THE CORPORATE GARDEN: AN EXPRESSION OF PHILANTHROPY

By

Dana C. Parker

A thesis submitted to the Faculty of the University of Delaware in partial fulfillment of the requirements for the degree of Master of Science in Public Horticulture Administration

August 1992

Copyright 1992 Dana C. Parker
All Rights Reserved
A garden is the purest of human pleasures; it is the greatest refreshment to the spirits of man without which buildings and palaces are but gross handyworks.

Francis Bacon
Of Gardens, 1625
ACKNOWLEDGEMENTS

Special thanks are expressed to the members of my thesis committee, Dr. James Swasey, Dr. David Frey, and Mr. Donald Verrico for their time and efforts on my behalf. Their advice and ideas helped me clarify my objectives and refine the results. Their enduring support and contributions are greatly acknowledged.

Also a word of thanks to the many people from various corporations who took the time to answer my questions and gave me insights into their gardens.

Lastly, I would like to thank the Longwood Foundation for their continued support of the Longwood Graduate Program which provides students a unique opportunity to research topics in Public Horticulture.
# TABLE OF CONTENTS

| LIST OF FIGURES                                | vii        |
| ABSTRACT                                      | ix         |
| INTRODUCTION                                  | 1         |
| Research Intent                               | 2         |
| Definitions                                   | 5         |
| Urban and Suburban Locations                  | 7         |

## Chapter

### I THE CHANGING ROLE OF THE CORPORATION

- Historical Background .......................... 12
- Reasons for Existence .......................... 14
- Corporate Image .............................. 16
- Corporate Culture .............................. 18
- Corporate Philanthropy ....................... 21
- Corporate Patronage of the Arts ............. 29

### II GARDENS IN THE CORPORATE SETTING

- The Role of the Corporate Garden ............. 41
- Incentives and Benefits to the Corporation  46
  - Employee Considerations ................... 47
  - Financial Considerations .................. 57
  - Public Relations ........................... 64
- Benefits to the Public ....................... 67
  - Community Improvement ...................... 68
  - Environmental Improvement ................ 71

### III RECOMMENDATIONS

- The Problems with Gardens in the Corporate Setting .............. 80
- The Corporate Mission ........................ 81
- Cost Factors .................................. 87
- Corporate Commitment ....................... 91
- Development Pressures and Space Constraints .................. 98
- Security and Liability ..................... 103
Establishing a Hierarchy of Development for Corporations ..................................108
A Role for Public Horticulture Institutions ...113
Conclusion ........................................117

BIBLIOGRAPHY..................................122
APPENDIX .....................................136
# LIST OF FIGURES

<table>
<thead>
<tr>
<th>Figure</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Figure 1</td>
<td>Factors Influenced by the CEO</td>
<td>4</td>
</tr>
<tr>
<td>Figure 2</td>
<td>A Modern Atrium</td>
<td>8</td>
</tr>
<tr>
<td>Figure 3</td>
<td>Gardens as a Setting for Sculpture</td>
<td>30</td>
</tr>
<tr>
<td>Figure 4</td>
<td>John Deere &amp; Company Headquarters</td>
<td>32</td>
</tr>
<tr>
<td>Figure 5</td>
<td>The Donald M. Kendall Sculpture Gardens at PepsiCo.</td>
<td>33</td>
</tr>
<tr>
<td>Figure 6</td>
<td>Nemours, a Former DuPont Estate</td>
<td>45</td>
</tr>
<tr>
<td>Figure 7</td>
<td>The PepsiCo Corporation</td>
<td>45</td>
</tr>
<tr>
<td>Figure 8</td>
<td>Walking Path at Carnegie Center</td>
<td>50</td>
</tr>
<tr>
<td>Figure 9</td>
<td>Window View at PepsiCo</td>
<td>52</td>
</tr>
<tr>
<td>Figure 10</td>
<td>Executive Garden at Codex Corporation</td>
<td>54</td>
</tr>
<tr>
<td>Figure 11</td>
<td>Atrium Garden at John Deere &amp; Company</td>
<td>55</td>
</tr>
<tr>
<td>Figure 12</td>
<td>The Rhododendron Species Foundation at Weyerhauser Headquarters</td>
<td>59</td>
</tr>
<tr>
<td>Figure 13</td>
<td>The Bamboo Court at IBM in New York City</td>
<td>60</td>
</tr>
<tr>
<td>Figure 14</td>
<td>The Champion Greenhouse and Rooftop Plaza</td>
<td>66</td>
</tr>
<tr>
<td>Figure 15</td>
<td>The Gardens at Shelter Insurance Company</td>
<td>69</td>
</tr>
<tr>
<td>Figure 16</td>
<td>The International Garden at Franklintown Corporation in Philadelphia</td>
<td>93</td>
</tr>
<tr>
<td>Figure 17</td>
<td>The General Foods Corporation Headquarters</td>
<td>101</td>
</tr>
<tr>
<td>Figure 18</td>
<td>The Grounds at Reader's Digest Headquarters</td>
<td>102</td>
</tr>
</tbody>
</table>
Figure 19  Roof Gardens at Rockefeller Center ..........106
Figure 20  The Channel Gardens at Rockefeller Plaza ...106
ABSTRACT

In the last twenty years, Corporate America has increasingly supported the arts and cultural activities in their respective communities around the country. This generosity is motivated by self-interest and financial incentives in the form of tax deductions.

In horticulture, this support is demonstrated by well-developed grounds, public access, and the attitude that gardens and park-like settings enhance the corporate image. Corporations are the modern-day Medici who are building establishments which reflect wealth, prestige, and beauty. These landscapes include gardens which improve the workplace and provide benefits to the community and the corporation.

This thesis will examine the factors associated with public gardens at corporate headquarters. A variety of case studies were examined to demonstrate that corporations have the resources and opportunity to patronize the arts, extend their philanthropy, and reflect a positive image in their communities with gardens.
INTRODUCTION

Corporate America has demonstrated interest in supporting the arts and cultural activities in their respective communities around the country.¹ This generosity is motivated by self-interest in the form of image enhancement and financial incentives in the area of tax deductions. This interest to support the arts and cultural environment provides benefits to the community and the employees of the business.

In horticulture, this has taken the form of well-developed grounds, public access, and the attitude that gardens and well-groomed park-like settings enhance the corporate image. Like the wealthy private patrons of the past, corporations are building establishments which reflect wealth, prestige, and beauty. These landscapes may include gardens which benefit the corporation by improving the workplace and the corporate image while also providing benefits to the surrounding community.

The Public Horticulture profession often aligns itself with not-for-profit institutions. However, the corporate, profit-based landscapes can also be viewed as
an important segment and contribution to public horticulture. Such landscapes provide an opportunity for the horticulturist to work in well-funded settings as Corporate America demonstrates social responsibility. Although American corporations are using their landscapes to enhance their image, they derive additional benefits which can be promoted and explored.

Research Intent

This thesis examines factors associated with public gardens on corporate lands with case studies of corporations supporting gardens in the workplace. Public gardens on these corporate properties are viewed as an expression of philanthropy.

A rationale for this research is a personal belief that public horticulture is not a widely recognized aspect of horticulture, and expansion into the main stream of American business can expand the value horticulture has in our lives and broaden the scope of public horticulture. Recognition of those corporations that do value horticulture and gardens on their properties can encourage other corporations to also develop and maintain public gardens.
Another justification for this research is the growing importance placed on the quality of the workplace. People are spending more time at work and more people are working outside the home. In the words of Boston architect, Fred Koetter of Koetter, Kim & Associates:

the workplace becomes a kind of substitute or defacto public location, one of the only places where appreciable numbers of people actually come face to face on a regular basis, where the better part of the waking hours is spent in close proximity one to another.

Office work is also more highly technical and sedentary than before, and the office is gaining attention as an environment which requires further study. Since productivity is important to the success of business, corporations are increasing their awareness of human resources as a key to success.

This research is based on literature sources which provided information about corporations, management, and specific sites. Also a large segment of information was obtained by interviews with a variety of people in related fields. Museum professionals, landscape architects, art consultants, horticulturists, and landscape managers in corporate settings were among those interviewed. Access to top management proved difficult, and therefore influences the perspective of the thesis and creates a "bottom-up" point of view. The importance of the Chief Executive
Officer (CEO) in the realm of gardens, philanthropy, and corporate culture is documented by those interviewed and literature sources. Figure one illustrates the factors influenced by the CEO and the overlap of interests in this research.

![Venn diagram showing overlap of Corporate Culture, Philanthropy, Gardens, and Interest in the Arts.]

**Figure 1. Factors Influenced by the CEO.**

The corporate garden is a reflection of top management's values and interests, a trend throughout the study. An interest in the arts seemed to parallel the interest in gardens. An emphasis on aesthetics is a common thread among diverse examples of the corporate garden.
The variability of organizational structure from one corporation to the next was also a problem. Horticulture could be part of facilities management or an entirely separate division. In some cases, the landscape maintenance of the headquarters was contracted out to private maintenance contractors. The title of the Horticulturist or Landscape Manager did not indicate at what level this person assumed his/her duties.

The gardens (see appendix page 136) were as diverse as the corporations themselves. Selection of the gardens was based on personal references and publication in architecture and landscape architecture professional journals.

