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Long Range Plan of the
Arboretum Foundation
October 1990

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Long-Range Plan
of
The Arboretum Foundation

October 1990



The Arboretum Foundation

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Adopted unanimously by the Arboretum Foundation Board of Directors October 17, 1990

I. INTRODUCTION

The Arboretum was first established in Washington Park in 1924. Two definitions, one literal, one poetic, have been developed for the Washington Park Arboretum.

A living museum of woody plants for education, conservation, research, and display.

A unique and special resource for the people of the State of Washington: pleasure-ground and living textbook; historic legacy and wildlife sanctuary; public park and priceless botanic gene-bank; commuter corridor and stroller's paradise; brilliant, exotic display and somber, native counterpoint; curiosity whetted and questions answered.

--1978 Jones & Jones Master Update

However it is described, it is clear that the Arboretum is a Pacific Northwest treasure: a valuable collection of woody plants, contained on approximately 200 acres centrally located in Seattle, the nation's thirteenth largest city.

This plan was developed by the Long-Range Planning Committee of the Arboretum Foundation. This is the first long-range plan undertaken by the Foundation since its inception in 1930.

The Long-Range Planning Committee met monthly for three years from November, 1987 to September, 1990. The Committee considered a matrix of historical and current data relating to the mission and activities of the Foundation and herein suggests directions, goals, and objectives to guide it through the next 25 years. The seven members of the Long-Range Planning Committee are: Dr. Alan Adams (Chair), Donald W. Close, Barbara Keightley, Duane Kelly, Carol Simons, Sheila Taft, and Molly Wolfe.

II. THE ARBORETUM FOUNDATION MISSION STATEMENT

THE MISSION OF THE ARBORETUM FOUNDATION IS TO ENSURE STEWARDSHIP FOR THE WASHINGTON PARK ARBORETUM, A PACIFIC NORTHWEST TREASURE, AND TO PROVIDE HORTICULTURAL LEADERSHIP FOR THE REGION. THIS STEWARDSHIP REQUIRES EFFECTIVE LEADERSHIP, STABLE FUNDING, AND BROAD PUBLIC SUPPORT.

III. PLANNING

Purpose

The Arboretum Foundation can best ensure stewardship for the Arboretum by considering today's realities, creating a vision for tomorrow, and developing a plan that will transform vision into reality. This document provides the Foundation with that Long-Range Plan.

Description of Current Situation

While it has never been the function of the Foundation to coordinate planning for the Arboretum, it has become apparent that none of the parties involved with the Arboretum have given priority to long-range planning. The Master Plan for the Arboretum, developed by Olmsted Brothers during the 1930s and updated in 1978 by Jones & Jones, continues to serve as the guide for the University of Washington and City of Seattle.

Goals

The goal of the Committee in offering this Long-Range Plan is to begin the process of long-range planning within the Foundation. The most important audience for a long-range plan is within the Foundation itself--the Executive Committee, Board of Directors, and Unit Council. Knowledge, support, and implementation of the Long-Range Plan is expected of the internal governing bodies of the Foundation. The support of institutions and agencies which impact the Arboretum, formally or informally, should also be sought as the Plan is implemented.

Recommendations

The Long-Range Planning Committee recommends that:

- 1) This document be discussed by the Executive Committee of the Foundation.
- 2) The Board of Directors consider and take action on this Long-Range Plan.
- 3) The Vice President for Planning be responsible for planning on an ongoing basis.

- 4) This Long-Range plan be evaluated, upgraded, and modified annually.
- 5) The 1930/1978 Master Plan for the Arboretum be updated.
- 6) The Seattle Department of Parks & Recreation and the Center for Urban Horticulture, in conjunction with the Arboretum Foundation, be encouraged to formulate a long-range plan for the Arboretum.
- 7) Crucial individuals at key institutions be personally briefed on the Foundation's Long-Range Plan. Suggested are the Center for Urban Horticulture and its director, Seattle Parks Department and its superintendent, University of Washington College of Forest Resources and its dean, City of Seattle mayor and city council, King County executive and council, State of Washington legislators, and officers of other Pacific Northwest horticultural groups.
- 8) The membership of the Foundation receive a summary of the Long-Range Plan.

