



# PHS

<https://phsonline.org/>

Philadelphia, PA

*Our Promise:*

*Plant with Purpose. Grow Together. Garden for the Greater Good.*

## CHIEF MARKETING OFFICER

### THE OPPORTUNITY



The Pennsylvania Horticultural Society (PHS) is an internationally recognized nonprofit organization founded in 1827 committed to gardening for the greater good -- using horticulture to advance the health and wellbeing of the Philadelphia region. PHS activities advance four social determinants of health: creating healthy living environments, building deep connections between people, increasing access to fresh food, and expanding economic opportunity. Fueled by a diverse community of people who invest time, money, and their gardens into our cause, PHS supports on-the-ground activities in 250 neighborhoods; operates a free-to-all network of public gardens and landscapes; produces the nation's signature gardening event, the Philadelphia Flower Show; and offers year-round experiences for gardeners and garden lovers. PHSONline.org.

In anticipation of its 200th anniversary in 2027, PHS engaged thousands of people in shaping a vision for PHS's impact through 2027. This effort, Vision 2027, focused PHS on using horticulture to advance health and wellbeing and delivered a clear strategy to increase PHS's base of volunteers and supporters and scale up its impact on health and wellbeing. The strategy requires a significant pivot in PHS's positioning to become

the platform of choice for anyone looking to make an impact on the health and wellbeing of Greater Philadelphia – and eventually beyond.

PHS seeks a strategic, collaborative leader to serve as the Chief Marketing Officer (CMO). As a highly visible public advocate for the organization, the CMO reports directly to the President, serves on the Executive Team, and works in tight relationship with the Chief Development Officer. The CMO will be a key resource to the organization's President, leadership team, volunteers, and other stakeholders and will be involved in overall organizational planning and policy decisions. S/he will have fundamental responsibility for the design and implementation of PHS's strategic internal and external communications. The CMO and their team will be responsible for PHS's branding, messaging, promotion, and sales and will collaborate across internal and external communities in the following areas: identifying, segmenting, and targeting audiences; providing essential information strategically and clearly to key audiences; expanding and repositioning brand identity and affinity; aligning resources and strategy to promote efficient use and linking of communication resources; crafting and executing on end-to-end customer journeys across the organization; and, creating strategic cross-marketing activities to help promote volunteer engagement and philanthropic support.

PHS is in a moment of evolution and growth. This is an extraordinary opportunity to lead marketing and communications for one of the nation's most distinguished horticultural organizations and lead it into the future. It requires a diverse set of marketing skills including the abilities to help shape, promote, and sell the Philadelphia Flower Show, twice-rated the world's best special event; positioning PHS as a philanthropic target; and promoting, selling, and engaging members. The successful candidate must have a passion for advancing health and wellbeing and a love of horticulture. S/he must have a sincere interest and appreciation for PHS's heritage and the ability to work in a fast-moving, innovative environment. The ideal candidate for this role will be an innovative, focused, and proven marketing and communications leader experienced with repositioning organizations, expanding customer and philanthropic supporter bases, and working with major events. S/he will bring a collaborative, proactive approach to comprehensive communications strategies and activities, while also possessing the talent and interpersonal skills to effectively engage the members of PHS's diverse community. PHS seeks a transformative leader who can shift the brand to focus on its mission and further build a membership and support base.

The Pennsylvania Horticultural Society has retained Freeman Philanthropic Services, LLC to assist on this executive recruitment.

## PHS HISTORY



The Pennsylvania Horticultural Society uses horticulture to advance the health and wellbeing of the Greater Philadelphia Region. Our brand promise is: Plant with Purpose. Grow Together. Garden for the Greater Good.

In 1827, a group of gentleman farmers, botanists and other plant enthusiasts formed the Pennsylvania Horticultural Society "in the City of Philadelphia for the promotion of this interesting and highly influential branch of Science." At that time, PHS boasted 80 members. Today, the PHS family includes more than 15,000 member households.