**Definitions**

In order to clarify the research in the broad category of corporate landscapes, the following are some definitions which will help qualify and narrow the field of consideration.

**Garden(s)** can be defined as

a piece of ground devoted to the cultivation of flowers, fruits, vegetables, and trees, while plural stands for ornamental grounds or parks such as botanical gardens.
The attachment of "corporate" simply puts the garden in a distinctive setting. Although some mention will be made to employee gardens (actual participatory gardens), this is not the type of garden which is examined. These gardens are not for the same purpose and have no public display intent.

**Corporations** are defined as for-profit corporations as distinguished from the not-for-profit sector of business. Another criterion was corporations whose profits are not related to the horticultural industry.

**Public access** refers to the availability and access to corporate properties by the public. This may be a prearranged tour to a site not open at all times or freely accessible sites which welcome the public. Although there may be varying degrees of access, in all cases there are no entry fees to the sites.

**Philanthropy** is defined as the spirit of goodwill toward one's fellow man especially as shown in efforts to promote their welfare usually demonstrated by gifts, institutions, services, or acts. This is a definition of philanthropy which extends beyond cash contributions, a common way to measure philanthropy.
eliminates a segment of philanthropy which does not show up on Internal Revenue Service (IRS) records.

**Headquarters** are defined as the main offices or administrative centers of control. Usually it is occupied by the CEO and other top management personnel. The selection of this corporate building as a focus was obvious because this is where the gardens occurred. This building is the most important symbol of image and prestige, and consequently the place where the corporation is willing to spend extra time, money, and effort. As the location of top management, the corporate headquarters is very important to the image of a company.

**Urban and Suburban Locations**

Corporate headquarters are found in urban and suburban locations. In the urban context gardens can be found in plazas, parks, and on roof tops. These kinds of amenities make our cities livable, and many zoning systems are encouraging private development of public spaces in our cities. All of these fit into the definition of gardens and can function to provide greenery, public space, water features, and art works.

Since architects have rediscovered the atrium, it has become one of the generic building forms of the late
twentieth century. It has its roots in Roman times when it was a central court of a Roman house or a covered portico especially before a church door. A more modern definition is: "a covered courtyard space within or between buildings, usually on several levels, and acting as arrival and/or circulation focus." Figure two illustrates this type of modern atrium. Atria provide buildings with light and space for the enjoyment of indoor gardens and social activities. These atria are particularly useful in urban situations to provide visual relief from a landscape devoid of vegetation.

Figure 2. A Modern Atrium.
The suburbanization of America has witnessed the growth of the non-urban workplace appearing as suburban office buildings collected into "office-parks." The low-rise suburban office park is fast becoming the most ubiquitous setting for corporate offices in this country. The rigors of commuting to cities and the basic decentralization of business caused by communications technology no longer requires proximity as a factor in doing business. These office parks are finding that amenities make the difference in a competitive market and the recruitment of anchor tenants. Isolation and lack of stimulation in suburban office complexes has created dull lifeless environments that do not act as active public spaces. Extensive landscaping, recreational opportunities, day care centers, restaurants, and hotels are becoming common fare in many office parks to counteract these deficiencies.

The corporate campus or "corporate villa" is the last category which stands out as a more symbolic and personal expression of corporate image. This term is appropriate to describe these campus-like environments of singular corporations which attempt to provide services, amenities, diversions, and public life otherwise found in the city. The classical Roman villa was a rural residence
or house which combined landscape and buildings as a retreat from the city. They provided pleasure, recreation, rejuvenation, and communication with nature. Later, the Renaissance villas revived the idea as a retreat from the ills of city life. The modern corporate villa attempts to establish identity and meaning in the requirements of daily life by injecting the culture and conveniences of city life into the countryside.  

Horticulture can enrich the corporate life-style and add to the amenities of a community. The establishment of gardens in the workplace represents a humane and aesthetic approach to a basic need people have to be in contact with nature and beauty. Corporations which establish this priority make a positive statement about themselves and an investment in the community.

The corporation cannot separate itself from social well-being, and it even has historical roots in public welfare organizations as will be seen in Chapter I. Some corporations are taking the opportunity to patronize the arts, extend their philanthropy, and create a positive image in their communities with gardens.
NOTES


11Koetter, 3.

12Ibid., 31.
CHAPTER I
THE CHANGING ROLE OF THE CORPORATION

Historical Background

The origins of the modern business corporation are traced back to organizations which were legally privileged and scrutinized by the state to be consistent with public welfare. These public service corporations included religious congregations, educational institutions, libraries, charitable and benevolent societies, municipalities, and other public service organizations. In 1800 in the United States there were three hundred and thirty five corporations chartered by state governments which had mostly charitable or religious purposes. The only business corporations were those with an influence on public welfare such as banks, insurance companies, and businesses which developed transportation, water supplies, and fire fighting. By 1830 there were one thousand nine hundred corporations, six hundred of which were in the fields of manufacturing and mining.¹

The nineteenth century witnessed rapid industrial growth and expansion which created a demand and markets for an easy legal means to encourage the formation of
organizations which performed public service. There was a transfer of public service function from benevolent corporations to internal improvement corporations (mostly transportation related), and finally to business corporations (mostly manufacturing). The war of 1812 changed the idea of what constituted public service because of shortages and embargos. Manufacturing concerns now fulfilled public service by providing needed goods. With these changes in attitude, incorporation codes allowed businesses to incorporate for any legitimate purpose. By 1855, business corporations did not need to have a direct relationship to public welfare, and they were encouraged to incorporate because they increased taxable wealth, slowed migration westward by providing opportunities and employment, and most importantly, provided the opportunity to get rich.

In the early nineteenth century, the United States was land rich, technologically backward, lacking capital, and decentralized compared to its European counterparts. Incorporation of a business provided the stimulus to industrialize. A stable government, energetic people, and state legislatures which enacted laws of incorporation encouraged people to save and invest. Two important industries, banks and railroads, flourished during this
time and contributed to the expansion and growth of this country. These industries served the country by providing a stable currency and expanding markets. Although highly profitable, they also provided valuable social utility. The laws of incorporation were here to stay and this democratization of the business corporation inspired many to make their fortunes. This, coupled with the laissez-faire politics of the period, created an environment ripe for the growth of the business corporation.

Reasons For Existence

Advantages of incorporation include: the formation of a single legal entity which acts as one body in the place of a group of organizers, perpetuity beyond the life of the founder(s), collective ownership of real property, capital investment, and most importantly limitation of liability to the owners.⁵

There are differing opinions of businessmen and economists as to the nature of business and its reasons for existence. Some of the great industrialists of the nineteenth century, notably Andrew Carnegie and John D. Rockefeller, espoused ideas on the social responsibility of business. Andrew Carnegie, a steel manufacturer and philanthropist, felt that the successful business leader
should consider himself a trustee for the interests of the community at large and is quoted to have said, "The duty of a man of wealth is the administration of that wealth in the public interest." John D. Rockefeller maintained that the purpose of industry was to advance social as well as material well-being.

Classical economist, Milton Friedman, believed that the purpose of the corporation is to make a profit and maximize those profits for the stockholders. Anything which goes against this framework is wrong. This classical theory is based on property rights and the ownership of the corporation. The shareholders own the corporation and therefore should decide how profits should be spent. Friedman's idea was that the only social responsibility of business was to make a good product, sell it at a fair price, and make a reasonable profit.

More recent late twentieth century theories oppose the classical theory by expanding the responsibilities of business to provide benefits to all its constituencies i.e., the stockholders, employees, customers, and the public at large. Corporations are chartered as a result of legal contract. Laws are made by the society which gives the corporation the right to exist and thereby benefit from those laws. Corporations are institutional members of
this society which have an obligation to the same.\textsuperscript{11} Norm Bowie, author of \textit{Business Ethics}, states a three-fold purpose of the corporation: first to make a profit, second to not do harm, and third to do good things for society.\textsuperscript{12}

\textbf{Corporate Image}

The overall image of corporations is much lower than it was twenty years ago. A public opinion poll taken shows that in 1966 fifty-five percent of Americans had confidence in major companies, whereas in 1982 that number had dropped to eighteen percent.\textsuperscript{13} A more recent Gallup poll (1988) shows that confidence in business remains the lowest of all our institutions (government, military, education, etc.).\textsuperscript{14} The media is a strong influence on public opinion, and news-worthy items are more likely to be product recalls, takeover attempts, lawsuits, or strikes rather than socially responsible activities of corporations.\textsuperscript{15}

In this negative light, it is no wonder that corporate image and identity are receiving more attention today. Corporate image is the feeling the company creates with its products, business dealings, relations with
communities, investments, the appearance of properties, and attitudes of the personnel.

The opinions of employees, customers, suppliers, stockholders, bankers, potential investors, competitors, government officials, and the general public all contribute to the corporate image.\(^6\)

Corporations need a continuous public image campaign which deals with all publics.\(^7\) Corporate executives understand that a positive image attracts the best personnel, customers, and investors.\(^8\)

Corporate image begins with the employees; and therefore good relations with the community begin with good employee relations. A Gallup poll estimates that an employee influences an average of fifty people in the community. Employees become the medium through which other groups obtain information about the organization.\(^9\) Companies respond to employee needs because the internal image affects the external image.

