Celebrating its 80th anniversary in 2019, Desert Botanical Garden is committed to accomplishing the goals set forth in the following strategic plan by January 2024. This five-year plan is ambitious yet readily achievable. It is lofty in its reach but also grounded in the Garden’s history and traditions. It is holistic, drawing inspiration from the four corners of our mission while forging a new path for the Garden.

This new plan comes on the heels of 20 years of dramatic growth. Starting in the late 1990s, Board members and staff have completed three ambitious capital campaigns that have transformed the Garden.

- **Growing a Legacy for Generations** was completed in 2000 and raised $17 million to build the Garden’s world-class science and education campus.
- **Tending the Garden** was completed in 2008 and raised more than $18 million. These funds were used to construct dramatic new exhibits for the Garden’s plant collections and to create a $9 million endowment.
- **The Saguaro Initiative** was completed in 2017 and raised more than $18 million. This campaign served to construct state-of-the-art greenhouses and exhibits, as well as further build the Garden’s endowment (now $16 million) and other reserve funds.

Following the investment of more than $50 million during the past 20 years, the 2019 - 2023 Strategic Plan builds upon and celebrates the gains made to assure that the Garden will continue to be a powerful force for conserving and sustaining desert plants, habitats and valuable community resources.

The 2019 - 2023 strategic plan articulates the Garden’s focus on “**Sustainability: The Triple Bottom Line.**” In so doing, we have emphasized the three pillars of sustainability commonly recognized in the business and nonprofit sectors: economic, environmental and social. To these, we have added a fourth pillar—branding and communications—recognizing that success in the other three pillars requires effective and inspirational communications, from the Garden to everyone touched by its mission. In the pages that follow, we define what each type of sustainability means to the Garden and its mission.

We are proud that hundreds of dedicated people generously devoted countless hours to create this publication. We thank each and every person who has been a part of this endeavor.

Ken Schutz

The Dr. William Huizingh Executive Director

Shelley Cohn

President of the Board
HISTORY
For 80 years, Desert Botanical Garden has been teaching and inspiring visitors from the local community and around the world, providing research, exhibits and experiences designed to help us understand, protect and preserve the Sonoran Desert. In the 1930s, a small group of passionate local citizens saw the need to conserve our beautiful desert environment. One was Swedish botanist Gustaf Starck, who found like-minded residents by posting a sign that said, “Save the desert,” with an arrow pointing to his home. Another was Gertrude Divine Webster, who challenged us “to preserve not destroy” the Sonoran Desert. Eight decades later, thanks to leadership and investments from many individuals, the Garden has blossomed from a dream into a living museum unlike any other. Today, the Garden features:

• **140 ACRES** of Sonoran Desert habitat

• **55 ACRES** under cultivation

• **50,000 DESERT PLANTS** in dramatic outdoor exhibits

• **ACCREDITATION** by the American Alliance of Museums

• An exuberant volunteer program with more than **700** members

• Attendance of **450,000** visitors each year

• **34,000** member households

• **12,000** students and teachers served each year on field trips

GARDEN VALUES

STEWARDSHIP | To protect and preserve desert plants, animals and habitats

INTERDEPENDENCE | To embrace biodiversity and respect the connections among people, plants and all of nature

AUTHENTICITY | To reflect the Sonoran Desert’s natural heritage and cultural history within a public garden setting

ACCOUNTABILITY | To act ethically and responsibly as we serve our increasingly diverse communities

MISSION
The Garden’s commitment to the community is to advance excellence in education, research, exhibition and conservation of desert plants of the world with emphasis on the Sonoran Desert. We will ensure that the Garden is always a compelling attraction that brings to life the many wonders of the desert. (Articles of Incorporation, 1937)

VISION
The Garden’s vision is to be the premier center in the world for the exhibition, research and conservation of desert plants. The Garden strives to be an indispensable resource for learning about cactus, agave and other desert plants of the Sonoran Desert and the world. Every element of the Garden reflects excellence, beauty and inspiration to transform the guest experience into one of discovery. The Garden is here to help everyone enjoy the beauty of the desert and to help them care about protecting and sustaining the natural world for the benefit of future generations.
THE PLANNING PROCESS

