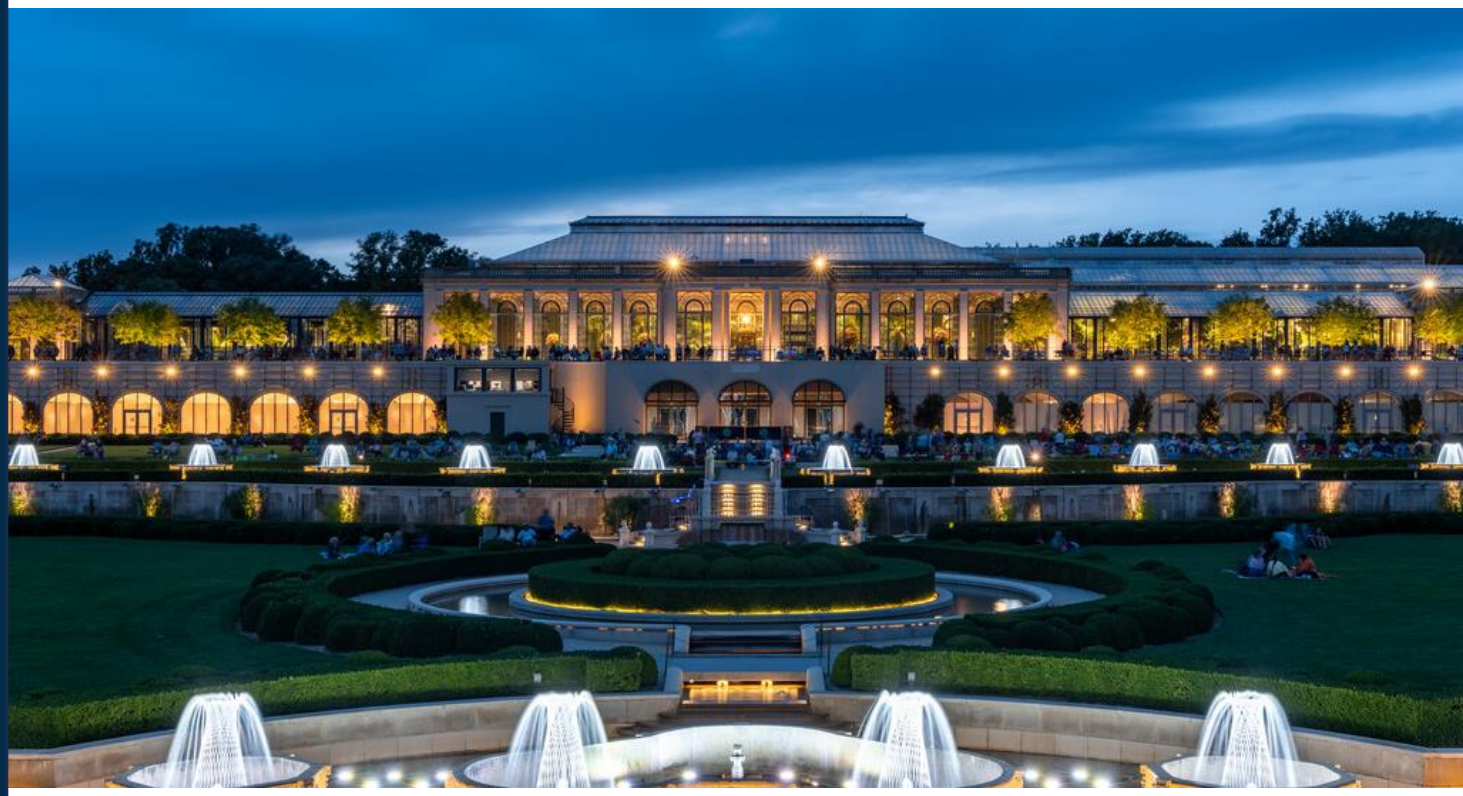
LONGWOOD GARDENS

POSITION PROFILE

Chief Horticulture & Facilities Officer

Longwood Gardens

Kennett Square, PA



DHR GLOBAL

Chief Horticulture and Facilities Officer (CH&FO)