Because increased attention is being paid to image, internal committees have been created which deal with these issues. In 1976 a survey of six to seven hundred of the nation's largest companies (one third manufacturing) showed five percent having corporate social responsibility committees. By 1982 this number had grown to thirty-six percent. Public affairs/corporate ethics
committees have grown from thirteen percent in 1976 to twenty percent in 1982. Public affairs are still an important function in business in the 1990's, a decade of revitalized social responsibility.

One of the most crucial components of a corporation's identity is its role in the community. Companies which exhibit social responsibility are able to attract top-quality people. When employees can take pride in their organization, they are more productive and deal better with customers.

Corporate image is the key to understanding and reacting to the public demand for corporate social responsibility.

Corporate Culture

Corporate culture has been around for decades, but recently it is being identified as an important management concept of good companies. There are numerous definitions of corporate culture. Social scientists define culture as man-made aspects of the environment. In a business this translates to the values and patterns of how people think, act, and speak. Informally it is "the way we do things around here."

In 1985 there were over thirty-three hundred corporate mergers, divestitures, and acquisitions. This figure marks the height of change in the corporate world.
as these figures have dropped off to twenty-five hundred in 1988. Still in a complex, volatile world of corporate mergers and acquisitions, people are looking for an anchor which a strong corporate culture can provide. These changes and policies can have strong impact on a company’s image. Employee loyalty also makes the topic of corporate culture and change more significant. Transience in our society has changed values in the workplace. Employees are no longer satisfied with a paycheck, but want personal rewards and view corporations as stepping stones to success.

Another definition of corporate culture is “the shared assumptions held by the members of an organization.” These shared assumptions are applied automatically by individuals in an organization and reinforced by the fact that other members also take them for granted. Corporate culture can contribute to organizational effectiveness because it dictates how members will behave, generates a philosophy which gives employees meaning to their work, and engenders commitment.

There are intangible aspects of culture such as norms, dominant values, philosophies, rules (written and unwritten), feeling or climate. However, there are also
tangible aspects of culture such as dress, energy level, interpersonal behavior, activities, design, and architecture. The tangible aspects are physical demonstrations of the underlying beliefs or culture of a company.

Culture can be defined from the base of the organizational pyramid or from the top. From the bottom the perception of values affects the implementation of those values. From the top it is the formulation of those values which provide a force that drives the goals of the company as defined by top management. The most important ingredient is a consistency which promotes a culture and underlines the goals of the company. Shared beliefs and values make commitment stronger. Culture gives direction to decision making and implementation.

Group leaders have many ways to affect culture:
- formal written statements of philosophy
- design of physical spaces
- role modeling and teaching
- reward and status systems
- legends about key people or events
- what they pay attention to/measure/and control
- organizational structure, systems and procedures
- personnel policies.
Strong leadership can create a culture which greatly influences behavior in the organization. The more people that adopt the shared beliefs, the stronger the culture will be.

Culture and leadership are inseparable elements. Leaders create, manage, and exemplify the culture of an organization. The chief executive officer (CEO) of a corporation is the most important figure in determining the corporate culture. The CEO shapes beliefs, motivation, commitment, and vision for which employees feel they are working and believe. Leaders create the vision that employees can identify with and enroll in. The CEO with the Board of Directors have the primary responsibility for the formulation and approval of major policies, plans, and goals which affect the success or failures of the corporation.

Corporate Philanthropy

The practice of corporate philanthropy is an aspect of corporate culture which affects corporate image. Corporate social responsibility connects the well-being of the corporation and the community. Corporate philanthropy has a legal and historical basis for self-interest and is discussed in this context. This has been the case even
though the definition of self-interest changed with various external influences. American law and public opinion generally upheld the idea that corporate capital could only be used for production of profit.

Historically corporate philanthropy was born with the railroad industry because it was the railroads who first supported the YMCA, a charitable organization, to house their employees across the country. A "direct benefit" doctrine dictated a narrow definition of self-interest.\(^38\)

External influences such as two world wars and various legal test cases changed circumstances which expanded the idea of direct benefit to the corporation.\(^39\) In 1934 the Supreme Court ruled a donation by a company (the Old Mission Portland Cement Company) to the San Francisco Community Chest illegal. The company defended the contribution as direct benefit to its business interest because it improved the companies standing with its customers. The importance of the case was the lobbying effort that followed by organized Community Chests that resulted in changes to the Internal Revenue Code in 1936. This change allowed charitable contributions to be deducted from federal corporate taxes up to a limit of five percent of pre-tax income.\(^40\) This legislation did
not stimulate corporate philanthropy as much as both world wars. World War II (WWII) caused a boost in corporate contributions from thirty-eight million dollars (1940) to two hundred and sixty-six million dollars (1945) as corporate income doubled during that time. In 1953 another landmark case challenged the "direct benefit" concept when A.P. Smith Manufacturing (a New Jersey company) donated one thousand dollars to Princeton University, and a stockholder unsuccessfully sued for damages. This case, Smith vs. Barlow, changed the "direct benefit" idea into one of national interest and allowed "indirect benefit" to be a valid cause for corporate charity. The Smith case marked the dawn of the new age of corporate philanthropy in which a broader concept of social responsibility became the new definition of self-interest.

Corporate philanthropy has continued to grow and become a standard practice in the business world. Although corporate donations only make up five percent of total philanthropy in this country, corporate donations have steadily increased from thirty million dollars in 1935 to almost four and a half billion dollars in 1985. By 1988 it continued to rise to almost five billion dollars. However, it has never reached its potential since the 1936
five percent allowable deduction and the more recent increase to ten percent by the Economic Recovery Tax Act of 1981.\textsuperscript{45}

Taxes and corporate philanthropy have been related for more than fifty years. Most corporate donations average between one and two percent of pre-tax income. Other revealing statistics are that one-fourth of the nation's two and one-tenth million corporations make contributions, six percent give more than five hundred dollars per year, and fifty percent of all charity comes from fewer than one thousand companies.\textsuperscript{46}

These statistics indicate that there is great potential for growth in the corporate sector, but despite this optimism, there are the realities of declining profits and changing priorities with the turbulence of mergers and acquisitions. Corporate philanthropy is sensitive to corporate profits, and without a steady, healthy, and productive economy, this potential will not be reached.\textsuperscript{47}

In a 1982 survey of corporate chief executive officers from a sample of major U.S. corporations, attitudes toward leadership and goals of corporate philanthropy were revealed. This survey confirmed some
ideas and dispelled others. The CEO is still the most influential person regarding corporate giving decisions. This has been assumed to be true, but the survey also indicated that other top executives also play an important role. It reemphasizes the dual agenda of corporate giving which is motivated primarily by self-interest and secondly by altruism. Four goals include improving local communities in order to benefit their employees, improving the environment in which to work and do business, improving public image, and increasing profitability with ability to recruit quality employees.\(^48\)

This survey also contradicts what the statistics stated about the potential growth of corporate philanthropy. From this survey we can conclude that the potential for growth in corporate giving is not as great as the statistics would indicate. The survey included companies which account for the bulk of the profits in this country. The previous statistics may have been misinterpreted which have shown that more than sixty-five percent of companies with profits fail to give. However, this survey concludes that ninety percent of the companies in the survey do make contributions. This represents companies most able to give.\(^49\) It can be assumed that the non-givers are smaller companies with more modest incomes.
The survey also dispelled the myth that outside groups such as stockholders, customers, or governmental policies have any influence on giving. On the contrary, the decision-making process addresses the internal corporate agenda first and a public agenda second.50

There were also other important findings. Since philanthropy is largely the domain of top management, it is a relatively underdeveloped and misunderstood function in most companies. As a result, corporate giving required more formalization and professionalization. It upheld a popular belief that many contributions are made according to contacts between top corporate officials and the receiving organizations.51 Corporate executives were not well informed on tax laws governing contributions, and this was particularly important in light of the incentives which are tax related. These same executives felt that most corporate giving programs were underachieving their objectives.52 Although the survey substantiates many previously held beliefs, it also makes clear the need for improvement and further development of the corporate giving function both from the standpoint of the donor and the donee.

Corporations make major social contributions, other than cash, which often go unrecorded in the
contribution records of the Internal Revenue Service. Often these types of assistance go untracked by corporations or are considered business expenses.\textsuperscript{53} Donations of property, jobs, volunteer services, investments in inner cities, use of corporate facilities, low-interest loans, and others are items which may not have a cash value but may amplify cash gifts. This approach to corporate giving recognizes talents and resources in the corporate sector which may not be available in the not-for-profit sector. The survey of CEOs also indicated an ethical responsibility on the part of business to make contributions to not-for-profit organizations in order that they operate more efficiently. In other words, not-for-profits could operate more efficiently if they derived more support from private sources.\textsuperscript{54}

Corporate philanthropy is based on "enlightened self-interest, the notion that a company helps itself in the long-run by helping to alleviate social needs."\textsuperscript{55} It differs from private philanthropy because it considers advantages to employees, the communities in which it is located, and the good publicity it receives. It is also the way a corporation can call attention to its priorities and effect change within a community.\textsuperscript{56} Corporate
philanthropy is directed primarily toward the community in which it has its headquarters, plants, or branch offices.