The Board, co-chairs of the Strategic Planning Steering Committee and members of the Garden’s senior staff undertook the visioning process. “Sustainability, The Triple Bottom Line” was selected as the unifying theme of this plan. Simultaneously, “big ideas” for advancing the Garden’s mission in the next five years were collected from Garden staff, trustees, volunteers and members of the community. As this list was being compiled, no idea was off limits, and all were evaluated by the Strategic Planning Steering Committee. Some were deemed operational, some were moved forward to be vetted by the Strategic Planning Task Forces and others were put on hold to be considered after 2023.

The Strategic Planning Steering Committee developed Guiding Principles to be used for evaluating all big ideas and for use as touch points for the Task Forces. Articulating the Garden’s definitions of sustainability was a critical step of the planning process.

GUIDING PRINCIPLES

SUSTAINABILITY

Desert Botanical Garden is committed to striking a balance between structured planning and operational flexibility in an ever-changing world. The Garden models responsiveness and resilience, while demonstrating that it can both endure and thrive in pursuit of its mission. This requires emphasizing “the triple-bottom line” by excelling in all three pillars of sustainability: economic, environmental and social.

ECONOMIC SUSTAINABILITY

Desert Botanical Garden will continue to manage responsibly its financial, human and other resources in order to support its mission for future generations. The Garden will utilize and expand current revenue streams, while simultaneously identifying untapped revenue sources to diversify revenue and support future growth.

ENVIRONMENTAL SUSTAINABILITY

Desert Botanical Garden will leverage its established reputation as an expert in research, conservation, collection and horticulture of cactus and agave to become the global leader in the conservation of desert plants. The Garden is committed to sharing its knowledge and best practices to conserve and protect desert plants and habitats.

SOCIAL SUSTAINABILITY

Desert Botanical Garden ensures social diversity and inclusion by providing an environment, in which everyone feels welcome, engaged and valued. The Garden strives to support broader community efforts, encouraging conversations surrounding critical issues. As a founding institution in our community, we will lead by example to develop and implement strategies to ensure that our Board, staff and volunteers reflect the diversity of the audiences that we serve.
ECONOMIC SUSTAINABILITY

As part of the Garden’s plan to ensure continued revenue growth, the Economic Sustainability Task Force approached planning for the next five years by analyzing two distinct questions. The first question explored how the Garden will continue to run at high capacity. The second explored priorities for revenue enhancement beyond current revenue streams.

Desert Botanical Garden intentionally operates like a business, because a major financial misstep could put the Garden out of business. Our customers are the communities we serve, and our products are those described in our mission. We are a compelling attraction for tourists and residents that brings to life the many wonders of the desert through events and the exhibition of desert plants. We also provide customers—our community—with educational programs, research and the conservation activities that are necessary to keep our collective desert home healthy and vibrant.

We think of the operating budget from earned and annual contributed revenue as one engine in the Garden’s twin engines of support. This engine depends on offering appealing events, exhibits and programs that generate sufficient funding to cover the cost of providing all such programs. It also funds the operation of the mission-related “cost centers” of the Garden, namely education, research and conservation. These cost centers should not be considered as a financial drain but as the fuel for the Garden’s second engine of support.

This second engine is the one that inspires community investment in the mission of the Garden. As noted in the foreword to this plan, more than $50 million has been invested by our community in the Garden in the last 20 years—in infrastructure, state-of-the-art buildings and exhibits, and our endowment. Such is the power of engine two—it has inspired extraordinary philanthropic support for the Garden’s mission pillars of research, conservation, education and exhibition.

As noted in the past 20 years, the Garden’s three capital campaigns have generated more than $50 million of support for the Garden’s mission. In the next five years, the Garden will focus on its annual operating budget of earned and contributed revenue—to achieve growth and economic sustainability—but with special opportunities to grow earned revenue without a formal capital campaign.

We would be remiss if we did not mention the Garden’s secret asset in its fiscal success—the volunteers in the Garden. Each year, more than 700 highly trained individuals dedicated to the Garden’s mission donate more than 61,000 hours of service. That is equivalent to 30 full-time positions.

