



*College of Forest Resources*

## **Strategic Plan Introduction**

This Strategic Plan is the result of months of planning. Senior staffers Fred Hoyt, Elizabeth Loudon, and Karen Preuss were charged with facilitating the overall process. Tamie Kellogg, a strategic planning consultant, was hired to run a day-long Senior Management retreat in August, during which the six goals were developed. From September through November, a series of planning sessions were held during which UWBG faculty, staff, and students provided the input which became the specific strategies. Throughout the planning process, we evaluated the developing strategies as they relate to the College of Forest Resource's Strategic Plan. This Strategic Plan is intended to be in effect through 2008, to align with the College's Strategic Planning timetable.

In considering the UWBG's Vision and Mission statements, we had many conversations about what constitutes an "international hub." We discussed those elements that position the UWBG as the expert among other botanic gardens: our Pacific Northwest-ness, our issues-based and eco-geographic collections, the particular iconic collections in the Arboretum, and the international reputations of our faculty in the areas of conservation biology and restoration ecology.

The UWBG Strategic Plan will guide us in our thinking as we develop plans for the various units, to support in a focused manner our Mission and Vision.

The immediate short-term (one-year) focus suggested by Hoyt, Loudon, & Preuss is capacity-building, to allow the organization to grow and reach its goals. To this end, it is suggested that hiring a grant-writer be considered as a top action for the near future.

# UW Botanic Gardens Strategic Plan

## ***Mission***

Sustaining managed to natural ecosystems and the human spirit through plant research, display, and education.

## ***Vision***

As an international hub for plant science, information, teaching, and stewardship, we will promote an educated, inspired, and engaged society dedicated to sustainable ecosystem management.

## ***Goals***

*The following are overarching goals for the organization.*

### **Provide leadership in plant research, display, and education**

1. Conduct innovative research and promote application of findings (Work plan examples: disseminate findings, host scientific meetings)
2. Provide high quality instruction and programs that are science-based and/or cultural and use the most appropriate method for informing the particular audience
3. Provide and maintain high quality facilities and collections (Work plan example: 'Museum registration')
4. Use best practices for land stewardship

*The following strategies will allow the organization to reach those goals.*

## ***Strategies***

### **1. Achieve financial sustainability & growth**

- a. Align development & fund-raising goals and priorities with strategic goals and priorities
- b. Investigate opportunities for new revenue streams and develop new fee schedules
- c. Increase income from grants, corporations, and other sources
- d. Evaluate expenses to best utilize staff and resources
- e. Instill ethic of financial stewardship on the part of supporters and visitors
- f. Include financial analysis in evaluating old and new programs and services

### **2. Broaden and diversify constituents; deepen involvement**

- a. Create mechanisms for surveying our stakeholders to collect input and feedback
- b. Provide innovative and high quality programs and services that include our stakeholders' expressed needs and desires

- c. Develop new collaborations with public and private organizations, local to international
- d. Strengthen collaborative efforts with our existing partners
- e. Increase public use of facilities and services

### **3. Develop and implement an effective communications strategy**

- a. Create a written communications plan
- b. Utilize communication materials, outreach, and the media to keep the public informed about UWBG programs, resources, and services
- c. Develop interpretive materials and programs to enhance the public's understanding of UWBG research, programs, resources, and services
- d. Develop an integrated information system
- e. Improve internal communications

### **4. Develop and implement an effective marketing strategy**

- a. Create a written marketing plan
- b. Utilize print and electronic formats, and the media, to increase visibility with targeted audiences
- c. Use branding to enhance awareness, knowledge and appreciation of UWBG by creating a consistent look and feel to all marketing materials  
(Work plan example: develop style guide)

### **5. Foster excellence in people & resources**

- a. Recruit and maintain adequate staff and faculty to meet current and future UWBG needs
- b. Gear activities and programs to the staffing levels and capacities available to ensure quality results
- c. Ensure innovative, timely and equitable training and development opportunities for staff and volunteers to allow them to refine and develop their job skills; develop professional training opportunities for students
- d. Evaluate and improve UWBG's integrated organizational structure (breaking down the "silos" structure)
- e. Provide the necessary tools for staff, faculty, and students to accomplish their work towards achieving the goals of the UWBG