REPORTING TO	President and CEO
DIRECT REPORTS	Vice President, Horticulture; Vice President, Facilities and Capital Projects
LOCATION	Kennett Square, PA

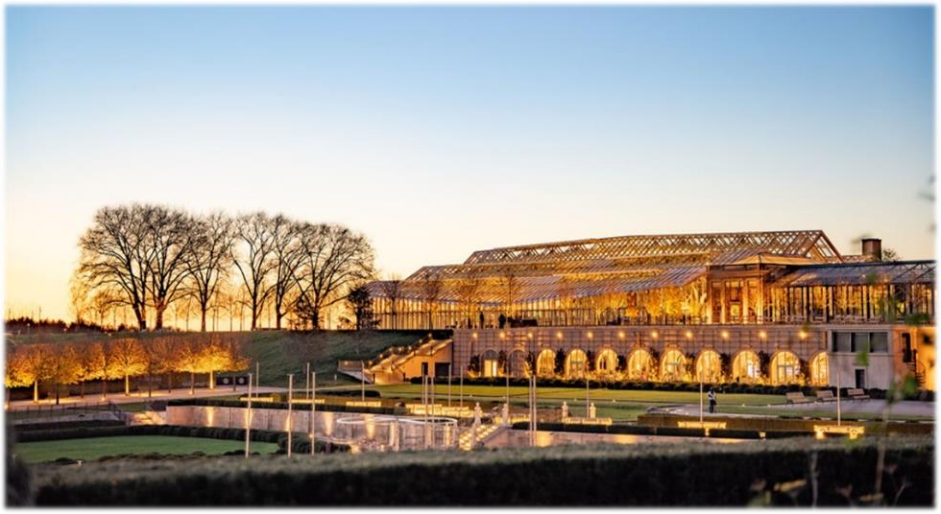
Longwood Gardens

longwoodgardens.org

One of the world's great gardens, Longwood Gardens is the living legacy of Pierre S. du Pont's deep interest in nature, conservation, and learning. Today, Longwood is a multi-site organization with over 1,700 acres of land in the Brandywine Valley crossing two states, Pennsylvania and Delaware.

The site known as Longwood Gardens today was originally purchased by Pierre S. du Pont in 1906 to save one of the oldest arboretums in the country. This sprawling 1,200-acre estate has evolved into the world's premier horticultural institution. The Chester County, PA property is a collection of diverse and meticulously stewarded landscapes, gardens, and buildings. Today, Longwood is a thriving center for conservation, education, and cultural enrichment, drawing more than 1.6 million visitors annually (estimated to reach 2 million by 2030). Longwood is world-renowned for its pioneering horticultural displays, intricate fountain systems, and conservatories. In addition, visitors can traverse miles of trails through woodlands, meadows, and wetlands.

The cornerstone of the horticultural experience at Longwood is the grand conservatories, encompassing nearly three acres under glass. Seasonal displays of an array of plants from around the world are artistically displayed in ever-changing combinations. Horticultural endeavors include thriving research and production programs housed in a network of state-of-the-art production and research facilities, totaling over 110,000 ft^2. These, combined with its extensive 7-acre outdoor nursery, enable Longwood to grow about 70% of its indoor and outdoor display crops on site.



Beyond its stunning visuals, Longwood embodies the pursuit of excellence in every facet of its operations. From pioneering leadership and innovative operational best practices to a warm embrace of hospitality and a deep sense of civic duty, Longwood's influence extends far beyond its physical boundaries. Through its Engagement and Learning and Horticultural Science programs, Longwood is shaping the



horticultural leaders of tomorrow, advancing scientific research and conservation efforts, and engaging the community, local and globally. Longwood also presents a variety of arts and cultural programming in its Open Air Theatre, choreographed fountain performances, and special temporary, nature-inspired artistic installations.

