

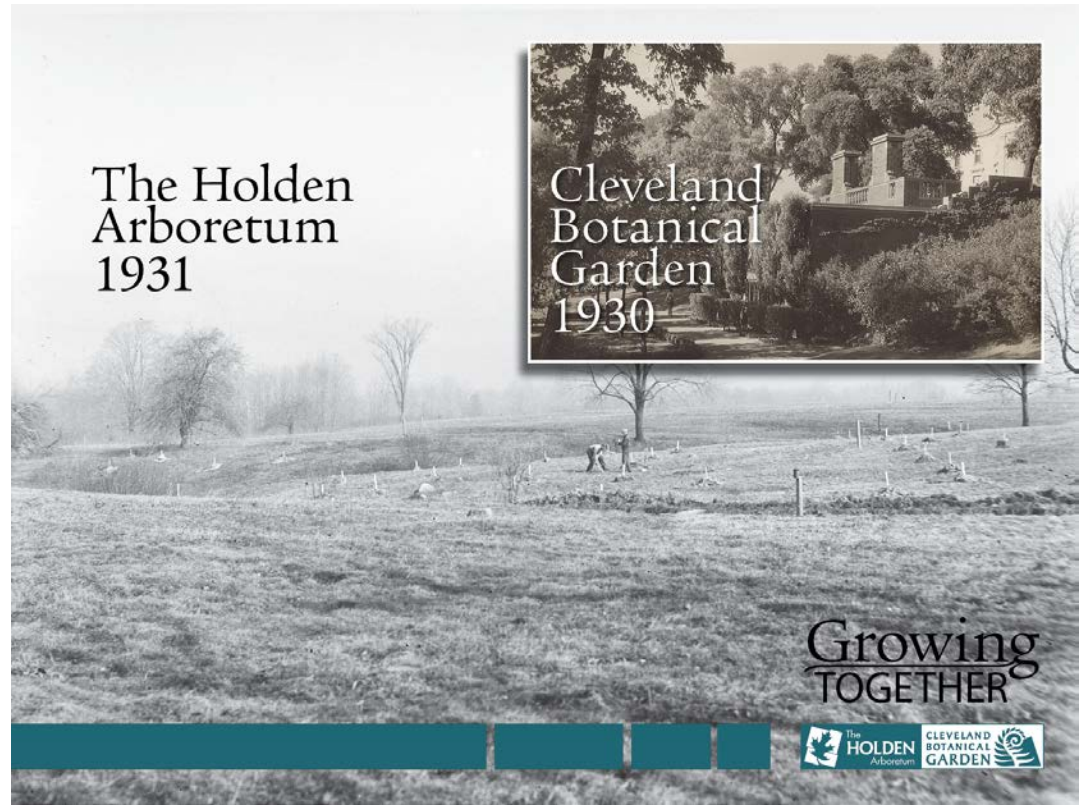


Growing Together

## The Integration Story of The Holden Arboretum & Cleveland Botanical Garden



1. Once Upon a Time...
2. To Join or Not To Join?
3. Progress and Issues



# Once Upon a Time

## Cleveland Botanical Garden





# Once Upon a Time

## Cleveland Botanical Garden

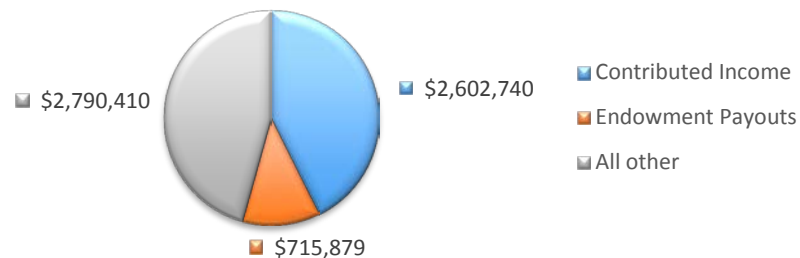
### Mission

To spark a passion for plants and cultivate an understanding of their vital relationship to people and the environment.

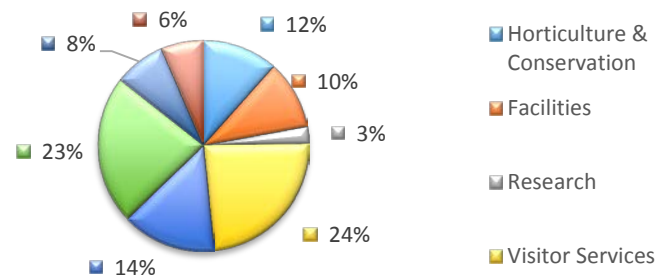
### Vision

Cleveland Botanical Garden inspires an enduring connection between plants and people so that vibrant green communities will flourish and sustain life.