ONGOING INITIATIVES

The Garden will continue to operate at high capacity, growing each current revenue stream by at least 2.5 percent annually.

Admission revenue will be increased by:

• Continuing to offer a temporary art exhibit each year. A blockbuster exhibit will be offered every other year.

• Maintaining the overall beauty and aesthetic appeal of the Garden through a program for perennial renewal of existing plant exhibits and visitor amenities.

• Designing Garden marketing communications campaigns that utilize the best available data and technology to maintain our traditional audience base and develop new audiences.

• Adding exciting new and fun experiences for Garden visitors of all ages.

• Optimizing admissions revenue through implementation of a dynamic pricing system.

• Growing other revenue lines, such as beverage and food sales and Garden Shop sales.

• Increasing Garden fundraising revenue, which consists of three distinct revenue streams, that will be increased by at least 2.5 percent annually.

• Growing general membership revenues in tandem with annual visitation rates. Greater attention will be given to nurturing both aspects of the general membership life cycle: acquisition and retention.

• Philanthropic memberships that support the Garden’s mission pillars will realize growth as we strengthen donor programs and messages.

• Strengthening other contributed revenue resources—annual giving, planned giving and grants from corporations and foundations, including donor advised funds and family foundations.
The Garden’s education revenue stream has two sources—children’s programming and adult education classes. Both are expected to realize at least 2.5 percent growth over the next five years.

- Children’s education programming will increase the number of K-8 students served, expand preschool programs and develop on-site pop-up learning centers for children in anticipation of the opening of the Children and Family Garden.

- Adult education will streamline current catalog offerings while simultaneously designing new classes to attract additional audiences.

- The newly redesigned Desert Landscape School will take in more students each year and offer its complete curriculum in online and physical formats.

Event services revenue consists of five distinct revenue streams: Music in the Garden, Events & Services, Las Noches de las Luminarias, Dinner on the Desert and Devour Culinary Classic.

- Music in the Garden concert series will continue to feature the performances that Garden guests have come to love and will expand to include programming designed to attract new audiences.

- Las Noches de las Luminarias will continue to delight holiday guests of all ages—both new audiences and those that come back to visit year after year.

- Dinner on the Desert is the only revenue stream in this category that is not expected to realize growth in the next five years. This spectacular gala is the perfect size for guests to fully enjoy the experience and for the event to retain its historical character.

- Devour Culinary Classic, in partnership with Local First Arizona and the Southern Arizona Arts & Cultural Alliance, has found a new home at the Garden. The optimization of ticket pricing and experimenting with additional capacity for this beloved local event will contribute to revenue growth in this area.

In addition to growing current revenue streams by 2.5 percent annually, incremental new ideas for revenue enhancement were recommended.

**Develop a licensing strategy to be implemented as opportunities are identified and market tested.**

- The Garden’s research team will work with mass marketers to license use of high-resolution scans of Garden images for sale through catalogs and design centers. Other potential categories for licensing include: home decor, housewares, stationery and collectibles.

**Develop a strategy to sell more desert plants.**

- The Garden’s horticulture team will identify one-of-a-kind plants and pots for sale to Garden guests and members.

- The Garden’s horticulture team will identify and grow famous plant clones from the Garden’s collection to be sold at biannual Plant Sales.

**Create a master strategy for Schilling Events Plaza.**

- Conduct assessment and contact potential partners to determine the need for, interest in and demand for a permanent event/performing arts venue, and then create a business plan.

**Assess opportunities for a Desert Design Expo for implementation in the 2024 - 2028 strategic plan.**

- Develop and pilot a platform for local growers and designers to showcase Southwest floriculture by seasonally transforming an area of the Garden into an aesthetically vibrant living floral catalog.

**Complete the West Campus Master Planning process.**

- Develop a master plan for the Garden’s West Campus. Largely open and undeveloped, the West Campus provides space for future projects, including our planned Children and Family Garden.

