



Seed Your Future Leadership Meeting

February 25-26, 2019

Pre-Meeting Reading Index

<u>Item</u>	<u>Pages</u>
1. Agenda	2-3
2. Rosters	
a. Meeting Participants	4
b. Advisory Council	5
c. National Leadership Cabinet	6
d. Contact Information for All Volunteers	7
e. Dinner Guests	8
3. Seed Your Future Strategic Plan Documents	
a. Tracking Document	9-19
b. Executive Summary	20-21
c. Plan 2018-2021	22-33
4. BLOOM!	34-54
5. Engagement Strategy Documents	
a. Engagement Initial Proposal from GEER	55-70
b. First Round Test Results	71-73
c. Second Round Test Results	74-78
d. 2018 Lessons and 2019 Priorities	79-82
e. Engagement Strategy Proposal 2019	83-86
6. Colleges and Universities	
a. Enrollment Survey Results	87-91
b. Enrollment Summit 2019 Overview	92



Seed Your Future Leadership Meeting

February 25-26, 2019

Agenda

Revised 2/19/2019

Meeting Theme : Engagement

- Develop new engagement strategies across multiple audiences from our middle-schoolers campaign, to colleges and universities, to partners and the general public.
- Understand our progress toward the goals in our Strategic Plan.
- Understand our budget and financial needs.
- Energize the leadership of Seed Your Future.

Day One: Monday, February 25, 2019

12:00 pm – 12:55 pm: Buffet lunch available any time at your leisure in the Thornhill Auditorium at The Morton Arboretum.
1:00 pm – 5:00 pm: Thornhill Auditorium at The Morton Arboretum

- **Welcome**
*Anna Ball, National Leadership Cabinet Co-Chair
Gerard T. Donnelly, Ph.D., President and CEO, The Morton Arboretum*
- **Introductions and Setting the Stage**
*Susan E. Yoder, Executive Director
Sarah Cathcart, Advisory Council Co-Chair*
- **State of the Movement**
*Susan E. Yoder, Executive Director
Emilie Moghadam Dworkin, Senior Vice President, FleishmanHillard
Casey Mindlin, Director of Partnerships, Scholastic*
- **BREAKOUT GROUPS**
√ Progress Toward Our Goals
√ Identifying Priorities
*All participants in groups broken out by the five goal areas
Guided discussion questions provided to the facilitators
Report outs*

BREAK

- **Engagement 2019 Setting the Stage**
Sarah Cathcart, Advisory Council Co-Chair
- **Budget 2019 Resource Development Strategies**
*Susan E. Yoder, Executive Director
Paul B. Redman, National Leadership Cabinet Co-Chair*
- **Broader Engagement**
*GEER Engagement Strategy –
Testing Results, Strategy and 2019 Execution*
Marnie Conley, Advisory Council
- **BLOOM! Campaign Engagement 2019**
*Emilie Moghadam Dworkin, Senior Vice President, FleishmanHillard
Casey Mindlin, Director of Partnerships, Scholastic*
- **BREAKOUT GROUPS**
√ Activation, Community Events
Breakout Group Facilitators with guided questions

- **Relevant Work at The Morton Arboretum and Setting the Stage for Dinner**

Jessica Turner-Skoff, Ph.D., Advisory Council

BREAK

Enjoy The Morton Arboretum, catch up on work, etc. We will not be transporting to/from the hotel during this short time-period. Dinner is not formal attire.

5:30 pm – 8:00 pm

- **Cocktails and Dinner - Founder's Room**

Principal Investigators from The Morton Arboretum will join us for cocktail hour. They will have tables about their projects and work. Additional invited guests in horticulture from the Chicagoland area will join us.

8:15 pm Shuttle to hotel

Day Two: Tuesday, February 26, 2019

Breakfast included with rooms at the hotel. Please eat breakfast at your leisure and check out of your room. We will have a secure location for you to leave your luggage at The Morton Arboretum during our morning meeting.

8:15 am Shuttle to The Morton Arboretum

8:30 am – 12:00 pm: Thornhill Auditorium at The Morton Arboretum

- **Welcome and Day 2 Plans**

*Susan E. Yoder, Executive Director
Sarah Cathcart, Advisory Council Co-Chair*

- **Engagement Strategies
Colleges and Universities**

*John Dole, Ph.D., National Leadership Cabinet
Mary Meyer, Ph.D., Advisory Council*

✓ Enrollment Study Results

✓ 2019 Enrollment Summit

- **BREAKOUT GROUPS -**

Breakout Group Facilitators with guided questions

Gather information on audience segments to inform Summit planning

- **Broader Engagement
Engaging a Bigger Audience
Individuals
BREAKOUT GROUPS**

Sarah Cathcart, Advisory Council Co-chair

Breakout Group Facilitators with guided questions

BREAK

- **Broader Engagement
Partners and Advocates
Organizations
BREAKOUT GROUPS**

Sarah Cathcart, Advisory Council Co-chair

Breakout Group Facilitators with guided questions

- **Wrap Up and Next Steps**

Susan E. Yoder, Executive Director

- **Closing Remarks**

Anna Ball, National Leadership Cabinet Co-Chair

12:00 pm – Adjourn

*Lunch available to take with you or stay and eat on site. Shuttles **will leave at 12:15 pm for both O'Hare and Midway airports.***





2019 Seed Your Future Leadership Meeting, The Morton Arboretum, Lisle, IL

Last Update: February 21, 2019

	Last	First	M	Suffix	Role	Organization	Title	Email
1	Ball	Anna	C		Co-Chair - National Leadership Cabinet	Ball Horticultural Company	CEO and Owner	Aball@ballhort.com
2	Ball	Susannah			Committee/Work Group Volunteer	Ball Horticultural Company		Sball@ballhort.com
3	Birrenkott	Brian		Ph.D.	National Leadership Cabinet, SYF Treasurer	The Scotts Miracle-Gro Company	Chief Scientist	brian.birrenkott@scotts.com
4	Cathcart	Sarah			Co-Chair - Advisory Council	Longwood Gardens	Vice President, Education	scathcart@longwoodgardens.org
5	Conley	Marnie			Advisory Council	Longwood Gardens	Vice President of Marketing and Communications	mconley@longwoodgardens.org
6	Dole	John		Ph.D.	National Leadership Cabinet	North Carolina State University	Associate Dean, Director Academic Programs	John_Dole@ncsu.edu
7	Edwards	Debbie			Guest	Representative of The Garden Club of America	President-Elect	botanical.bugs@gmail.com
8	Gibson	Jeff			Advisory Council	Ball Horticultural Company	Landscape Business Manager	jgibson@ballhort.com
9	Horn	Jacob			Independent Contractor	Seed Your Future	Program Manager	jacob.e.horn@gmail.com
10	Jacquet	Aurelie		Ph.D.	Advisory Council	Howard Hughes Medical Institute	Postdoctoral Research Scientist	aureliederus@gmail.com
11	Jamatte	Zuny			Staff - SYF Intern	Longwood Gardens	Seed Your Future Intern	zjamatte@SeedYourFuture.org
12	Kares	Karla			Advisory Council	J.R. Peters	Marketing Manager	kkares@jrpeters.com
13	Kitz	Jamie			Advisory Council	Sakata Seed America	Account Manager	jkitz@sakata.com
14	Lough	Kimberley			Advisory Council	Lincoln Memorial Academy	Agriculture Instructor	loughk@lmatrojans.org
15	Mangum	Cole			National Leadership Cabinet	Bell Nursery	Vice President of Production	cole@bellnursery.com
16	McEnaney	Terri			National Leadership Cabinet	Bailey Nurseries	President	terri.mcenaney@baileynursery.com
17	Mindlin	Casey			Guest	Scholastic	Director, Scholastic National Partnerships	cmindlin@scholastic.com
18	Meyer	Mary		Ph.D.	Advisory Council	University of Minnesota	Professor and Extension Horticulturist	meyer023@umn.edu
19	Moghadam	Emilie			Guest	Fleishman Hillard	Senior Vice President and Partner	emilie.moghadam@fleishman.com
20	Needham	Doug		Ph.D., V.M.M.	Advisory Council	Retired - Longwood Gardens	Retired	doug.needham@icloud.com
21	Neff	Mike			Advisory Council	American Society for Horticultural Science	Executive Director	mwneff@mac.com
22	Paluch	Andy			Advisory Council	Come Alive Outside	Program Director	andy@comealiveoutside.com
23	Peters	Cari		Ph.D.	National Leadership Cabinet	J.R. Peters	Vice President	caripeters@jrpeters.com
24	Pfeiffenberger	Corri			Advisory Council	Denver Zoo	Director of Horticulture and Grounds	CPfeiffenberger@denverzoo.org
25	Redman	Paul	B		Co-Chair - National Leadership Cabinet	Longwood Gardens	President and CEO	predman@longwoodgardens.org
26	Rortvedt	Helen			Advisory Council	KidsGardening.org	Executive Director	helenr@kidsgardening.org
27	Sandelin	Broc		Ph.D.	Advisory Council	Delaware Valley University	Dean, Agriculture and Environmental Sciences	broc.sandelin@delval.edu
28	Schwarz Ballard	Jennifer		Ph.D.	Advisory Council	Chicago Botanic Garden	Vice President Learning and Engagement	ischwarz@chicagobotanic.org
29	Shull	Amanda			Advisory Council	American Horticultural Society	Manager, Programs and National Partnerships	ashull@ahsgardening.org
30	Simone	Joe			National Leadership Cabinet	Fred C. Gloeckner & Company, and Fred C. Gloeckner Foundation, Inc.	CEO and President	jsimone@FredGloeckner.com
31	Smith	Lisa			Advisory Council	Ryco Landscaping	Horticulturist, Landscape Acct Manager & Floral Container Designer	lsmith@rycolandscaping.com
32	Thebner	Kelsey			Staff - Administrative Support	Longwood Gardens	Senior Administrative Assistant	kthebner@LongwoodGardens.org
33	Turner-Skoff	Jessica		Ph.D.	Advisory Council	Morton Arboretum	Treeologist	jturner@mortonarb.org
34	Tuttle	Beth			Guest	American Horticultural Society	President and CEO	btuttle@ahsgardening.org
35	Wadsworth	Eliot	A		National Leadership Cabinet	White Flower Farm	Vice President, Marketing	EAW@WhiteFlowerFarm.com
36	Warshauer	Mary			Advisory Council	National Garden Clubs	First Vice President	mary@warshauer.com
37	Wunderle	Salina			Advisory Council	Chicago Botanic Garden	Senior Horticulturist - Greenhouses	swunderle@chicagobotanic.org
38	Yoder	Susan	E	IOM	Staff - Executive Director	Seed Your Future	Executive Director	syoder@SeedYourFuture.org



Advisory Council (as of December 17, 2018)

Co-Chairs:

Charlie Hall, Ph.D., Professor and Ellison Chair
Texas A&M University (TX)

Sarah Cathcart, Vice President, Education
Longwood Gardens (PA)

Members:

Gay Austin, President-Elect, National Garden Clubs (MS)

McKenzie Baecker, Middle School Teacher, Two Rivers Public
Charter School (DC)

Jared Barnes, Ph.D., Assistant Professor of Horticulture, Stephen
F. Austin State Univ (TX)

Mark Broxon, Executive Director, Proven Winners (CA)

Debi Chedester, Executive Director, American Floral Endowment
(VA)

Marnie Conley, Vice President, Marketing & Communications,
Longwood Gardens (PA)

Laura Drotleff, Editor Greenhouse Grower Magazine, Meister
Media Worldwide (OH)

Jeff Gibson, Landscape Business Manager, Ball Horticultural
Company (IL)

Danielle Green, Director of Gardens & Grounds, Naples Zoo at
Caribbean Gardens (FL)

Nancy Hargroves, President, National Garden Clubs (MO)

Aurelie Jacquet, Postdoctoral Associate, Howard Hughes
Medical Ctr. (VA)

Karla Kares, Marketing Coordinator, J.R. Peters, Inc. (PA)

Jamie Kitz, Key Account Manager, Sakata Seed America (CA)

Kimberley Lough, Agriculture Instructor & FFA Advisor, Lincoln
Memorial Academy (FL)

Janet Mahoney, Retired Director, Global Total Rewards,
Driscoll's (CA)

Mary Meyer, Ph.D., Professor and Extension Horticulturist,
University of Minnesota (MN)

Doug Needham, Ph.D., Retired Vice President Education,
Longwood Gardens (OK)

Mike Neff, Executive Director, American Society for Horticultural
Science (VA)

Andy Paluch, Program Director, Come Alive Outside (VT)

Corri Pfeifferberger, President, Association of Zoological
Horticulture, Director of Horticulture and Grounds, Denver Zoo
(CO)

Dede Petri, President, Garden Club of America (NY)

Margi Prueitt, Executive Director and Sr. Vice President, Center
for Growing Talent by PMA and Produce Marketing Assoc. (DE)

Matt Rader, President, The Pennsylvania Horticultural Society
(PA)

Helen Rortvedt, Executive Director, KidsGardening.org (VT)

Broc Sandelin, Ph.D., Dean, Agriculture and Environmental
Sciences, Delaware Valley University (PA)

Casey Sclar, Ph.D., Executive Director, American Public Gardens
Association (PA)

Jennifer Schwarz Ballard, Ph.D., V.P., Learning and
Engagement, Chicago Botanic Garden (IL)

Amanda Shull, Manager, National Programs and Partnerships,
American Horticultural Society (VA)

Lisa Smith, Landscape Account Manager and Floral Container
Designer, RYCO Landscaping (IL)

Jessica Turner-Skoff, Ph.D., Treeologist, Morton Arboretum (IL)

Tom Underwood, Executive Director, Friends of the Birmingham
Botanical Gardens (AL)

Mary Warshauer, First Vice President, National Garden Clubs
(NJ)

Salina Wunderle, Senior Horticulturist, Greenhouses, Chicago
Botanic Garden (IL)



National Leadership Cabinet (As of December 13, 2018)

Co-Chairs:

Anna C. Ball, CEO and Owner
Ball Horticultural Company (IL)

Paul B. Redman, President and CEO
Longwood Gardens (PA)

Members:

Brian Birrenkott, Ph.D., Chief Scientist
The Scotts Miracle-Gro Company (OH)

Lorraine Calder, President
White Flower Farm (CT)

Sarah Cathcart, Vice President, Education
Longwood Gardens (PA)
Advisory Council Co-Chair

John Dole, Ph.D.
Past Board Chair
American Society for Horticultural Science, and
Associate Dean & Director, Academic Programs,
North Carolina State University (NC)

Charlie Hall, Ph.D.,
Ellison Chair in International Floriculture
Texas A&M University (TX)
Advisory Council Co-Chair

Jeff Huntington, Owner
Proven Winners and Pleasant View Gardens, Inc.
(NH)

Cole Mangum, Vice President of Production
Bell Nursery (MD)

Terri McEnaney, President
Bailey Nurseries (MN)

Rodd Moesel, President and Co-Owner
American Plant Products and Services (OK)

Cari Peters Raymond, Ph.D., Vice President
J.R. Peters, Inc. (PA)

Kate Santos, Ph.D., Operations Director
Dümmen Orange (OH)

Joseph Simone, CEO and President
Fred C. Gloeckner & Company (NY)

Eliot A. Wadsworth, Vice President, Marketing
White Flower Farm (CT)

Ex-Officio:

Susan E. Yoder, IOM, Executive Director
Seed Your Future (IN)



All Volunteers - Contact Information
Not for public distribution
Last Update: February 21, 2019