IV. LEADERSHIP AND MANAGEMENT

Purpose

The Arboretum requires strong, effective leadership to achieve its potential of being a world-class arboretum.

Description of Current Situation

Leadership and Management

The City of Seattle is the legal owner of the land on which the Arboretum is located. Since 1934 the Arboretum has been jointly managed by the City of Seattle and the University of Washington. Generally, the University manages the collections and the City provides maintenance. This arrangement is formally defined in the 1974 Maintenance Agreement. Revision of this agreement, currently underway, should be completed by the end of 1990.

The City's responsibilities are administered by the Seattle Department of Parks and Recreation (Holly Miller, Superintendent). The University's responsibilities are administered by the Center for Urban Horticulture (Dr. Harold Tukey, Director). The Center for Urban Horticulture (CUH) is part of the University's College of Forest Resources (Dr. David Thorud, Dean). CUH, established in 1980, is located approximately two miles from the Arboretum on a 55-acre site adjacent to the University. Dr. Tukey, Director of CUH, also has the title of Director of the Arboreta. Dr. Tukey's offices are at CUH.

Joint management of the Arboretum entails advantages and disadvantages. The Arboretum benefits from dual funding sources and varied management perspectives (the City emphasizing "green space", public use and outreach; the University favoring research, genetic conservation, and education).

Because the City and University share power, making and implementing decisions can be slow and cumbersome. Also, because the Arboretum "belongs" to no single entity, it is possible that less pride is taken in it than might otherwise be the case. These disadvantages are by no means debilitating, nor do they destine the Arboretum to mediocrity.

Staff

Eight staffmembers of CUH are primarily involved with the Arboretum: a curator of plant collections, a naturalist, a horticulturist, a continuing education specialist, and four groundskeepers. Most of these positions are less than full time.

Employees of the Seattle Department of Parks and Recreation most involved with the Arboretum are: a lead foreman, a gardener for the Japanese Garden, and three to four groundskeepers. All are employed on a full-time basis. In addition, the City supplies a half-time scheduler.

The Foundation plays an important role in staffing the Arboretum. Volunteers from the Foundation serve as guides for the Arboretum and Japanese Garden, fundraisers, public speakers, library aides, information desk clerks, seed collectors, Hortorium aides, weeders, plant propagators, gift shop staff, recorders, hosts, and greeters. The cumulative value of this donated labor is substantial.

Goals

The Long-Range Planning Committee has identified the following as long-range goals for the Arboretum and the Foundation:

- 1) Improve the quality of the collections.
- 2) Maintain the collections and variety at a level befitting a world-class arboretum.
- 3) Sustain and increase current levels of funding.
- 4) Prevent encroachment of the Arboretum by special-interest groups or governmental agencies.
- 5) Provide programs to ensure broad-based public support.
- 6) Increase public involvement by means of outreach programs.
- 7) Obtain legal designation of the Arboretum as "the official Arboretum of the State of Washington".
- 8) Influence local politicians to highly value the Arboretum.
- 9) Seek inclusion of the Arboretum in the National Registry.

Recommendations

A Resident Deputy Director

The Long-Range Planning Committee has concluded that strong leadership is needed if these goals are to be attained. Therefore, the Committee recommends hiring a resident deputy director to be physically based in the Arboretum and for whom the Arboretum would be his or her sole and complete responsibility. The primary objective of the Resident Deputy Director would be to increase the excellence of the Arboretum. Desirable qualities include diplomacy, political savvy, enthusiasm, energy, and resolve. The Resident Deputy Director should also have expertise and interest in marketing and fundraising.

The Committee anticipates that the curatorial, administrative, and maintenance staff of the Arboretum would report to the Resident Deputy Director and that the Resident Deputy Director would report to the Director of CUH.

It is recommended that the Resident Deputy Director:

- Advocate the Arboretum to the public.
- Unify and lead the administrative, curatorial, and maintenance staff of the Arboretum.
- Maintain a close and harmonious relationship with the Foundation.
- Participate in the deliberations of the Arboretum and Botanical Garden Committee.
- Ensure the revision and implementation of the Arboretum's Master Plan.

A resident deputy director possessing the qualities and fulfilling the duties described above is necessary for the Arboretum to realize its full potential of becoming a widely-known and appreciated Northwest treasure and a world-class arboretum.

