Lord Cultural Resources is a global professional practice dedicated to creating cultural capital worldwide. We assist people, communities and organizations to realize and enhance cultural meaning and expression.

We distinguish ourselves through a comprehensive and integrated full-service offering built on a foundation of key competencies: visioning, planning, design, preservation and implementation.

We value and believe in cultural expression as essential for all people. We conduct ourselves with respect for collaboration, local adaptation and cultural diversity, embodying the highest standards of integrity, ethics and professional practice.

We help clients clarify their goals; we provide them with the tools to achieve those goals; and we leave a legacy as a result of training and collaboration.
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1. **Longwood Gardens in 2015**

Longwood Gardens is committed to preserving the legacy of Pierre S. du Pont by promoting excellence in garden design, horticulture, education and the arts. Longwood Gardens has achieved “gold standard” status among gardens, not only as a result of the dazzling estate, grounds and horticultural displays, but also through significant success for outstanding developments in the field of horticulture. Currently, Longwood is among the most visited gardens in the country, engaging multiple audiences through dynamic displays, performances and education programs. Longwood delights adults and children, residents and tourists alike. Longwood recently completed a major renovation of its famous Conservatory and built an indoor children’s garden of unmatchable quality.

Under the steadfast leadership of the Board of Trustees and Director Paul Redman, Longwood is now ready to turn its attention to the future by building upon existing strengths and investing in new mission-driven initiatives to increase Longwood’s impact on the world. In the next five years, Longwood will develop new guest experiences, steward its unique historic site and collections, and promote gardening and horticulture through education and the dissemination of intellectual capital. Longwood will also take its place as a leader among public institutions and gardens by advancing environmentally sustainable practice through research, experimentation, innovative partnerships, and infrastructure and operational solutions.

In December 2007, Longwood Gardens selected Lord Cultural Resources to create a Visionary Master Plan that would guide it into the next phase of development. The focus in 2008 and 2009 has been to strengthen the institutional vision, improve organizational alignment, and set out clear goals, objectives, and tasks so that the Staff and Board may move forward with purpose. A Steering Committee of Trustees and Staff was formed under the leadership of Nathan Hayward III and Jane G. Pepper, who ensured an open and consultative process that reached out to every member of the Board and Staff, experts in public gardens and cultural institutions around the globe, and its partner, the Longwood Foundation. Leading up to the planning process, Trustees and Staff expressed a need to develop a balanced approach to growth: one that would increase the Gardens’ relevance, raise its international profile and attract new audiences, while maintaining its heritage. The drivers for this plan are the need to (1) create a
connected guest experience through inspirational landscape, gardens and design; (2) strike a balance among horticulture, performing arts, and education; (3) identify how Longwood can substantially contribute to the world through best practices in public horticulture and environmental stewardship; and (4) ensure that Longwood’s facilities support its vision for the future.

The first steps consisted of consultant-led research and analytic synthesis: an Environmental Scan Discussion Paper and an Internal and External Assessment consisting of external interviews with key opinion leaders, one-on-one interviews with Board members, workshops with over 350 Staff members, focus groups with Longwood guests, an organizational review, an international benchmarking study, and an extensive evaluation of physical assets and facilities. The findings of these inputs were synthesized into a Critical Issues report that provided the foundation for discussion and decision-making. The second step was the development of this Strategic Plan to set goals that address critical issues and lay out a detailed action plan to evolve the institution. The final step in the Visionary Master Planning process is a Facilities Master Plan that prioritizes capital investment based on these goals.

The outcomes of the year-long planning process are that Trustees and Staff are aligned around the same vision and goals, and a plan that addresses the programmatic, operational, and physical needs to meet those goals. Specifically, leadership at Longwood has developed plans to:

- Optimize the physical configuration of the Longwood campus, and prioritize capital improvements;
- Ensure local and global impact in horticulture, arts and education;
- Create an updated brand and develop a “curatorial voice” that will consistently communicate Longwood’s place in the world;
- Set long-term visitation and financial goals;
- Implement best practices around rapidly evolving environmental issues; and,
- Retain the traditional aspects that make Longwood Gardens unique in the context of a 21st-century organization.

The Board and Staff are now ready to move forward with a renewed sense of purpose and a Plan that has prepared them for the next five years and beyond. It is anticipated that by 2015, an even more vital and vibrant Longwood Gardens will emerge.

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1 To review the complete research, see Visionary Master Plan: Phase I Research Report, July 2008.
2. Mission, Vision and Values

Strategic Planning is the formal consideration of an organization’s future course. The keystone to the process is the review of foundation statements to ensure relevance and appropriateness in light of new priorities. At the outset of planning, Longwood had a mission statement and principles, both of which were reviewed by Board and Staff. The planning process rendered an updated mission, new vision and core values, adopted by the Board on February 5, 2009.