Last	First	M	Suffix	Role	Organization	Title	Email	Business Phone	Mobile	Street	City	State	Zip	OTHER
1	Annes	Mike		Committee/Work Group Volunteer	Ball Horticultural Company	Burpee Program Representative	amannes@ballhort.com	630-588-3170	847-322-1063	622 Town Road	West Chicago	IL	60185	
2	Austin	Gay		Advisory Council	National Garden Clubs	President-elect	gayljustin@gmail.com							
3	Baecker	McKenzie		Advisory Council	Two Rivers Public Charter School	Science Teacher	mbaecker@tworiverspcs.org		715-495-4195	1227 4th St NE	Washington	DC	20002	
4	Ball	Anna	C	Co-Chair - National Leadership Cabinet	Ball Horticultural Company	CEO and Owner	Aball@ballhort.com	630-588-3100	630-675-1991	622 Town Road	West Chicago	IL	60185-2698	
5	Ball	Susanna		Committee/Work Group Volunteer	Ball Horticultural Company		Sball@ballhort.com	630-588-3100	331-625-9376	622 Town Road	West Chicago	IL	60185-2698	
6	Barinas	Eva		Committee/Work Group Volunteer	Grow Pittsburgh	School Garden Coordinator	eva@growpittsburgh.org	412-362-4769		6587 Hamilton Ave., 2W	Pittsburgh	PA	15206	
7	Barnes	Jared	Ph.D.	Advisory Council	Stephen F. Austin University	Assistant Professor of Horticulture	barnesj@sfasu.edu	969-468-7850	731-431-6275	Agriculture Bldg., 13000, SFA Station	Nacogdoches	TX	75962	
8	Birrenkott	Brian	Ph.D.	National Leadership Cabinet	The Scotts Miracle-Gro Company	Chief Scientist	brian.birrenkott@scotts.com	937-578-3208		14111 Scottslawn Rd.	Marysville	OH	43041	
9	Bower, Jr.	Carl	PCH	Committee/Work Group Volunteer	Pennsylvania College of Technology	Instructor, Horticulture	cbower2@pct.edu		570-320-2400 ext. 3534	One College Ave Dif 165	Williamsport	PA	17701	
10	Broxon	Mark		Advisory Council	Proven Winners	Executive Director	mark@provenwinners.com	408-871-7925		45 N First Street, Suite B	Campbell	CA	95008	
11	Calder	Lorraine		Leadership Cabinet	White Flower Farm	President	lcalder@whiteflowerfarm.com	860-496-9624	860-605-5924	30 Irene St.	Torrington	CT	06790	
12	Cathcart	Sarah		Co-Chair - Advisory Council	Longwood Gardens	Vice President, Education	scathcart@longwoodgardens.org	610-388-5249	484-798-3933	1001 Longwood Rd.	Kennett Square	PA	19348	
13	Chedester	Debi		Advisory Council	American Floral Endowment	Executive Director	dchedester@afeendowment.org	703-838-5239	703-835-1108	1001 North Fairfax St., Ste. 201	Alexandria	VA	22314	
14	Conley	Marnie		Advisory Council	Longwood Gardens	Vice President of Marketing and Communications	mconley@longwoodgardens.org	610-388-5439	412-818-1895	1001 Longwood Rd.	Kennett Square	PA	19348	
15	Copeman	Jolisa		Committee/Work Group Volunteer	Longwood Gardens	Intern, Display Design	jcopeman@longwoodgardens.org	610-388-5244		1001 Longwood Rd.	Kennett Square	PA	19348	
16	Day	Mason		Committee/Work Group Volunteer	GrowIt!	Founder	mday@BallHort.com		810-656-0200					
17	Dole	John	Ph.D.	National Leadership Cabinet	North Carolina State University	Association Dean and Director, Academic Programs	John_Dole@ncsu.edu	919-513-7456	919-623-2675	111 Patterson Hall, Campus Box 7642	Raleigh	NC	27695	NC State
18	Drotleff	Laura		Advisory Council	Anne Holland Ventures	Editor - Greenhouse Grower Magazine	ldrotleff@gmail.com		216-496-2485	37733 Euclid Ave.	Willoughby	OH	44094	
19	Edwards	Debbie		Substitute for Dede Petri for Meeting	Garden Club of America	President-elect	botanical.bugs@gmail.com							
20	Ernst	Andy		Committee/Work Group Volunteer	Ernst Conservation Seeds		andy@ernstseed.com	800-873-3321	814-720-2176	8884 Mercer Pike	Meadville	PA	16335	
21	Filius	Cheni		Committee/Work Group Volunteer	Ball Horticultural Company	Product Manager - Vegetables, Pan American Seed	cfilius@ballhort.com	630-588-3170		622 Town Road	West Chicago	IL	60185	
22	Fletcher	Kelsey		Committee/Work Group Volunteer	Ball Horticultural Company	Product Manager - Ball Ingenuity	kfletcher@ballhort.com	630-588-3264	630-272-1051	622 Town Road	West Chicago	IL	60185	
23	Frazier	Virginia		Committee/Work Group Volunteer	University of Florida	Student	vfrazier@ufl.edu	614-357-3118						
24	Gibson	Jeff		Advisory Council	Ball Horticultural Company	Landscape Business Manager	jgibson@ballhort.com	630-588-3468	630-624-7412	622 Town Road	West Chicago	IL	60185	
25	Green	Danielle		Advisory Council	Association of Zoological Horticulture	Past President	danielle@napleszoo.org	239-262-5409 x148		1590 Goodlette Rd.	Naples	FL	34102	
26	Green	David		Committee/Work Group Volunteer	Primex Garden Center		david@primexgardencenter.com		215-205-3815	435 W. Glenside Ave.	Glenside	PA	19038	
27	Hall	Charlie	Ph.D.	Co-Chair - Advisory Council	Texas A&M University	Ellison Chair in International Floriculture	charliehall@tamu.edu	979-458-3277	979-845-0627	202 Horticulture/Forest Science Bldg/ 2133 TAMU	College Station	TX	77843-2133	
28	Hargroves	Nancy		Advisory Council	National Garden Clubs	President	inbleum@comcast.net	314-776-7574	804-363-0771	300 N Ridge Rd, Unit 76	Richmond	VA	23229	inbleum@me.com
29	Huntington	Jeff		National Leadership Cabinet	Proven Winners and Pleasant View Gardens	Vice President and Owner	jeffh@pwpvg.com	603-435-1717	603-765-6572	7316 Pleasant St.	Loudon	NH	03307	
30	Kares	Aurelie	Ph.D.	Advisory Council	Postdoctoral Research Scientist	Howard Hughes Medical Institute	aureliederus@gmail.com		765-637-1043	19795 Helix Drive #310	Ashburn	VA	20147	
31	Kares	Karla		Committee/Work Group Volunteer	J.R. Peters	Marketing Manager	kkares@jrpeters.com	866-522-5752 ext. 27	610-442-2961	6656 Grant Way	Allentown	PA	18106	
32	Kitz	Jamie		Advisory Council	Sakata Seed America	Account Manager	jkitz@sakata.com	408-778-7758		18095 Serene Dr.	Morgan Hill	CA	95037	
33	Koehler	Kyle		Committee/Work Group Volunteer	Kansas State University	Project Manager and Landscape Designer	kylekoehler@live.com							
34	Kuden	Kimberly		Committee/Work Group Volunteer	Sakata Seed America	Senior Protected Culture Sales and Product Development Manager	kkuden@sakata.com	408-778-7758	530-902-8877	18095 Serene Dr.	Morgan Hill	CA	95037	
35	Lough	Kimberley		Advisory Council	Lincoln Memorial Academy	Agriculture Instructor	loughnk@lmatrojans.org	941-721-6840	941-721-6840	305 17th St. E	Palmetto	FL	34221	
36	Mahoney	Janet		Advisory Council	Retired from Driscoll's		janetmconsult@gmail.com		925-787-8997	300 Westridge Dr.	Watsonville	CA	95076	
37	Mangum	Cole		National Leadership Cabinet	Bell Nursery	Vice President of Production	cole@bellnursery.com	410-782-4290	301-252-0546	7111 Troy Hill Dr.	Elkridge	MD	21075	
38	McEnaney	Ryan		Committee/Work Group Volunteer	Bailey Nurseries		ryan.mcenaney@baileynursery.com	651-768-3318		1325 Bailey Rd.	St. Paul	MN	55119	
39	McEnaney	Terri		National Leadership Cabinet	Bailey Nurseries	President	terri.mcenaney@baileynursery.com	651-768-3318	651-253-7814	1325 Bailey Rd.	St. Paul	MN	55119	
40	Meyer	Mary	Ph.D.	Advisory Council	University of Minnesota	Professor and Extension Horticulturist	meyer023@umn.edu	612-301-1247	763-229-5057	3675 Arboretum Dr.	Chaska	MN	55318	
41	Moesel	Rodd		National Leadership Cabinet	American Plant Product and Services	President and Co-Owner	rmoesel@americanplant.com	405-787-4833		9200 NW 10th	Oklahoma City	OK	73127	
42	Morales	Brandon		Committee/Work Group Volunteer	J.R. Peters	Intern	bmorales@jrpeters.com							
43	Needham	Doug	Ph.D., V.M.M.	Committee/Work Group Volunteer	Retired From Longwood Gardens	Retired	doug_needham@icloud.com		610-563-8988	3011 W. 56th St.	Stillwater	OK	74074	
44	Neff	Mike		Advisory Council	American Society for Horticultural Science	Executive Director	mwneff@mac.com	703-836-4606	703-898-3121	1018 Duke St.	Alexandria	VA	22314	
45	Paluch	Andy		Advisory Council	Come Alive Outside	Program Director	andy@comealiveoutside.com	440-525-6076		PO Box 267	Rutland	VT	05702	
46	Pfeifferberger	Corri		Advisory Council	Denver Zoo	Director of Horticulture and Grounds	CPfeifferberger@denverzoo.org		773-499-6588	2300 Steele St.	Denver	CO	80205	
47	Peters	Cari	Ph.D.	National Leadership Cabinet	J.R. Peters	Vice President	caripeters@jrpeters.com	866-522-5752x 14		6656 Grant Way	Allentown	PA	18106	
48	Petri	Dede		Advisory Council	Garden Club of America	First Vice President	petridede@gmail.com		202-467-6787	333 Prospect St., NW	Washington	DC	20007	New York
49	Prueitt	Margi		Advisory Council	Center for Growing Talent by PMA & Produce Marketing Asn	Executive Director and Senior Vice President	Mprueitt@growingtalentbypma.org	302-607-2174	302-733-0101	1500 Casho Mill Rd.	Newark	DE	19711	
50	Rader	Matt		Advisory Council	Pennsylvania Horticultural Society	President	Mrader@PennHort.org	215-988-8800		100 N. 20th St., 5th Floor	Philadelphia	PA	19103	
51	Redman	Paul	B	Co-Chair - National Leadership Cabinet	Longwood Gardens	President and CEO	predman@longwoodgardens.org	610-388-5443	610-470-1338	1001 Longwood Rd.	Kennett Square	PA	19348	
52	Reed	Seth		Committee/Work Group Volunteer	GrowIt!	Founder	sreed@growitmobile.com	630-588-3473						
53	Rortvedt	Helen		Advisory Council	KidsGardening.org	Executive Director	helenr@kidsgardening.org	802-660-4604		132 Intervale Rd.	Burlington	VT	05401	
54	Sandelin	Broc	Ph.D.	Advisory Council	Delaware Valley University	Dean, Agriculture and Environmental Sciences	broc.sandelin@delval.edu	215-489-4190		700 East Butler Ave.	Doylstown	PA	18901	
55	Santos	Kate		National Leadership Cabinet	Dummen Orange	Operations Director	k.santos@dummenorange.com	614-826-3313		250 S. High St.	Columbus	OH	43215	
56	Schwarz Ballard	Jennifer	Ph.D.	Advisory Council	Chicago Botanic Garden	VP, Learning and Engagement	jschwarz@chicagobotanic.org							
57	Sclar	Casey	Ph.D.	Advisory Council	American Public Gardens Association	Executive Director	csclar@publicgardens.org	610-708-3016	484-883-9271	351 Longwood Road	Kennett Square	PA	19348	
58	Shearer	Kim		Committee/Work Group Volunteer	Morton Arboretum	Plant Breeder	kshearer@mortonarb.org	630-725-2494		4100 Illinois Route 53	Lisle	IL	60532	
59	Shull	Amanda		Advisory Council	American Horticultural Society	Manager, National Programs and Partnerships	ashull@ahsgardening.org	703-768-5700						
60	Smith	Lisa		Advisory Council	RYCO Landscaping	Horticulturist, Landscape Acct Manager & Floral Container Designer	lsmith@rycolandscaping.com							
61	Simone	Joe		National Leadership Cabinet	Fred C. Gloeckner & Company, and Fred C. Gloeckner Foundation, Inc.	CEO and President	jsimone@FredGloeckner.com	914-698-2300 x113	914-325-9293	550 Mamaroneck Ave., Suite 510	Harrison	NY	10528	
62	Swofford	Sarah		Committee/Work Group Volunteer	Ball Horticultural Company	Trials Coordinator, Darwin Perennials	sswofford@ballhort.com	630-588-3170		622 Town Road	West Chicago	IL	60185	
63	Turner-Skoff	Jessica	Ph.D.	Advisory Council	Morton Arboretum	Treeologist	jturner@mortonarb.org	630-725-2494	614-403-6258	4100 Illinois Route 53	Lisle	IL	60532	
64	Underwood	Tom		Advisory Council	Friends of the Birmingham Botanic Gardens	Executive Director	tunderwood@bbgardens.org	205-414-3903	703-919-0662	2612 Lane Park Rd.	Birmingham	AL	35223	
65	Wadsworth	Eliot	A	National Leadership Cabinet	White Flower Farm	Vice President, Marketing	EAW@WhiteFlowerFarm.com	860-496-9624 x6301	917-514-1917	30 Irene St.	Torrington	CT	06790	
66	Warshauer	Mary		Advisory Council	National Garden Clubs	First Vice President	mary@warshauer.com							
67	Wunderle	Salina		Advisory Council	Chicago Botanic Garden	Senior Horticulturist - Greenhouses	swunderle@chicagobotanic.org	847-835-6854	224-805-0646	1000 Lake Cook Rd.	Glencoe	IL	60022	
	Staff													
1	Yoder	Susan	E	IOM	Staff - Executive Director	Seed Your Future	syoder@SeedYourFuture.org	484-798-5934	484-798-5934	1900 Observatory Rd.	Martinsville	IN	46151	
2	Thebner	Kelsey			Staff - Administrative Support	Longwood Gardens	kthebner@LongwoodGardens.org	610-388-5235		1001 Longwood Rd.	Kennett Square	PA	19348	
3	Horn	Jacob			Staff - Program Manager	Seed Your Future	jhorn@SeedYourFuture.org	920-740-6025						
4	Jamatte	Zuny			Staff - SYF Intern	Longwood Gardens	zjamatte@SeedYourFuture.org	610-388-5436		1001 Longwood Rd.	Kennett Square	PA	19348	



2019 Seed Your Future Leadership Meeting Dinner, The Morton Arboretum, Lisle, IL, Monday, February 25, 2019

Last Update: February 21, 2019

	First	Last	RSVP	Organization	Title
1	Jayaraj	Alappat	Y	Ball Horticultural Company	Senior Analytical Chemist
2	Amanda	Arnold	Y	Chair of ILCA FLIP (Future Landscape Industry Professionals) Committee	Landscape Architect
3	Kris	Bachtell	Y	The Morton Arboretum	VP Collections and Facilities
4	Tara	Bell	Y	Indian Prairie School D204 Project Smile, IL State Board of Education	Teacher
5	Kim	Brouch	Y	May Watts Elementary School	1st grade teacher
6	Nicole	Cavender	Y	The Morton Arboretum	VP Science and Conservation
7	Jim	Clesen	Y	Ron Clesen's Ornamental Plants, Inc.	Greenhouse Owner
8	Mindy	Clesen	Y	Ron Clesen's Ornamental Plants, Inc.	Greenhouse Owner
9	Allan	Davidson	Y	Ball Seed	President
10	Mason	Day	Y	Ball Horticultural Company	CoFounder, GrowIt! (and an Intern Recruiter)
11	Gerry	Donnelly	Y	The Morton Arboretum	President and CEO
12	Laura	Ekasetya	Y	Lurie Garden	Director and Head Horticulturist
13	Cheni	Filios	Y	Ball Horticultural Company	Product Manager vegetables (and an Intern Recruiter)
14	Mike	Klopmeyer	Y	Ball FloraPlant	President
15	Gary	Knosher	Y	Midwest Groundcovers, Executive Committee HRI	President
16	Matt	LaFond	Y	Cantigny Park	Executive Director
17	Arlene	Sanders	Y	Brookdale Elementary School	Reading Specialist
18	Karen	Sullivan	Y	Indian Prairie School District #204	Superintendent
19	Sarah	Swofford	Y	Ball Horticultural Company	Trials Coordinator, Darwin
20	Karen	Taira	Y	Lurie Garden	Program Manager
21	Sue	Wagner	Y	The Morton Arboretum	VP Education and Information
22	Mike	Williams	Y	Ball Horticultural Company	Director
23	Scott	Witte	Y	Cantigny Park	Director of Horticulture
	Other Invited Guests - Have Not RSVP'd Yet				
24	Jennifer	Calhoun		Benary	Marketing Manager
25	David	Hiller		Cantigny Park	President & CEO



Strategic Plan Progress Tracking
Last Update: 2/19/2019

Status Key:

Hold

On Track

Lagging

Dragging

Critical

Completed

Capital: F=Fiscal, I=Intellectual, S=Social (only the primary one is shown when more than one applies)

#	Objective	Tactic	Capital	Assigned To	Launched	Status	Update and Comments
Goal: Awareness: Create a favorable perception of horticulture and increase awareness of careers working with plants.							
1A1	A. By Q1 2019, leverage market research to create a multi-faceted communications and marketing plan with tailored messaging for prospective industry members by target audience.	1. Expand and execute the current campaign targeting tween and youth influencers – BLOOM!	I	<div>PR and Marketing Committee</div> <div>Fleishman Hillard</div>	Yes		We are nine months into the BLOOM! campaign. We will review metrics and discuss year two plans at the SYF Leadership Meeting Feb 25-26, 2019.
1A2	A. By Q1 2019, leverage market research to create a multi-faceted communications and marketing plan with tailored messaging for prospective industry members by target audience.	2. Define and prioritize other market segments to create campaigns for each audience.	I	<div>PR and Marketing Committee</div>	Yes		We have selected colleges and universities as campaign number two. We will discuss plans at the Feb 25-26, 2019 Leadership Meeting.
1A3	A. By Q1 2019, leverage market research to create a multi-faceted communications and marketing plan with tailored messaging for prospective industry members by target audience.	3. Design, build and optimize a robust digital engagement platform which includes both unique Seed Your Future-generated content and links to other compelling content from partner organizations.	I	<div>Social Media Task Grp</div> <div>Fleishman Hillard</div>	Yes	Completed	While the new website platform is completed, and new engaging content has been added - such as the horticulture careers features, it's now time to discuss what other new content to create and/or curate.
1A4a	A. By Q1 2019, leverage market research to create a multi-faceted communications and marketing plan with tailored messaging for prospective industry members by target audience.	Create and/or curate messages, including videos, that tell the exciting personal stories of people in horticulture careers; and that demonstrate the diversity and rewarding facets of horticulture careers. a.Customize messaging for key audiences, utilizing audience-specific imagery, phrases and words that resonate with that market.	I	<div>PR and Marketing Committee</div> <div>Social Media Task Grp</div>	Yes		On track per the year one plan of action. Working on developing year two now. We created 23 new videos in 2018.
1A4a	A. By Q1 2019, leverage market research to create a multi-faceted communications and marketing plan with tailored messaging for prospective industry members by target audience.	Create and/or curate messages, including videos, that tell the exciting personal stories of people in horticulture careers; and that demonstrate the diversity and rewarding facets of horticulture careers. b.Continually scan the environment to keep abreast of how to appeal to the youth market with appropriate language and imagery.	I	<div>PR and Marketing Committee</div>	Yes		Continually scanning the environment. Year two BLOOM! plans include new video development and new social media messaging.
1A5	A. By Q1 2019, leverage market research to create a multi-faceted communications and marketing plan with tailored messaging for prospective industry members by target audience.	Capitalize on existing trends (e.g., urban jungles) to align Seed Your Future with each audience and increase relevance.	S	<div>PR and Marketing Committee</div> <div>Fleishman Hillard</div>	Yes		Continually scanning the environment. While the BLOOM! channels are well planned, we need to focus time now on the Seed Your Future social media channels.



Strategic Plan Progress Tracking
Last Update: 2/19/2019

Status Key:

Hold

On Track

Lagging

Dragging

Critical

Completed

Capital: F=Fiscal, I=Intellectual, S=Social (only the primary one is shown when more than one applies)

#	Objective	Tactic	Capital	Assigned To	Launched	Status	Update and Comments
1A6	A. By Q1 2019, leverage market research to create a multi-faceted communications and marketing plan with tailored messaging for prospective industry members by target audience.	Integrate earned, owned, and paid media strategies, as appropriate, into each campaign.	S	<div>PR and Marketing Committee</div> <div>Social Media Task Grp</div>	Yes		We are nine months into the BLOOM! campaign. We will review metrics and discuss year two plans at the SYF Leadership Meeting Feb 25-26, 2019. We then also need to focus more energy and time on the SYF channels (in addition to the BLOOM! channels.)
1B1	B. By Q2 2019, define and illuminate pathways to entry into the horticulture industry through higher education and/or alternative training programs.	Provide detailed information about horticulture career opportunities, benefits of working in these careers, and information about how to prepare for these careers.	I	<div>Education Committee</div> <div>Fleishman Hillard</div>	Yes		This new feature has been launched with 102 careers. We'll continue to add to it over time and look for other ways to make it even more robust.
1B2	B. By Q2 2019, define and illuminate pathways to entry into the horticulture industry through higher education and/or alternative training programs.	Continue to expand Seed Your Future's role as an aggregator of horticulture career resources and information nationwide.	I	<div>Education Committee</div>	Yes		On track. Next up is to add even more information to seedyourfuture.org/careers
1B3	B. By Q2 2019, define and illuminate pathways to entry into the horticulture industry through higher education and/or alternative training programs.	Utilize social media to highlight career success stories.	S	<div>Social Media Task Grp</div>	Yes		On track with both @SeedYourFuture and @WeAreBLOOM
1B4	B. By Q2 2019, define and illuminate pathways to entry into the horticulture industry through higher education and/or alternative training programs.	Promote access to this information through social media channels and distribute to key youth influencers.	S	<div>Social Media Task Grp</div>	Yes		On track
1C1	By Q1 2021, position Seed Your Future as a leader in US horticulture workforce development resources and education.)	Further develop the Seed Your Future parent brand to communicate the value of horticulture and support outreach efforts within the industry (e.g. funders and industry partners) and outside the industry (e.g. government institutions, parents, youth program leaders, educators).	S	<div>PR and Marketing Committee</div> <div>Program Manager</div>	Yes		With the development of our new Engagement strategy and the hiring of the Independent Contractor Program Manager, we are getting started on this much earlier than originally considered. We will discuss at the February 25-26, 2019 Leadership Meeting.
1C2	By Q1 2021, position Seed Your Future as a leader in US horticulture workforce development resources and education.)	Create a product hierarchy with campaigns for each target audience under the Seed Your Future brand.	S	<div>PR and Marketing Committee</div>	Spring 2019		



Strategic Plan Progress Tracking
Last Update: 2/19/2019

Status Key:

Hold

On Track

Lagging

Dragging

Critical

Completed

Capital: F=Fiscal, I=Intellectual, S=Social (only the primary one is shown when more than one applies)