**Conduct a feasibility study for capital improvements in 2024 - 2028.**

- Prepare case study and assess community support.

**Expand Food and Beverage Options.**

- Explore opportunities to provide different types of food and beverage at multiple price points.
ENVIRONMENTAL SUSTAINABILITY

Conserving desert plants has been at the core of the Garden’s mission since 1939. Acting at “local through global scales,” the Garden makes demonstrable contributions to preventing the loss of plant biodiversity in the Sonoran Desert and beyond.

The Garden has held steadfast to its mission “to advance excellence in education, research, exhibition and conservation of desert plants of the world” for 80 years. The foundation for achieving this mission is an unparalleled collection of desert plants. Today, the Garden holds more than 50,000 plants, representing more than 4,300 species, including several hundred taxa that are rare, threatened or endangered.

In 2010, the Garden’s prized cactus and agave family collections received the distinction of “nationally accredited” by the American Public Gardens Association Plant Collections Network.

In addition to its value for display and education, Desert Botanical Garden’s plant collection of more than 50,000 plants can be thought of as a backstop against extinction, especially for cactus and agaves.

The Garden is a founding member of the Center for Plant Conservation (1984), and as a CPC Participating Institution, works continuously to conserve imperiled native plants that live in the Southwest region. In this role, the Garden builds and maintains an ex situ collection of more than 25 species held as seeds and living plants and also holds several back-up conservation collections for other CPC institutions. These holdings are also tracked as part of CPC’s National Collection of Endangered Plants.

The International Union for Conservation of Nature (IUCN) has determined that fully one-third of cactus species are threatened with extinction, making cactus one of the five most threatened groups of organisms in the world. In 2015, IUCN designated Desert Botanical Garden as the host institute for its Cactus and Succulent Plant Specialist Group, an honor and responsibility that we have accepted with enthusiasm.

In addition to the living plant collection, the Garden holds two additional significant collections, its herbarium and library collections. Our herbarium currently holds more than 85,000 specimens and is the only herbarium in the country to focus solely on plants of arid and semi-arid regions with an emphasis on the Southwest U.S.

Much of the Garden’s plant collection is displayed along five themed trails: Desert Discovery Loop Trail, Harriet K. Maxwells Desert Wildflower Loop Trail, Center for Desert Living Trail, Sonoran Desert Nature Loop Trail and Plants & People of the Sonoran Desert Loop Trail. The remainder is held in greenhouses and shade structures in off-exhibit areas. Guests have an opportunity to view some of these areas on scheduled guided tours.

Garden infrastructure to support research, conservation and horticulture is comparable to or exceeds most botanical gardens and includes a seed bank, molecular lab, plant physiology lab, soil ecology lab, seed photography lab, state-of-the-art greenhouse facility, a living collections management system and a GIS (geographic information system).

The care of the Garden’s living collection is the combined responsibility of the horticulture department and the research, conservation and collections department. Together, these departments include more than 35 full-time staff with additional support provided by hundreds of highly trained volunteers.

The core research team at the Garden includes six Ph.D. scientists whose research and publications help fuel the Garden’s vision “to be the premier center in the world for the display, study and understanding of desert plants and their environments.” They also collaborate closely with ASU in mentoring graduate students in botany and related fields.

In 2012, the Garden launched the Central Arizona Conservation Alliance (CAZCA) to bring together stakeholders across our region to focus on sustainability of the mountain park preserves in Maricopa County. Since then, the Alliance has grown from a core group of eight partners, to more than 70 collaborating organizations. In 2018, the Garden and CAZCA published a signature document, the Regional Open Space Strategy for Maricopa County (ROSS). The Strategy provides the road map for achieving a sustainable regional open space system that supports healthy ecosystems and communities.

RECOMMENDATIONS

ONGOING INITIATIVES

The Garden’s robust array of research and conservation programs described above will continue unabated during the 2019 - 2023 strategic plan. An inventory of current activities can be found below.