Mission

A mission statement answers the question, “Why do we exist?” It should be memorable and inspiring.

*Longwood Gardens is the living legacy of Pierre S. du Pont, inspiring people through excellence in garden design, horticulture, education and the arts.*
Vision

The vision is the impact the institution will make on the world and the community in the future. This vision will become a reality through the implementation of detailed action plans – a series of goals, objectives, and specific tasks that create the roadmap for institutional growth.

Longwood Gardens is one of the great gardens of the world. We strive for innovation in horticulture and display.

We present the arts in an unparalleled setting to bring pleasure and inspire the imagination of our guests.

We contribute to society through excellent and diverse education programs, horticultural research, environmental stewardship, and cultural and community engagement.

Values

Values are principles that guide an organization's priorities, behavior, and decision-making. The following values were identified as core to Longwood’s philosophy:

**Excellence**
We continue Pierre S. du Pont’s passion for excellence through innovation, creativity, experimentation, and professional development.

**Professional Leadership**
The advancement of public horticulture is central to our role as a global leader in our field. We actively share intellectual capital, provide mentorship and embrace collaboration.

**Fiscal Alignment**
Our sound governance and financial practices support our mission and vision while ensuring that Longwood thrives in perpetuity.

**Stewardship**
We are committed to conservation and sustainable practices.

**Community Engagement**
We strive to ensure that we are relevant, accessible and welcoming to everyone.
3. Goals and Objectives

By 2015, Longwood Gardens will be one of the great gardens of the world. It will provide new experiences for a range of guests and students, conduct and share cutting-edge research and practices, and evolve its operating model and facilities to better fulfill its mission. To realize this ambitious vision, Trustees and Staff have developed the following long-range goals.

The Strategic Plan is intended to be a living document that is revised and potentially updated annually. The goals and objectives, which will be implemented over a time frame of five years, provide the framework of the Strategic Plan.

**Goal 1. Evolve the organizational and financial structures to ensure that Longwood Gardens achieves its mission.**

- Objective A: Develop and implement a governance structure that empowers Longwood Board and Staff to make sound decisions.
- Objective B: Develop a long-range business plan and transparent financial reporting system.
- Objective C: Develop and enact a 21st century organizational structure.
- Objective D: Ensure Longwood's compensation and benefits programs are progressive, competitive and equitable.
- Objective E: Instill professional development and performance management into all positions.
- Objective F: Develop a cohesive, progressive and comprehensive safety and risk management program.
Goal 2. Achieve An Extraordinary Guest Experience.

Objective A: Exceed guest expectations.

Objective B: Develop extraordinary Staff.

Objective C: Develop an innovative communication system that allows Staff to provide accurate and consistent information.

Objective D: Plan and execute innovative and imaginative displays and programs.

Objective E: Plan and begin to implement world-class facilities in an unparalleled setting.

Goal 3. Develop a curatorial voice and program plan to create a cohesive experience.

Objective A: Develop a structure and process to create and manage garden-wide curatorial content.

Objective B: Determine and interpret Longwood’s holistic story of the Gardens’ evolving legacy.

Objective C: Impart a cohesive, meaningful, and enduring message to the world.

Objective D: Engage and inspire diverse, new audiences while fostering an increased involvement of current constituencies (including professional peers).


Objective A: Enhance energy efficiency and establish on-site renewable energy presence.

Objective B: Advance Longwood’s commitment to conservation and sustainable practices.

Objective C: Adopt a culture of sustainable behavior and ethics.

Objective D: Create measures of sustainable practices with key themes that everybody understands.
Goal 5. Expand learning opportunities and share intellectual capital with the world.

Objective A: Inventory, appraise, and prioritize Longwood’s learning opportunities and intellectual capital.

Objective B: Develop and offer engaging learning opportunities.

Objective C: Develop and employ protocols for managing intellectual capital.

Objective D: Develop and disseminate Longwood’s intellectual capital.

Objective E: Engage in synergistic collaborations with other institutions.

The Action Plan lays out how each strategic goal will be accomplished through a series of objectives and tasks. It is the Staff’s tool to make sure that concrete steps are being taken over time to fulfill the mission and realize the vision. It is a roadmap for implementation and will facilitate the ongoing evaluation of both Staff progress and the impact of each objective.