#	Objective	Tactic	Capital	Assigned To	Launched	Status	Update and Comments
	Goal: Education: Engage and excite youth about horticulture and careers working with plants.						
2A1	A. By Q2, 2019, identify gaps in curriculum support needs for specific grade levels and provide or curate educational materials to support teachers.)	1. Pursue relevant partnerships with school and teacher groups to help assess needs and collaborate to provide free resources and materials.	S	<div>Education Committee</div> <div>Scholastic</div>	Spring 2019		
2A2	A. By Q2, 2019, identify gaps in curriculum support needs for specific grade levels and provide or curate educational materials to support teachers.)	2. Inventory existing sample curricula, lesson plans and activities available from other partners and organizations.	I	<div>Scholastic</div>	Yes	Completed	
2A3	A. By Q2, 2019, identify gaps in curriculum support needs for specific grade levels and provide or curate educational materials to support teachers.)	3. Expand the clearinghouse resource by curating existing sample materials, or creating new materials, that support school curriculum needs to demonstrate how lesson plans and activities utilizing horticulture concepts can be integrated into existing requirements.	I	<div>Education Committee</div>	Yes		On track. Now that we have our new website, we need to discuss and decide how we want to order and present resource links to other organization's materials.
2A4	A. By Q2, 2019, identify gaps in curriculum support needs for specific grade levels and provide or curate educational materials to support teachers.)	4. Continue to engage industry program partners who are credible with educators to share the Seed Your Future message and materials (e.g., Scholastic).	S	<div>Education Committee</div> <div>Scholastic</div>	Yes		Spoke at FFA in 2017 and 2018. Beginning conversations have been had with Farm Bureau. 4H has not been cultivated yet. What other groups do we want to approach?
2B1	B. By Q4 2018, identify program needs of specific grade levels to support out-of-school time youth program leaders.	Pursue partnerships with out-of-school time organizations to help assess needs.	S	<div>Partnerships Committee</div>	Yes		We have already begun developing relationships with key out-of-school time groups including: Outdoors Alliance for Kids, Outdoor Afro, Latino Outdoors, American Camp Association, Camp Fire USA, YMCA of the USA. What other groups should we consider?
2B2	B.By Q2 2018, identify program needs of specific grade levels and provide educational materials to support out-of-school time youth program leaders.	Inventory key out-of-school time youth programs and their program needs.	I	<div>Education Committee</div>			On hold for now. Priority was lowered in order to complete other work.
2B3	B.By Q2 2018, identify program needs of specific grade levels and provide educational materials to support out-of-school time youth program leaders.	Inventory and provide information about existing youth horticulture competitions and contests.	I	<div>Education Committee</div> <div>Fleishman Hillard</div>	Spring 2019		
2C1	C.By Q4 2018, determine needs and provide resources to serve as a clearinghouse to support youth exploration of horticulture careers, and youth influencers' encouragement of that exploration.	1. Establish informal youth advisors to assist in assessing what youth need and want to be able to explore potential career and college options.	S	<div>Youth Engagmt Committee</div>	Yes		Youth Engagement Committee beginning discussion about this.
2C2	C.By Q4 2018, determine needs and provide resources to serve as a clearinghouse to support youth exploration of horticulture careers, and youth influencers' encouragement of that exploration.	2. Attend state and national association events for teachers and youth program leaders to build relationships and better understand their needs.	S	<div>Outreach Committee</div>	Yes		FFA to date. What other groups do we want to prioritize?



Strategic Plan Progress Tracking
Last Update: 2/19/2019

Status Key:

Hold

On Track

Lagging

Dragging

Critical

Completed

Capital: F=Fiscal, I=Intellectual, S=Social (only the primary one is shown when more than one applies)

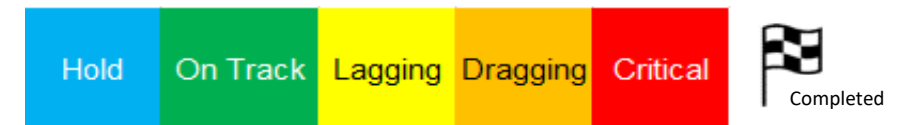
#	Objective	Tactic	Capital	Assigned To	Launched	Status	Update and Comments
2C3	C.By Q4 2018, determine needs and provide resources to serve as a clearinghouse to support youth exploration of horticulture careers, and youth influencers' encouragement of that exploration.	3. Target specific out-of-school time groups to collaborate with on this objective including: Boy Scouts of America, Girl Scouts of the USA, 4-H, FFA, American Camp Association, Boys and Girls Clubs.	S	Executive Director	Yes		First priority has been the Outdoor Alliance for Kids as they are the collaboration of 100 other organizations.
2C4	C.By Q4 2018, determine needs and provide resources to serve as a clearinghouse to support youth exploration of horticulture careers, and youth influencers' encouragement of that exploration.	4. Collaborate with parent groups to build relationships and better understand the resources parents need to assist their children in career exploration.	S	Partnerships Committee	Fall 2019		Have not yet begun this work regarding parent groups.
2C5	C.By Q4 2018, determine needs and provide resources to serve as a clearinghouse to support youth exploration of horticulture careers, and youth influencers' encouragement of that exploration.	5. Build digital capacity so that the Seed Your Future website can serve as a resource portal for youth, teachers, parents and other youth influencers.	I	Executive Director	Yes	Completed	New SYF Website is much more robust and a powerful portal for SYF.
	C.By Q4 2018, determine needs and provide resources to serve as a clearinghouse to support youth exploration of horticulture careers, and youth influencers' encouragement of that exploration.	6. Create a clearinghouse resource by curating existing materials or creating new materials that support in-school and out-of-school time youth programs with lesson plans and activities related to horticulture concepts.	I	Education Committee	Yes		First year of BLOOM! complete. Working on new lessons and materials for 2019 launch.
	C.By Q4 2018, determine needs and provide resources to serve as a clearinghouse to support youth exploration of horticulture careers, and youth influencers' encouragement of that exploration.	7. Post on the Seed Your Future website and promote resource availability through multiple channels, including social media.	I	Executive Director	Yes		Website updates as needed.
2C6	C.By Q4 2018, determine needs and provide resources to serve as a clearinghouse to support youth exploration of horticulture careers, and youth influencers' encouragement of that exploration.	8.Assess the first year of BLOOM! materials with Scholastic and develop plans for following years.	S	Education Committee	Yes		Scholastic and FleishmanHillard to discuss with SYF at the February 25-26, 2019 Leadership Meeting.






Strategic Plan Progress Tracking

Last Update: **2/19/2019**

Status Key:



Capital: F=Fiscal, I=Intellectual, S=Social (only the primary one is shown when more than one applies)

#	Objective	Tactic	Capital	Assigned To	Launched	Status	Update and Comments
 Goal: Workforce Development: Increase the workforce in horticulture and develop a strong pipeline of future talent.							
3A1	A. By Q1 2019, understand the current employment data related to the horticulture industry in order to inform the future progress of the movement.	1. Obtain baseline data regarding the current employment state of the horticulture industry including but not limited to salaries, degree/certificate requirements, and unfilled position statistics.	I	Research Committee	Fall 2019		
3A2	A. By Q1 2018, understand the current employment data related to the horticulture industry in order to inform the future progress of the movement.	2. Curate and make available information about the current employment status of the industry.	I	Research Committee	Fall 2019		
3A3	A. By Q1 2018, understand the current employment data related to the horticulture industry in order to inform the future progress of the movement.	3. Pursue partnerships with relevant organizations (NGO and government) to continue to assess the employment status of the industry.	S	Partnerships Committee	Yes		We have begun to establish relationships including NICH and USDA.
3B1	B. By Q2 2019, complete foundational work to increase the number of horticulture students in college and university programs.	1. Obtain baseline data of the current number of horticulture students in college and university programs.	I	Research Committee	Yes		Enrollment study data to be presented to the Leadership at the meeting February 25-26, 2019.
3B2	B. By Q2 2019, complete foundational work to increase the number of horticulture students in college and university programs.	2. Collect and maintain accurate information about 2- and 4-year college and university horticulture programs across the country and post on the Seed Your Future website.	I	Education Committee Executive Director	Yes		The listing is on the Seed Your Future Website at http://www.seedyourfuture.org/study-horticulture . It is continually being updated.
3B3	B. By Q2 2019, complete foundational work to increase the number of horticulture students in college and university programs.	3. Create a new area on the Seed Your Future website for resources for colleges and universities.	I	Education Committee Executive Director	Yes		While the area is available now, we need to spend time discussing what will be valuable here.
3B4	B. By Q2 2019, complete foundational work to increase the number of horticulture students in college and university programs.	4. Pursue/increase relationships and information sharing with colleges and universities.	S	Summit Committee	Yes		Will host a Summit in June 2019.
3B5	B. By Q2 2019, complete foundational work to increase the number of horticulture students in college and university programs.	5. Collect and maintain information about scholarships available for 2- and 4- year horticulture students at colleges and universities and post on the Seed Your Future website.	I	Executive Director	Yes		While this area is live and always updated on the web site, plans are under way to improve the appearance and functionality of this area of the web site. We also are considering having people provide their email to us in order to access the information - this growing our name base.
3B6	B. By Q2 2019, complete foundational work to increase the number of horticulture students in college and university programs.	6. Pursue partnerships with youth horticulture programs (e.g., FFA, 4-H, National Junior Horticultural Association) to encourage youth enrollment in higher education/certification programs in horticulture. (See objective C below).	S	Outreach Committee	Yes		In progress.



Strategic Plan Progress Tracking
 Last Update: 2/19/2019

Status Key:

Hold

On Track

Lagging

Dragging

Critical

Completed

Capital: F=Fiscal, I=Intellectual, S=Social (only the primary one is shown when more than one applies)

#	Objective	Tactic	Capital	Assigned To	Launched	Status	Update and Comments
3B7	B. By Q2 2019, complete foundational work to increase the number of horticulture students in college and university programs.	7. Develop and implement an effective communications plan that expresses the positive benefits and life-rewards of working in the horticulture industry (see Goal 1 as well).	I	PR and Marketing Committee	Yes		Part of BLOOM! outreach as well.
3B8	B. By Q2 2019, complete foundational work to increase the number of horticulture students in college and university programs.	8. Attend and present at key college- and university-related events (e.g., Association of Land Grant College and Universities, Council on Agricultural Extension Teaching).	I	Outreach Committee	Yes		Full list of presenting engagements maintained by the committee. We do need to spend time discussing 2019 and beyond.
3C1	C. By Q3 2019, encourage and support certification programs, apprentice programs and other alternative pathways to careers in horticulture.	1. Obtain baseline data of current certification programs, apprentice programs and other alternative training programs for horticulture careers.	I	Education Committee	Yes		Intern currently working on this project.
3C3	C. By Q3 2019, encourage and support certification programs, apprentice programs and other alternative pathways to careers in horticulture.	2. Collect, maintain, and post on the Seed Your Future website, information about certification programs, apprentice programs and other alternative training programs for horticulture careers.	I	Education Committee	Spring 2019		While we have 2- and 4-year programs listed, we have not yet tackled curating certification and apprenticeship programs. Let's get started!
3C3	C. By Q3 2019, encourage and support certification programs, apprentice programs and other alternative pathways to careers in horticulture.	3. Collect, maintain, and post on the Seed Your Future website, information about scholarships available for certification and apprentice programs.	I	Education Committee	Spring 2019		The scholarships currently listed are for colleges and universities, not for certification and apprenticeship programs yet.
3C4	C. By Q3 2019, encourage and support certification programs, apprentice programs and other alternative pathways to careers in horticulture.	4. Pursue partnerships with relevant organizations providing training for horticulture careers to encourage enrollment in certification and apprentice programs.	S	Partnerships Committee	Yes		Our first foray has been with the National Association of Landscape Professionals and their new apprenticeship program. We need to do more here.
3C5	C. By Q3 2019, encourage and support certification programs, apprentice programs and other alternative pathways to careers in horticulture.	5. Examine the feasibility of creating a (or promoting nationally an existing) program to provide college AP credits to high school students in horticulture programs through articulation agreements, etc.	I	Education Committee	Fall 2019		
3C6	C. By Q3 2019, encourage and support certification programs, apprentice programs and other alternative pathways to careers in horticulture.	6. Examine the feasibility of creating a (or promoting nationally an existing) certification program that is evaluated and recognized by potential employers and can be used to secure jobs.	I	Education Committee	Fall 2019		
3C7	C. By Q3 2019, encourage and support certification programs, apprentice programs and other alternative pathways to careers in horticulture.	7. Attend and present at key events of organizations dedicated to certification programs, apprentice programs and similar groups.	S	Outreach Committee	Yes		Full list of presenting engagements maintained by the committee.



Strategic Plan Progress Tracking
Last Update: 2/19/2019

Status Key:

Hold

On Track


Lagging

Dragging

Critical

Completed

Capital: F=Fiscal, I=Intellectual, S=Social (only the primary one is shown when more than one applies)

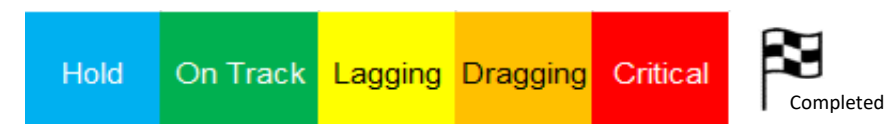
#	Objective	Tactic	Capital	Assigned To	Launched	Status	Update and Comments
 Goal: Cultivate and strengthen partnerships and collaborations to advance our mission; and diversify and broaden the base of volunteers, advocates, and supporters.							
4A1	A. By Q1 2019, establish a set of organizational principles regarding partnerships that allows for partners to support the work of Seed Your Future, and that positions Seed Your Future to help promote the existing and future initiatives of other organizations that align with our mission.	1. Scan the environment to locate other initiatives that are promoting horticulture and encouraging people to pursue careers working with plants.	I	<div>Partnerships Committee</div> <div>Executive Director</div>	Yes		In progress.
4A2	A. By Q1 2019, establish a set of organizational principles regarding partnerships that allows for partners to support the work of Seed Your Future, and that positions Seed Your Future to help promote the existing and future initiatives of other organizations that align with our mission.	2. Develop partnership guidelines and protocols and share with potential partners to establish shared understanding of any partnership agreement.	I	<div>Partnerships Committee</div> <div>Executive Director</div>	Fall 2019		To begin later in the year.
4A3	A. By Q1 2019, establish a set of organizational principles regarding partnerships that allows for partners to support the work of Seed Your Future, and that positions Seed Your Future to help promote the existing and future initiatives of other organizations that align with our mission.	3. Pursue partnerships with organizations that can assist in the implementation of the strategic plan – and those that Seed Your Future can assist in promoting their aligned initiatives.	S	<div>Partnerships Committee</div> <div>National Leadership Cabinet</div>	Yes		Ongoing. Many have joined the Advisory Council.
4A4	A. By Q1 2019, establish a set of organizational principles regarding partnerships that allows for partners to support the work of Seed Your Future, and that positions Seed Your Future to help promote the existing and future initiatives of other organizations that align with our mission.	4. Utilize Seed Your Future's digital platform and social media channels to promote appropriate initiatives of partner organizations.	S	<div>Social Media Task Grp</div>	Yes		Ongoing.
4B1	B. By Q4 2018, identify, recruit, and leverage volunteers to help implement the strategic plan and advance the mission of Seed Your Future.	1. Cultivate and maintain an influential, diverse, and engaged National Leadership Cabinet and Advisory Council to lead and govern the organization.	S	<div>National Leadership Cabinet</div> <div>Advisory Council</div> <div>Youth Engagmnt. Committee</div>	Yes		We still need to identify people from the fruits, vegetables and nuts portion of our industry.



Strategic Plan Progress Tracking

Last Update: **2/19/2019**

Status Key:



Capital: F=Fiscal, I=Intellectual, S=Social (only the primary one is shown when more than one applies)

#	Objective	Tactic	Capital	Assigned To	Launched	Status	Update and Comments
4B2	B. By Q4 2018, identify, recruit, and leverage volunteers to help implement the strategic plan and advance the mission of Seed Your Future.	2. Identify and consistently review a list of potential stakeholders to ensure that all segments of the horticulture industry are represented within the volunteer leadership of Seed Your Future.	S	Partnerships Committee Advisory Council	Yes		Ongoing. But need to review again - perhaps at the Feb 25-26, 2019 Leadership Meeting.
4B3	B. By Q4 2018, identify, recruit, and leverage volunteers to help implement the strategic plan and advance the mission of Seed Your Future.	3. Establish and regularly assess a contemporary volunteer engagement model that offers opportunities for volunteer involvement that are significantly varied and diverse, allowing for short- and long-term participation by a wide variety of individuals based on their level of interest in our work.	S	Executive Director	Yes		We are continually on the hunt for additional leaders and advocates. However, we now need to discuss new engagement opportunities. We will discuss at the February 2019 Leadership Meeting.
4B3a	B. By Q4 2018, identify, recruit, and leverage volunteers to help implement the strategic plan and advance the mission of Seed Your Future.	3a. Create, utilize and sunset volunteer committees and work groups to best align with the strategic plan and advance the mission.	S	Advisory Council	Yes		
4B3b	B. By Q4 2018, identify, recruit, and leverage volunteers to help implement the strategic plan and advance the mission of Seed Your Future.	3b. Provide written roles and responsibilities for volunteers at all levels.	I	Advisory Council	Yes	Completed	These documents will be reviewed at least annually.
4B3c	B. By Q4 2018, identify, recruit, and leverage volunteers to help implement the strategic plan and advance the mission of Seed Your Future.	3c. Provide clear direction to volunteer groups.	S	Advisory Council	Yes		Depending on outcomes from the February 2019 leadership meeting, we may well make adjustments to directions given to volunteer groups.
4B3d	B. By Q4 2018, identify, recruit, and leverage volunteers to help implement the strategic plan and advance the mission of Seed Your Future.	3d. Continually monitor effectiveness of volunteer work and adjust as needed.	I	Advisory Council	Yes		
4B4	B. By Q4 2018, identify, recruit, and leverage volunteers to help implement the strategic plan and advance the mission of Seed Your Future.	4. Identify and solicit media influencers, e.g. performers, media personalities and celebrity chefs, as ambassadors and messengers for the movement.	S	Social Media Task Grp	Yes		Specifically part of BLOOM!
4B5	B. By Q4 2018, identify, recruit, and leverage volunteers to help implement the strategic plan and advance the mission of Seed Your Future.	5. Harness Master Gardeners as ambassadors and messengers for the movement.	S	Partnerships Committee	Fall 2018		Have been invited to speak at the biennial International Master Gardeners Conference in 2019.
4C1	C. By Q1 2020, establish relationships with national educational groups to advance the mission.	1. Scan the environment to determine and consistently update the list of appropriate national educational groups (e.g., NASSP, CCSO, FFA, 4H, Homeschool Network).	I	Partnerships Committee	Fall 2019		
4C2	C. By Q1 2020, establish relationships with national educational groups to advance the mission.	2. Develop and implement outreach action plans for appropriate national educational groups.	I	Partnerships Committee	Fall 2019		



Strategic Plan Progress Tracking
Last Update: 2/19/2019

Status Key:

Hold

On Track

Lagging


Dragging

Critical

Completed

Capital: F=Fiscal, I=Intellectual, S=Social (only the primary one is shown when more than one applies)

#	Objective	Tactic	Capital	Assigned To	Launched	Status	Update and Comments
4C3	C. By Q1 2020, establish relationships with national educational groups to advance the mission.	3. Explore and leverage best practices of other organizations that are successfully engaging students (e.g., National Recreation and Parks Association, American Camp Association, Afterschool Alliance, YMCA of the USA).	I	Partnerships Committee	Winter 2018		
4D1	D. By Q4 2019, increase awareness of and support for horticulture and careers working with plants with key policy influencers and public officials.\	1. By Q1 2019, develop a public policy agenda.	I	Public Policy Committee			It is unclear whether we need to do this work as others in the industry are on top of public policy issues. We can discuss.
4D2a	D. By Q4 2019, increase awareness of and support for horticulture and careers working with plants with key policy influencers and public officials.\	1a. Understand where horticulture careers rank within each state.	I	Public Policy Committee			It is unclear whether we need to do this work as others in the industry are on top of public policy issues. We can discuss.
4D2b	D.By Q4 2019, increase awareness of and support for horticulture and careers working with plants with key policy influencers and public officials.	1b. Identify the ten largest horticulture states.	I	Public Policy Committee			It is unclear whether we need to do this work as others in the industry are on top of public policy issues. We can discuss.
4D2c	D.By Q4 2019, increase awareness of and support for horticulture and careers working with plants with key policy influencers and public officials.	1c. Understand federal legislation related to specialty crops (horticulture).	I	Public Policy Committee			It is unclear whether we need to do this work as others in the industry are on top of public policy issues. We can discuss.
4D3	D.By Q4 2019, increase awareness of and support for horticulture and careers working with plants with key policy influencers and public officials.	Create and communicate the economic impact about the value of the industry and the career opportunities it provides.	S	Public Policy Committee			It is unclear whether we need to do this work as others in the industry are on top of public policy issues. We can discuss.
4D4	D.By Q4 2019, increase awareness of and support for horticulture and careers working with plants with key policy influencers and public officials.	3a.Pursue opportunities to speak at appropriate events (e.g., State Secretaries of Agriculture Conference.)	S	Public Policy Committee	Yes		We continue to try to get an "in" here. PA Sec of Agriculture has been a champion for us and we hope to have him help us to get connected.