- Publish at least 10 new scientific articles in peer-reviewed journals yearly.
- Mentor an average of three ASU graduate students each academic year. Recruit a new Huizingh Fellow in collaboration with ASU.
- Recruit and hire a new Cactus/New World Succulents Specialist.
- Recruit and hire a part-time programme officer for the IUCN cactus and succulent specialist group.
- Add at least 10 CPC taxa to the Garden’s ex situ collection.
- Digitize and archive Dr. Ted Anderson’s slides, and do the same for other critical holdings in the Garden’s library and archives as part of our Library Collections Plan.
- Plan and host an annual Conservation Celebration that provides operating support for CAZCA.
INCREMENTAL NEW IDEAS

In addition to strengthening and expanding the ongoing horticulture, research, conservation and collections programs listed previously, the Garden will undertake the following incremental new ideas:

• Conduct a **major collecting trip** each year in order to **expand** the holdings in the Garden’s Cactaceae and Agavaceae collections, especially living plants, but also including herbarium specimens, seeds, DNA sequences and digital images. The Garden currently holds approximately 70 percent of all the agave and cactus taxa that are called for in our collection plans. By 2023 we intend to complete **85 percent** of the collection plans.

• Create and publish the Garden’s comprehensive “**local to global**” strategy for science and desert plant conservation programs.

• Co-host a **national symposium** to assess North American gardens’ success in achieving the objectives of the **North American Botanic Garden Strategy for Plant Conservation**.

• Continue **collaborations** with the Center for Plant Conservation (CPC) and North American Orchid Conservation Center (NAOCC) to **expand** our **ex situ** collection of rare and threatened orchid species.

• Publish in collaboration with IUCN, the international assessment of the conservation status of agaves.

• Develop an IUCN-CSSG (Cactus and Succulent Specialist Group) **internship program** with ASU to provide additional technical capacity for the specialist group (particularly in regard to cactus conservation).

• **Collaborate** with Maricopa County Parks, the McDowell Sonoran Conservancy and the Sonoran Institute to formalize the CAZCA coalition to encourage shared responsibility, advancement of regional goals (ROSS) and financial stewardship, including a plan for ongoing funding and how the implementation of the ROSS will be coordinated among all partners over the next **five years**.

• **Lead** the ROSS objectives related to native plant material development, habitat restoration and invasive species management.

• Complete plan to **raise $8 million** dollars to **fund** Phase II construction of the Hazel Hare Center for Plant Science.

• **Articulate** the value of the Garden’s conservation work— in terms that resonate with our various communities.

• Evaluate and analyze our book publication opportunities, including the “Cactus of Arizona,” to result in significant publication.
SOCIAL SUSTAINABILITY

The Garden understands that authentically engaging new audiences is crucial to sustaining the Garden and that building cultural capacity through diversity, equity and inclusion initiatives is the key to success. The Garden is a good institutional citizen with a spirit of volunteerism and recognizes the importance of community collaborations. Though we currently engage some audiences through education and event programming, special exhibits, community partnerships and marketing communication efforts, we are keenly aware that not all audiences are enjoying what the Garden has to offer. We are excited to focus on the pillars of our mission that connect to new audiences through fun, play and social celebrations.

The work of audience engagement through diversity, equity and inclusion does not belong to any one person or department, it is a responsibility equally shared and celebrated by everyone involved with the Garden. To be shared and celebrated, it must first be understood, and we believe it is important to share how the Garden and the broader public garden industry define these topics.

Diversity refers to the variety of personal experiences, values and worldviews that arise from differences in culture and circumstance. It includes but is not limited to the influence of different cultural, ethnic and religious heritages and the differences that emerge from class, age, sexual orientation, gender identity, ability, socio-economic status and other socially constructed characteristics.

Equity refers to the guarantee of fair treatment, access and opportunity for advancement for all individuals. Equity also aims to identify and eliminate barriers that have prevented the full participation of marginalized groups. The principle of equity acknowledges that there are historically marginalized populations and that fairness regarding these unbalanced conditions is needed to provide effective opportunities for all. The key to understanding equity is the idea that individuals and groups need varied policies, programs and practices to succeed.

Inclusion indicates an environment in which a diversity of identities are not only represented but are also supported and embraced through consistent institutional behaviors, practices and policies. An inclusive and welcoming climate embraces differences and offers respect in words and actions for all members.