Longwood's long-standing and comprehensive commitment to sustainability addresses impacts from its staff, millions of guests, plants and gardens, infrastructure and systems, and natural resources. Its approach is guided by the American Public Gardens Association Sustainability Index, an index initially developed by Longwood, and then subsequently shared with and expanded by the American Public Garden Peer Advisory Group. Approximately 65% of the property comprises perimeter and natural lands that support diverse habitats. Highlights of Longwood's far-reaching sustainable practices include its comprehensive soils and compost facility where more than 8,000 cubic yards of organic waste is processed annually and returned to use on-site as part of Longwood material circularity program. Longwood uses a 'One Water' approach, a concept that emphasizes that every drop of water should be maximized on-site. Through an on-site waste-water management system, Longwood treats 100% of the effluent from all onsite sources for irrigation of non-edible plant displays, implements irrigation water conservation practices through the use of precision technology management software, and actively using green and gray water systems. In addition, Longwood's 10-acre solar field produces 25% of their annual expenditure, and the remainder is acquired via 100% green energy.

Longwood has invested more than $500 Million in capital expansion since 2010. Longwood completed its most ambitious capital expansion since 1954 with *Longwood Reimagined/A New Garden Experience*, creating 17-acres of new garden experiences. Debuting in fall 2024, this expansive and multi-faceted $260 million transformation included construction of the stunning 32,000-square-foot West Conservatory, the new Bonsai Courtyard, and the relocation and preservation of Longwood's prized Cascade Garden, designed by Brazilian landscape architect Roberto Burle Marx. *Longwood Reimagined* also opened a beautiful new 240-seat fine dining restaurant and private dining room, event space, and state-of-the-art education and administration facilities.



Longwood's annual operating budget exceeds $100 million, with more than 1700 staff and volunteers.

Future Plans

Longwood is pursuing the goals outlined in its 2030 Strategic Plan, which includes advancing the principles of the far-reaching Visionary Master Plan II for the Chester County, PA site. Aptly titled *Creating a World Apart*, Longwood's Master Plan through 2050 is an audacious framework to ensure the property's continued growth, preservation, sustainability, and responsible stewardship.

As part of the organization's forward-looking vision, Longwood has expanded its reach with the 2024 acquisition of the 505-acre Granogue estate, a historic and ecologically significant landscape just 8 miles away from the Chester County site



in New Castle County, Delaware. Established in 1923 by Irénée du Pont Sr., the brother of Longwood's Founder, the estate features a 53,000-square-foot colonial revival mansion, woodlands, meadows, and farmland. The property includes 31 buildings comprised of a village, homes of various sizes, barns, and a greenhouse. Aptly named Longwood at Granogue, the new subsidiary aligns with Longwood's mission of conservation and environmental stewardship, ensuring that the estate's natural beauty and historical significance are maintained for future generations.

A visionary master plan for Longwood at Granogue was developed and is being refined to include future opportunities in mission-driven hospitality, special events, educational programs, and land stewardship with a focus on best practices in regenerative agriculture.

About the Region

Longwood Gardens is set in the heart of the Mid-Atlantic region, about 30 miles west of Philadelphia and between two major metropolitan areas: Washington, D.C to the south and New York City to the north. Philadelphia is less than an hour's drive away, while Washington, D.C. and New York City are both accessible in about two hours by car or train. This central location makes Longwood easily reachable for visitors, staff, and partners from across the East Coast, while offering the benefits of a beautiful, connected place to live and work.

Nestled in Pennsylvania's scenic Brandywine Valley, Longwood benefits from a beautiful and historic setting known for its lush landscapes, cultural attractions, and preserved countryside. The region is famous for its beautiful public gardens, historic house museums, and numerous cultural attractions. The area is also home to the First State National Historical Park, which preserves over 1,100 acres of countryside where significant events of the American Revolution took place. Brandywine Creek, which runs through the valley, adds to its natural charm and scenic vistas.



Nearby Kennett Square, a charming borough within the Brandywine Valley, is often referred to as the "Mushroom Capital of the World" due to its prolific mushroom farming industry. This small town boasts a rich history dating back to its settlement in 1682 and played a notable role in the Underground Railroad during the 19th century. Today, it is known for its welcoming community, historic downtown area, and annual events and festivals, including the Mushroom Festival, which celebrates its agricultural heritage. The town's main thoroughfare, State Street, is lined with charming shops, cozy cafes, and eclectic restaurants, making it a delightful place to explore.