Arboretum and Botanical Garden Committee

The Arboretum and Botanical Garden Committee (ABGC), formally established in 1934, serves as an advisory committee to the City, University, and State on matters pertaining to the Arboretum. This committee is also charged with approving capital construction projects and major changes in the nature or direction of the Arboretum. The 1934 agreement between the City and University stipulates that the ABGC consist of at least seven members; three

appointed by the Mayor of Seattle, three by the President of the University of Washington, and one by the Governor of the State of Washington. Committee members serve seven-year terms.

As the support group for the Arboretum, the Foundation plays a major role in Arboretum funding, public awareness/acceptance, and operations. It is not an exaggeration to suggest that the Arboretum would not have survived financial hardship and economic recession without the support of the Foundation. However, the Foundation has never had a formal voice in the management and direction of the Arboretum. Therefore, it is recommended that the ABGC be restructured to more accurately reflect the Foundation's contributions. During the next decade the Foundation should be formally accorded two seats on the ABGC; by the end of 1991 a seat should be allocated to the Foundation from one of the City's three positions, and by the year 2000 the position appointed by the Governor should be officially designated for a Foundation member.

V. FUNDING

Purpose

Stable and adequate funding is essential to develop and maintain a world-class arboretum. A principal way the Arboretum will improve is with increased funding.

Description of Current Situation

The Arboretum currently receives most of its funding from three sources--the City of Seattle, the University of Washington, and the Arboretum Foundation. The Arboretum's annual operating budget is, at present, unknown.

The City and the University have agreed to share operating costs of the Arboretum. The Foundation has been called upon to fund capital projects such as the Visitors Center, structural renovations, and additions to and renovations of the collections. The Foundation has provided seed money to establish new staff positions and has covered operating shortfalls.

City funds pay for the general maintenance of the Arboretum including turf areas, the Japanese Garden, and the Visitors Center, while University funds maintain the collections. As noted previously, this arrangement is currently being revised and is slated for completion by the end of 1990.

Operating funds for the Arboretum have fluctuated over the years, reflecting recessionary periods and shifting priorities of the City and the University.

Goals

The following goals are proposed in relation to funding for the Arboretum:

- 1) The public be made aware of the sources and amounts of the Arboretum's current funding.
- 2) Funding be stabilized in order to minimize funding decreases.
- 3) Funding be substantially increased to enable the Arboretum to reach its full potential.

Recommendations

Public Awareness of Funding

A weakness in the operation and an impediment to the improvement of the Arboretum has been a lack of public knowledge of the funds spent by the University, City, and Foundation. This lack can partially be attributed to shared management of the Arboretum by the City and University. This issue of accountability is more important than is generally recognized, for it is difficult to attract additional funds without a clear picture of present expenditures--a lack that seriously impedes the progress of the Arboretum.

It is recommended that the Resident Deputy Director ensure an accounting of expenditures for the year past and a budget for the year forthcoming using information supplied by the City, the University, and the Foundation. It is also recommended that these financial compilations be distributed annually to the Director of CUH, the Parks Superintendent, and the President of the Arboretum Foundation. The Foundation will make this information available to the public.

Stabilized Funding

Once current funding levels for the Arboretum have been established, it is recommended that consistent, ongoing lobbying efforts by the Foundation be initiated. Because the University's major source of funding is the State of Washington, the Foundation's lobbying networks should extend to the executive and legislative branches of state government. Improved public relations will positively influence public opinion in Seattle, which in turn will improve city government's attitude toward the Arboretum--a salient factor during Seattle's budgeting process. In this way funding reductions by the City and University can be minimized or prevented.

Increased Funding

It is unlikely that the University and the City will significantly increase funding to the Arboretum. Therefore, it is recommended that the Foundation give high priority to securing additional funding for the Arboretum, including but not limited to:

- 1) Grants. The Foundation, under the guidance of the Resident Deputy Director, should aggressively apply for grants for specific Arboretum projects.