In the survey of corporate CEOs, sixty-one percent of giving occurred within a local/regional area. Community improvement has been cited as one of the four goals of philanthropy. The 1987 Annual Survey of Corporate Contributions gives statistics for 1985 showing that corporations gave sixteen and a half percent of their dollars to community and civic activities, an area which has shown the most growth in the past ten years. Although this figure has dropped in 1988 to thirteen percent, there is still a significant interest in philanthropy at local community level underlining the objective of attracting and holding quality personnel. By improving the community, the corporation is improving the environment where its employees live and work. It is also creating a positive image to others in the community and taking on the good citizen role. Although education and health receive the greatest share of corporate money, the culture and arts category is a growing area of support. Eleven and a half percent of corporate contributions in 1985 went to arts and culture which demonstrates a growth of about ten percent over a ten year period. This figure has remained relatively
constant as reported in the 1990 Survey of Corporate Contributions which shows the figures for 1988 to be about the same (11.2%).\textsuperscript{61}

Corporate Patronage of the Arts

Corporations are recognized patrons of the arts and not only support the arts with contributions, but are collecting and commissioning art for their offices and properties. The arts are often not self-supporting and need support, and wealthy benefactors have historically taken the role and responsibility for this patronage. According to one author, a society where innovation, creativity, and aesthetics are prized creates innovation and freedom for the scientists, technologists, and entrepreneurs who make successful businesses.\textsuperscript{62}

Business and the arts have long been considered disparate and unlikely partners.\textsuperscript{63} Contemporary thought on the matter points out the similar purpose of business and the arts which is to improve the way we live. Quoting a corporate art manager:

\begin{quote}
We need a rich cultural environment to attract newcomers and to keep existing residents and corporations. Patronage of the arts is a uniquely effective instrument for protecting a community's well-being.\textsuperscript{64}
\end{quote}
Corporate acquisitions in art have been a growing phenomenon since the 1950's. However, it was not until the 1980's that they came of age. By 1985 more than one thousand corporations in the United States owned art collections. Now when a CEO is planning a new headquarters building, art becomes an integral part of the building project.\(^5\) Construction decisions can be based on placement of art works. Atria and grounds are designed as backdrops for sculpture (see figure three). Developers are realizing the value of art in public spaces to enhance and beautify the buildings for tenants and to increase marketability in a competitive rental market.

\textit{Figure 3.} Gardens as a Setting for Sculpture.
Reasons for art collecting are as varied as the collections, but the most common reason for art in the workplace is to improve the environment of the employees. Art can stimulate, refresh, educate, and create a productive space for employees. Some companies use their employees to act as docents or tour guides for the collections. At Chemical Bank in New York, there was an educational program for employees to participate as guides which included talks, seminars, and visits to museums, galleries, and artist's studios. Exposure to the arts in the daily working environment can be an important form of education, and this lacing of art into the daily work environment is one of the most under-developed areas of the arts. Other benefits include: culture for the community, improved employee morale, support of local artists, improved public relations, quality image for the corporation, and educational opportunities on certain aspects of the corporation.

An interesting example is the headquarters of John Deere & Company in Moline, Illinois (see figure four). They have an art collection at their headquarters which brings in more than twenty thousand people every year. There is a mural in their collection made up of more than two thousand historical farming artifacts dating from
1837 to 1918, an important era in agricultural development and the early growth of the company. The employees proudly conduct tours twice daily allowing the public to view their award winning headquarters and varied collection. William Hewitt, former president of the company, was the prime mover in creating an environment of high aesthetic quality. Mr. Hewitt believed that employees are more likely to achieve excellence in an atmosphere of beauty. He also wanted to attract high quality personnel to lead his company. Through the arts, he tried to prove that the company was involved with the welfare of its employees.\textsuperscript{69}

\textbf{Figure 4.} John Deere & Company Headquarters.
Another reason corporations collect art can be the status of the collection, a symbol of success. The increasing value of art collections is an important but often under-estimated reason to collect art. Some corporate collectors have discovered that artworks can be valuable. PepsiCo's one million dollar expenditure on sculpture for the Donald M. Kendall Gardens between 1970 and 1975 was valued at ten million dollars ten years later (see figure five). Most corporations claim that art collections are not purchased to be sold, but it could be one way to justify the expense to the stockholders.

Figure 5. The Donald M. Kendall Sculpture Gardens at PepsiCo.
Some corporations have their own in-house galleries which bring in visitors and tourists, in addition to employees and customers. These can be satellite operations of museums such as the Whitney Museum at the Champion International Corporation in Stamford, Connecticut or company-sponsored galleries as in IBM's Gallery of Science and Art at its Manhattan headquarters. In a conversation with Mary Case, the former art registrar at IBM, it was pointed out that the corporation could not purchase advertising equivalent to the exposure of the visitation numbers that can reach five thousand people per day. However, she emphasized that the business of public programming would not occur if it were not in the best interest of the company. This again points to the self-interest motive in philanthropy or support of the arts.

The discussion of the connection between the corporation and the arts elicits a conclusion that the arts can play an important role in business. This rise in the interest of the arts by corporations can foster a positive relationship for the two disciplines. As patrons of the arts, corporations can improve the quality of life for their public constituents and provide valuable support for creativity, aesthetic environments, and opportunities for the artist regardless of the medium. Design can be a
means to accomplish profit, serve human needs and markets, and be an element of social responsibility.\textsuperscript{72}

The corporation as an institution in our society has undergone changes which create opportunities to use its wealth and power to affect positive changes for society. The free enterprise system has allowed for tremendous growth and freedom for the corporation to flourish and succeed. Some corporations recognize this by investing in their communities and providing amenities which patronize their interests. Gardens at corporate headquarters reflect this interest in the arts, aesthetics, and a responsibility to the community.
NOTES


3Ibid., 256.

4Ibid., 259.

5Ibid., 4.


7Ibid., 99.


9Ibid., 21.


11Bowie, 35.


15Manheim and Pratt, 14.


18Ibid., 3.

19Ibid., 95.


23Gray, 7.


28Berman, 63.

29Gray, 16.

Ibid., 12.


Berman, 1.

Smith and Kleiner, 12.

Ibid., 10.

Schein, 2.

Berman, 64.


Karl, 134.


Fremont-Smith, 11.

Platzer, 27.


Racek and DioGardi, 72.


Ibid., 8.

Ibid., 11.

Ibid., 47.

Ibid., 14.

“Giving U.S.A.”, 55-56.

White and Bartolomeo, 61.


White and Bartolomeo, 40.

Platzer, 17.

Duffy, 30.

Platzer, 17.

Duffy, 30.


Ibid., 4.


67 The Arts in the Economic Life of the City, A Study by the Urban Innovations Group, School of Architecture and Urban Planning, University of California, (Los Angeles: American Council for the Arts, 1979), 104.


69 McNamara and Hopkins, 62.


CHAPTER II

GARDENS IN THE CORPORATE SETTING

The Role of the Corporate Garden

The headquarters can be an important part of the corporate image. A bank or insurance company, for instance, wants favorable regard for their buildings since they have no tangible product identity, and likewise a manufacturing company may have no tangible local recognition other than the building. Some companies gain recognition by locating in undeveloped areas or participating in urban improvement of downtown revitalization. The surroundings of buildings can provide islands of landscaped space and earn appreciation of employees, visitors, and residents. A partner at Skidmore, Owings, and Merrill based in New York City and a pillar in the architectural establishment, states from an architectural point of view:

A building can create a corporate identity by enhancing its immediate surroundings by contributing to the urban or suburban scene. The strongest image is not always visual, but may also be psychological and respond to providing amenities and good neighborliness. Amenities may take the form of plazas, atria, gardens, trees, works of art, or simply a place to sit.
The value of landscaped gardens on corporate properties goes beyond artistic merit. It can create the first impression received on entering corporate properties. One study found that the landscaping of a business makes a first impression which is valuable and that the land around a business is an important advertising medium.³

The role of the corporate garden is various and multi-faceted. Plants are recognized as directly related to emotional responses in humans. Nature matters to people and makes the human condition more satisfying.⁴ Rachel Kaplan, Professor of Environmental Psychology at the University of Michigan, and other researchers have consistently found that people prefer scenes with plants and that there is a link between plants and the well-being of humans.⁵ The landscape has important meaning to us not just as an amenity, but as a necessity to our psychological well-being.

The garden is classically a mediation between public and private domains which improves the connection and scale of buildings to land.⁶ Another study by Rachel Kaplan reveals that landscape architects have an important role in working with architects to improve upon their built environments. They understand the juxtaposition of
buildings and their settings better than architects and
the general public. Other researchers have found that
plants do increase pleasurable response to any landscape
context in three ways:

1. By adding to environmental quality
2. By subtracting or masking unsightly elements
3. By unifying diverse elements

A garden is a collection of plants which provides
not only ornament and beauty but also contributes to our
welfare. It can provide interest and define space whether
it be an outdoor seating area, an island of flowers and
trees within a parking area, or an interior atrium space.
Gardens enhance the landscape.

Gardens in the workplace are considered an
amenity. In some situations, they may be a service
provided to occupants of rental property. In this way they
can be considered a public relations and marketing tool.
Public relations is tied to image, especially in a
visually oriented society such as ours.

