing contributions will drive revenue increases that will support physical growth toward the end of the plan timeframe.

The resources required to execute Marie Selby Botanical Gardens' strategic priorities include the addition of personnel, operating expenses and capital investments to maintain our existing infrastructure and plan for the future.

We envision in the years soon to come, following this plan and along with our Master Site Plan, many exciting developments:

- The creation of a multi-purpose facility to house preserved plant and library collections and meet administrative needs.
- The construction of a new conservatory and greenhouses.
- Operational improvements.

## An Investment in a Green Future

Executing our strategic priorities will make a significant impact at Selby Gardens. With a diversified revenue model that balances membership, attendance and events with contributions and strategic partnerships, Selby Gardens is poised to exceed expectations.

To become a part of the Gardens' exciting future, contact us at 941-366-5731 or email [contactus@selby.org](mailto:contactus@selby.org).

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## Leadership Staff\*

Jennifer O. Rominiecki, *President and CEO*

Wendy Deming, *Chief Operating Officer*

Eric Fontana, CPA, *Chief Financial Officer*

Bruce Holst, *Vice President, Botany*

Lynn Hobeck Bates, APR, CPRC,

*Vice President, External Relations*

Ann Logan, *Vice President, Development*

Mike McLaughlin, *Sr. Vice President for*

*Collections & Site Operations*

Jeannie Perales, *Vice President, Museum*

*Exhibitions, Learning and Engagement*

*\*As of October 2018*

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