- 2) Gifts. The Foundation should begin an ongoing development campaign to attract gifts from individual donors for the Arboretum. This funding source has great potential.
- 3) State Budget. The State should be asked to earmark funds directly for the Arboretum to supplement those allocated by the University.
- 4) Corporate Underwriting. Large corporations regularly donate funds to cultural institutions and arts organizations. These corporations can be an important source of funding for the Arboretum.
- 5) Increased Fundraising from Foundation Events. More events can and should be developed.
- 6) Increased Revenue from Foundation Members. The current price of annual membership in the Foundation could be increased without decreasing numbers of members. It is recommended that the Foundation investigate this possibility in the near future. Furthermore, membership categories should be reassessed with a view to maximizing revenue from dues.
- 7) One potential source of revenue is an admission charge, such as is the case at many other arboreta and botanical gardens, including the Arboretum's own Japanese Garden, as well as zoos, aquariums, and museums. This revenue source would require research before being implemented.
- 8) Within a few years after the Resident Deputy Director is hired, a development officer should be hired whose responsibility is the generation of additional funds for the Arboretum. This person would report to the Resident Deputy Director. Prior to the hiring of this development officer, the effort to generate additional funds should be led by the Resident Deputy Director and the Foundation's Finance Committee.
- 9) In the past the Unit Council has been the Foundation's principal agent for raising funds. The Committee anticipates that in the future other sources of funding will substantially augment funds generated by the Unit Council.

Arboretum Foundation Finance Committee

A Finance Committee was established by the Foundation in the mid-1980's and charged with overseeing the collection, disbursement, investment, accounting, budgeting, and reporting of the Foundation's funds.

It is recommended that this Committee's mandate be broadened to include attracting additional funding for the Arboretum. Such efforts should be directed at, but not limited to, the funding sources identified above. Broader responsibility within the Finance Committee requires expertise in the areas of lobbying and development as well as accounting and financial management. In all of these areas the Finance Committee should work in concert with the Resident Deputy Director.

VI. PUBLIC SUPPORT

Purpose

Recognition of the Arboretum's value and distinctive character requires broad public support. The interests of the Arboretum and the Foundation are inextricably linked, therefore, public relations further the goals of both. Just as the Arboretum cannot flourish in obscurity, the Foundation cannot fulfill its mission without public acknowledgement and support. Only a sophisticated and comprehensive public relations program will assure regional recognition, proper maintenance, inviolate boundaries, adequate funding, and increased support for the Arboretum.

Description of Current Situation

Broadening public support for both the Arboretum and the Foundation is accomplished through public relations and publicity. Publicity consists of information and promotional material which bring a person, place, or product to the attention of the public. Public relations is a coordinated and comprehensive attempt to shape image, influence opinion, and foster positive relationships with a targeted audience or constituency. Publicity is only one of several strategies that make up a public relations campaign.

In the past the Foundation has contracted with freelance publicists to gain media coverage of sales and events, feature particular stories, and produce brochures. A venture into public relations for the opening of the Graham Visitors Center in 1986 was very successful. Subsequent attempts to gain publicity have met with varying degrees of success.

Currently a number of groups that could add broad public support for the Arboretum are not being targeted. These include:

- Residents of neighborhoods adjacent to the Arboretum whose understanding and support of the Arboretum would be beneficial.
- Horticulturists who understand the significance of the plant collections and can contribute to the Arboretum's development.
- Media representatives in a position to publicize the Arboretum as well as shape and project its image.

- Philanthropists who can endow programs, acquisitions, and activities.
- State and local elected and appointed officials who can assist with financial stability and protect the Arboretum from encroachment.
- Faculty and administration at the University of Washington and other educational institutions (public schools, community colleges, etc.) that should recognize and endorse the academic and scientific importance of the Arboretum.
- Individuals and institutions that can publicize the Arboretum as a regional asset.

Goals

To increase public support for the Arboretum, the Long-Range Planning Committee suggests the following goals:

- 1) Define the Arboretum's special character and publicize it as a unique treasure.
- 2) Establish the Arboretum as a regional facility and the Foundation as a regional organization as measured by area-wide membership and support units, official state arboretum status, and publicity and recognition throughout the Pacific Northwest.
- 3) Obtain legal designation of the Arboretum as the "official Arboretum of the State of Washington".
- 4) Cultivate relationships with individuals and entities that can support and protect the Arboretum.
- 5) Attract the support of a diverse public through events, sales, programs, and other outreach activities.
- 6) Apprise the community of new programs and improvements in the Arboretum and the pivotal role of the Foundation.
- 7) Involve the membership in setting and achieving goals and mobilize them in lobbying and publicity efforts.
- 8) Seek inclusion of the Arboretum in the National Registry.