# PHS DELIVERS IMPACT THROUGH FOUR PROGRAM FAMILIES:

## SHOWS AND EVENTS



The first Philadelphia Flower Show was hosted in 1829 at the Masonic Hall where the well-known Christmas favorite, the poinsettia, was first introduced to the American public. Today, the Philadelphia Flower Show attracts over 250,000 visitors annually, and serves as our nation's largest and most prestigious flower show. The PHS Philadelphia Flower Show is recognized nationally and internationally for its impact and grandeur. Over the years, the Show has been recognized with a multitude of international awards for excellence in



many categories, including the Grand Pinnacle Award (twice) from the International Festivals & Events Association. PHS is evolving the Flower Show to become the world's leading showcase for the people, products, and ideas advancing gardening as a force for the greater good.

PHS also produces other local events, including the Rittenhouse Flower Market, and is exploring the potential to add new national events in the coming years.

## PUBLIC HORTICULTURE

PHS creates and manages public gardens and landscapes in Philadelphia and in Montgomery County. These include treasured gardens and seasonal installations. These gardens bring high quality horticulture in the region's public spaces and offer the public no-cost access to the best in horticulture. They also help to attract and engage new audiences. Notable landscapes managed by PHS include Logan Circle, the landscape around the Philadelphia Museum of Art and Rodin Museum, the Philadelphia Navy Yard, and the PHS Pop Up Gardens. These gardens and landscapes are supported in diverse ways including endowment support, fee for service contracts with partners, and philanthropic support.



## HEALTHY NEIGHBORHOODS

PHS works on the ground in more than 250 neighborhoods across the Greater Philadelphia Region to use horticulture to deliver positive social and environmental impact. PHS's neighborhood activities include support for neighbors to create and sustain community gardens and plant and care for trees as well as high impact work to clean and green vacant lots and create employment opportunities for people returning from incarceration. These programs have been shown to have significant impact including cutting recidivism in half, reducing violent crime by nearly a third, and reducing feelings of worthlessness by nearly 70%. These programs are emulated by cities around the country and world.

## GARDENER ENGAGEMENT

PHS works hand-in-hand with individuals to discover and pursue gardening as a source of personal joy, creativity, and social and environmental impact. Gardening-facing activities at PHS include the PHS McLean Library, online resources, classes, workshops, and tours, an annual gardening competition, school programs, plant swaps, and other activities.

## VISION 2027

In anticipation of its 200th anniversary in 2027, PHS launched a community outreach and strategic visioning effort, engaging hundreds of supporters in extensive, research, and listening sessions. This effort focused PHS' commitment to creating impact in the years ahead by "gardening for the greater good" in four critical areas of health and well-being:

- **Increasing access to fresh food** (Laying the groundwork for residents to grow food for themselves and their community)
- **Creating healthier living environments** (Building healthier, more sustainable, enjoyable living spaces for residents in the region)
- **Building deeper social connections** (Connecting people with one another and with their neighborhoods through the power of horticulture)
- **Growing economic opportunity** (Providing sustainable pathways to employment in the horticulture industry and supporting local businesses)

## PENNSYLVANIA HORTICULTURAL SOCIETY LEADERSHIP

### PENNSYLVANIA HORTICULTURAL SOCIETY LEADERSHIP

The Board of Directors is comprised of 19 dedicated and engaged leaders committed to PHS and its mission, vision, and continued growth. The members of the Board are high caliber community leaders who are accomplished in their fields, many of whom sit on the boards of leading corporations, international organizations, and not-for-profits.

For a complete list of the Board of Directors, see <https://phsonline.org/about/board-of-directors/>.

## EXECUTIVE LEADERSHIP



### **Matt Rader, President**

Matt Rader is the 37th President of the Pennsylvania Horticultural Society. Matt is focused on deepening and expanding PHS's efforts to use horticulture to advance the greater good in the Greater Philadelphia Region and beyond. PHS is focused on engaging everyone in using horticulture to advance four impact priorities – deepening social connections, creating more livable environments, expanding access to fresh food, and increasing economic opportunity. PHS creates impact by educating and engaging gardeners as partners, working in 250 neighborhoods, offering a network of free-to-all public gardens and landscapes, and producing the landmark Philadelphia Flower Show.