THE OPPORTUNITY



The Chief Horticulture and Facilities Officer (CH&FO) is a rare and powerful opportunity to shape one of the most renowned gardens in the world. This role is central to Longwood's future – providing visionary leadership across horticulture, facilities, capital projects, land management, sustainability, and long-term planning. Reporting directly to the President & CEO, the CH&FO will be both a creative force and a trusted advisor, helping to define and execute Longwood's innovative and inspired vision for the decades ahead. They will articulate and actuate a compelling vision for Longwood's inimitable assets – from its extraordinary sites and aesthetic legacy to emerging opportunities in sustainability, land stewardship, hospitality, and infrastructure planning.

The CH&FO leads two major divisions through the Vice President of Horticulture and the Vice President of Facilities and Capital Projects, overseeing more than 230 staff and approximately 350 volunteers. These teams are rich with creativity, expertise, and deep institutional knowledge. The CH&FO will guide the strategic direction of Longwood's globally recognized horticulture, conservation, and research efforts. This includes the planning and execution of Longwood's iconic displays, plant production operations, and stewardship of its diverse and ever-changing living collection. At the same time, the CH&FO will lead facilities planning and innovation – ensuring the effective maintenance, modernization, and construction of buildings, infrastructure, and systems that support Longwood's operations and long-term goals. These two departments work seamlessly together, and the CH&FO will provide trusted leadership to amplify the exceptional talent and ideas represented across these teams.

The complexity of Longwood's campus is comparable to that of a mid-size university or small town, including robust power distribution, waste and water management systems. Longwood's portfolio of over 200 buildings includes a broad range of periods and styles, many with complex environmental controls and supporting infrastructure, as well as dozens of on-site properties where staff and students reside. The CH&FO will maintain a long-term, big-picture view of the entire property, developing plans to leverage its core assets while minimizing vulnerabilities. In addition, as opportunities emerge to acquire adjacent properties, the CH&FO will provide expert guidance to the President and CEO and Core Leadership Team to evaluate potential acquisitions.

In addition to stewarding Longwood's core campus, the CH&FO will also play a key role in evaluating and shaping the start-up mission-driven venture of Longwood at Granogue. With its ecological significance and potential in hospitality, regenerative agriculture, and educational programming, Longwood at Granogue presents a unique opportunity to expand Longwood's reach and impact over time. The CH&FO will contribute vision, strategic insight, and a spirit of innovation to the evolving conversation around this remarkable landscape.

The CH&FO is a deeply influential leadership role – one that requires aesthetic fluency, operational expertise, and a strong sense of purpose. This leader must champion and promote others, inspire excellence, and serve as a collaborative partner to the CEO and Core Leadership Team as they shape the next chapter(s) of Longwood's extraordinary legacy.

Specific responsibilities will include:

Strategic Leadership

- Ensure the highest standards of horticultural excellence, facilities maintenance, land stewardship, conservation and sustainability practices are achieved through inspired leadership of a talented team and a culture of collaboration, creativity, and accountability.
- Within areas of responsibility, operationalize Longwood's aspirational 2030 Strategic Plan.
- Ensure all decisions and practices support long-term stewardship of the two sites and drive steady progress on Master Plan priorities. Track environmental and operational trends and recommend how the organization should prepare or adapt in order to properly steward its assets long-term.
- Lead teams in solving problems, setting priorities, and implementing a complex rotation of special projects in a constantly changing environment.
- Recommend appropriate planning and projects for Longwood at Granogue estate and its 500+ acres. With the President & CEO and Core Leadership Team, provide expert guidance on how to thoughtfully integrate and leverage this new property through a deep understanding of current and emerging practices in horticulture, regenerative agriculture, conservation, land stewardship, and facilities as well as hospitality and educational programming.
- Provide strategic guidance and support to Longwood's Science Strategy, driving continued mission impact.

Aesthetic Leadership & Design

- Provide leadership in translating Longwood's aesthetic legacy and standard of excellence from vision to reality, creating unique and visually stunning displays, gardens and landscapes that prioritize respect for the site's history and du Pont's vision while embracing innovation, experimentation, and new perspectives.
- Oversee holistic planning that considers the entire property, optimizing designs for a world-class visitor experience.