Strategic Plan Progress Tracking

Last Update: 2/19/2019

Status Key:


Hold

On Track

Lagging



Dragging

Critical


Completed

Capital:

F=Fiscal, I=Intellectual, S=Social (only the primary one is shown when more than one applies)

#	Objective	Tactic	Capital	Assigned To Committee	Launched	Status	Update and Comments
 <div>Goal: Increase financial supporters to ensure sustainability of the movement.</div>							
5A1	By Q4, 2020 increase fundraising and Resource Dev efforts by \$9,000,000.	Continually assess the Resource Dev goals and resources developed in 2017. Refine as needed.	F	<div>National Leadership Cabinet</div> <div>Resource Dev Committee</div>	Yes		In progress with the Resource Dev Committee. Ongoing
5A2	By Q4, 2020 increase fundraising and Resource Dev efforts by \$9,000,000.	Utilize the fundraiser’s toolkit as a resource for fundraisers to cultivate donations for the movement.	I	<div>Resource Dev Committee</div>	Yes		
5A3	By Q4, 2020 increase fundraising and Resource Dev efforts by \$9,000,000.	By Q4 2018, identify and begin working with a crowdsourcing firm.	F	<div>Executive Director</div> <div>Resource Dev Committee</div>	Yes		We will discuss at the February 2019 Leadership meeting.
5A4	By Q4, 2020 increase fundraising and Resource Dev efforts by \$9,000,000.	Update the three-year budget projections and develop correlating fundraising goals.	F	<div>National Leadership Cabinet</div> <div>Resource Dev Committee</div> <div>Executive Director</div>	Yes	 Completed	On going process.
5B1	B.By Q1 2019, explore potential public and private sector workforce development grants to fund specific initiatives.	1. Scan the environment for potential grant opportunities.	F	<div>Resource Dev Committee</div> <div>Executive Director</div>	Yes		In process. John Dole and Susan Yoder have been leads. Received grants from Fred C. Gloeckner Foundation, American Floral Endowment and HRI.
5B2	B.By Q1 2019, explore potential public and private sector workforce development grants to fund specific initiatives.	Submit at least three grant applications per year.	F	<div>Resource Dev Committee</div>	Yes		



Strategic Plan Progress Tracking
Last Update: 2/19/2019

Status Key:

Hold

On Track

Lagging

Dragging

Critical

Completed

Capital: F=Fiscal, I=Intellectual, S=Social (only the primary one is shown when more than one applies)

#	Objective	Tactic	Capital	Assigned To Committee	Launched	Status	Update and Comments
5C1	C. By Q1 2021, evaluate the status and stability of the organization in order to consider whether separation from the fiscal agent is needed and warranted.	1. Develop key indicators of when to move from a model of a fiscal agent to a stand-alone non-profit.	F	The Future of SYF Work Group	Yes		This group has just begun its work.
5C2	C. By Q1 2021, evaluate the status and stability of the organization in order to consider whether separation from the fiscal agent is needed and warranted.	2. Engage leaders from the fiscal agent and employer of the staff (Longwood Gardens) to recommend the future status of the organization to the National Leadership Cabinet.	F	The Future of SYF Work Group	Yes		This group has just begun its work.



Executive Summary Strategic Plan 2018 – 2021

SUMMARY

The Seed Your Future movement was created in response to a growing crisis in the U.S. – lack of awareness of and appreciation for plants in our world has led to less interest in pursuing horticulture as a hobby and a career. Within the horticulture industry, the impact of this apathy has caused a troubling and growing gap in the workforce – there are not enough qualified candidates for the open positions across the art, science, technology, and business of plants. This gap, if not closed, will soon cause critical challenges for our world. Without horticulturists we won't be able to feed the world with food that is safe and nutritious; preserve native habitats; imagine landscapes and bring them to life; tend to landscapes that welcome us home and invite us outdoors to play; soothe and delight with flowers and foliage; wonder and experiment; and ensure the future of our planet.

Seed Your Future aims to change that trajectory through a multi-faceted and multi-audience approach to increasing awareness of and appreciation for horticulture and the people who work with plants. Ultimately, we hope to inspire more people to pursue careers in horticulture.



MISSION

To promote horticulture and inspire people to pursue careers working with plants.

VISION

We envision a U.S. where: Everyone understands and values the importance of plants and the people who work in the art, science, technology and business of horticulture.

HIGHLIGHTED OUTREACH GOALS 2021

- Reach 3.5 million students with our BLOOM! campaign.
- Reach 100% of all public-school middle school teachers with our BLOOM! campaign.
- Partner with more than 200 organizations to reach 50 million Americans with our messages about the value of horticulture and its importance in lives and to future of the planet.
- Stem the decrease in 2- and 4-year college and university horticulture programs.

GOALS AND HIGHLIGHTED STRATEGIES

Awareness: Create a favorable perception of horticulture and increase awareness of the value of horticulture and careers working with plants.

- Leverage market research to create a multi-faceted communications and marketing plan with tailored messaging by target audience.
- Define and illuminate pathways to entry into the horticulture industry through higher education and/or alternative training programs.

Education: Engage, educate and excite youth about horticulture and careers working with plants.

- Identify gaps in curriculum support needs for specific grade levels and provide or curate educational materials to support teachers and out-of-school-time youth program leaders.
- Provide resources and educational materials to serve as a clearinghouse to support youth exploration of horticulture careers, and youth influencers' encouragement of that exploration.

Workforce Development: Increase the workforce in horticulture and develop a strong pipeline of future talent.

- Understand the current employment data related to the horticulture industry in order to inform the future progress of the movement.
- Collect and share promising practices to increase the number of horticulture students in college and university programs.
- Encourage and support certification programs, apprentice programs and other alternative pathways to careers in horticulture.

Partnerships: Cultivate and strengthen partnerships and collaborations to advance our mission; and diversify and broaden the base of volunteers, advocates and supporters.

- Establish partnerships to help support the mission of Seed Your Future.
- Increase awareness of and support for horticulture and careers working with plants with key policy influencers and public officials.

Resource Development: Increase financial supporters to ensure sustainability of the movement.

- Increase funding and resource development efforts to ensure adequate resources to pursue the mission of Seed Your Future





Strategic Plan 2018-2021

Revised May 2018

CONTENTS

Mission, Vision and Goals _____	3
Goal 1 – Awareness _____	5
Goal 2 – Education _____	6
Goal 3 – Workforce Development _____	8
Goal 4 – Partnerships _____	10
Goal 5 – Resource Development _____	12



MISSION, VISION AND GOALS

MISSION

To promote horticulture and inspire people to pursue careers working with plants.

VISION

We envision a U.S. where:

Everyone understands and values the importance of plants and the people who work in the art, science, technology and business of horticulture.

GOALS

1 – Awareness

Create a favorable perception of horticulture and increase awareness of the value of horticulture and careers working with plants.

2 – Education

Engage, educate and excite youth about horticulture and careers working with plants.

3 – Workforce Development

Increase the workforce in horticulture and develop a strong pipeline of future talent.

4 – Partnerships

Cultivate and strengthen partnerships and collaborations to advance our mission; and diversify and broaden the base of volunteers, advocates and supporters.

5 – Resource Development

Increase financial supporters to ensure sustainability of the movement.



WHAT IT WILL TAKE



Goal 1 - AWARENESS

Create a favorable perception of horticulture and increase awareness of the value of horticulture and careers working with plants.

Objective A

By Q1 2019, leverage market research to create a multi-faceted communications and marketing plan with tailored messaging for prospective industry members by target audience.

Key Tactics:

1. Expand and execute the current campaign targeting tween and youth influencers – BLOOM!
2. Define and prioritize other market segments to create campaigns for each audience.
3. Design, build and optimize a robust digital engagement platform which includes both unique Seed Your Future-generated content and links to other compelling content from partner organizations.
4. Create and/or curate messages, including videos, that tell the exciting personal stories of people in horticulture careers; and that demonstrate the diversity and rewarding facets of horticulture careers.
 - a. Customize messaging for key audiences, utilizing audience-specific imagery, phrases and words that resonate with that market.
 - b. Continually scan the environment to keep abreast of how to appeal to the youth market with appropriate language and imagery.
5. Capitalize on existing trends (e.g., urban jungles) to align Seed Your Future with each audience and increase relevance.
6. Integrate earned, owned, and paid media strategies, as appropriate, into each campaign.

Objective B

By Q2 2019, define and illuminate pathways to entry into the horticulture industry through higher education and/or alternative training programs.

Key Tactics:

1. Provide detailed information about horticulture career opportunities, benefits of working in these careers, and information about how to prepare for these careers.
2. Continue to expand Seed Your Future's role as an aggregator of horticulture career resources and information nationwide.
3. Utilize social media to highlight career success stories.
4. Promote access to this information through social media channels and distribute to key youth influencers.

Objective C

By Q1 2021, position Seed Your Future as a leader in US horticulture workforce development resources and education.)

Key Tactics:

1. Further develop the Seed Your Future parent brand to communicate the value of horticulture and support outreach efforts within the industry (e.g. funders and industry partners) and outside the industry (e.g. government institutions, parents, youth program leaders, educators).
2. Create a product hierarchy with campaigns for each target audience under the Seed Your Future brand.



Goal 2 - EDUCATION

Engage, educate and excite youth about horticulture and careers working with plants.

Objective A

By Q2, 2019, identify gaps in curriculum support needs for specific grade levels and provide or curate educational materials to support teachers.)

Key Tactics:

1. Pursue relevant partnerships with school and teacher groups to help assess needs and collaborate to provide free resources and materials.
2. Inventory existing sample curricula, lesson plans and activities available from other partners and organizations.
3. Expand the clearinghouse resource by curating existing sample materials, or creating new materials, that support school curriculum needs to demonstrate how lesson plans and activities utilizing horticulture concepts can be integrated into existing requirements.
4. Continue to engage industry program partners who are credible with educators to share the Seed Your Future message and materials (*e.g.*, Scholastic).

Objective B

By Q4 2018, identify program needs of specific grade levels to support out-of-school time youth program leaders.

Key Tactics:

1. Pursue partnerships with out-of-school time organizations to help assess needs.
2. Inventory key out-of-school time youth programs and their program needs.
3. Inventory and provide information about existing youth horticulture competitions and contests.



Goal 2 - EDUCATION

Engage, educate and excite youth about horticulture and careers working with plants.

Objective C

By Q4 2018, provide resources and educational materials to serve as a clearinghouse to support youth exploration of horticulture careers, and youth influencers' encouragement of that exploration.

Key Tactics:

1. Establish informal youth advisors to assist in assessing what youth need and want to be able to explore potential career and college options.
2. Attend state and national association events for teachers and youth program leaders to build relationships and better understand their needs.
3. Target specific out-of-school time groups to collaborate with on this objective including: Boy Scouts of America, Girl Scouts of the USA, 4-H, FFA, American Camp Association, Boys and Girls Clubs.
4. Collaborate with parent groups to build relationships and better understand the resources parents need to assist their children in career exploration.
5. Build digital capacity so that the Seed Your Future website can serve as a resource portal for youth, teachers, parents and other youth influencers.
6. Create a clearinghouse resource by curating existing materials or creating new materials that support in-school and out-of-school time youth programs with lesson plans and activities related to horticulture concepts.
7. Post on the Seed Your Future website and promote resource availability through multiple channels, including social media.
8. Assess the first year of BLOOM! materials with Scholastic and develop plans for following years.



Goal 3 - WORKFORCE DEVELOPMENT

Increase the workforce in horticulture and develop a strong pipeline of future talent.

Objective A

By Q1 2019, understand the current employment data related to the horticulture industry in order to inform the future progress of the movement.

Key Tactics:

1. Obtain baseline data regarding the current employment state of the horticulture industry (including skilled and unskilled professions) including but not limited to salaries, degree/certificate requirements, retirement projections, and unfilled position statistics.
2. Curate and make available information about the current employment status of the industry.
3. Pursue partnerships with relevant organizations (NGO and government) to continue to assess the employment status of the industry.

Objective B

By Q2 2019, complete foundational work to increase the number of horticulture students in college and university programs.

Key Tactics:

1. Obtain baseline data of the current number of horticulture students in college and university programs.
2. Collect and maintain accurate information about 2- and 4- year college and university horticulture programs across the country and post on the Seed Your Future website.
3. Create a new area on the Seed Your Future website for resources for colleges and universities.
4. Pursue/increase relationships and information sharing with colleges and universities.
5. Collect and maintain information about scholarships available for 2- and 4- year horticulture students at colleges and universities and post on the Seed Your Future website.
6. Pursue partnerships with youth horticulture programs (*e.g.*, FFA, 4-H, National Junior Horticultural Association) to encourage youth enrollment in higher education/certification programs in horticulture. (See objective C below).
7. Develop and implement an effective communications plan that expresses the positive benefits and life-rewards of working in the horticulture industry (see Goal 1 as well).
8. Attend and present at key college- and university-related events (*e.g.*, Association of Land Grant College and Universities, Council on Agricultural Extension Teaching).



Goal 3 - WORKFORCE DEVELOPMENT

Increase the workforce in horticulture and develop a strong pipeline of future talent.

Objective C

By Q3 2019, encourage and support certification programs, apprentice programs and other alternative pathways to careers in horticulture.

Key Tactics:

1. Obtain baseline data of current certification programs, apprentice programs and other alternative training programs for horticulture careers.
2. Collect, maintain, and post on the Seed Your Future website, information about certification programs, apprentice programs and other alternative training programs for horticulture careers.
3. Collect, maintain, and post on the Seed Your Future website, information about scholarships available for certification and apprentice programs.
4. Pursue partnerships with relevant organizations providing training for horticulture careers to encourage enrollment in certification and apprentice programs.
5. Examine the feasibility of creating a (or promoting nationally an existing) program to provide college AP credits to high school students in horticulture programs through articulation agreements, etc.
6. Examine the feasibility of creating a (or promoting nationally an existing) certification program that is evaluated and recognized by potential employers and can be used to secure jobs.
7. Attend and present at key events of organizations dedicated to certification programs, apprentice programs and similar groups.



Goal 4 - PARTNERSHIPS

Cultivate and strengthen partnerships and collaborations to advance our mission; and diversify and broaden the base of volunteers, advocates, and supporters.

Objective A

By Q1 2019, establish a set of organizational principles regarding partnerships that allows for partners to support the work of Seed Your Future, and that positions Seed Your Future to help promote the existing and future initiatives of other organizations that align with our mission.

Key Tactics:

1. Scan the environment to locate other initiatives that are promoting horticulture and encouraging people to pursue careers working with plants.
2. Develop partnership guidelines and protocols and share with potential partners to establish shared understanding of any partnership agreement.
3. Pursue partnerships with organizations that can assist in the implementation of the strategic plan – and those that Seed Your Future can assist in promoting their aligned initiatives.
 - a. Identify and attend appropriate partner meetings/industry events to promote Seed Your Future and to learn about their initiatives.
4. Utilize Seed Your Future's digital platform and social media channels to promote appropriate initiatives of partner organizations.

Objective B

By Q4 2018, identify, recruit, and leverage volunteers to help implement the strategic plan and advance the mission of Seed Your Future.

Key Tactics:

1. Cultivate and maintain an influential, diverse, and engaged National Leadership Cabinet and Advisory Council to lead and govern the organization.
2. Identify and consistently review a list of potential stakeholders to ensure that all segments of the horticulture industry are represented within the volunteer leadership of Seed Your Future.
3. Regularly assess our contemporary volunteer engagement model that offers opportunities for volunteer involvement that are significantly varied and diverse, allowing for short- and long-term participation by a wide variety of individuals based on their level of interest in our work.
 - a. Create, utilize and sunset volunteer committees and work groups to best align with the strategic plan and advance the mission.
 - b. Provide written roles and responsibilities for volunteers at all levels.
 - c. Provide clear direction to volunteer groups.
 - d. Continually monitor effectiveness of volunteer work and adjust as needed.
4. Identify and solicit media influencers, *e.g.* performers, media personalities and celebrity chefs, as ambassadors and messengers for the movement.
5. Harness Master Gardeners and others as ambassadors and messengers for the movement.



Goal 4 - PARTNERSHIPS

Cultivate and strengthen partnerships and collaborations to advance our mission; and diversify and broaden the base of volunteers, advocates, and supporters.

Objective C

By Q1 2020, establish relationships with national educational groups to advance the mission.

Key Tactics

1. Scan the environment to determine and consistently update the list of appropriate national educational groups (*e.g.*, NASSP, CCSO, FFA, 4H, Homeschool Network).
2. Develop and implement outreach action plans for appropriate national educational groups.
3. Explore and leverage best practices of other organizations that are successfully engaging students in the out-of-school time (*e.g.*, National Recreation and Parks Association, American Camp Association, Afterschool Alliance, YMCA of the USA).

Objective D

By Q4 2019, increase awareness of and support for horticulture and careers working with plants with key policy influencers and public officials.

Key Tactics:

1. By Q1 2019, develop a public policy agenda.
2. Collect industry data across the country.
 - a. Understand where horticulture careers rank within each state.
 - b. Identify the ten largest horticulture states.
 - c. Understand federal legislation related to specialty crops (horticulture).
3. Create and communicate the economic impact about the value of the industry and the career opportunities it provides.
4. Pursue opportunities to meet with key policy influencers and public officials across the country.
 - a. Pursue opportunities to speak at appropriate events (*e.g.*, State Secretaries of Agriculture Conference.)



Goal 5 - RESOURCE DEVELOPMENT

Increase financial supporters to ensure sustainability of the movement.

Objective A

By Q4, 2020 increase fundraising and resource development efforts by \$9,000,000.

Key Tactics:

1. Continually assess the resource development goals and resources developed in 2017. Refine as needed.
2. Utilize the fundraiser's toolkit as a resource for fundraisers to cultivate donations for the movement.
3. By Q4 2018, identify and begin working with a crowdsourcing firm.
4. Update the three-year budget projections and develop correlating fundraising goals.

Objective B

By Q1 2019, explore potential public and private sector workforce development grants to fund specific initiatives.

Key Tactics:

1. Scan the environment for potential grant opportunities.
2. Submit at least three grant applications per year.

Objective C

By Q1 2021, evaluate the status and stability of the organization in order to consider whether separation from the fiscal agent is needed and warranted.