Gardens are a part of the concern for the office
environment as a whole. In many organizations
environmental concerns are an extension to an enlightened
personnel policy. The provision of art works, plantings,
and physical fitness opportunities are not just efficiency measures, but expressions that the company recognizes that success is based on mutual respect. Corporations are reappraising their approach to people on which their profits rely. Interest in Human Resources has grown as corporate quality of life and employee oriented productivity programs have increased.

Gardens can offer an educational and cultural asset to the workplace and the community as a place to study, learn, and appreciate plants. This is evidenced at many corporate facilities which provide access to their grounds for study, pleasure, or touring. In the same way the garden may provide a recreational or social setting for the company and the community in which it resides.

Historically we can look at the great estate gardens of the past and recognize the garden as a symbol of success (see figure six). This is also applicable to the corporate garden which presents an image of well-being and success. Comparison of an estate garden and a corporate garden are demonstrated by figures six and seven. If the company facilities look good, the message is positive and sound to employees and customers alike. Beauty and business go hand-in-hand to create the desired effect which says "we are prospering."
Figure 6. Nemours, a Former DuPont Estate.

Figure 7. The PepsiCo Corporation.
To summarize, the garden can be an expression of corporate commitment to its employees and community. With the increase in corporate social responsibility, there is a commitment to improving the work environment and increased value placed on human resources. In just the same way corporate contributions are tied to marketing efforts, the landscape can enhance the image of the corporation in the community. It can be an amenity not only to its every day users (employees, customers, vendors), but a place enjoyed by the public as well. This can be in the form of visual access or active participation such as a place to stroll or sit. Gardens can provide an incentive for the use of truly democratic spaces which invite access, encourage use and participation, and provide shared meaning for its users.

Incentives and Benefits to the Corporation

In the discussion of the role of the garden many positive aspects of the garden were mentioned. Because corporations do not practice philanthropy for strictly altruistic goals, they need justification and reasons which benefit the business relating back to the "direct benefit doctrine" as mentioned in Chapter I. Gardens can provide direct benefit to the corporation and to the
community. Although some may argue that this is not pure philanthropy, the argument is valid but unnecessary because corporate philanthropy has traditionally had self-interest as its primary motivation. This section will deal with more specific examples of corporate gardens which are successful and provide good examples for others to follow. The areas where incentives apply are personnel management, financial management, and public relations.

Employee Considerations

One of the most important areas where gardens contribute to the quality of the workplace is the impact on employees. Gardens can enhance the design, environment, health, and visual stimulation in the office. Also important is the contribution to stress reduction, morale, recruitment, and control issues affecting employees.

The office environment is growing in importance with regard to productivity and job satisfaction. Although little psychological research has been conducted on the office environment, it is now being linked to psychological needs, performance, and the well-being of its users. The economics of the office building is focusing more attention to the designed environment. Over the life of an office building, ninety percent of the
costs are employee costs (salaries and benefits) with the other ten percent for the creation, construction, and operation of the building. This financial investment points to the importance of employees and their well-being. Also the relative costs of the physical space is small.

Since people work in a physical environment which affects their desire to and ability to work, these environments need to address human needs. There is a need to design for the best use of human resources. Isolation in suburban life, impersonal work environments, and increased stress of modern life are all contributing to an increased appetite for public space. The park or mall becomes a retreat, a refuge from the hectic daily schedule of appointments, car pools, and deadlines.

The changing nature of work from a manufacturing toward a service economy also influences the needs of the employees. Two-thirds of the nation's gross national product (GNP) is attributed to services. Our economy continues to rely on services more than products as a percentage of GNP. The office is no longer simply an adjunct to the factory. Office work is now more highly technical and automated which introduces some of the same problems seen in factory work such as stress, boredom,
loss of control over work, and depression. Stress on the job is making headlines because of the important economic effects of health costs on corporate profits.

Sick building syndrome is a mounting problem in many office environments. The sick building syndrome is linked not only to indoor pollutants but to the sensory deprivation of sedentary work while performing demanding tasks in windowless or crowded environments. The National Aeronautics and Space Administration and the Associated Landscape Contractors of America have proven that interior plants can remove some of these pollutants and are continuing research in this area.

With the rise in fitness programs and facilities, there are more people outside exercising and walking. Corporations often have trails and exercise facilities on their properties to encourage fitness conveniently. The landscape is gaining new importance as a resource for active and passive enjoyment by employees and local residents. It has been documented that exposure to natural scenes in visual landscapes lowers anxiety in humans undergoing stress. The landscape can have positive effects on employees unwinding from the stress of their jobs. At several of the corporations interviewed for this
study, employees were witnessed using the outdoor spaces for active recreation.

Developer, Alan Landis hired Dr. Setha Low, an anthropologist to study the social uses of outside spaces in corporate office parks to make recommendations for Carnegie Center, an office park near Princeton, New Jersey. Her study concluded that people placed high value on the beauty of the landscape and recreational activities including walking, picnicking, sitting, reading, jogging, and nature contemplation. Three goals were cited: to promote a sense of community, to promote an active environment, and to promote well-being.

Figure 8. Walking Path at Carnegie Center.
Recommendations for the office park included a need for facilities, services, and focal points which encourage social interaction as seen in figure eight. Elements which might serve this function were fountains, outdoor eating areas, and seating, which serve as a focus for social interaction. Paths and walkways should be of definite length leading to destinations which will encourage use and be separated from vehicular traffic. To promote well-being the landscape should provide diverse recreational opportunities including a variety of features in the landscape such as floral, wooded, and open areas.\textsuperscript{23} Carnegie Center has provided many of the recommendations cited by developing an extensive greenway system which has ornamental plantings, water features, gazebos, seating, and open grassy areas throughout the park.

Another study has shown that non-verbal environmental factors, specifically plants, do project warmth and caring on the part of the office occupant. The results from this research indicate that people do place value on horticultural products (both indoors and out) in a business setting which provide a message of welcome, comfort, and caring.\textsuperscript{24}
Vision is the most important sense for gaining information about the outdoor environment whether we are inside or outside. Gardens in the workplace stimulate our visual needs with seasonal change and providing interesting views out windows. Strategic placement of the gardens can provide benefit to workers as they perform their duties inside as well as provide positive experience outside. At the PepsiCo corporation in Purchase, New York, the landscape and gardens create magnificent views for employees throughout the building complex as shown in figure nine.
Window views are sometimes overlooked by architects and landscape architects, but research by former University of Delaware Scientist, Roger Ulrich, in hospitals has shown that window views with trees and vegetation lower stress, reduce duration of stay, and decrease medication dosage in patients. These research findings on the importance of window views are applicable in other environments. In another study of office settings by Rachel Kaplan, results show that levels of job stress were affected by window views and opportunities to be outdoors. Stress levels were lower and job satisfaction was higher for employees with nature views. Also of great importance, they reported fewer health problems. Other researchers have found that even in windowless offices, wall decorations are dominated by nature themes, and that people want to see the natural world even if contact is artificially provided by artwork.

The landscape can also be an important recruiting tool for corporations. In an interview with Terry Olbrysh, manager of public relations at the Codex Corporation in Canton, Massachusetts, the beauty of the headquarters and the quality of the landscape was cited as their best recruiting tool. Figure ten shows a garden area at the Codex headquarters which has many horticultural amenities.
for the benefit of its employees. Corporations are striving to retain quality employees in a transient and competitive market. He mentioned that Codex doesn't have the recognizable identity that their competitors such as IBM or Xerox do in a highly technological industry. Many of the staff of the corporations interviewed cite benefits and amenities as a way to attract and keep high quality personnel.

Figure 10. Executive Garden at Codex Corporation.

When William Hewitt took the helm at John Deere & Company, he set out to create an atmosphere of excellence in design. Hewitt's efforts were part of an attempt to
attract talent to his remote midwestern location. He felt that excellence was more likely achieved in an atmosphere of excellence. "A good working environment is more likely to attract the broad-gauge minds that we need to guide this company in complex times." 29

Figure 11. Atrium Garden at John Deere & Company.

Renowned architect, Eero Saarinen, designed a headquarters noted for the positive relationship between the building and the landscape. 30 It is recognized by some as one of the architecturally finest administrative centers in the world. 31 Eero Saarinen died before the building was complete, but the project was completed according to plan with an award winning addition to the
building in 1978. This "West Wing" houses an interior atrium garden (see figure eleven) noted as one of the best examples of its type for enhancing the work environment. Management noted increased morale, productivity, and pride in the workplace. The interior garden is a source of pride and pleasure to many who work there. Conversations with employees confirm these positive attitudes.

Hewitt's interest in style and design would permeate the company and influence all physical aspects: the buildings, products, advertising, and literature, and the standards of the employees. His interest in art and aesthetics placed Deere in the special category of corporations who are known for their harmonious relationship with the community by expression of excellent taste in architecture and art.

The issue of ownership and control in the workplace is also exemplified in the corporate garden. Gardens in the corporate setting are usually democratic spaces open to all employees, not just a select few. "Control is the ability of an individual or group to gain access, to utilize, influence, gain ownership over, and attach meaning to public space." At Deere & Company the employees take pride in the gardens and report any
misconduct or problems to maintenance staff. At the PepsiCo Corporation, it is common to see employees on weekends with family and friends showing off the gardens and art collection.36

To summarize, the corporate garden is more than an amenity if the contributions to the office environment are recognized. Gardens can be one element which makes the office environment more comfortable and inviting in addition helping to alleviate some of the common problems related to stress, health issues, and visual stimulation. Gardens also have been noted to contribute positively to morale, recruitment, and control issues of the employees. The welfare of the employees is a good reason to support gardens in the workplace and probably the most important incentive for the corporation to consider.