Operational Management

- Maintain a deep awareness of properties, grounds, and plans. Recommend strategies to leverage the property's core assets and minimize vulnerabilities.
- Provide skilled management of the division's annual operating budget as well as special projects budgets and timelines.
- Work closely with the CFO to support budgeting, financial planning, and reporting.
- Support Longwood's operations as a year-round mission-driven destination, nonprofit that relies on earned and contributed revenue.
- Cultivate a strong working relationship with board committees and key stakeholders. Provide transparency to the Board of Trustees on all relevant aspects of horticulture, facilities, and capital projects. Regularly present reports and updates to the Board.
- Foster strong relationships with colleagues, community partners, and vendors/contractors to harness support. Build upon Longwood's positive global image and relationships.
- Actively plan for, guide, and develop staff to ensure the depth of talent to meet current and future work demands.
- Continually evolve and implement systems, processes, and tools that drive increasing effectiveness and productivity.
- Serve as a coach and mentor, motivating team members with energy and passion; ensuring clear expectations with the team.



Sustainability, Stewardship, & Conservation

- Oversees the prioritization of connecting institution wide conservation, sustainability and land stewardship practices, including comprehensive sustainable conservation and ecological planning projects, and the integration of leading-edge sustainable solutions.
- Lead with a forward-thinking approach to sustainability, stewardship, and conservation, applying best practices and innovative methods to ensure the long-term care, resilience, and integrity of both existing and future gardens, open lands, landscapes, and facilities across all properties.

SKILLS & QUALIFICATIONS

The ideal candidate for CH&FO will be future-focused and capable of steering Longwood's aesthetic vision and building upon the organization's legacy, unique assets, and past successes. To achieve this, the CH&FO will be an inspiring, entrepreneurial, and experienced leader in horticulture, facilities management, landscape architecture, and/or administration of a major attendance-driven garden, historic estate, park, university, or for-profit enterprise such as a luxury resort or large corporate campus. The CH&FO will bring a track record of success developing and implementing large- and small-scale projects. The CH&FO will have a demonstrated record of strategic growth, exceptional standards of excellence, and measurable impact that is reflective of Longwood's vision for the future.

Qualifications will have been gained through senior executive experience at an attendance-driven institution with sizeable facilities and high aesthetic standards.

Specific qualifications include the following:

- A deep passion for public gardens, conservation, and Longwood's mission, vision, and values.
- Senior executive experience overseeing complex facilities and grounds at a scale comparable to Longwood. Examples include public gardens, museums, college/university campuses, resorts, or amusement parks.
- Experience leading large-scale campus revitalization or master planning effort in a public-facing environment.
- Experience guiding brand-building through physical spaces – ensuring a unified institutional identity.
- Demonstrated success modernizing or upgrading legacy infrastructure (e.g., energy systems, water management, IT/tech) while preserving historic character.
- Exceptional leadership skills, including a collaborative, empowering style that builds and sustains high-performing teams across diverse disciplines.
- Excellent relationship-building skills that foster meaningful interactions with stakeholders and garner support, collaboration, and partnership for Longwood's mission.



- Ability to represent an organization publicly at national or global conferences, professional associations, and industry events.
- Strong business acumen and financial management skills, including budgeting, overseeing capital projects, and strategic planning.

- Exceptional and effective communication skills, verbal and written, and the ability to publicly communicate to a variety of audiences.
- Demonstrated ability to convey complex ideas in a simple and concise manner that achieves understanding and inspires action.
- High emotional intelligence, self-awareness, and empathy. A healthy combination of confidence and humility, political savvy, and a sense of humor.
- Highest standard of personal and professional integrity and ethical management practices.
- Bachelor's degree required; master's degree in relevant field preferred.

Compensation

Salary is competitive and commensurate with experience. In addition, Longwood offers a generous and competitive benefits package.

Contact Information

DHR Global's Nonprofit Practice has been exclusively retained to assist with this search. Please direct all inquiries, nominations, and recommendations to any of the contacts below.

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