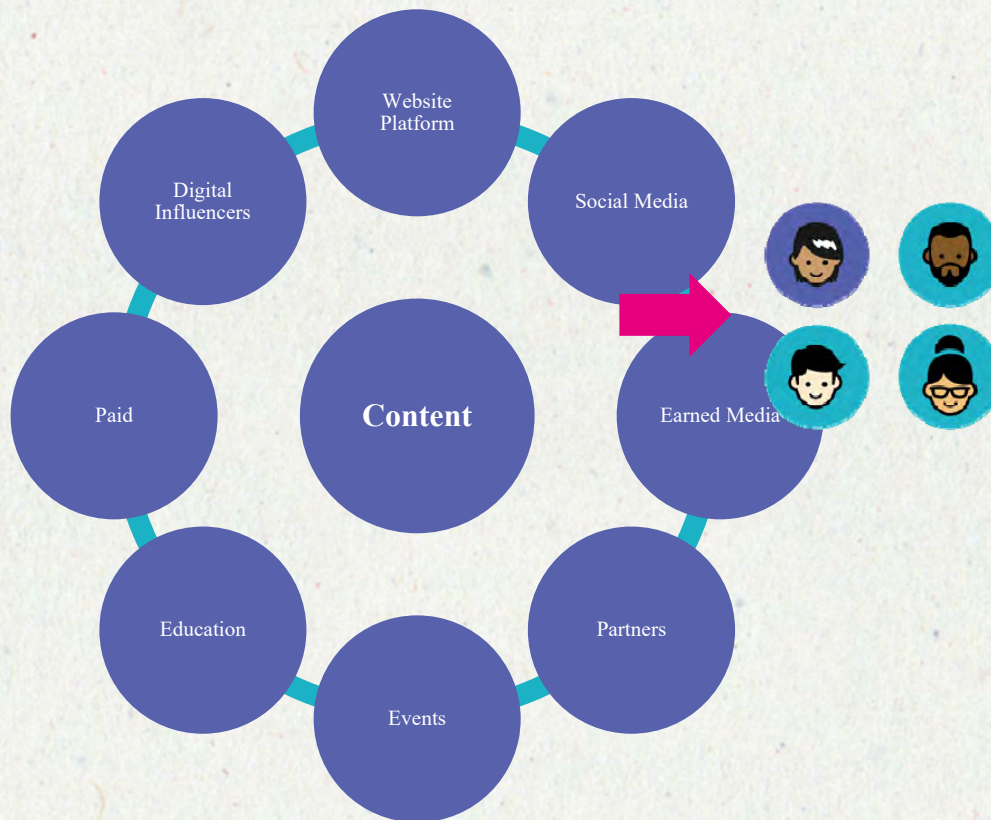
Key Tactics

1. Develop key indicators of if and then when to move from a model of a fiscal agent to a stand-alone non-profit.
2. Engage leaders from the fiscal agent (American Society of Horticultural Science) and the employer of the staff (Longwood Gardens) to recommend the future status of the organization to the National Leadership Cabinet.





Where We've Been: Year One in Review



GOAL

Establish a U.S. where everyone understands and values the importance of plants and the people who work in the art, science, technology and business of horticulture.

OBJECTIVES

Create Awareness | Drive Engagement



Metrics Highlights



31,274
website visits



7,000
users found their
#PlantPower



204
Partner toolkit
downloads



3,624
Student submissions
to 2 contests



30+
Media placements



INFLUENCERS

13 million impressions, 2.5 million content views, 13K link clicks, 577K video views and a 23% engagement rate from 8 engaged influencers



PAID SOCIAL MEDIA

Reached over 4.5 million users achieving 23,299,832 impressions, 6,587,775 link clicks and 144,839 video views

**tracked beginning June 20*



Where We're Going: Evolving the Message



**It's time to move from AWARENESS to ACTION.
It's time to activate tomorrow's horticulturists.**

AWARENESS —————> ACTION

What We'll Keep Doing

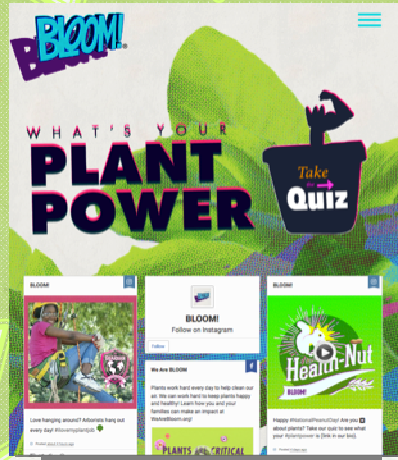
- Showcase unexpected horticulturist stories
- Build awareness in school and online
- Partner with influencers to tell our story
- Produce fun and engaging content
- Highlight the power of plants and encourage people to find their own plant power

What We'll Start Doing

- Create purpose for the campaign
- Establish urgency and local relevance
- Create opportunities for action by our audience
- Build allies among new and existing partners



YEAR TWO *In Action*



YEAR TWO: What's the same?

- Creative content
- BLOOM! website & quiz
- Scholastic in-school promotions
- Social media
- Digital influencers



Horticulturist Vignettes

Expand on Year One's horticulturist vignettes, to produce videos with more diverse, unexpected people in horticulture.



BLOOM! Content Studio

Continued creative support in collaboration with Seed Your Future to develop BLOOM!'s monthly content calendar and support creative content.



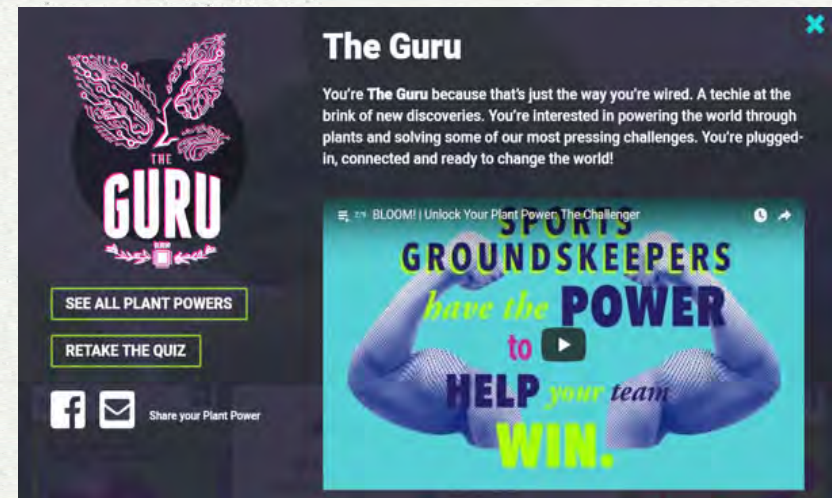
Out in the Field Videos

Similar to Year One, create bite-sized horticulturist profiles following an easy-to-implement template script for videos that are easily produced and packaged for social distribution.



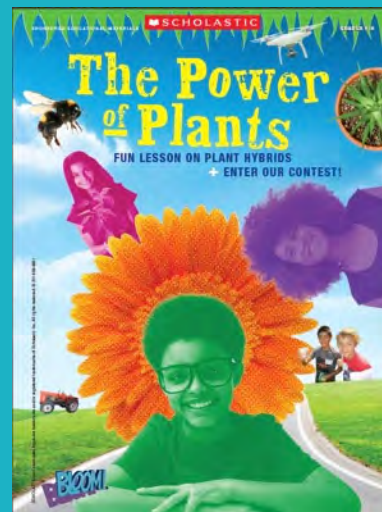
BLOOM! Website & Quiz

Identify opportunities to refresh the BLOOM! website – via refreshed content – and quiz, which may come via new questions, updated answer options, a revised algorithm or more.



Scholastic In-School Promotions: Back to School

BLOOM! returned to schools this fall with a refreshed Scholastic website, updated contest & entry information and a new poster teaching guide, sent to 18,000 teachers and 540,000 students (bundle delivered with Scholastic's *Science World Magazine*), and promoted across Scholastic's teacher networks.



Scholastic In-School Promotions: Early 2019

The collage features three main promotional items for the BLOOM! program:

- Website Banner:** A purple banner with the Scholastic logo and the text "Free Online Learning About the Power of Plants FOR GRADES 6-8". It includes a "VISIT SITE" button and a list of activities: "Explore the world of horticulture", "Learn about plant-based careers", "Enjoy a video and digital learning module", and "Play a career-based board game".
- Teaching Resources Grid:** A grid of 12 small images showing various educational materials, including worksheets, a board game, and a video player.
- Video Study Guide:** A worksheet titled "Plant Power!" with a "NAME" field. It includes a "VIDEO STUDY GUIDE" section with 10 numbered questions about plant life, a "TIPS & TRICKS" section with advice on watching videos, and a "VIDEO DISCUSSION" section for group work.

Scholastic promotions will continue further into Year Two. Opportunities include development & distribution of new program components such as new teacher lessons and student activities, expansion of the student contest, renewed digital promotions, and more!



Organic Social Media

FH will continue to support Seed Your Future on the management of BLOOM! social channels through content development and measurement/reporting for organic social efforts.



Paid Social Media

Based on learnings from and performance of Year One's paid social campaigns, FH will continue to leverage paid social as a key channel for reaching and engaging with new audiences.



Influencer Strategy Creation & Campaign Management

To build upon a highly successful activation in Year One, FH will develop an influencer strategy recommendation and vet criteria to select influencers, and to expand the reach of the BLOOM! campaign among our top audience - tweens.



YEAR TWO: *What's new?*

Unexpected partnership(s)
Community events/action



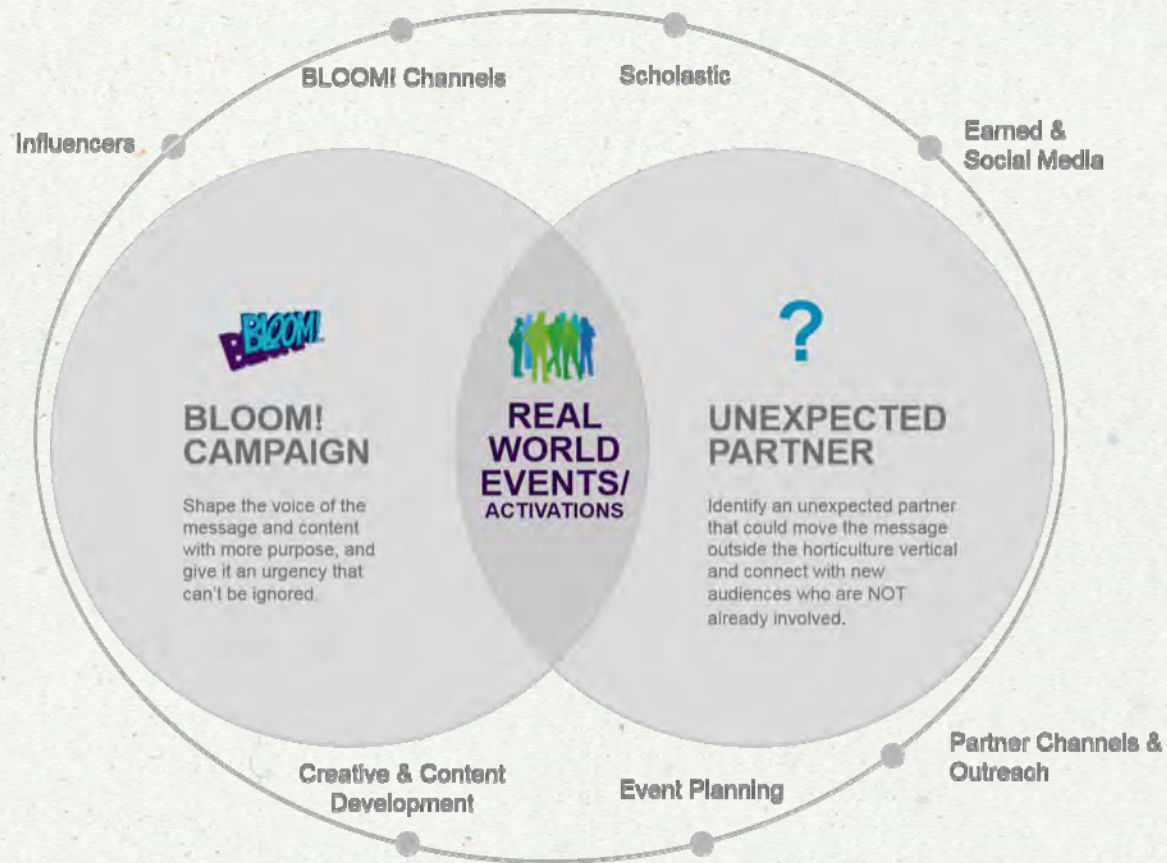
TODAY'S YOUTH ARE POISED TO MAKE THEIR ISSUES, VOICES AND IDEAS HEARD.

In Year Two, **BLOOM!** will harness the passion and energy of a generation who desire to champion issues that impact their communities and their future.

With new partners, we can activate horticulture as a symbol of community service, social change, sustainability and enjoyment.

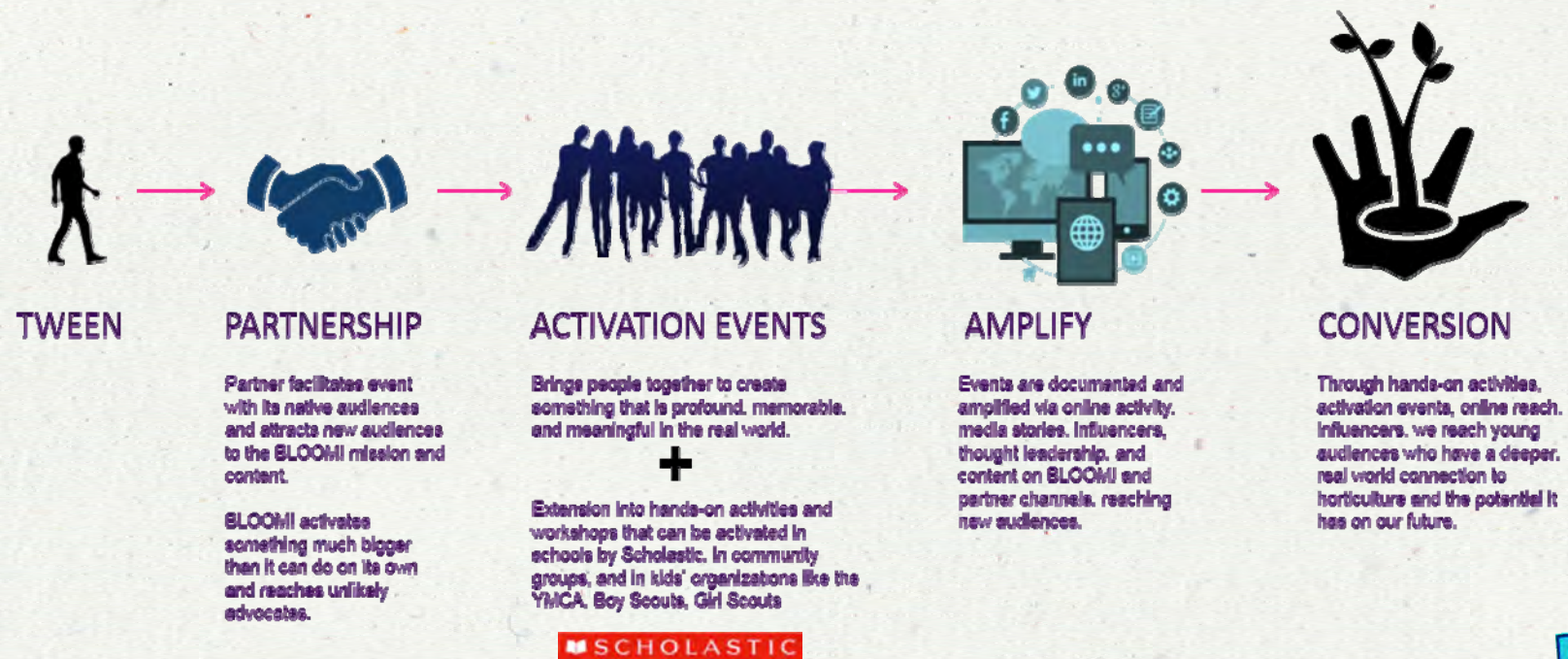


The Strategy & Execution



The Audience Experience

To fully engage our audience, outreach in Year Two will take on a multi-channel approach to reach tweens online, in the classroom and into the real world, supporting the move from awareness to action.



Potential Partners and Activations? You Tell Us.

We have a number of ideas for the types of activities and partners we might bring to the table for BLOOM!, but we want your input too! When we're together in Chicago on Feb. 25, we'll challenge you all to brainstorm potential activities/events that could be brought to life in local communities around the country to engage/excite tweens in/about the world of horticulture. We'll also ask you to think about what partner organizations we might want to work with to make those activities/events possible. This will be fun, we promise!

Feel free to start your creative thinking over the next week and bring some of your initial thoughts to the group discussions we'll have onsite. A few considerations to guide your thinking:

What's tween-worthy?

Remember that today's youth have little to no awareness of plants and horticulture. Because of this, we'll need to reach them through the channels and topics where they DO have an interest. Think about the topics kids love (sports, beauty/fashion, science, art/design, food, etc.) and what they do and where they go. How can we create a meaningful experience for them that combines some of these interests and brings plants into the conversation?

What kind of partners do we need?

For any given event/activity, we will need partners to fill a number of roles. *Distribution Role* (how do we reach kids to get them involved in this activity/event?), *Supplier Role* (how do we access the tools/materials we need to make this activity/event successful?), *Manpower Role* (how do we get enough people/volunteers to do what we have planned for the activity/event?), *Venue/Civic Role* (where will we host this event and who will give us approval to use the space?). In many cases, one partner could play many roles. In other cases, you might need multiple partners to fill these roles.

What role can your organization play in making this activity/event idea successful?

If there is an opportunity for your organization to support this activity/event or to fill any of the roles outlined above, we'd love to hear about it.

Until Chicago ...





SEED YOUR FUTURE

ENGAGEMENT STRATEGY

May 1, 2018



TIMELINE

	MARCH	APRIL	MAY	JUNE
KICKOFF	March 14			
CASE FOR ENGAGEMENT INTERVIEWS	March 14	April 6		
DIGITAL AUDIT	March 26	April 6		
CASE FOR ENGAGEMENT		April 17		
PRESENTATION			May 1	
TESTING PLAN			May 22	
IMPLEMENTATION				June 1

ENGAGEMENT STRATEGY



ENGAGEMENT STRATEGY

The strongest organizations are built with authentic engagement before, during, and after big public moments.

- Gives supporters an **active role** to play in your mission
- **Deepens** their relationship with your organization
- Builds confidence that **together** we can make a difference

GEER IS AN ENGAGEMENT STRATEGY FIRM WITH DEEP ROOTS IN PROGRESSIVE POLITICS AND ONLINE ORGANIZING



WIKIPEDIA
The Free Encyclopedia



CASE FOR ENGAGEMENT

1. *Mission* — What is Seed Your Future trying to accomplish in the world?
2. *Solutions* — What strategies are you putting forward to accomplish this mission?
3. *Differentiation* — How are those strategies different from what others are doing?
4. *Audience* — Who are your most important audiences, and how do you reach them?
5. *Role for Supporters* — What role have you defined for your supporters to play in your success?



MISSION

To promote horticulture and inspire people to pursue careers working with plants.

VISION

We envision a U.S. where:

Everyone understands and values the importance of plants and the people who work in the art, science, technology and business of horticulture.

STRATEGIC CHALLENGES

- The BLOOM! campaign has a long timeline to success.
- The talent pipeline is critical to the horticulture industry, but it doesn't provide an emotional connection with a broader audience.

1

TALENT
PIPELINE

2

MOVEMENT
BUILDING

TALENT PIPELINE

We could build on Seed Your Future's strategy to fill the talent pipeline, testing direct appeals to audiences who know the industry and care about its future.

Building a base of support will require us to define roles for supporters to play in solving the talent pipeline problem.