Financial Considerations

Corporations are able to deduct their charitable contributions from their taxes. Taxes and corporate philanthropy have been related for more than fifty years. However, this only considers cash contributions, and does not allow for non-cash items which are often taken as business expenses. Corporations, as a matter of course, deduct costs which are considered business operating expenses, and corporate gardens would fall into this
category. Corporations do have regular grounds maintenance costs. This type of deduction provides the same effect as a deductible donation by lowering corporate taxable income. In the following paragraphs, other financial advantages will be discussed which favor the presence of gardens.

One unusual case study which provides the corporation with charitable tax deductions is the Rhododendron Species Foundation located on the property of the Weyerhauser Corporation in Seattle. Weyerhauser leases an area of its grounds at a nominal rate and has donated buildings and funds to the Foundation. The Foundation is able to use the corporate complex for meetings, functions, and parking. The corporation derives the benefit of having the garden on its property as a beneficiary of its philanthropic endeavors (see figure twelve). The employees gain free access to the gardens, and the corporation also enhances its image in the community as a good citizen. Weyerhauser has reduced its financial backing as the garden has become more self-sufficient. However, it still makes grants available in the way it does for other not-for-profit groups. This particular case is unusual but demonstrates an interesting example of how a corporation can combine philanthropy with support of gardens on its
grounds. This is an innovative situation which has reciprocal benefits for both parties involved. This type of cooperation between private and not-for-profit groups is a good role model for corporate philanthropy. This example embodies the potential that exists between business and not-for-profits as referred to in chapter one.

Another area which can be considered for its financial implications is incentive zoning. Many municipalities have encouraged corporations to provide atria, plazas, parks, and public open spaces by allowing
additional commercial floor area. New York City has been a leader in this type of zoning with enormous land values. The IBM headquarters was allowed extra stories in exchange for providing a public atrium space at street level. This happened during the seventies as New York made an effort to encourage corporations to remain in the city. A sixty-eight foot greenhouse was built which encourages pedestrian flow diagonally through the space. The IBM Bamboo Court (see figure thirteen) offers a quiet respite from city streets and reminds us of an era when great public conservatories graced our cities. Floor space in New York City has obvious financial incentives.

Figure 13. The Bamboo Court at IBM in New York City.
Other zoning issues have been overcome by corporations who contribute something to the community. The Codex Corporation built a new headquarters on a tract of land which aroused great controversy from conservationists who wanted to preserve the horse farm which was there. As a result of public pressure, restrictive covenants were placed on the property which require the corporation to build some public amenities in exchange for developing the land. An historic barn was reconstructed as part of a preservation scheme to maintain the farm-like quality of the land. Also the corporation agreed to only develop eleven of the fifty-five acre parcel. The outcome was that Codex built a significant complex with gardens and atrium which has been called "a corporate villa" by its proponents.42

In a similar way the PepsiCo Corporation was able to change zoning which prohibited the development of the polo club which it acquired for its headquarters. By offering to provide public amenities, these corporations have proven themselves assets to their communities.

An important economic issue illustrating the benefit of gardens in the corporate setting is property value. With the rediscovery of the atrium is the realization that there are economic returns.43 Initially
thought of as a luxury because of its rebirth with expensive hotels, buildings with atria have proven to be cheaper to build and run providing increased earning power. Atria can reduce costs by recycling existing structures rather than new construction. Atria offer the opportunity for interior gardens which create more premium space.\textsuperscript{44} They can also raise productivity as in the case of John Deere & Company where all employees are within forty-five feet of vegetation.\textsuperscript{45}

Property value translates to increased earning power when the addition of gardens can command higher rents. Rockefeller Center was designed with gardens in mind to compete with other office space and provide a service and amenity which could generate higher rents with gardens views.\textsuperscript{46} The Channel Gardens on the street level are the focal point of a space which has reached landmark status and cultural significance. The success of the building complex is due as much to the spaces between the buildings as the buildings themselves.\textsuperscript{47}

Developers are realizing the potential of landscape amenities in office park development.\textsuperscript{48} The America Society of Landscape Architects cites landscape design as the variable with the highest correlation with occupancy rates.\textsuperscript{49}
Carnegie Center, as previously mentioned, has developed extensive gardens surrounding its clustered buildings. A greenway extends through the site closed to vehicular traffic providing an amphitheater, fountains, gazebos, jogging trails, and horticultural amenities which are designed to meet the needs of the people living and working in the area. The developer feels that the addition of these amenities gives the office park a competitive edge over other office parks in the area. The office park has had a ninety-nine percent occupancy rate which was higher than others in the area.\(^50\) Currently their occupancy rate is not as high but the gardens are cited as the biggest factor drawing major new tenants.\(^51\)

In business the bottom line is a motivating factor, and financial incentives do not present the strongest case for corporate gardens. Economists would label the garden as a positive externality, a cost or benefit not picked up on the bottom line or reflected in market prices.\(^52\) Some economists would argue that anything which operates against corporate profits is unjustified. However, weighed with other benefits the case can be strengthened to improve the workplace with gardens.
Public Relations

Corporations are concerned with the image they present to the public. Corporations who are contributing something by their presence in the community are realizing recognition and awards for their efforts. Magazines and journals frequently illustrate outstanding examples of patronage by corporations especially in the design professions. Newspapers write features on community assets. This is the kind of positive press which corporations cannot buy through advertising. Organizations such as the American Institute of Architects (AIA) and the American Society of Landscape Architects (ASLA) recognize outstanding built environments which enhance their surroundings. John Deere & Company and PepsiCo Corporation have received awards twenty years after being built. This type of recognition builds public awareness and a positive image for the company.

Public relations people use various channels to communicate. This may include employees, media, open houses, advertising, newsletters, brochures, annual reports, exhibits, local clubs and organizations. The landscape can be considered another channel of communication with it described as a sort of “botanical billboard.”
The Capital Broadcasting Company in Raleigh, North Carolina has the WRAL-TV Gardens at its station which they use as a setting for public service announcements and even occasionally host shows with the gardens as a stage. In this way they communicate the presence of the garden as a community resource and invite public access. The gardens demonstrate the good will the corporation has for the community by welcoming the public freely and allowing use for weddings and other cultural events.

Public relations are benefited by community improvement which has been demonstrated by corporations which move their headquarters into inner city areas to revitalize urban decay. Champion International Company moved to Stamford, Connecticut in 1979. Along with other corporations, it values its role as a corporate citizen and built a headquarters building with a roof-top plaza at third story level which provides outdoor space for employees and also a greenhouse which offers on-going changing displays (see figure fourteen). These displays are visited by school groups and others for educational purposes. The exhibits may demonstrate Champion's business of growing trees or other horticultural displays of interest. In addition the company sponsors an annual daffodil festival on a local estate which it purchased to
house their executives relocated to the area. As mentioned earlier a branch of the Whitney Museum is located at Champion’s headquarters in an effort to bring art into the community. Overall Champion demonstrates its good will to the area by adding cultural assets to the community.

Figure 14. The Champion Greenhouse and Rooftop Plaza.

The Donald M. Kendall Sculpture Gardens at PepsiCo in Purchase, New York is described as a museum without walls which includes forty pieces of sculpture carefully placed in over one hundred acres of landscaped gardens. Truly the grandest example of a corporate garden, PepsiCo has made a contribution to its community and gained
recognition as having a premier collection of twentieth century art. The initial plan to locate PepsiCo in its current suburban location was met with much resistance by local residents when it purchased the property in the late sixties. Donald Kendall, the CEO at the time, promised that he would create "a new Versailles." Neighbors who opposed the PepsiCo relocation can be seen today conducting friends on tours throughout the grounds.

Benefits to the Public

Many benefits of gardens are specific to the corporation, but there are also additional benefits for the public. In some cases there is some overlap, and it is hard to draw the line of who benefits. In general the corporation benefits from any goodwill it extends into the community.

Corporate headquarters are considered by most communities desirable because they are an ideal business for the community. Facilities can be handsome structures which don't cause environmental problems with the exception of added traffic. Unlike industrial or factory operations, they employ a high proportion of managerial and professional staff which is well-paid and brings money into the community. Executives are often active in local
affairs and direct company contributions to local charities.\textsuperscript{58}

Telecommunications and the computer industry are changing the concentrations of location, and we see more corporations moving out of cities into the suburbs or relocating to other cities where life is more amenable to the business.\textsuperscript{59} Some corporations express their loyalty to a community by electing to stay in an area despite deficiencies. In general corporate headquarters are considered a desirable target of economic development in most communities. With the addition of public access and programming, the corporate garden becomes an added bonus.