ONGOING INITIATIVES

The Garden has made progress in its diversity, equity and inclusion programs and what follows is a brief summary of the current initiatives underway, as well as key projects that represent how the Garden actively embraces its role as a good corporate citizen.

Garden programming celebrates local culture with bilingual educational classes and Title One scholarships, which ensures all schools interested in visiting the Garden can do so. In addition, the Garden has built and maintained a monthly Community Day, which is free to all and offers guests the opportunity to visit and experience the Garden. It also maintains many successful partnerships, including the Hispanic Chamber of Commerce and Spaces of Opportunity.

INCREMENTAL NEW IDEAS

There is abundant evidence that three potential audiences are currently underserved by the Garden, relative to participation by our current core audience, which skews toward white, women 55+ with relatively high average household incomes, college degrees and—more often than not—no children living in their household.

The three audiences that are the Garden’s top priority for increasing participation are:

• Hispanic/Latino communities
• Millennials
• Children and their families

Hispanic/Latino Communities

This community represents 20 percent of adults in Maricopa County, yet only 10 percent of current Garden visitors are Hispanic/Latino adults. Our goal over the next five years is to increase the total percentage of our visitors who are Hispanic/Latino to 15 percent. Robust market research, new programs and repositioning of the Garden in an authentic way relevant to Hispanic/Latino communities will be needed to achieve these results.

Millennials

This community represents 31 percent of adults in Maricopa county, yet only 21 percent of total Garden visitors are Millennials. Our goal over the next five years is to increase the percentage of our Millennial visitors to 26 percent. Robust market research, new programs and repositioning of the Garden in an authentic way relevant to the Millennial community will be needed to achieve these results.
INCREMENTAL NEW IDEAS, continued

Children and Their Families

The path to serving this audience is clear and has been accomplished already by several other public gardens of our approximate size. In May 2017, the Garden published the Master Plan for the Children and Family Garden, a 3-acre series of interactive exhibits that will encourage nature-based play and learning.

Community & Audience Engagement

Our Interpretive Master Plan reflects the significant preliminary work the Garden has already completed. This plan will help increase visitation to the Garden, and engagement in its programs by members of the three communities identified above.

Key strategies of that plan include:

• Providing visitor-centered experiences that inspire and motivate connections to nature and the desert environment.

• Offering accessible visitor experiences to engage broader, more diverse audiences by understanding cultural and generational barriers and evaluating how we communicate and frame our messages.

• Evaluate the option of having designated picnic areas.

• Training staff, docents and planning teams to leverage the interpretive and cultural capacity of the Garden to transform how we engage with visitors through exhibits and personal interpretation.

• Creating a Garden-wide learning community to nurture and transform the way that staff and volunteers engage with visitors and align Garden messaging with fun and participatory programming and exhibits.

INCREMENTAL NEW IDEAS, continued

Cultivating Excellence and Human Resources Management.

• Cultivating Excellence is an internal initiative focused on recruitment, retention and recognition, and it is designed to increase diversity, equity and inclusion among Garden staff, board and volunteers. This program will be supported by a $250,000 three-year grant received from The Institute of Museum and Library Services (IMLS). We refer to this internal audience of staff, board and volunteers as our “fourth audience.” This initiative will establish new processes, training, onboarding, leadership development and resources that will help ensure that the Garden provides a more diverse and inclusive environment for staff, volunteers, Board of trustees and visitors alike. Stronger alignment between our mission, values, vision and community should lead to audiences having a more meaningful experience and deepening their connection with both Garden and the natural world. By starting internally, we can ensure that everyone is prepared for authentically engaging our audiences.

Develop tools, metrics and a tracking system to measure our success in achieving our Social Sustainability goals.