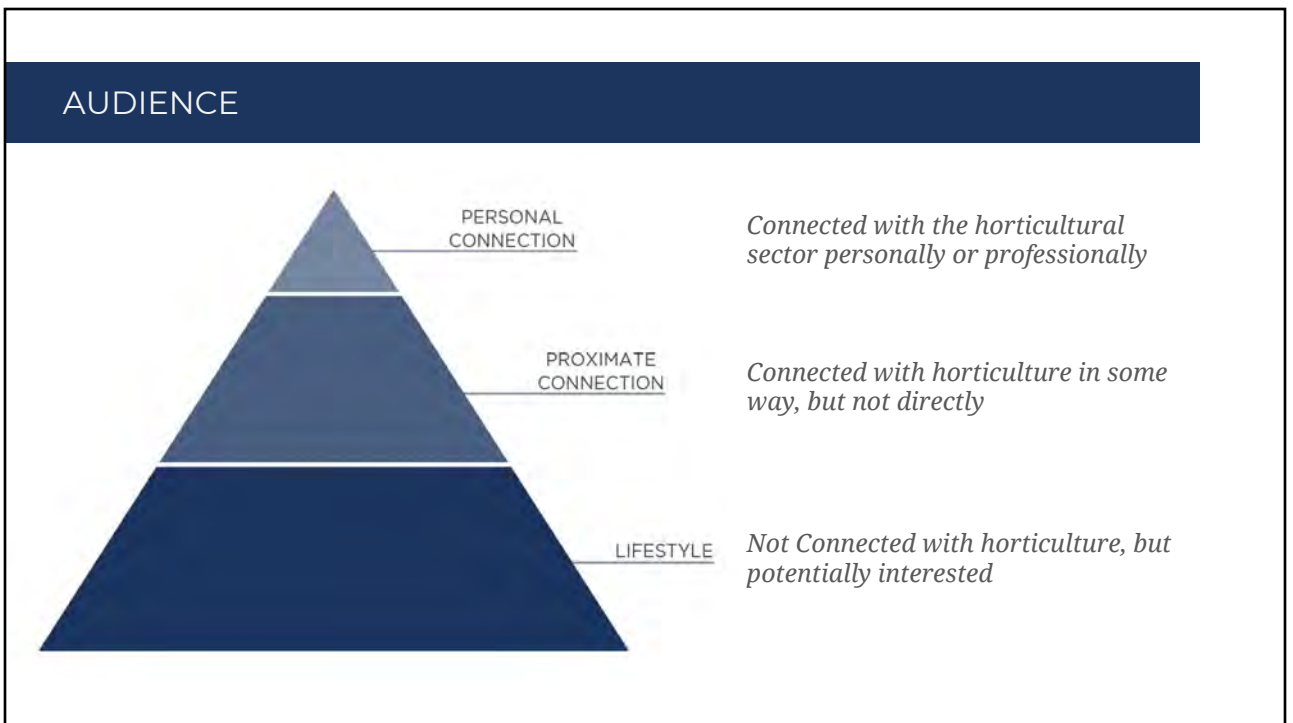
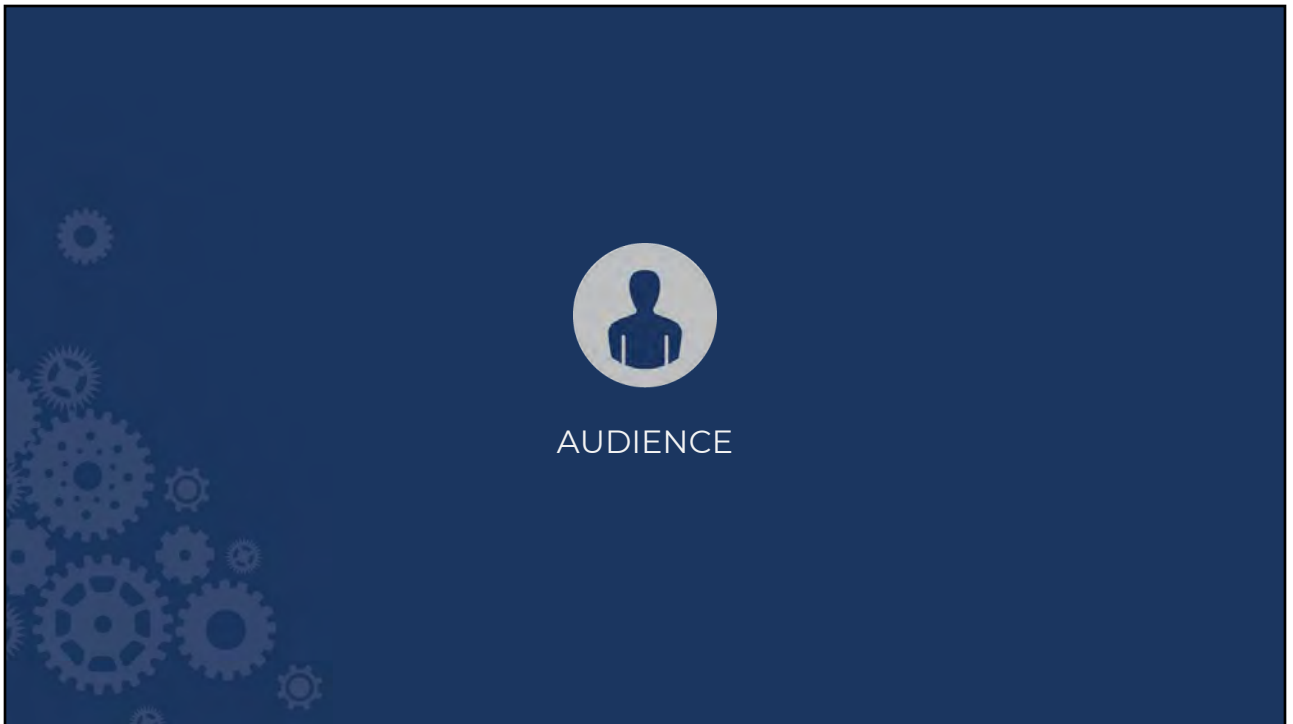


MOVEMENT BUILDING

There is an appetite for bolder thinking in the horticulture space. We could tap into this potential to activate a much larger potential base of support for Seed Your Future's work.

Such an approach could have an unprecedented impact on the industry as a whole, but it will require a creative, expanded approach to messaging and engagement.





AUDIENCE

AUDIENCE	TALENT PIPELINE	MOVEMENT BUILDING
Personal - Connected to horticulture <ul style="list-style-type: none">Horticulture ProfessionalsHorticulture AlumniGarden Members & VolunteersHome Gardeners	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓
Proximate - Engaged with nature <ul style="list-style-type: none">Garden VisitorsNational Parks VisitorsEnvironmentalists		✓ ✓ ✓
Lifestyle - Interested in nature <ul style="list-style-type: none">Home & Garden ConsumersSustainable Fashion and Lifestyle ConsumersOutdoor Adventure EnthusiastsCooking and Entertainment Followers		✓ ✓ ✓ ✓

AUDIENCE

TALENT PIPELINE

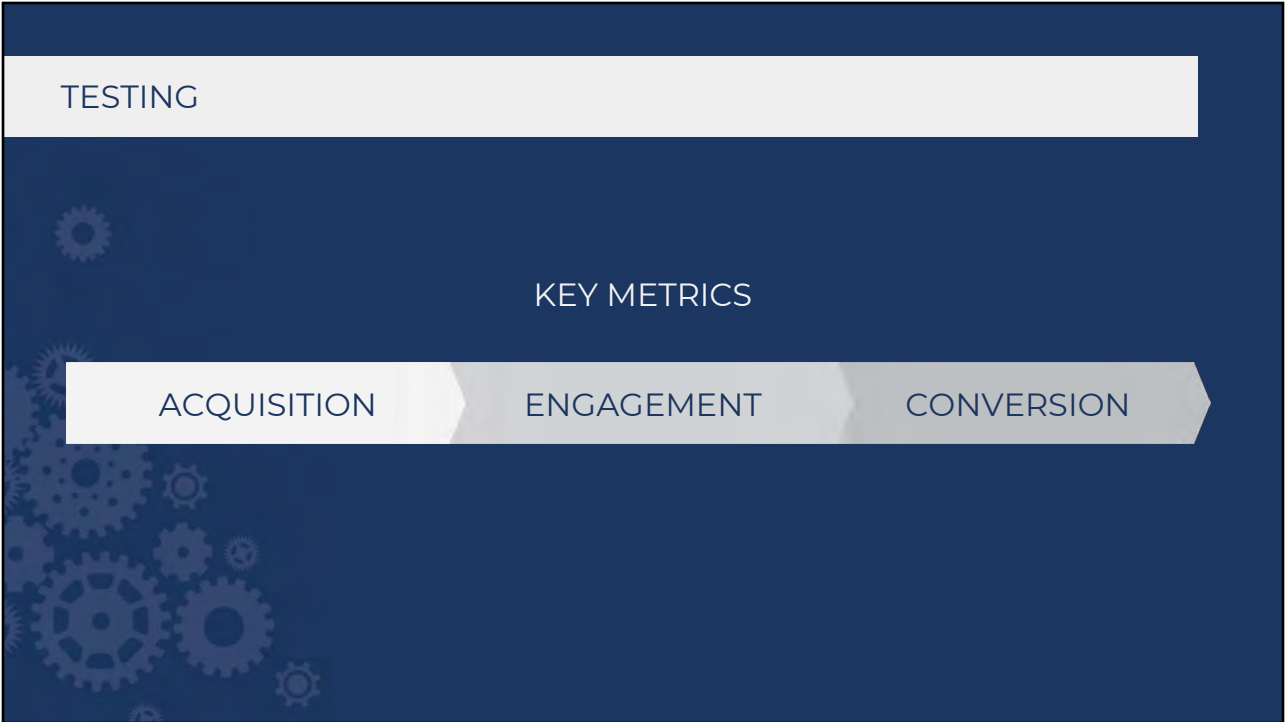
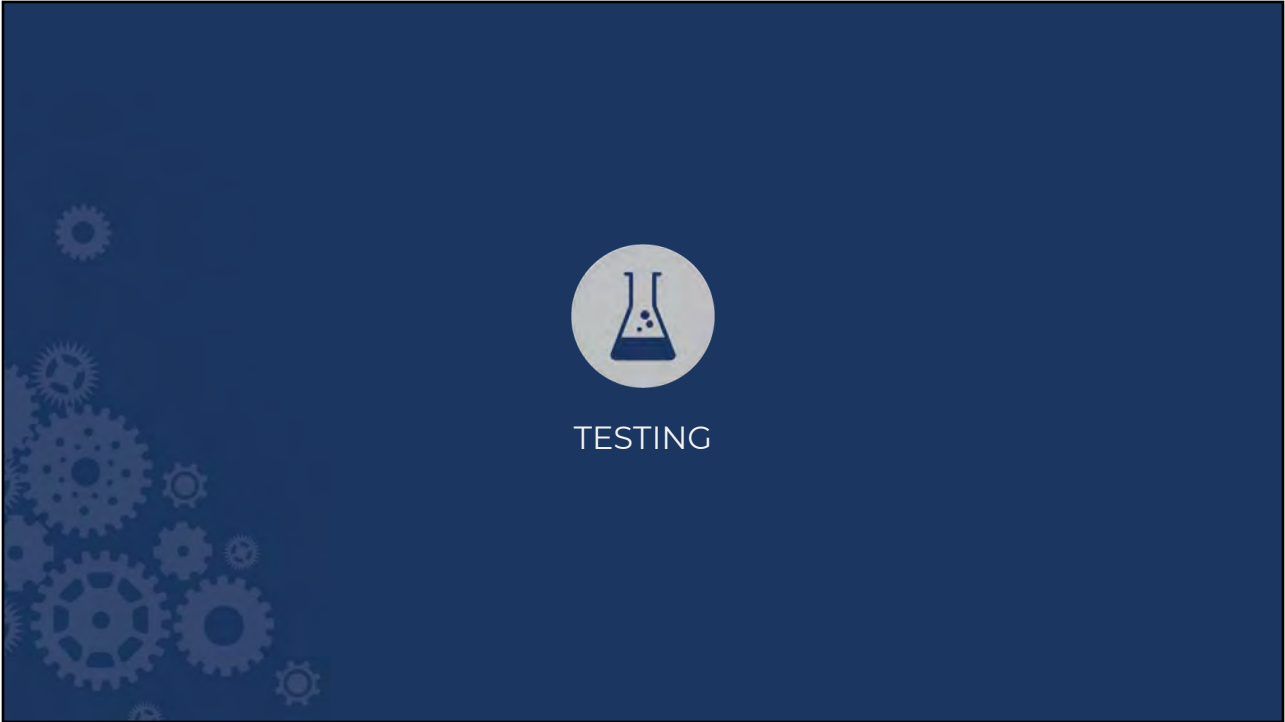
engaging with supporters who have a personal connection



MOVEMENT BUILDING

engaging with all three audience segments





TESTING: TACTICS & KEY METRICS

There are simple, lean tactics for testing steps within each path

	TACTICS	KEY METRICS
ACQUISITION	<ul style="list-style-type: none"> • Partner emails • Paid social (Facebook & Instagram) 	Cost Per Acquisition (CPA)
ENGAGEMENT	<ul style="list-style-type: none"> • Online campaigns • Content consumption & sharing • Offline events 	Engagement Rate (email and social actions, participation)
CONVERSION	<ul style="list-style-type: none"> • Email fundraising campaigns 	Lifetime Value (online donations, average gift, and frequency of giving)

TESTING: APPEALS

Successful organizations make an emotional connection or tap into deeply held values while demonstrating a clear, easy-to-trace path between an individual's actions and systemic change.

TESTING: APPEALS

1 *Acquisition*

TALENT PIPELINE	MOVEMENT BUILDING
Community – Join a community of horticulture professionals	Reconnect with Nature – Do you like to get your hands dirty?
The Future – What does the future of gardening and horticulture look like?	Do It Yourself (DIY) – Learn how to grow your own flowers and food... anywhere!
At Risk – What are the biggest threats to gardening and horticulture?	Beauty – See the most beautiful gardens in the world

TESTING: APPEALS

2 *Engagement*

TALENT PIPELINE	MOVEMENT BUILDING
Volunteering – Teach gardening in your local community	Local – Visit a community garden near you and grow your
Skill Sharing – Share your skills with other gardeners	Plant Power – How can gardening transform America?
Organizing – How can you protect the future of horticulture and gardening?	Community – Join a local gardening club and grow your community!

TESTING: APPEALS

3

Conversion

TALENT PIPELINE	MOVEMENT BUILDING
Pass the Torch / Pay It Forward – Support the next generation of horticulture professionals	Back to the Earth – Support a grassroots movement to strengthen gardening and reconnect with nature
Invest – Invest in the future of horticulture and gardening	Plant Power – Gardening can be radical act. Help define a greener future!
Preservation – The future of gardening and horticulture are in your hands	Preservation – Join a movement to protect the future of gardening!



SUCCESS

TALENT PIPELINE

Incremental change

Smaller base of support means potential for deeper relationships

Solutions are narrow, and supporters identify with the mission of the organization



"Build and share a national edible education curriculum for pre-kindergarten through high school."

MOVEMENT BUILDING

Sweeping change

Massive base of support means a variety of supporter relationships

Solutions are broad, and supporters identify with the vision and values of the organization



"A green and peaceful future is our quest."

TALENT PIPELINE

Pros:

Narrow Definition — Clear problem with concrete goals and benchmarks for success

Faster Results — Whether we succeed or fail, we'll get an answer sooner

Momentum — Seed Your Future is already on this path, we'd just need to build on it

Cons:

Untested — Audience is much narrower, and there are no validators

Impersonal — Pipeline problem isn't personal, it's existential. Supporters are usually one step removed.

Limited Scale — It's possible that we could build a highly engaged audience that maxes out at 30,000 people and growth could stall.

MOVEMENT BUILDING

Pros:

Multiple Pathways — We can test a variety of approaches and emotional hooks

Unlimited Scale — Potential audience is much bigger, but also untested

Impact — If we're right and there's a potential movement around horticulture and gardening, the value of defining and growing this organization is much larger than the pipeline problem

Residual Benefits — If we build a movement, it is also likely to help inspire young people to explore careers in horticulture

Cons:

Untested — still no validators, and we don't know if horticulture can motivate people to give, but this is what we'd be testing

Unlimited Scale — The breadth of this challenge means that the organization may be opening itself up to the possibility of a very different future





THANKS



To: Seed Your Future
From: GEER
RE: First Round Testing Results - Facebook Ads
Date: October 23

In our first round of ad testing, we budgeted \$9,600 for a Facebook test consisting of two distinct value propositions, four unique messages, and three audiences. We began running ads on Monday October 15 and suspended our test on Wednesday October 17, having spent \$4,700. From that initial test, we were able to identify a clear winner from the four ads tested.

The goal of Seed Your Future's acquisition testing is to achieve the lowest Cost Per Acquisition (CPA), with future tests measuring against the benchmarks set in this initial round.

In the process of running this first test, early results indicated that the individuals interested in gardening are more engaged by a message about stewardship than a message about connecting with nature. We also found that this result, Stewardship ads outperforming Connect with Nature ads, was consistently more engaging by a significant margin across all audience segments.

Our first phase of testing saw an overall CPA of \$5.00, with the best performing ad in the Stewardship value proposition measuring at a CPA of \$2.06. These initial results are very promising, and provide an excellent baseline against which we will be able to continue to test. This first test has further proven the value of honing and testing our acquisition ad images, messages and target audiences to achieve the best possible CPA.

Moving forward, it will be important to test the strength of the winning image to see how much it influenced the results. We will continue to test for optimal CPA by optimizing for ad creative within the winning value proposition, as well as beginning to test the engagement potential of new supporters.

Test Results

We tracked metrics each day in [this spreadsheet](#). In total, Test 1 generated 941 sign-ups. Below is a breakdown of the full test results by Value Proposition.

	Connect with Nature	Stewardship	Total
Audience 1 Personal	- \$386.60 spent - 35 sign-ups	- \$1,173.97 spent - 402 sign-ups	- \$1,560.57 spent - 437 sign-ups - \$3.57 CPA
Audience 2 Proximate	- \$383.02 spent - 27 sign-ups	- \$1,178.82 spent - 276 sign-ups	- \$1,561.84 spent - 303 sign-ups

			- \$5.15 CPA
Audience 3 Lifestyle	- \$299.08 spent - 19 sign-ups	- \$1,279.34 spent - 182 sign-ups	- \$1,578.42 spent - 201 sign-ups - \$7.85 CPA
TOTAL	- \$1,068.70 spent - 81 sign-ups - \$13.19 CPA	- \$3,632.13 spent - 860 sign-ups - \$4.22 CPA	

Value Proposition: We tested two initial value propositions to determine which would perform better in acquiring new supporters. These value propositions were Connect with Nature vs. Stewardship.

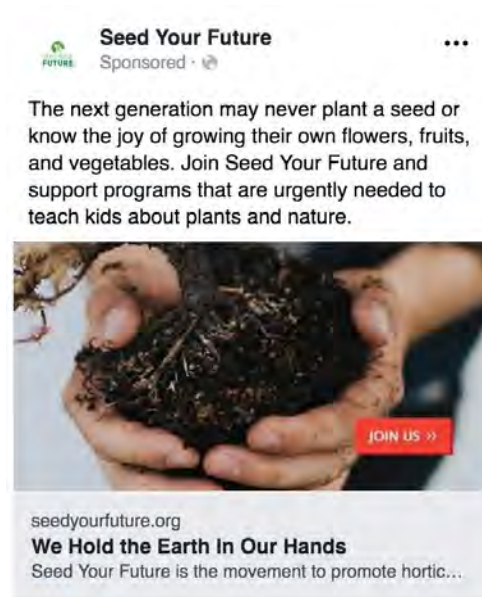
- **RESULT:** Stewardship outperformed Connect with Nature across all ads and all audiences. Ads focused on Stewardship achieved a much lower CPA as well CPC (cost per click). We will run additional tests to see how much of this performance can be attributed to the strength of the associated images.