Recommendations

In order to broaden public support for the Arboretum and the Foundation, the Long-Range Planning Committee recommends that:

- 1) A public relations committee be activated.
- 2) Consultants be hired as needed.
- 3) Public relations goals and budgets be set annually and evaluated biennially.

- 4) Public relations efforts be innovative, broadly based, and diverse, utilizing signage, videos, brochures, events, advertising, etc.
- 5) Minorities, children, and residents in close proximity to the Arboretum be targeted for outreach efforts.
- 6) Individuals, corporations, legislators, institutions, and groups be informed of significant developments concerning the Arboretum.
- 7) Relationships that will enhance publicity efforts be cultivated.
- 8) The paramount concerns of the membership in the 1990's be surveyed, i.e. urban forests, vanishing species, environmental degradation; these issues be explored for their potential relevance to the Arboretum.
- 9) A lobbying committee be established to lobby, within the restrictions of the Foundation's tax classification, at university, city, county, and state levels.

VII. MEMBERSHIP

Purpose

Implementation of the Foundation's mission statement is dependent on a large, vital, and involved membership. Attracting and retaining members cannot be left to chance, but must be the focus of a well-planned and orchestrated effort.

Description of Current Situation

Membership in the Foundation has grown steadily over the last five years from approximately 2,400 to 3,000 members. This does not include the additional members represented in "family memberships". As part of a policy of retention, dues have remained moderate. Recruitment includes fairly aggressive personal "selling" at plant sales, flower shows, etc. Although there is a high attrition rate for members recruited in this way, such techniques provide easy opportunities for a broader public to join the Foundation.

More than half of the members belong to units which, with their social basis, effective interaction, and programs, supply primary stability for the Foundation.

Involving members-at-large is more difficult, but the Graham Visitors Center has made possible the expansion of programs and volunteer opportunities.

People join the Foundation and retain membership for distinct, and sometimes exclusive, reasons:

- To support the Arboretum.
- To take advantage of social, educational, and service opportunities offered by the units.
- As an expression of concern about the environment, greenbelts, and conservation, and because of an increased interest in horticulture.
- To gain other perks of membership such as publications, workshops, sale previews, affinity travel and access to special gardens, and greenhouse propagation activities.
- To participate in educational programs sponsored by the Center for Urban Horticulture.

Goals

The structure of the Foundation can potentially accomodate a very large membership, commensurate with the rapid growth in population and the increased interest in horticulture evident in the Pacific Northwest. The Foundation should embark on a program of deliberate and planned growth.

In accordance with its stated goal of attaining regional recognition and status for the Arboretum, the Foundation should seek a regional membership base throughout the Pacific Northwest. The membership and programs of the Foundation should reflect the ethnic and cultural diversity of this targeted area.

The future and stability of the Unit Council must be a top priority, deserving of careful attention and encouragement.

Foundation leadership has often emerged from the ranks of members-at-large. Every effort should be made to keep this sector active, informed, and involved.

To achieve these goals the Foundation must develop a clear internal and external image, achieve high visibility, review its program mix, and position itself in the context of contemporary causes, issues, and lifestyles.

Recommendations

An active and dynamic membership committee must be developed to address the following secondary goals, as well as others yet to be identified. The Committee should have both Foundation and Unit Council representation and interact with the Public Relations' Committee. It is recommended that the Membership Committee:

- 1) Comprehensively review current aspects of Foundation membership--dues, categories, and benefits.
- 2) Enhance those inducements for membership identified under the "Description of Current Situation".
- 3) Examine the tandem relationship between membership growth and the expansion of administrative structure, procedures, and development of programs.
- 4) Target specific groups for recruitment.

- 5) Give special attention to outreach programs for children and youth--tomorrow's members.
- 6) Discover through personal contact the needs and motivations of new members and, conversely, the reasons why some members do not renew.
- 7) Develop methods to make it easy for people to join the Foundation, and continue to present the Foundation as an organization open to a diverse public.