Gardens and landscapes have shaped Matt's life. He has lived and worked in magnificent landscapes from the mountains of South Central Pennsylvania to Stowe Landscape Garden, the University of Virginia, Monticello, and Fairmount Park. He combines a passion for horticulture with a deep love for historic preservation and cities.

Matt grew up in Mercersburg, Pennsylvania. He received his Bachelor's in Architectural History from the University of Virginia and MBA from the Wharton School at the University of Pennsylvania. He lives in Center City Philadelphia with his partner Michael Smith, a conductor and organist.

For a full list of the executive leadership team see <https://phsonline.org/about/leadership/>.

## ANNUAL REPORT

For the PHS Annual Report, please click [here](#).

## IMPORTANT RELATIONSHIPS

The Chief Marketing Officer will report to the President of PHS and will serve as a member of the President's Leadership Team. In partnership with the President, s/he will strategically support the leadership team and serve as the main staff liaison for the Board of Directors.

As the chief communications officer for PHS, the CMO will oversee all external relations and communications functions and manage a staff (community relations, media relations, web and print). The CMO's direct reports are: Associate Director of Creative Services, VP of Marketing and Communications, and the Associate Director of Sales. There are eleven staff total in the Marketing team, including the Chief Marketing Officer.

## KEY OPPORTUNITIES & RESPONSIBILITIES

The CMO will be expected to contribute broadly to all aspects of delivering on Vision 2027 and sustaining and growing PHS's impact. The organization seeks an exceptional leader with a demonstrated track record proving the capacity to respond effectively to the following key opportunities and challenges:

- Provide strong, innovative leadership for the organization's marketing, communications, and sales activities;
- Serves as a highly visible, respected advocate and spokesperson for the organization;
- Identify, cultivate, and support strategic marketing, communications, and sales partnerships with other non-profits, businesses, and public sector entities;
- Continue the evolution of the PHS brand into one focused on using horticulture to advance health and wellbeing and help build a membership and philanthropic supporter base committed to that cause;
- Sustain the 250,000-strong customer base for the Philadelphia Flower Show and the 100,000-strong customer base for the Pop Up Gardens; design and implement a strategy to introduce new major events and experiences to the market;
- Further build brand identity and affinity by integrating concept, messaging, and design in all materials, ensuring that they are consistent, accurate, and remain true to PHS brand and mission;
- Guided by PHS's Vision and Values, provide inspirational and effective marketing, communications, and sales leadership through teamwork, collaboration, and dedication – especially in close partnership with the Chief Development Officer;
- Shape the strategy for PHS's internal and external marketing, communications, and sales activities to deliver on revenue goals and support Vision 2027 based upon a thorough understanding of the scope, history, culture, enduring qualities, current initiatives, and goals of the organization;
- Lead development of cross-organizational customer journeys that ensure that anyone who connects with PHS through any channel is given opportunities to engage more deeply and receives an exceptional experience;
- Help drive product development efforts for events, volunteer activities, member offerings, and other activities by understanding the needs of current and potential audiences and advocating for their needs in the product development process;
- Proactively build strong collaborative relationships with and strategically engage PHS stakeholders and community members to integrate information and coordinate messaging;

- Provide meaningful opportunities and forums for PHS’s various stakeholders to receive and contribute up-to-date information, thereby furthering the integration of communications across the organization’s community and creating an environment in which all stakeholder voices are heard;
- Lead the marketing, communications, and sales staff to generate positive social media and press coverage and achieve revenue goals;
- Provide professionally mature and transparent staff management: implement policies and standards that will ensure staff productivity and accountability; model behavior and best practices; and create a team culture comfortable with defined goals and objectives.