Audience: We put together three audiences for testing based on concentric groupings, with each audience expanding the definition of what it means to be connected with horticulture and gardening. We were ultimately hoping to learn how directly correlated an individual's interests needed to be to Horticulture for them to engage with the organization's mission. We were also looking to test the engagement of men vs. women.

- **RESULT:** As expected, the audience with the closest interests to Seed Your Future's mission achieved the lowest CPA, and the most number of overall sign-ups -- Personal Audience. It is, however, important to note that the best ads performed well to all audiences and so our hope that there was fruitful ground for supporter acquisition amongst both the Lifestyle and Proximate audiences appears to be true, but will require further testing.
- **RESULT:** Women engaged with our ads at a higher rate than men, with a difference in total clicks of 8054 (women) v 1606 (men). The cost of inventory, however, was similar across both with a difference in Cost Per Click of \$0.49 (women) v \$0.53 (men).

Creative: Within each value proposition, we tested two unique message & image variations.

- **RESULT:** Within the winning value proposition (Stewardship), the image of growing seedlings combined with a message of plant education generated the most sign-ups and clicks. The difference between these two Stewardship ads was 763 vs. 97 total sign-ups.



Conclusions & Next Steps

Our first test gave us good initial results on the best performing ad from the initial set of 4, as well as providing us with a baseline to work from for future tests.

Our second test will isolate and test the various components of the most successful ads (image, copy, headline) to determine what combination of components maintains or outperforms our baseline CPA.

In addition, we will develop an initial welcome series of emails to test the quality and value of new sign ups to the list.



To: Seed Your Future
From: GEER
RE: Second Round Testing Results - Facebook Ads
Date: November 8

In our second round of acquisition ad testing, we ran an extensive matrix of 60 ads, testing a series of 4 variables (image, audience, headline, and copy) looking to match or best our baseline CPA of \$2.06 from Test 1.

We began running ads on Thursday November 1 and suspended our test on Tuesday, November 6, having reached our minimum \$20/ad budget for all ads. We would note that given the high density of online ads running across this period due to the Midterm elections, the test ran slower than can usually be expected.

From this test, we were able to achieve a lower CPA than in test 1, as well as draw some strong conclusions about which audiences and types of creative perform best. The best CPA from test 2 was an extremely low \$0.90. We, conservatively, are hesitant to expect this result to be replicable given each single ad was such a small sample, however the aggregated CPAs across various versions of creative continue to remain low.

This phase of testing saw an average CPA of \$2.35, far outperforming the average CPA of \$5.00 from our first test. This result is promising, and shows we are narrowing in on our best creative for our target audiences.

Moving forward, we will look to replicate the results of our best combinations of creative by running those ads with larger budgets over a longer period of time.

Test Results

We tracked metrics in [this spreadsheet](#). In total, Test 2 generated 549 sign-ups. We have drawn out a few key learnings aggregated across each variable, but the full data can be viewed in the linked spreadsheet.

Best performing creative is highlighted in green.

Variable | Copy

COPY	Total # Sign-Ups	Total # Clicks	Ave Clicks/ Impressions	Ave Sign-ups/ Clicks
Our kids are losing touch with the flowers, fruits, vegetables, and trees that grow all around them...[etc]	166	519	2.99%	33.59%
The next generation may never plant a seed or know the joy of growing their own flowers... [etc]	153	437	2.51%	38.65%

With each generation, fewer and fewer people are passing along the knowledge of how to grow fruits...[etc]	230	505	3.19%	45.07%
TOTAL	549	1461	2.89%	39.10%

Variable | Headline

HEADLINE	Total # Sign-Ups	Total # Clicks	Ave Clicks/ Impressions	Ave Sign-ups/ Clicks
Are We Losing Touch?	290	771	2.69%	39.47%
We Hold the Earth In Our Hands	259	690	3.09%	38.75%
TOTAL	549	1461	2.89%	39.10%

Variable | Audience

AUDIENCE	Total # Sign-Ups	Total # Clicks	Ave Clicks/ Impressions	Ave Sign-ups/ Clicks
Personal	319	804	2.97%	40.85%
Proximate	230	657	2.81%	37.36%
TOTAL	549	1461	2.89%	39.10%

Variable | Image

IMAGE	Total # Sign-Ups	Total # Clicks	Ave Clicks/ Impressions	Ave Sign-ups/ Clicks
Dad with kids	80	206	2.19%	40.24%
Hand with Apple	92	266	3.05%	40.40%
Hands in Dirt	144	313	2.65%	44.63%
Jars	146	397	3.16%	36.38%
Mum and kid	87	279	3.51%	33.88%
TOTAL	549	1461	2.89%	39.10%

Copy: We tested 3 variations of copy, excluding the worst performing variation from the round 1 test.

- **RESULT:** The copy 'With each generation...[etc]' achieved the highest total number of signups, in addition to the highest conversion rates across both clicks and sign-ups. This message of stewardship reflected the winning value proposition from test 1.

Headline: We tested 2 headline variations, using the best performing ones from test 1.

- **RESULT:** We didn't see a significant enough difference between the two headlines to conclusively say one will perform better than the other.























Audience: We tested the personal and proximate audiences from test 1.

- **RESULT:** As with the first test, both audiences proved fruitful for acquisition with the personal audience (individuals with specific gardening-related interests) outperforming the proximate audience. Once again though, it is critical to note that there is appetite for these ads across both audiences, with a solid conversion rate across the board.

Image: We tested 5 image variations, using our best performing images from test 1 and adding two variations focused on images of family/people.

- **RESULT:** The results of this test echoed that of the first, with the 'Jar' image outperforming all others with an aggregated CPA of \$2.10. Delivering a similar number of sign-ups, but with a higher CPA (\$2.39) was the 'Hands with Dirt' image. Interestingly, the two singular ads with the lowest CPA used the 'Hands with Dirt' image. The images with people were our worst performing images, and indicates that people-based imagery isn't necessarily compelling for our target audience.

Best Performing Individual Ads

C22X (Audience - Personal); CPA \$0.90	C12X (Audience - Personal); CPA \$0.98
<div><div><div><div><div></div><div>Seed Your Future</div><div>Sponsored · </div><div>...</div></div></div><div><p>With each generation, fewer and fewer people are passing along the knowledge of how to grow fruits, vegetables, and flowers. Don't let these fundamental skills, and nature itself, disappear. Sign up to learn how you can keep plant education alive.</p></div><div><div>JOIN US >></div></div><div><div>seedyourfuture.org</div><div>We Hold the Earth In Our Hands</div><div>Seed Your Future is the movement to promote hortic...</div></div><div><div> 23</div><div>17 Shares</div></div></div></div>	<div><div><div><div><div></div><div>Seed Your Future</div><div>Sponsored · </div><div>...</div></div></div><div><p>With each generation, fewer and fewer people are passing along the knowledge of how to grow fruits, vegetables, and flowers. Don't let these fundamental skills, and nature itself, disappear. Sign up to learn how you can keep plant education alive.</p></div><div><div>JOIN US >></div></div><div><div>seedyourfuture.org</div><div>Are We Losing Touch?</div><div>Seed Your Future is the movement to promote hortic...</div></div><div><div> 26</div><div>19 Shares</div></div></div></div>
C11X (Audience - Personal); CPA \$1.20	C21X (Audience - Personal); CPA \$1.23
<div><div><div><div><div></div><div>Seed Your Future</div><div>Sponsored · </div><div>...</div></div></div><div><p>With each generation, fewer and fewer people are passing along the knowledge of how to grow fruits, vegetables, and flowers. Don't let these fundamental skills, and nature itself, disappear. Sign up to learn how you can keep plant education alive.</p></div><div><div>JOIN US >></div></div><div><div>seedyourfuture.org</div><div>Are We Losing Touch?</div><div>Seed Your Future is the movement to promote hortic...</div></div><div><div> 18</div><div>1 Comment 10 Shares</div></div></div></div>	<div><div><div><div><div></div><div>Seed Your Future</div><div>Sponsored · </div><div>...</div></div></div><div><p>With each generation, fewer and fewer people are passing along the knowledge of how to grow fruits, vegetables, and flowers. Don't let these fundamental skills, and nature itself, disappear. Sign up to learn how you can keep plant education alive.</p></div><div><div>JOIN US >></div></div><div><div>seedyourfuture.org</div><div>We Hold the Earth In Our Hands</div><div>Seed Your Future is the movement to promote hortic...</div></div><div><div> 23</div><div>2 Comments 15 Shares</div></div></div></div>

Conclusions & Next Steps

Working from the creative and baseline CPA from test 1, we were able to gain further insight into which combination of variables would deliver an even lower CPA.

We were also able to move further towards validating the assumption that there is a healthy appetite for Seed Your Future sign-ups amongst both our target audiences.

Messages of Stewardship continued to perform best, as did the image of Jars. In addition to this, the second test indicates that images of people aren't necessarily compelling creative for Seed Your Future acquisition.

As we begin to test the quality of our early sign-ups through email engagement, we will also begin to map a path to run an acquisition campaign (not test) using the remainder of our initial acquisition budget with our best performing ads. The timing of this will account for a transition of these new folks to an initial welcome email series and then our end of year email fundraising test.



GEER

WWW.GEER.COM
123 7th Ave. #219
Brooklyn, NY

JANUARY 30, 2019

TO: SUSAN YODER AND MARNIE CONLEY; SEED YOUR FUTURE
FROM: STEPHEN GEER AND SZELENA GRAY; GEER
RE: 2018 LESSONS AND 2019 PRIORITIES

GEER began working with Seed Your Future in 2018, and in that time we've accomplished the following:

- **Engagement Strategy** -- Conducted a deep dive into organizational mission and vision, including interviews with more than a dozen stakeholders, resulting in an engagement strategy focused on building a large base of grassroots supporters;
- **Website & CRM** -- Launched a new website and CRM focused on email acquisition;
- **Audience Development** -- Prioritized audience segments and tested messaging on social media;
- **List Growth** -- Added over 8,000 new supporters to the Seed Your Future email list with a Cost Per Acquisition (CPA) below \$2 per supporter;
- **Email Program** -- Set up an email welcome series and online survey, and launched an End of Year fundraising series to benchmark conversion of new names;
- **Hiring** -- Began a hiring process to identify and onboard a new program manager who will manage Seed Your Future's growing engagement program.

These accomplishments reflect a lot of hard work and persistence from Seed Your Future staff and leadership. But they are just the beginning.

We plan to grow Seed Your Future's email list to more than 50,000 supporters this year. Our goal is to build a highly active base of grassroots supporters by investing in acquisition, online engagement campaigns, strategic partnerships, and converting supporters into donors. Seed Your Future's supporters will sustain the organization financially and advance your mission across the country.

To make this happen, we will need to strengthen Seed Your Future's internal capacity and focus on establishing a reliable engagement program. Based on our success in 2018, we're confident in the potential for engagement, and we are very optimistic about the interest of a large number of supporters in joining Seed Your Future.

LESSONS FROM 2018

With a limited budget for testing and acquisition in 2018, we made the most of every dollar by spending on digital acquisition campaigns to add names to our email list while testing our initial hypotheses about what might convince new supporters to join Seed Your Future. These first tests gave us direct, actionable insights about audience, messaging, and strategy. They also resulted in over 8,000 new supporters added to our email list.

AUDIENCE

We learned three critical lessons about the potential audience for Seed Your Future:

1. The audience most likely to join Seed Your Future are those people with a close, **personal connection** to horticulture.
2. Our best ads performed well across all of our audiences, indicating that there's strong potential for growing our base of support **beyond horticulturalists**, but still connected to horticulture.
3. **Women** are much more likely to engage with our content than men.

MESSAGING

After multiple rounds of brainstorming and feedback, we tested a total of 72 ads, with several variations on two core value propositions — one focused on plant-education, and one focused on stewardship.

Stewardship attracted more supporters than plant-education by a factor of almost 10:1.

STRATEGY

Based on the results of these initial tests, we're confident that there's a huge potential audience for Seed Your Future that is motivated by a movement-building message. These potential supporters care about plants and have some connection to horticulture, but we need to continue testing throughout 2019 to build the list and hone in on the right acquisition creative.

We also recommend developing a full year Engagement Calendar, and structuring our efforts around regular engagement campaigns. For example, building a campaign around the Lookup Tool in Q1 of 2019, and then continuing to develop at least one major campaign every two to three months, including End Of Year fundraising. The more engaged your list is, the stronger the potential fundraising opportunity.

PRIORITIES FOR 2019

Seed Your Future now has the basic elements of an engagement program, but we need to establish the regular rhythms of operating the program for it to grow and succeed. Those rhythms are defined by four steady beats:

1. **Acquisition** -- adding new supporters to your email list and social media channels via paid acquisition and strategic partnerships.
2. **Onboarding** -- welcoming new supporters, articulating the mission of Seed Your Future, and establishing that we will be asking them to make donations as part of our relationship.
3. **Engagement** -- regular, creative engagement campaigns designed to further your mission and elevate your brand. We should aim for at least three campaigns in the first half of 2019, and develop a regular engagement calendar for the full year.
4. **Fundraising** -- either dedicated fundraising campaigns like End Of Year or incorporating fundraising asks into engagement campaigns throughout the year. We should never go longer than two months without asking supporters to donate in some fashion.

In addition to the rhythm of an engagement program, Seed Your Future should also build evergreen digital resources that establish your brand and advance your mission. For the first of these, in Q1 of 2019, we've recommended **building a tool to search for horticulture programs and scholarships at nearby schools**.

Finally, Seed Your Future needs dedicated staffing to manage your growing engagement program and to make sure that GEER can follow through our "Build, Operate, Transfer" model in 2019. We will help build Seed Your Future's engagement program and operate it in partnership with your internal staff, until you have the capacity to manage execution internally. In the process, we hope to transfer sufficient expertise to your team and eliminate the need for external consultants. In our initial proposal, we estimated this could take between one year and 18 months. Based on the pace of execution, capacity, and the current hiring timeline, it is our goal to transfer the program internally as soon as possible in 2019.



GEER

WWW.GEER.COM
123 7th Ave. #219
Brooklyn, NY

NOVEMBER 21, 2018

TO: MARNIE CONLEY & SUSAN E. YODER; SEED YOUR FUTURE
FROM: STEPHEN GEER, SZELENA GRAY, & NINA O'CONNOR; GEER
RE: [ENGAGEMENT STRATEGY PROPOSAL 2019](#)

Seed Your Future and GEER have accomplished a lot in the first six months of our partnership.

We completed a deep dive into organizational mission and vision, conducting interviews with more than a dozen stakeholders. We articulated an engagement strategy focused on building a large base of grassroots supporters, and we launched a new website and CRM focused on email acquisition. We identified potential audience segments, and we tested messaging on social media that has brought our cost per acquisition (CPA) below \$2 per supporter.

In the remaining weeks of 2018, we expect to add more than 7,500 new supporters to the Seed Your Future email list. We'll continue engaging new supporters with an email welcome series and online survey, and our End Of Year fundraising campaign will establish a benchmark for donor conversion.

These accomplishments reflect a lot of hard work and persistence from Seed Your Future staff and leadership. But they are just the beginning.

In the first half of 2019, we plan to grow Seed Your Future's email list to more than 50,000 supporters. Our goal is to build a highly active base of grassroots supporters by investing in acquisition, online engagement campaigns, strategic partnerships, and converting supporters into donors. Seed Your Future's supporters will sustain the organization financially and advance your mission across the country.

To make this happen, we will need to strengthen Seed Your Future's internal capacity and focus on establishing a reliable engagement program. Based on our success in 2018, we're confident in the potential for engagement, and we are very optimistic about the interest of a large number of supporters in joining Seed Your Future.

PRIORITIES FOR 2019

Below are the major areas of work we plan to focus on in the first half of 2019.

SUPPORTER ENGAGEMENT

Seed Your Future now has the basic elements of an engagement program, but we need to establish the regular rhythms of operating the program for it to grow and succeed. Those rhythms are defined by four steady beats:

1. **Acquisition** -- adding new supporters to your email list and social media channels via paid acquisition and strategic partnerships.
2. **Onboarding** -- welcoming new supporters, articulating the mission of Seed Your Future, and establishing that we will be asking them to make donations as part of our relationship.
3. **Engagement** -- regular, creative engagement campaigns designed to further your mission and elevate your brand. We should aim for at least three campaigns in the first half of 2019.
4. **Fundraising** -- either dedicated fundraising campaigns like End Of Year or incorporating fundraising asks into engagement campaigns throughout the year. We should never go longer than two months without asking supporters to donate in some fashion.

EVERGREEN RESOURCES

In addition to the rhythm of an engagement program, Seed Your Future should also build evergreen digital resources that establish your brand and advance your mission. For the first of these, in Q1 of 2019, we would recommend building **a tool to search for horticulture programs and scholarships at nearby schools**. This is a very straightforward project, and we anticipate a budget of \$35,000 or less to build and launch it effectively. However, it will require ongoing paid promotion to make sure potential students know it's available to them. It will also require a dedicated junior staffer or intern to maintain the data and build relationships with academic institutions and scholarship funders. Ideally, we would brand the site as a project of Seed Your Future and establish it as the go to destination for individuals seeking an education in horticulture.

STAFF CAPACITY

GEER will continue to follow our "Build, Operate, Transfer" model in 2019. We will help **build** Seed Your Future's engagement program and **operate** it in partnership with your internal staff, until you have the capacity to manage execution internally. In the process, we hope to **transfer** sufficient expertise to your team and eliminate the need for external consultants. In our initial proposal, we estimated this could take

between one year and 18 months. Based on the pace of execution and current staff capacity, we believe a full transfer will take closer to 18 months, but it is our goal to build your team as quickly in 2019 as possible.

We highly recommend hiring a full time **Program Manager** for Seed Your Future in January of 2019. This person would be responsible for managing social media channels, building and sending HTML emails, tracking paid acquisition efforts, onboarding new supporters, managing websites, gathering analytics and drafting regular reports. When Seed Your Future schedules offline events or calls, this staffer could also work directly with supporters and volunteers.

As the engagement program grows and the number of supporters expands, Seed Your Future will need additional staffing. GEER recommends a lean approach to expanding headcount, and we would work with the internal team on a growth strategy for 2019 and beyond.

STRATEGIC PARTNERSHIPS

Seed Your Future should make a focused effort to establish relationships with other organizations in the horticulture and public garden community. We should particularly focus on those organizations with a large and active online presence, and look for opportunities to develop engagement campaigns together. The best way to grow our list and build the reputation of Seed Your Future is by connecting with people who are already passionate about our core issues and encouraging them to take an interest and act as ambassadors. Our research has revealed that there are dozens of such organizations across the US, and that they would be as interested in working with Seed Your Future as we would be in working with them.

SCOPE OF WORK

Our partnership will consist of at least the following areas of work:

- **Campaign Development** -- Develop creative engagement campaigns across email, web, and social media channels to attract and activate supporters and allies.
- **Creative Guidance** -- Work with your team to draft copy and create digital assets, including social media posts and graphics, emails, website design and copy, and videos.
- **Engagement Calendar** -- Establish a year-round calendar of opportunities for supporters to engage with Seed Your Future. Strike a balance between fun, creative activities and aggressive fundraising goals.
- **Acquisition Strategy & Creative** -- Develop a clear plan for paid online acquisition and partnerships to grow Seed Your Future's email and social media lists. Build and run ads, establish a reasonable

Cost Per Acquisition (CPA), and begin defining projections for engagement and a Lifetime Value for supporters.

- **Outreach & Partnerships** -- Help build relationships with potential partners and influencers in relevant organizations.
- **Vendor Management** -- Oversee the work of vendors needed for acquisition and promotion of social media content, including designers and online marketing firms.
- **Reporting & Analysis** -- Share regular updates on growth and engagement, with a focus on optimizing CPA and maintaining a highly engaged core of supporters.
- **Staff Training & Hiring** -- Draft and circulate job descriptions, assist with interviews and recommendations, and train new and current staff to run all elements of the engagement program.