Essential to the action plans are assignments of responsible personnel, due dates, outcomes, and defined performance measures. These will allow Longwood’s leadership to monitor and evaluate the implementation of the plan over time. A systematic evaluation program will be established to assess progress over time, adjust objectives or completion schedules as necessary, and ensure that Longwood’s Strategic Plan is a living document providing a framework for the institution’s advancement. The format is flexible, with the potential to sort the data by any field.
The key accomplishments of Longwood’s Strategic Plan can be summarized by year as follows:

Year 2010

The first year of Longwood’s new Strategic Plan will focus on evaluation, analysis and priority setting. These activities will ensure that leadership has the information and resources needed to proceed in a controlled and responsible fashion. High-profile activities such as the dedication of the East Plaza and early implementation of sustainable energy projects and green practices are expected. Anticipated accomplishments in this period include:

- Align the Board of Trustees with the mission by establishing new horticulture, education and arts committees.
- Develop a comprehensive site master plan to guide development of Longwood through 2040, including an interpretive master plan and complete heritage assessment.
- Assess, inventory and prioritize the development of programs, facilities, collections, intellectual capital and environmental stewardship.
- Develop a 5-year business plan that will establish admission goals and explore new revenue streams.
- Evaluate and update the Longwood brand.
- Advance Longwood’s human relations programs by establishing new processes for recruitment, on-boarding, training and performance reviews.
- Conduct a comprehensive safety and risk audit to establish strategies for the future.
- Establish institutional practices to assess guest and non-guest perceptions of and experiences at Longwood.
- Define extraordinary guest service and standardize the requirements for service delivery.
- Enhance internal communications to create greater awareness and improved communication with guests.
- Complete long-range planning and content development for a range of programs, including Orchid Extravaganza, Spring Blooms, Fall Chrysanthemum Festival and performing arts.
- Continue to evolve K-12, student and adult education programs through online delivery.
- Install Phase 1 Solar Field Project to increase Longwood’s use of renewable energy.
- Complete and dedicate East Conservatory Plaza.
Year 2011

The second year of the planning process will involve the rollout of new interpretation, education programs, communications, and operations to enhance the guest experience, brand and operation of Longwood. These systems will pave the way for continued leadership as a premier cultural institution. Accomplishments for the second year are expected to include:

- Implementation of Phase 1 Interpretative Master Plan elements.
- Advance Longwood’s human relations programs through evaluation of the organizational structure, job titles, function and succession planning.
- Implement safety and risk programs.
- Enhance guest communications through new training programs and technology for team members.
- Implement short-term guest amenity improvements (e.g. Esplanade bleacher replacement and Visitors Center update).
- Develop formal collections management policies for plants, archives and facilities.
- Update of web site to include Web 2.0 capabilities.
- Implement national and international public relations strategy.
- Rededicate the Aeolian Organ.
- Continue development and expansion of K-12, student and adult education programs.
- Implement environmental stewardship strategies from 2010 study and establish a Longwood Environmental Stewardship Index.
Year 2012

2012 will see continued development of programs, Staff, and systems. By this time, a marked difference is expected in the level of professional practice, national and international recognition, and the guest experience. Among the many activities, three new programs will debut to further build Longwood’s leadership position:

- Implement mentoring program to support leadership succession plan.
- Debut the Pierre S. du Pont (or Longwood) Award.
- Establish an editorial review board for new Longwood journal and external publication submissions.

Year 2013

Further experiential and operational improvements will be realized in Year Four. In addition, new programs expected to have a significant impact on the field of horticulture will be introduced.

- Open new chrysanthemum facility.
- Implement strategy to increase diversity in public horticulture through the summer high school internship program, Professional Gardener Program and partnership with University of Delaware.
- Debut the Longwood Journal, an academic periodical journal to showcase Longwood’s research and best practices.

Year 2014

By the fifth year of the plan, it is expected that Longwood will have achieved many of the objectives and will be enjoying improved management and operations, an enhanced guest experience and world wide recognition. Continued development of Staff, professional best practice and intellectual capital will ensure that Longwood consolidates its position as a “great garden of the world.” The anticipated relocation of Route 52 will unite Longwood’s property and allow for the realization of the Master Plan.

- Establish institutional sabbatical policy to encourage professional advancement and leadership development.
- Establish a curatorial team to lead the management, development, care and content delivery of Longwood’s collections.
- Host an environmental stewardship symposium.
- Complete relocation of Route 52.
Year 2015

By the end of 2015, it is expected that Longwood will have achieved the institutional goals articulated in this Strategic Plan, and significantly moved the needle in terms of its reputation as a leader and impact on society. The guest experience, educational and public programs, operation, brand and organizational structure will be world class, and Phase 1 of the Facility Master Plan will be near completion. Key activities in this period include:

- Complete nursery facility and infrastructure upgrades.
- Debut and host the Longwood International Landscape Architecture and Garden Design Symposium.
- Implement Phase 1 of the comprehensive Site Master Plan.