## IDEAL EXPERIENCE & QUALITIES

The ideal candidate will be a strategic, effective, and agile communications leader. The CMO will have the stature and professional experience necessary to effectively meet the responsibilities listed in the preceding section. Expected experience and personal qualities include, but are not limited, to:

- Sincere commitment to the history, values, and mission of PHS;
- Visionary and collaborative marketing, communications, and sales leader with a track record of providing strategic direction, leadership, and operational management of internal and external marketing, communication, and sales activities;
- Stature and professional experience to serve as a highly visible public advocate and organizational spokesperson;
- Track record of being a transformative leader who can shift the brand to focus on the mission and further build a membership and support base;
- Facilitation skills to engage, motivate, and support high-caliber leaders and volunteers, donors, prospects, and other internal and external constituencies;
- Experience directing a high-performing marketing, communications, and sales operation, leveraging existing capacity and strengthening performance while preserving essential cultural attributes;
- Comprehensive experience with marketing, communications, and sales, including: strategic messaging; public speaking; internal communications; external/community relations; media relations; web, print, and video communications; crisis communications; customer segmentation; marketing planning; B2C and B2B sales;
- Proven track record of staff management and leadership of collaborative teams;
- Highly advanced facilitation skills to promote collaboration across the organization, resulting in a thorough, inclusive, and integrated communications plan and materials;
- Excellent communication skills (impeccable speaking, writing, editing, and listening abilities); acumen to persuasively articulate the organization’s mission, programs, impact, and goals to diverse audiences, especially during times of rapid change;
- Commitment to collaboration and accountability and proven ability to use inclusive leadership to deliver results while maintaining best practices, camaraderie, and shared accountability;
- Political savvy and emotional maturity, along with the ability to skillfully negotiate – consider all sides of an issue, prioritize and respectfully balance competing interests and perspectives;

- Active listening abilities; ease in eliciting and receiving disparate input from many sources, then analyzing and crystalizing that information into a sound, well-organized message;
- Calm and unflappable style, underpinned with focused energy;
- Unquestioned integrity, seasoned with a sense of perspective;
- Bachelor’s degree required, graduate degree preferred.

## COMPENSATION

The compensation and benefits package will be competitive and commensurate with the selected candidate’s background and experience. Relocation assistance is available for the selected candidate.

## CONFIDENTIAL NOMINATIONS & APPLICATIONS

PHS invites nominations and applications for the position of Chief Marketing Officer. Please send confidential inquiries directly to Freeman Philanthropic Services, LLC via e-mail at [PHS-CMO@glfreeman.com](mailto:PHS-CMO@glfreeman.com).

All applications must include: (1) an up-to-date resume; (2) a formal letter of interest (addressed to Gail L. Freeman, President of FPS) that specifically cites the experiences that best prepare the applicant for this role and why this particular opportunity at PHS is the logical and desired next step in his/her career, and (3) a list of references. Additional materials and information will be requested during the search and interview process.

## FREEMAN PHILANTHROPIC SERVICES, LLC

FPS is a national leader in executive recruitment for the not-for-profit sector and brings a proven track record of recruiting top talent to diverse institutions and organizations. Please visit FPS’ website ([www.glfreeman.com](http://www.glfreeman.com)) for more information about this opportunity.

## DIVERSITY, EQUITY, AND INCLUSION

The Pennsylvania Horticultural Society firmly believes in diversity, equity, and inclusion as the means to empower all employees, stakeholders, and partners in achieving our mission to connect people with horticulture and create beautiful, healthy, sustainable communities. To act on that belief, PHS has adopted a Code of Ethics that includes the following commitments:

*“PHS recognizes the personal value of every employee by pledging that every employee will be treated with dignity and respect and will be judged on the basis of his or her qualifications to perform the position, without discrimination based on age, disability, genetic information, national origin, race, color, religion, sex, or sexual or gender orientation.*

*“PHS’s workforce wants and deserves a work environment that supports honesty, integrity, respect, trust and responsibility and that permits the opportunity to achieve excellence in the workplace. Accordingly, each member of the workforce must adhere to the PHS Values and contribute to the creation and maintenance of such an environment so as to foster a work environment that is free from the fear of retribution and that will bring out the best in all members of the workforce. Supervisors must be careful in words and conduct to avoid placing, or seeming to place, pressure on subordinates that could cause them to deviate from acceptable ethical behavior.”*