VIII. PUBLICATIONS

Purpose

The Foundation is committed to publishing a variety of materials to inform, educate, interest, and mobilize the public with regard to the Arboretum. The various journals, newsletters, handbooks, and brochures serve to attract new members to the Foundation as well as communicate activities, issues, and policies to existing members.

Description of Current Situation

"The Bulletin"

"The Bulletin" is a quarterly journal containing articles about the Arboretum as well as botanical and horticultural subjects relevant to the Pacific Northwest. It is the official publication of the Arboretum. Material is intended for readers who possess or wish to possess expertise in gardening and are interested in the Arboretum. The primary audience for "The Bulletin" is Foundation members who receive it as a benefit of membership. "The Bulletin" also serves as an historical record of the Arboretum and of relationships between the University of Washington, the City of Seattle, and the Foundation. An agreement between the Foundation and the City of Seattle requires the Foundation to publish this bulletin.

"The Bulletin" is published and funded by the Foundation which controls the journal's frequency, format, cost, image, and policies. Supervisory control is exercised by the Executive Committee on behalf of the Board of Directors. There is a volunteer editorial board of 12 members serving staggered three-year terms; members of the Editorial Board are appointed by the Foundation President and approved by the Executive Committee. The Arboretum Curator, Director Emeritus, and a Foundation representative also serve on the Board.

The "Newsletter"

The "Newsletter", published ten times per year by the Foundation, informs readers about current activities of the Foundation, encourages participation in Foundation affairs, educates members about the Arboretum and, when space allows, publicizes the activities of other horticultural organizations.

Supervisory control is exercised by the Executive Committee. Production is coordinated by a volunteer editor. The Editor of the "Newsletter" attends Unit Council and Foundation Executive Committee meetings.

The primary audience for the "Newsletter" is the Foundation membership.

Other Publications

Other Foundation publications include "Cuttings Through the Year" (1980), "Checklist of Birds" (1987), and plant sale catalogs. Three brochures are also published: an orientation to the Arboretum, a membership brochure, and a guide to opportunities for the study of plants.

Goals

"The Bulletin"

- 1) Maintain "The Bulletin" as the journal of record for the Arboretum, documenting significant events and developments.
- 2) Continuously evaluate how well "The Bulletin" serves the needs of the Arboretum and the Foundation.
- 3) Produce a journal of the greatest possible merit among publications of its kind.
- 4) Ensure a highly-qualified editor and editorial board.
- 5) Attract members and provide them with a significant benefit.
- 6) Enhance the reputation of the Arboretum and the Foundation.

The "Newsletter"

- 1) Effectively deliver a message from the Foundation to its members, strengthening the bond between them.

Other Publications

- 1) Provide materials of the highest possible quality.
- 2) Enhance the image and further the mission of the Foundation.
- 3) Inform and educate the public and Foundation membership about the Arboretum.

Recommendations

The mission statement and the logo of the Arboretum Foundation should appear prominently in all publications.

"The Bulletin"

The Long-Range Planning Committee recommends that:

- 1) A representative from the City of Seattle, possibly the City Arborist, serve on the editorial board.
- 2) An annual report on the Arboretum authored by the Resident Deputy Director be included in an issue of "The Bulletin".
- 3) A subscription rate and individual price for copies requested by non-members be set, enabling marketing to a broad audience.
- 4) Membership solicitations be included in each issue.
- 5) The editorial board, editor, and content of the journal be evaluated annually in relation to the changing needs and goals of the Foundation and the Arboretum.

The "Newsletter"

The Committee recommends:

- 1) Continuing as is, with an eye toward containing costs.
- 2) Evaluating annually to assess whether the "Newsletter" meets the needs of the Foundation and Arboretum.

Other Publications

It is recommended that:

- 1) The Public Relations Committee oversee publications other than "The Bulletin" and the "Newsletter" and serve as a liaison with the Resident Deputy Director.
- 2) Quality publications such as "Cuttings Throughout the Year" and "Bird Checklist" be revised and aggressively marketed.
- 3) The Foundation develop a publication about the Arboretum detailing its history, purpose, and physical description.
- 4) In conjunction with the Center for Urban Horticulture, items for sale to the public be developed. These could include orientation materials (trail maps and garden guides) and interpretive materials (brochures, self-guided tours, resource materials).
- 5) The Center for Urban Horticulture's annual report be made accessible to all Foundation members.