### Sources of Revenue



### Expenses - Functional





# Once Upon a Time

## The Holden Arboretum



# Once Upon a Time

## The Holden Arboretum

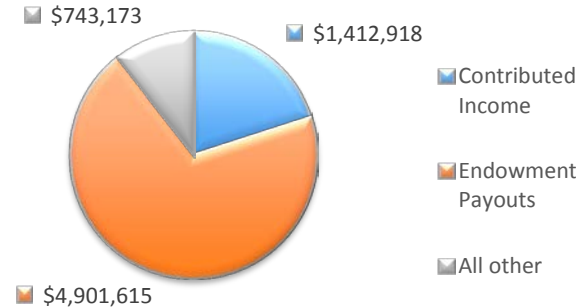
### Mission

The Holden Arboretum is an outdoor living museum that promotes the beauty and importance of trees and other woody plants to create sustainable and healthy communities in the Great Lakes region and beyond.

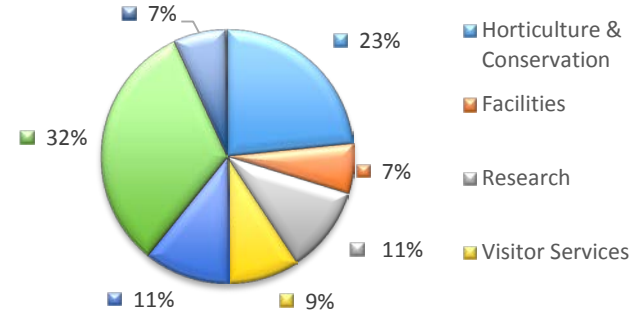
### Vision

The Holden Arboretum envisions a Northeast Ohio in which trees, forests, and gardens provide maximum ecological and social benefits to the region's people and communities.

### Sources of Revenue



### Expenses - Functional



# To Join Or Not To Join?

## *Why Was Holden Interested?*

- CBG “fits” Holden
- University Circle
- Opportunity for Impact
- Avert community tragedy
- Good people to play together

## *Why Now And Not Before?*



# Holden's Due Diligence

## Mission and Strategy

- Alignment better than stereotype

## Fiscal Sustainability

- Philanthropy (and overlap)
- Deferred and ongoing maintenance
- Staff compensation
- HR Practices
- Wade lawsuits

## Culture and Mutual Understanding

- Board
- Staff







# Progress and Issues

In September 2014 The Holden Arboretum and Cleveland Botanical Garden officially integrated, becoming the nation's **12th largest public garden.**



# Progress and Issues:

## Will $1 + 1 = 3$ ?

### Key Discussion Themes:

- Establishing Shared Understanding and Perspective
- People
- Creating a Shared Environment
- Crafting Strategy and Identity



# Integration Progress:

## Establishing Shared Understanding and Perspective

- Impact of Secrecy
- Positive Cheerleading
- Day to Day Challenges
- Self- Orientation
- Integration vs Acquisition



# Integration Progress: People

- Governance
- Staff organization:  
    Tempo and mode
- Attitude of Oneness
- Trust, Behavior &  
    Stress
- Us



# Integration Progress: Creating a Shared Environment

- Internal and external communications systems
- Building relationships
- Presence on both campuses
- Back office support systems
- Ambitious but realistic expectations



# Integration Progress: Crafting Strategy and Identity

- Strategic Planning
- Branding
  - The Name
- Bringing the Vision to Life



# Integration Progress: Strategic Plan and Successes

## Our Mission



Advance and inspire a deeper understanding of plants to enhance life.

**Advance...**  
to create knowledge;  
to take a leadership role

**...inspire...**  
to engage and foster an  
appreciation in others;  
make aware

**...deeper understanding...**  
research, education,  
understanding of  
sustainability issues

**...inspire a deeper understanding...**  
opportunity for creativity  
in how we share our knowledge;  
sharing the vital importance that  
plants have to all life

**...to enhance life...**  
rich destination and outreach  
experiences that engage and  
enlighten; to have a lasting and  
positive impact on the life of all  
living beings

## Our Vision



Vibrant green communities and diverse native forests of the Great Lakes region will flourish and sustain life.

**Vibrant green communities...**  
environmentally balanced  
and sustainable ecosystems  
from urban to rural and from  
grassland to forest based on  
sound, scientifically-based  
practices

**...diverse native forests...**  
biodiversity and genetic  
diversity with native integrity  
of all plant life

**...Great Lakes region...**  
the stage on which we will  
provide influence and have  
our most direct impact

**...flourish and sustain life...**  
that can be sustainable  
in a regionally relevant  
and responsible manner;  
enrich the life of all  
living beings