• We will assess our current programming/partnerships in the first year of the strategic plan. This necessitates the development of tools and criteria against which current and future programming and partnerships will be measured. Criteria include but are not limited to: efficacy, diversity and inclusion goals, impact and participation. A process will be developed for program generation, testing and implementation. For each programmatic concept or partnership that is developed, goals and measures of success will be created. Baseline data about our audiences and growth metrics will be established with data collected and analyzed throughout the process to measure progress. This will be a thoughtful and collaborative process, involving all stakeholders, as well as subject matter experts.
BRANDING & COMMUNICATIONS

The Garden recognizes that implementation of this strategic plan requires a robust coordinated communication strategy in order to achieve the goals of our sustainability pillars. The Garden’s marketing communications team and our Board Marketing, Branding and Communication Committee will lead this effort to ensure the following objectives are achieved:

- Messaging to our current members and visitors that the Garden is a place where all guests will have fun enjoying the beauty of the desert plants, spending time with family and friends and experiencing the Garden’s programming.

- Messaging to those audiences currently under-served by the Garden – especially Latino community members, Millennials and children and their families – that the Garden is a welcoming, dynamic place for all Arizonans to enjoy.

- Distributing messages through digital marketing, paid media and media relations that increase the visibility and value of our conservation and research work in terms that are relevant to the day-to-day lives of our members and guests.

- Positioning the Garden within the community as a leader and an agent of change for ongoing conservation efforts to ensure that desert life will be sustainable in the future.

- Reinforcing the Garden’s dedication to diversity, equity and inclusion in all messaging and communication.
COMMITTEE ROSTERS

STRATEGIC PLANNING STEERING COMMITTEE & TASK FORCE ROSTER

Project Leader and Facilitator
Emily Knapp, Manager, Strategic Initiatives & Special Projects

Desert Botanical Garden Board of Trustees

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John Burnside, Trustee, Vice President of the Board
Doug Carter, Trustee
Shelley Cohn, Trustee, President of the Board
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Beverly Duzik, Director of Development
Shannon Fehlberg, Conservation Biologist
Marcia Flynn, Director of Event Services
Emily Knapp, Manager of Strategic Initiatives & Special Projects
MaryLynn Mack, Director of Operations
Kimberlie McCue, Director of Research, Conservation & Collections
Elaine McGinn, Director of Planning & Exhibits
Ken Schutz, The Dr. William Huizingh Executive Director
Dana Terrazas, Director of Marketing Communications
Tina Wilson, Director of Horticulture
Kenny Zelov, Assistant Director of Horticulture

ECONOMIC SUSTAINABILITY TASK FORCE

Maja Wessels, Trustee, Board Chair of the Task Force
Keith Cowan, Chief Financial Officer, Staff Co-Chair of the Task Force
Marcia Flynn, Director of Event Services, Staff Co-Chair of the Task Force
Doug Carter, Trustee
Shelley Cohn, Trustee, President of the Board
John Earle, Volunteer in the Garden
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Kenny Zelov, Assistant Director of Horticulture

ENVIRONMENTAL SUSTAINABILITY TASK FORCE

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Kimberlie McCue, Director of Research, Conservation & Collections, Staff Co-Chair of the Task Force
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Emily Knapp, Manager of Strategic Initiatives & Special Projects
Marta Morando, Trustee
Ken Schutz, The Dr. William Huizingh Executive Director
Janet Wieder, Volunteer in the Garden
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MaryLynn Mack, Director of Operations, Staff Chair of the Task Force
Shelley Cohn, Trustee, President of the Board
Harriet Ivey, Trustee
Emily Knapp, Manager of Strategic Initiatives & Special Projects
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Tina Wilson, Director of Horticulture
Marilyn Wolfe, Trustee, President of Volunteers in the Garden

BRANDING & COMMUNICATIONS TASK FORCE
Harold Dorenbecher, Trustee, Board Chair of the Task Force
Dana Terrazas, Director of Marketing Communications, Staff Chair of the Task Force
Dennis Brown, Volunteer in the Garden
Shelley Cohn, Trustee, President of the Board
Dirk Ellsworth, Trustee
Martha Hunter Henderson, Trustee Emerita
Kathryn Honecker, Monarch Council Member
Emily Knapp, Manager of Strategic Initiatives & Special Projects
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Bitsy Susich, Community Volunteer
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Bruce Weber, Trustee