TIMELINE & DELIVERABLES

For the next phase of our work together, GEER would focus on the following core deliverables.

TIMELINE	DELIVERABLE
JANUARY - FEBRUARY	<ul style="list-style-type: none"> ● Acquisition Plan & Creative for Q1 & Q2 ● Engagement Campaign Concepts ● Initial Engagement Calendar ● Campaign #1 - Plan & Creative ● Program Manager Interviews and Hiring ● Horticulture Program/Scholarship Lookup Tool Plan ● Plan for Strategic Partnerships
MARCH - APRIL	<ul style="list-style-type: none"> ● Campaign #2 - Plan & Creative ● Launch Horticulture Program/Scholarship Lookup Tool ● Acquisition Testing and Audience Definition ● Begin Outreach & Partnerships ● Program Manager Training
MAY - JUNE	<ul style="list-style-type: none"> ● Campaign #3 - Plan & Creative ● Ongoing Acquisition Testing and Audience Definition ● Plan for Remainder of 2019 and Beyond

At the end of the first six months, we would plan to evaluate our progress and reach a decision about continuing our engagement through 2019.

BUDGET

Below is our best estimate of major expenses for Seed Your Future's engagement program in the first half of 2019.

Digital

The majority of Seed Your Future's engagement budget will focus on digital assets.

AREA OF WORK	COST
PAID ACQUISITION	\$7,500 per month
CONTENT PROMOTION	\$2,500 per month
WEB DEVELOPMENT	\$10,000 over six months
GRAPHIC DESIGN	\$5,000 over six months
EVERGREEN RESOURCES: Horticulture Programs & Scholarships Lookup Tool	\$35,000 development and launch \$15,000 ongoing promotion
TOTAL:	\$125,000 over six months

Seed Your Future Staffing

We anticipate the salary for a Program Manager would be between \$45,000 and \$65,000 per year. With benefits and overhead, we would budget at least \$50,000 for the first half of the year.

GEER

GEER only works on a flat monthly retainer basis with our clients. We would continue at our current rate of \$20,000 per month.

NEXT STEPS

Over the first half of 2019, Seed Your Future's engagement program will mature dramatically. Together, GEER and the Seed Your Future team will transfer many key skills to internal staff and determine which aspects of the program will still require external support.



2018 Horticulture Student and Program Survey

John Dole, Ph.D., and Susan E. Yoder, I.O.M.

From July 9 to November 1, 2018 we asked 252 two-year colleges and 100 four-year universities about the status of their horticulture programs. We received 83 responses from the two-year colleges (33% response rate) and 57 responses from the four-year universities (57% response rate). This survey followed up on and added to the first survey that was completed in 2014. At the time, we surveyed 152 two-year colleges and 76 four-year universities and had a 41% and 71% response rate, respectively. While we had a higher response rate in 2014, we surveyed fewer colleges and universities. Many of the non-responders in our current survey do not have formal horticulture programs, which may be the reason they did not respond.

Key Observations

1. The overall number of undergraduate students is stable, with a majority of institutions either keeping the same number, or increasing, in the last five years (63.36%)
2. The majority of students arrive in the department as incoming freshman. However, internal transfers, external transfers and "other" are growing in significance. For example, in land-grant institutions, 27% of undergraduates are internal transfers and 34% are external transfers.
3. The overall number of graduate students is stable, with a vast majority of institutions either keeping the same number, or increasing, in the last five years (86.44%).
4. Horticulture includes a broad range of subjects, with ornamental-related topics the most commonly offered: greenhouse (cross-commodity); horticulture business, entrepreneurship, and/or marketing; IPM; landscape design (small scale) and/or construction and contracting; turfgrass; and woody ornamentals and floriculture (including arboriculture, interiorscaping).
5. The most common degree offered is an Associate degree with 72.45% of the institutions offering at least one Associate degree.
6. Departmental identity appears to have stabilized. While 16.43% of the institutions have always had their horticulture department combined with another department, more than half of the institutions (56.43%) have had their horticulture department combined with another department, with 23.57% in the last five years. The percentage of horticulture departments anticipated to be combined in a near future is fairly low. Interestingly, almost half of departments at two-year institutions continue to include the word horticulture compared with one third of departments at land-grant institutions.

1. Number of undergraduate students currently enrolled in the horticulture program.

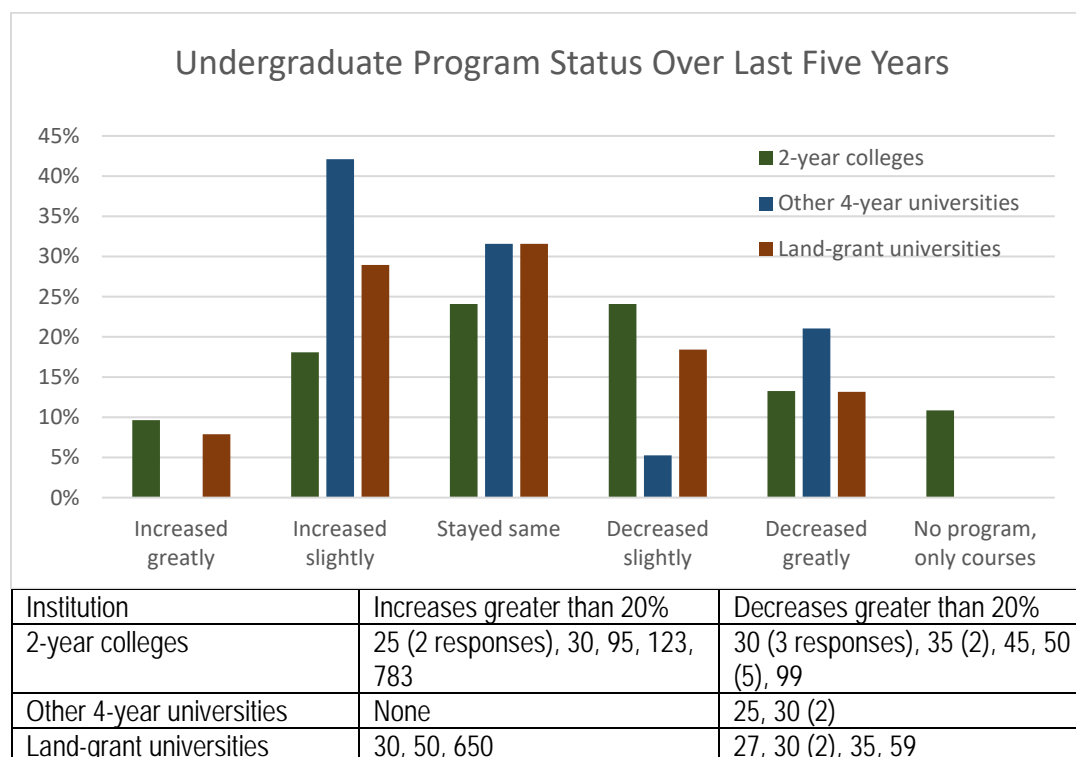
	2-year colleges	Other 4-year universities	Land-grant universities
Total number	4590	2566	1612
Average/institution	60	69	85
Range	2 to 300	6 to 230	5 to 280

Some schools only have plant science programs, which are included.

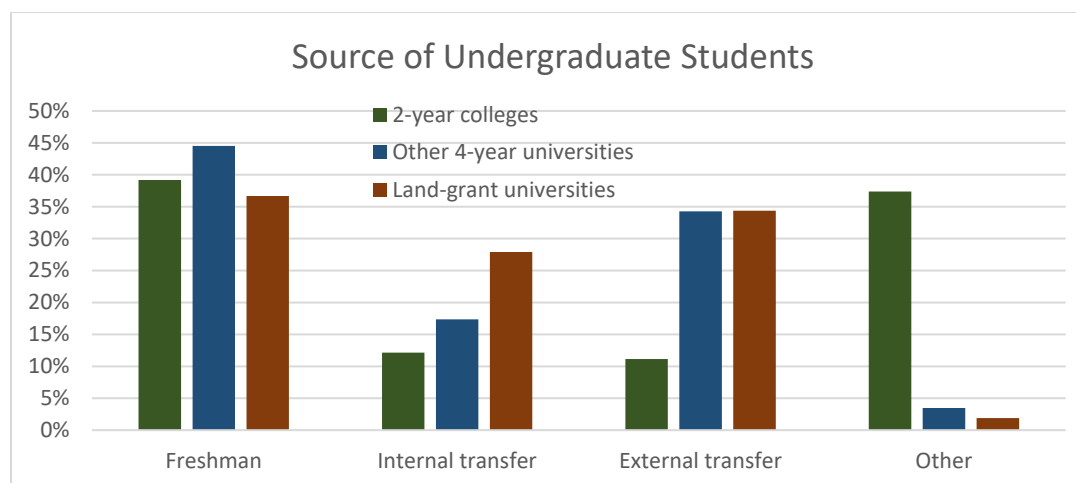


2018 Horticulture Student and Program Survey

2. Enrollment status of undergraduate program. For those responding that student numbers had increase/decreased greatly, the percent increase/decrease is listed in table below graph.



3. Pathways by which horticulture undergraduate students arrive in the department.





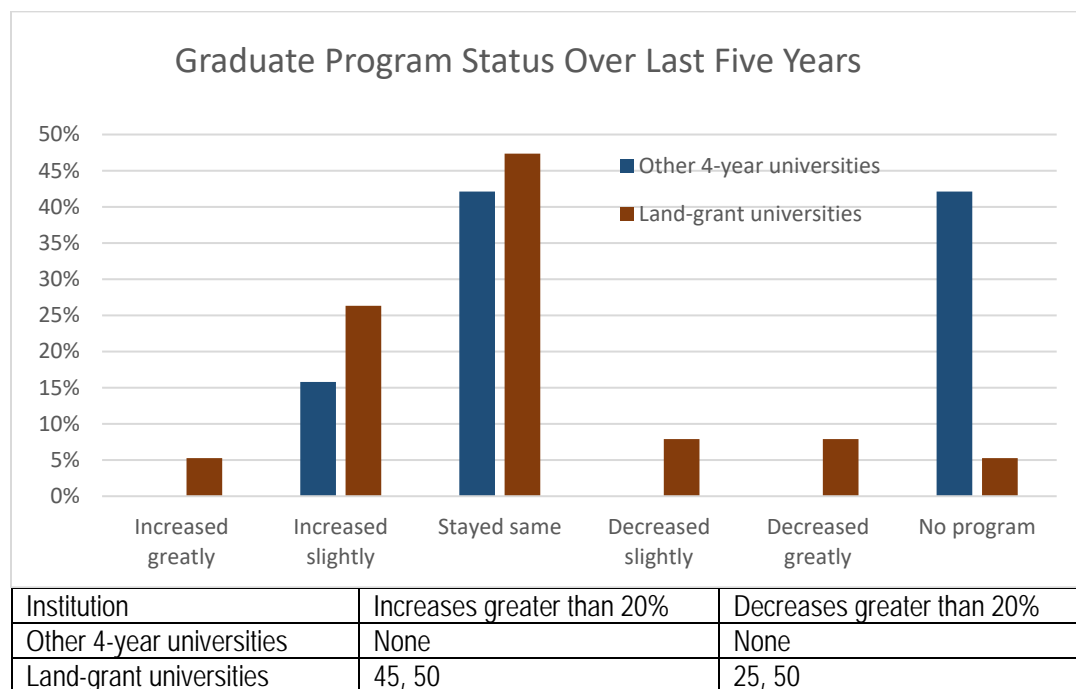
2018 Horticulture Student and Program Survey

4. Number of graduate students currently enrolled in the horticulture program.

	Other 4-year universities	Land-grant universities
Total number	118	821
Average/institution	12	23
Range	2 to 40	1 to 100

Some schools only have plant science programs, which are included.

5. Enrollment status of graduate program. For those responding that their student numbers had increase/decreased greatly, the percent increase/decrease is listed in table below graph.



6. Topics consider to be part of horticulture (respondents could mark all that applied).

Topic	2-year colleges	Other 4-year univ. (%)	Land grant universities
Citrus	0.7	2.9	1.0
Biotechnology	0.4	2.9	6.4
Environmental science	6.2	5.7	8.1
Floriculture and floral design	4.8	8.6	5.7
Fruits, nuts, and/or vegetables (including viticulture)	8.0	8.0	10.8
Greenhouse (cross-commodity)	12.1	10.3	11.1
Horticulture business, entrepreneurship, and/or marketing	11.7	9.8	7.4



2018 Horticulture Student and Program Survey

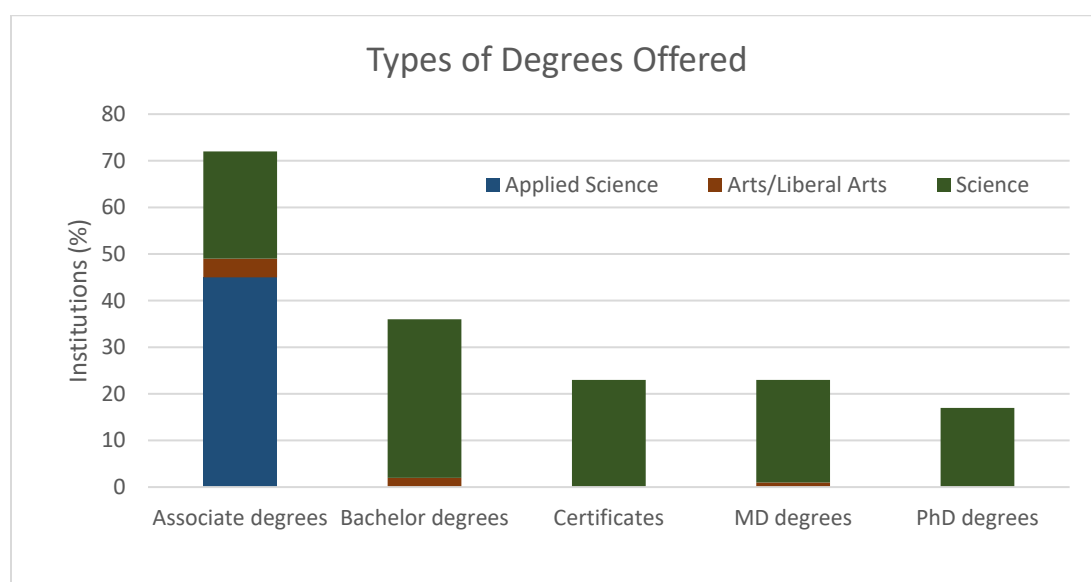
Horticulture therapy	0.9	2.3	0.7
IPM	11.2	7.5	6.4
Landscape design (small scale) and/or construction and contracting	11.2	9.2	6.8
Landscape architecture (large scale)	0.4	1.7	2.7
Plant breeding	1.6	5.2	8.4
Public gardens	3.7	6.3	5.1
Turfgrass	11.2	7.5	7.1
Woody ornamentals and floriculture (including arboriculture, interiorscaping)	10.4	9.8	9.8
Other	5.7 ¹	2.3 ²	2.4 ³

¹Irrigation/water management (7 responses), Soils/fertility (6); Sustainable agriculture/ sustainable horticulture (5), Aquaponics/hydroponics/aquaculture (4); Herbaceous perennials and ornamentals (3), Permaculture (2), Plant propagation (2), Plant science (2), Laws and regulations, CEA (controlled environment agriculture), Primarily crop production, Stormwater management, Landscaping for wildlife/pollinators, Small market farming, Watershed protection, Best management practices, Pest control, Food as medicine, Botany, Native plant propagation and restoration ecology, Ag machinery, Urban tree care, Agricultural drainage, forestry.

²Propagation, Plant materials (ID), Native plants, Ornamental plant production, Hydroponics, Urban horticulture, Composting.

³Plant pathology (2 responses), Pre-Landscape Architecture undergraduate track, Postharvest physiology, Genomics/computational biology, Developmental biology, Natural products chemistry, Soil health and organic production, Enology program, Urban agriculture, Pre and postharvest food safety, Organic and sustainable production, Plant propagation, Weed ID and ecology, Herbaceous landscape plants.

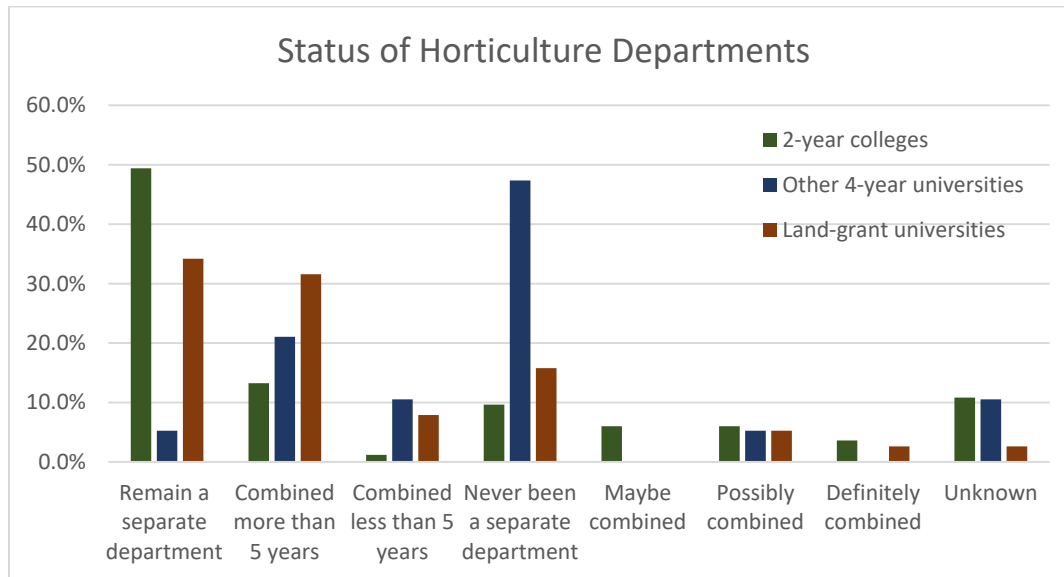
7. Types of degrees offered





2018 Horticulture Student and Program Survey

8. Administrative status of department.





2019 Enrollment Summit Logistics

rev. 1/16/2019

Planning Committee: Co-chairs, John Dole, NC State and Mary Meyer, Univ. of Minnesota

- Angela Ambrosini, NY Institute of Technology
- Janet Cole, Oklahoma State University
- Jeff Iles, Iowa State University
- Dean Kopsell, University of Florida
- Dan Lineberger, Texas A&M University
- Liz Riley, Alamance Community College

Date: June 27 – 28, 2019

Intended to be a 1 ½ day summit. Tentative timing: 9 am on the 27th through noon on the 28th?

Location: Longwood Gardens, Ballroom
Kennett Square, PA

Participants: Representatives from 2- and 4-year college and university horticulture programs, and the SYF Planning Committee. Potential representatives from the industry.

While the invitee list will include 200 4-year programs and 249 2-year programs, our best estimate on participation is 75-100 people.

Participant Expense Expectations:

- All participants will be responsible for the expense of their own travel including airfare, ground transportation and hotel.
- Small registration fee for participants to help defray costs of meals, etc. (Yet to be finalized – perhaps around \$100.)

Other Logistics

1. Hotel: Hotel block secured at Hilton Garden Inn, Kennett Square, PA. Room cost is \$132 per night including breakfast. Participants make their own reservations with a hotel-supplied-meeting-code.
2. Meals at Longwood.
 - a. June 27th: Morning coffee, lunch, afternoon break, dinner
 - b. June 28th: Morning coffee, take-with-you-boxed lunch

Format:

Brief presentations on current practices that have been promising. Group breakouts and discussions to expand on those ideas, discussion of tools/resources desired.