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**Morris Arboretum**  
UNIVERSITY of PENNSYLVANIA

*Official arboretum of the Commonwealth of Pennsylvania*



## POSITION GUIDE

### F. OTTO HAAS EXECUTIVE DIRECTOR

<http://www.morrisarboretum.org/>

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## POSITION GUIDE

<b>ORGANIZATION:</b>	<b>Morris Arboretum of the University of Pennsylvania</b>
<b>POSITION:</b>	<b>F. Otto Haas Executive Director</b>
<b>REPORTS TO:</b>	<b>Vice President for Business Services, University of Pennsylvania Chair, Morris Arboretum, Advisory Board of Managers</b>
<b>LOCATION:</b>	<b>Philadelphia, PA</b>

### MISSION

*The Morris Arboretum of the University of Pennsylvania is a historic public garden and educational institution. It promotes an understanding of the relationship between plants, people and place through programs that integrate science, art and the humanities.*

### VISION

*The Morris Arboretum of the University of Pennsylvania is an important resource for extending an appreciation of the world's ecology, and an understanding of the importance of plants to people, in a biological, cultural, historical and aesthetic context.*

### ABOUT THE ARBORETUM

The Morris Arboretum of the University of Pennsylvania is a historic public garden and educational institution and is among the most highly regarded arboreta in the U.S. It promotes an understanding of the relationship between plants, people and place through programs that integrate science, art and the humanities.

The Arboretum conducts four major activities: education, research, outreach, and horticultural display. As the official Arboretum of the Commonwealth of Pennsylvania, the Morris Arboretum of the University of Pennsylvania provides research and outreach services to state agencies, community institutions, citizens of Pennsylvania and beyond.

The Morris Arboretum encompasses about 170 acres and is located in northwestern Philadelphia and eastern Montgomery County, 13 miles from the main University campus. The entire property is on the National Register of Historic Places and has been carefully

restored and adaptively reused over the past 40 years. The Arboretum now welcomes over 140,000 guests each year.

The Arboretum holds American Alliance of Museums accreditation with over 13,000 living accessioned plants, representing 2,600 taxa, many of which were wild collected. The Horticulture Center, a LEED Platinum facility completed in 2011, received the American Architecture Award as one of the top architectural projects of 2012. In 2015, the 'Out on a Limb' elevated walkway was awarded the Buildy Award by the Mid-Atlantic Association of Museums in recognition of exemplary accomplishment in museum construction. The Arboretum also has a small herbarium, documenting the living collections and the flora of Pennsylvania. The Morris Arboretum plays an active role in Greater Philadelphia Gardens, an organization of over 30 gardens in the greater Philadelphia area.

The Arboretum sponsors a wide array of educational programs for children, adults and practicing professionals. It offers one-year internships to 9 young professionals each year. Research programs focus on the flora of Pennsylvania and the region, and plant exploration, evaluation and introduction.

The Arboretum is in the midst of the *Ever Green* campaign, which is a part of the University-wide Power of Penn campaign. The primary goal of the *Ever Green* campaign is to raise \$36 million by June 30, 2021 for an array of priority projects and initiatives across all areas of the Arboretum's operations. It is a campaign that is predicated on strengthening a dynamic organization through endowment growth, investment in education and research programs, continued conservation of the living collections, and enhancement of the Arboretum's stunning gardens, natural landscapes, and historic features. *Ever Green* is an "all-in" campaign, which means that all gifts – from the Annual Fund and Membership, to endowment and planned gifts – count toward the campaign total. With a quiet phase that dates back to January 1, 2013, the *Ever Green* campaign launched its public phase in April 2018. As of October 31, 2018, more than \$22 million in gifts and pledges have been raised towards the \$36 million goal.

The Arboretum employs over 130 full and part-time staff (approximately 70-75 full-time equivalents) and has an annual budget of \$9 million.

The Arboretum Executive Director reports to the Vice President of Business Services at the University of Pennsylvania and to the Advisory Board of Managers.

### **THE OPPORTUNITY**

The Morris Arboretum has seen substantial growth in its infrastructure and programmatic development in recent decades. Building on that progress, we now seek a leader who will develop a long-term vision and master plan for the next decade and beyond. That plan will need to address all aspects of the Arboretum, including horticulture, research, education, conservation, fiscal development, visitor experience, and the community it serves. The Executive Director will be expected to build wide support for this master plan among all levels of the Arboretum and the broader community at the University of Pennsylvania.

The Executive Director must also be dedicated to expanding the Arboretum's outreach to the Greater Philadelphia area and beyond through the development and execution of innovative educational programs and direct community engagement. He or she should explore opportunities to extend the current constituency of supporters and participants by

engaging individuals who represent a more geographically, ethnically, and socio-economically diverse base.

This individual will be expected to guide and participate directly in fundraising for priority initiatives, especially in successfully completing the *Ever Green* campaign and for the proposed Education and Research Center, which is not included in the current campaign. He or she will also re-examine best uses of this space in support of the Arboretum's mission.

In addition to managing eight direct reports, the Executive Director will cultivate staff, volunteer and advisory board cultures based on high performance and high levels of satisfaction.

As the leader of a unit of the University of Pennsylvania, the successful candidate will also be expected to build strong connections with the University, through innovative programs, student outreach, and/or academic offerings.

### **POSITION SUMMARY**

The Executive Director establishes an overall vision for the Morris Arboretum; identifies and coalesces support for that vision among members of the Advisory Board, staff, university administration, and other key leaders; secures funding and approvals for priority initiatives; provides progressive supervision, guidance and accountability to eight direct reports; serves as an effective liaison with Penn administrators and faculty; and represents the Morris Arboretum among the public garden community nationally and globally.

### **CANDIDATE PROFILE**

We seek an individual with a strong record of effective leadership of a public garden, museum, or affiliated organization, along with progressive leadership traits such as adaptability, resilience, open-mindedness and emotional control. The successful candidate must have experience with articulating an organizational vision and identifying and coalescing support for that vision. Experience in a research institution or an affinity and understanding of research activities as an element of core mission is desired.

The ideal candidate will be skilled at leading boards and committees, including being an effective listener, keeping groups focused on agenda, engaging all individuals, and bringing groups to consensus. He or she must also have a proven track record of successful fundraising and grant writing, as well as experience in working with a diverse range of supporters, including those within the local community and others with an interest in horticulture and education.

Candidates must display strong communication and personal presentation skills, including the ability to speak extemporaneously and to write effectively for a wide range of audiences including donors, university officials, foundation professionals, corporate executives, and key governmental administrators. She or he must be able to communicate with integrity and ethically to create a safe and trusting environment which allows the Board, staff and the Morris Arboretum community to collaborate in an open and meaningful way.

Candidates must have experience managing a team and demonstrated ability to develop staff. This person will be able to instill confidence through their actions and

communicate expectations clearly. He or she will also have experience developing, sustaining and maintaining annual and multi-year budgets.

Given the breadth and complexity of the Arboretum, candidates must have high levels of organizational skills, displaying advanced planning, resourcefulness and creativity in addressing priority initiatives and unforeseen problems. This executive should be entrepreneurial and willing to seize opportunities and express curiosity and openness to new ideas. Decisive and accountable decision making is required.

An advanced degree in a relevant discipline such as horticulture, landscape architecture, ecology, public garden management or related academic tracks is highly desirable.

To apply, please submit a current resume and letter of introduction to Kittleman & Associates, LLC at <https://www.kittlemansearch.com/morris-arboretum-/>

For more information about the Morris Arboretum, please visit <http://www.morrisarboretum.org/>