\textbf{Community Improvement}

Community improvement can be a major public benefit of the presence of a corporate headquarters. The obvious financial advantages are jobs, a tax base for the community, and even increased goods or services. These are the most common reasons for encouraging this type of development in a community. However, there can be additional benefits if corporations are sensitive to the possibilities of providing amenities to the community. Corporate properties can be a community resource for recreation, education, and cultural opportunities.
The Shelter Insurance Company in Columbus, Missouri established a five-acre public garden on its property as an asset to the community. (An aerial view is shown in figure fifteen.) The garden fills a need in the community which has few public parks and only one public garden at a local university. The idea originated as a tribute to seven men who started the Missouri Farmers Association (a predecessor of the company) in a small school house of which a replica was built and installed at the company headquarters. The gardens followed to enhance the setting of the school house. School groups come to the
garden for study tours with a teacher dressed in early American garb to guide and lead groups through the garden. A gazebo converts to a bandstand where local musicians and military bands perform on a regular basis in the summer.

This garden has become a fixture in the community and a local tourist attraction. Approximately eighty weddings take place here every year. There has been attention to the importance of the attachment of meaning in good public spaces. Mark Francis, Professor of Landscape Architecture at the University of California, Davis, writes of the importance of human connection to a place where he or she experiences a special event such as a wedding or memorable concert in a town park or public garden. This type access and variety of opportunities in the garden make it a meaningful contribution to the community and can fill voids in the local facilities.

The following are other corporate gardens which exemplify community improvement as well: The WRAL-TV gardens in Raleigh, N.C., PepsiCo's sculpture garden in Purchase New York, the Arjay Miller Arboretum at the Ford Motor Company headquarters in Dearborn, MI., The Rhododendron Species Foundation at Weyerhauser's headquarters in Seattle, WA., the Champion greenhouse in Stamford, CT., and the Channel Gardens at Rockefeller
Center in New York. All these gardens offer something to community improvement.

Environmental Improvement

Gardens offer a site for recreational, educational, and cultural events, but there is also a major contribution to environmental improvement and visual aesthetics. Corporate headquarters can retain large open tracts of land in areas of rapid development and thereby provide green park-like environments on their campuses. The McDonalds Corporation in Oak Park, Illinois opens its eighty seven-acre campus to the public with trails and native plant displays as an extension of an adjacent state park. The company made special efforts during construction to preserve the native landscape.

These open areas become improved habitats for wildlife and plants and ideal opportunities for landscaping. As in the case of the Codex Corporation, a group opposed development of the land which the corporation had purchased for its headquarters location, adjacent to a beautiful natural area called Blue Hill. The Codex headquarters developed the land in a way compatible with scenic beauty of the area. Area residents favor the completed project in a ratio of five to one according to a
survey done by the company. When considering the overall quality of the project, the attention to aesthetics, and some of the improvements to be made on the property such as the restored barn, the argument can be made that this type of development is desirable and an asset to the community.

Communities have raised objections to corporate development in other cases. PepsiCo, Codex, and Becton-Dickinson in Franklin Lakes, New Jersey are examples of sensitive development to preserve and add a positive resource in response to objections from the community. They represent good role models where communities can make demands on the companies either by restrictive covenants or zoning regulations which require corporations to adhere to high standards and provide amenities to the community. Benefits to the public are a way that a corporation can improve the quality of life for its neighbors.

It is clear that there are incentives for the corporation to enhance its properties with gardens. The reasons corporations give are all similar: to attract quality employees, to improve the community, to add beauty and recreational/social/cultural opportunities to the public, and so on. However, there are no empirical studies to support it. Most of these companies do it as a matter
of common sense and do not seem interested in research in this area. None of the corporations interviewed had participated in this type of research.

Research along these lines would be valuable to provide measurable results to improve the case for gardens in the workplace. These positive aspects are not easily measured, however, and aesthetics are often considered in relation to how they affect the bottom line without consideration for what value they have in other areas. There are many factors which determine a company's performance, employee job satisfaction, and public image. Thus, it is difficult to single out an intangible area such as aesthetics and its contribution to success.

Most horticulturists who were interviewed appreciated the advantages of working in the corporate sector, citing generous budgets, a certain amount of autonomy, and an increasing awareness of management on the value of the landscape. Corporate America provides a large market for landscape architects, and corporations are spending more on their landscapes than in the past. Some developers are now devoting more land and higher percentages of the budget to landscaping. As a result the requirements of a landscape manager are becoming more professional and commanding greater respect.
The corporate garden can be a positive force in the workplace, a contribution to the community, and a favorable symbol of the image of the company. The type of environment is not exclusive as we find the gardens in urban atria, plazas, roof tops, parks, and suburban campuses and office parks. There is growth in the landscape industry which can favor the presence of gardens. Corporations can broaden their attitude to what constitutes philanthropy and realize the positive effects which gardens have on the workplace and the community. Corporations have the opportunity to use their property to public advantage beginning with their headquarters and extending to their other facilities.
NOTES


2Ibid., 153.

3Joan E. Aitken and Rodger D. Palmer, "The Use of Plants to Promote Warmth and Caring in a Business Environment," (Paper presented at the American Culture Association meeting, St. Louis, Missouri, April 1989), 16.


12Ibid., 354.


14Patterson, 24.


16Goodrich, 354.


23Ibid., 39.

24Aitken and Palmer, 22.


28 Terry Olbrsh, telephone interview by author, 7 April 1989.


33 Larry Sommers, The Employees Gardening Book (Burlington, Vermont: National Gardening Association, 1984), 34.

34 Broehl, 779-781.

35 Francis, 22.


Koetter, 3.

Saxon, 6.

Ibid., 6.

Sommers, 34.


Marquis, 153.


Roger Steinhardt, marketing director at Carnegie Center, telephone interview by author, 10 March 1989.


John Stapleford, telephone interview by author, 12 April 1988.


Gray, 108.


59 Ibid., 54.

60 Francis, 15.

61 Terry Olbrysh, telephone interview by author, 7 April 1989.


CHAPTER III
RECOMMENDATIONS

The Problems with Gardens in the Corporate Setting

The previous discussion of the benefits the corporation derives from gardens is one aspect, but there are also problems and conflicts to consider. This section is based mostly on interviews with horticulturists and landscape managers in corporate settings. In only one case was the president of a company available to discuss the garden at his corporation, and the result is a one-sided viewpoint of management problems and conflicts. This perspective has value to management in planning a corporate garden and support staff who will have day to day responsibilities in maintaining gardens and landscape.

The purpose of this section will address some problems with recommendations and examples of those corporations that have avoided problems. The areas where problems occur are related to the corporate mission, cost factors, corporate commitment, development pressures, and security/liability issues.
The Corporate Mission

The tacit goal of any company is to make a profit at their business. Without profits there can be no extras such as employee benefits, corporate philanthropy, or arts patronage. This is the basis for all for-profit businesses and the motivating force behind management decisions and leadership. By definition, the corporations in this study are not in the business of horticulture. Horticulture represents an operating cost and profits determine the level allowed for embellished landscapes.

In recent years, there has been a realization that formal definitions of a company philosophy and purpose is a necessary and valuable management tool.¹ A mission statement can provide a common vision for the whole organization and should help employees understand how their job supports that mission. The mission statement can be particularly useful in motivating non-managerial employees, since without their commitment the mission has little chance of being fulfilled regardless of what management says or does.² The greater mission of the company is important, and there should be more emphasis on how various departments in a business fulfill that mission. A broad mission statement is a start, but all
departments should have the exercise to interpret their department's role in that mission.

Many of the people interviewed (horticulturists, landscape managers etc.) did not really know much about the company mission let alone their own specific application of that mission. Much of what they did was based on corporate culture, the implicit rules, rather than written statements. By understanding the greater mission, landscape managers are in a better position to evaluate the benefits to incurring the costs of gardens. If they can show how the benefits of gardens support the mission, they may be more able to justify the costs.

In the corporate gardens examined as case studies, there were only a few gardens which had their own mission statements which specifically address the purpose of the gardens. The PepsiCo gardens, the Shelter gardens, and Champion's greenhouse, however, are good examples where the mission of the gardens are clearly defined and have direction. They all have brochures which state that mission and explain the purpose of the gardens. PepsiCo's brochure and map states, "The gardens are conceived as an environment that encourages creativity and reflects success, ranging from stability to adventure." It is
possible that a public goal gives definition or a mission to the gardens.

In the case of most corporate gardens, it was found that there was usually someone in top management who had an interest in horticulture. This was a predominant trend in many of the gardens examined. Someone of high authority placed value on gardens as an asset to the employees, the community, and the image of the company. Usually it was the CEO or President. This was true at PepsiCo (Donald Kendall), John Deere (William Hewitt), Champion, WRAL TV (A.J. Fletcher), Codex (James Story), General Mills, Weyerhauser (George Weyerhauser, McDonald's (Fred Turner), Carnegie Center (Alan Landis), Hercules (Al Jonko), Ford Motor Company (Arjay Miller), Reader's Digest (Lila and Dewitt Wallace), Shelter Insurance Company, and Franklintown Corporation (John McShane).

However, since the corporate mission is not related to horticulture, management may not comprehend the values and practices of horticulture which places the responsibility on the horticulturist to sell his ideas and always be professional. The organizational structure may not allow communication with all levels of management, but high standards and results will be noticed and speak for
themselves. Horticulture, in these case studies, is a highly visible aspect of the corporation's physical plant.