IX. INTERNAL STRUCTURE

Purpose

The internal structure of the Foundation is designed to facilitate decision making, maintain communication, maximize opportunities for the exchange of ideas, involve the members, and provide a vehicle for smooth operations in all areas. The Foundation is organized to implement its mission statement.

Description of Current Situation

Structure

The Board consists of 36 Directors; at the annual meeting of the Foundation, the membership elects 12 Directors as well as the President and six other officers. The President of the Foundation chairs the Executive Committee. The President appoints the chairs of the Foundation's standing committees. The Executive Committee includes the Chairman, six officers, the Past President, and all standing and ad hoc committee chairs. The Unit Council Chair serves as one Vice-President. The Executive Committee meets monthly, the Board of Directors quarterly. There is a non-voting honorary board of directors.

The Foundation's staff consists of a full-time executive secretary and a half-time bookkeeper.

The Unit Council began as a standing committee of the Foundation but, due to the magnitude of its operations, has evolved its own internal structure. Units, under the direction of Unit Council, currently raise over \$75,000 annually for the Arboretum and the Foundation. Over half of the membership belongs to one of the approximately 60 "Units". Units vary in size and are designed to provide horticultural and gardening education, encourage volunteer activity, and raise funds for the Arboretum. Units are open to all Foundation members; membership in the Foundation is necessary to join a Unit. Units elect representatives to the Unit Council, which directs the work of the Units.

Relationships

Growth in programs and activities in recent years has placed increased demand on the Foundation and, in particular, the Unit Council.

Although office procedures have been updated and computerized, committees reevaluated, and new communication channels opened, the internal structure of the Foundation is under some strain to keep pace with the accelerated interest, activities, and numbers of its members.

Of utmost importance is the relationship between the Foundation and the Unit Council. Historically the Foundation handled policy and financial matters while the Unit Council acted as the activity, education, and fundraising wing. As the Unit Council grew and became increasingly productive, financial decisions were made by each group. A new structure was created, allowing development of common goals and improved communication. Unit Council is now represented in the Executive, Finance, Budget, and other key Foundation committees.

The members and activities of the Unit Council imbue the Foundation with the energy and vibrancy which contribute enormously to its overall success. The Unit Council is a unique and impressive force, but one which must be nurtured. It, too, is in transition as it seeks future leadership, accomodates a changing volunteer force, and looks toward a long-range plan.

Goals

In order to improve and strengthen the internal structure of the Foundation, the following goals should be adopted:

- Develop the position of an Arboretum Foundation Executive Director. The Foundation is presently managed by its officers, who serve as volunteers. As the Foundation continues to grow, the effectiveness and continuity of this all-volunteer management structure will decline. At that point an executive director for the Foundation should be hired. The Foundation's Executive Director should report to the Foundation President and work closely with the Arboretum's Resident Deputy Director.
- Develop a Unit Council long-range plan.

- Ensure continuity of the Foundation's activities by identifying and encouraging new leaders.
- Identify and nurture an active core of volunteers.
- Establish relationships with comparable non-profit organizations (zoos, aquariums, museums, and major horticultural groups) in order to exchange ideas and offer mutual support.

Recommendations

The Long-Range Planning Committee recommends that:

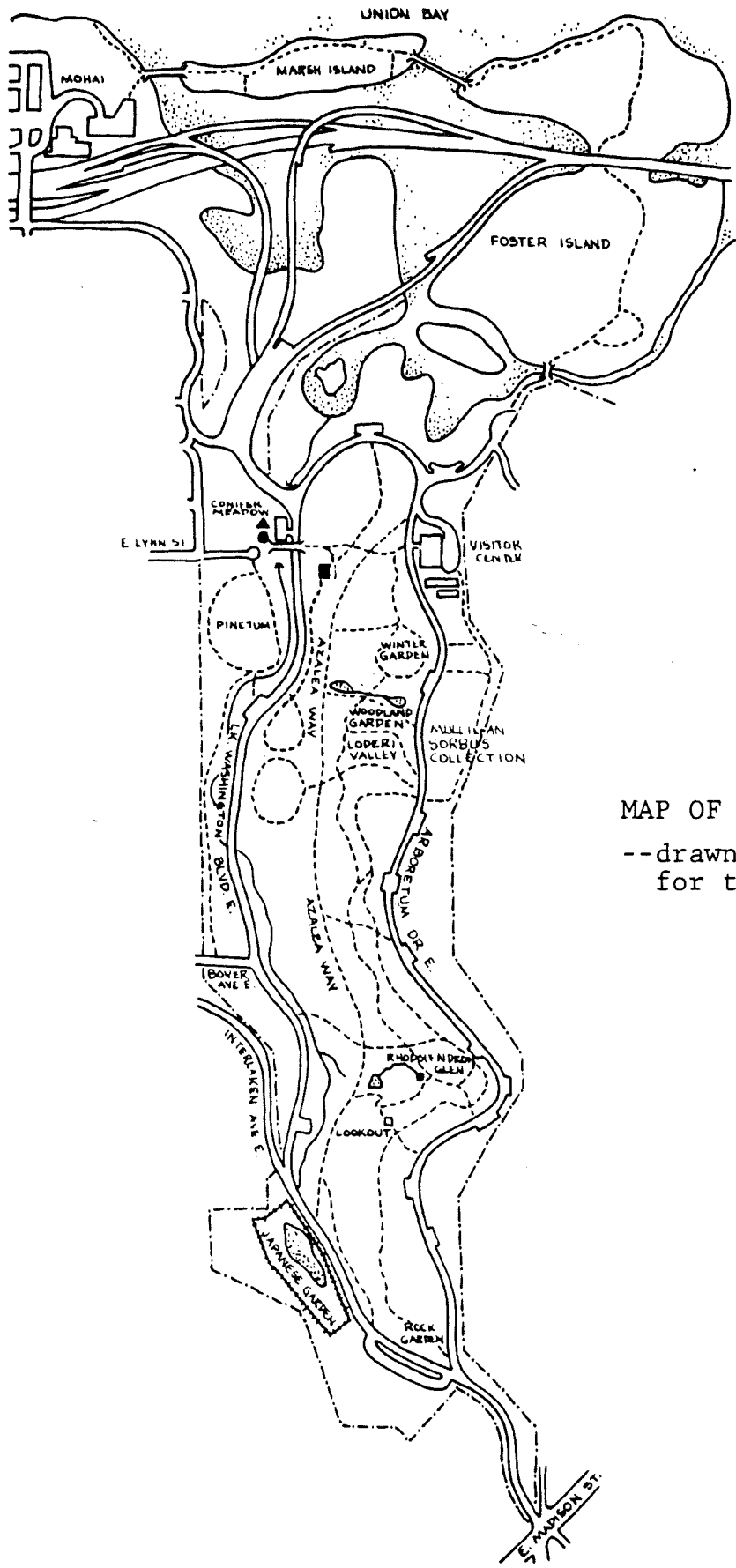
- 1) Job descriptions be developed for all Foundation officer, employee, and committee positions.
- 2) A long-range planning committee for Unit Council be appointed.
- 3) Volunteer areas be assessed for realistic workload, potential leadership, future relevance to the Foundation and its volunteers, and support and recognition.
- 4) An annual calendar of Foundation activities and meetings be developed and distributed to all officers, committees, and members.
- 5) Training of staff and volunteers be improved.
- 6) The internal structure of the Foundation be evaluated annually by the President and Foundation Executive Director and a report be presented to the Executive Committee.

X. DESCRIPTION OF THE ARBORETUM SITE

The Committee has identified the following priorities with regard to the physical site of the Arboretum:

- 1) Make optimum use of the present site.
- 2) Expand the size of the Arboretum, giving priority to property that is contiguous or has visual impact.
- 3) Prevent physical encroachment or use that is incompatible with the purpose of an arboretum.

Following is a map showing the general area of the Arboretum. The boundaries require clear definition and documentation in order to realize the above-mentioned goals. This clarification should occur in the updating of the Arboretum's Master Plan.



MAP OF THE ARBORETUM

--drawn 1990 by Micheal Moshier
for the Arboretum Foundation