Difficulty arises when the person in high authority is not accessible. Some horticulturists interviewed found top management to be inaccessible. Manpower, budgets, cultural conditions of the site, and expectations all play a part in what can be accomplished and achieved as certain standards. This requires a high degree of professionalism and ability to communicate on the part of the horticulturist or landscape manager. Communication skills are essential in the job of horticulturist to sell ideas to superiors and also to the rest of the employees. The amount of support and contact in the ranks of top management will affect how much the horticulturist has to sell his ideas.

The job of horticulturist can vary widely within corporations. Some corporations consider the position at management level, yet others are one step above janitorial staff. In many corporations horticulture falls under facilities management, and there may or may not be horticulturally trained staff. Therefore there is a tremendous range of professionalism and expertise in these grounds maintenance positions.
If someone in upper management is interested in horticulture, as is usually the case, it makes the job easier and facilitates communication. Sometimes it is in informal settings where conversations and communication take place between various levels of management. Often landscape personnel are on the lower end of the organizational chart, and the top people are not accessible except in passing or during times when they are enjoying the gardens.

Jan Michael Allen, former property manager at WRAL TV, explained his method of access to the president of the company. His division was also responsible for landscape maintenance at the president's home. This allowed him more informal time to chat with the president at his home about various issues in the gardens at the station. Rather than contract that work out, he preferred to maintain this avenue to the president, and most of his conversations with the president were in this setting.

Donald Kendall, the former CEO at PepsiCo, was directly involved with the design, installation, management, and care of the gardens. His level of interest and continued involvement even in retirement is unusual and is evidenced by the level of maintenance and the
understanding of the people who maintain and care for the
gardens.

Corporate culture affects the ability and degrees of formality communications take. On the part of
management, it is essential to set up those lines of communication, and for those who use them to follow
through with plans which show a cost/benefit analysis. According to most horticulturists interviewed, a common
way to get their ideas across was with a proven track record and visible results. Since horticulture is a highly
visible aspect of the corporate physical plant, positive results gained respect and support of management.

Recommendations: Based on the previous discussion several recommendations can be made.
1. Understand the mission of the company and how the gardens support that mission. Developing a brochure or
public piece which defines the intent of the gardens can foster support and clarify the mission of the landscape.
2. Find out who supports the gardens and develop direct contact with that person(s). Develop other areas of
support such as employees and the public.
3. Horticulturists need excellent communication skills aside from horticultural training to sell their ideas to
those unfamiliar with horticultural practices.
Cost Factors

In a conversation with horticulturist, Doug Chapman at Dow Gardens in Michigan, it was pointed out that it was a mistake to sell the ideas of horticulture and gardens to corporations as a low cost/low maintenance option. This has been tried to give more appeal to those interested in the bottom line. A good example where it did not work was at Wausau Insurance Company in Wausau, Wisconsin. They tried to install a prairie garden as a cost reduction measure. It failed and the land was eventually sold for another use.³

The costs of gardens have to be reconciled as a capital expense which is greatest upon installation. Maintenance costs are also important, but less significant than the initial costs. According to Scott Garrett, retired landscape manager for the Shelter Insurance Company, he found that the initial costs were the hardest to justify to management, and the maintenance costs were not significantly higher than turf management.⁴

It is difficult to sell the idea that gardens will cost less than other elements of the landscape, even though in certain situations that may be true. The important goal is to know initial costs and maintenance
schedules/costs that will affect budgets. The bottom line is an important consideration in management, but the horticulturist has to sell the idea of other benefits which justify costs. Communicating these ideas may provide additional justification in favor of gardens.

The profit motive in corporations can extend into all operations. This may affect horticultural operations which do not normally function as a profit center within a corporation. At the WRAL-TV gardens in Raleigh, North Carolina, the property manager was told to come up with ways to generate half his budget ($250,000) in order to continue at the present level of horticulture. The current property manager still has this directive but has not been able to accomplish it. The financial needs of the corporation can change and affect areas which are considered nonessential to the business.

Although the profit motive may affect the extent of horticultural practices in corporations, there is a distinction between a service provided for the corporation, the employees, and the public and the idea of generating profits from it. The case at WRAL-TV represents a departure from the idea of public benefit when the profit motive enters into an area traditionally thought of as a cost. Costs associated with gardens should be
acknowledged as part of the cost of doing business. It is not unusual for business to examine all aspects of the operation to determine revenue producing elements. However, in this case a departure changes the nature and mission of the garden. This brings up the question of commitment to the idea of gardens as an employee benefit and public amenity.

Amenities are often the first things to be cut in times of economic downturns. At John Deere & Company, which has been affected by downturns in agriculture, the scope of horticultural operations changed drastically. Budgets were slashed to a fraction of the former allowances. There was even talk of removing the interior atrium garden as a cost saving measure. Fortunately they had a professional staff who used their skill and knowledge to adapt to cut-backs. Changing floral displays were eliminated and replaced with permanent low-maintenance plantings.

In the recession of the 1990's, even lower budgets are being handled by more in-house propagation of existing plants. In a conversation with the horticulturist, it was noted that the design of the building insured the existence of the garden, but that every effort was made to reduce costs of maintenance.
These types of eventualities need to be anticipated. A professional staff should be prepared for cost cutting and have contingency plans. Particular attention should be given to maintenance costs since these ongoing costs would be affected by a recession. The case at John Deere is a good example where the horticultural staff took steps to maintain a display while dealing with severe budget reductions. Fortunately, management remained committed to the atrium gardens and high standards.

Other corporations might take a different approach because it may be advantageous to have the grounds look prosperous when business is down. An interview with the horticulturist at Control Data Corporation in Minneapolis, revealed that even when they were laying off large numbers of people, landscape budgets did increase. An amenity can become a necessity if one considers the morale of the employees and the image the corporation portrays.

**Recommendations**: Conclusions from the previous discussion indicate the following recommendations.
1. Reconcile gardens as a capital expense with additional maintenance costs, and not as a profit center.
2. Have contingencies for cost cutting.
3. Consider the morale issues and perceptions created when scaling down horticultural operations.

Corporate Commitment

A problem which may occur in any organization is a lack of continuity with a change in management. Priorities, ideas, and directions are attached to the leaders who initiate them. Since many corporate gardens are attributed to someone in upper management, they become subject to changes when that person leaves or retires. The Codex Corporation is a case in point. James Story, the former president was described as a Renaissance man and the primary figure behind the new headquarters outside of Boston.8 His idea to create an unusual working environment complete with gardens inside and out, library, running track, newstand, and travel agency has not been fully realized. He has left the company which some attribute to budget overruns on the new headquarters complex.9 His complete plan has never been realized.

Corporations also may not want to commit property for public use and restrict future growth or plans. This is a planning consideration which faces any corporation thinking about establishing a public facility or public access to their property. This implicitly establishes an
obligation on the part of the corporation to continue something which the public may come to expect.

The WRAL-TV management is looking at some adjacent property for expansion. This property is separated from their current location by the gardens. This will pose a development problem, if it comes to pass, because the gardens are in the path of road access and expansion. This company also has an azalea give-away program which spans the state of North Carolina. This program has received tremendous response, and they now propagate and give away 20,000 plants per year. Once the corporation has made these type of programs and public access available, it is difficult to discontinue without unfavorable responses from the public. The horticulturist at WRAL relied on public pressure to support his programs and ideas.

Being an advocate of the gardens to staff and the public is a way to build recognition and positive feelings for the gardens. Advocation may educate employees about an amenity that might be taken for granted. Sometimes it takes promotion to win advocacy for the gardens. At WRAL-TV the founder had long since passed away and the support of the gardens was changing as the older members of the family were moving on. Support becomes essential to the continuation of the gardens. The property manager promoted
the gardens publicly at every opportunity because public support puts pressure on the corporation to continue. He also worked with a non-profit group on the azalea give-away program to gain exposure and recognition.

Figure 16. The International Garden at Franklintown Corporation in Philadelphia.

The International Garden of the Franklintown Corporation in Philadelphia is a small urban garden which is built on the site of future development (see figure sixteen). The solution to this dilemma is a plan to establish a permanent garden on a four acre site later when development of the current site takes place. They
have even set up an endowment and agreement with the city for the future maintenance. The existing garden creates an urban green space and makes use of unused land until such time as development takes place.\textsuperscript{13}

At the Shelter Insurance Company, Scott Garrett, former manager of the gardens, said that public outcry would dissuade the company from eliminating the gardens. Residents of Columbia, Missouri consider the gardens to be an attraction in the town which attracts tourists as well.\textsuperscript{14} Here public expectations may wield influence and put pressure on the corporation to continue support for the gardens. This corporate garden which hosts study groups, concerts, and weddings would be missed by the residents of a small community which doesn't have many parks and recreational opportunities. Once a corporation establishes a garden, the public may expect it to always be there. This is why it is important for the corporation to have commitment to a garden.

Sometimes there is no alternative in periods of financial hard times but to eliminate gardens entirely. The Cominco Corporation of Canada donated its gardens to the city of Kimberly to preserve the gardens, since they couldn't no longer afford to keep them.
Priorities will change in any business for internal and external reasons. Management may also change for the very same reasons. Corporate culture plays an important role in continuity and what will remain the same. At John Deere, William Hewitt's legacy is a certain awareness of aesthetics which is lasting. Perhaps there is not the same level of attention to detail, but management remained committed to the idea that the gardens created a productive beautiful work environment.\textsuperscript{15}

At the Reader's Digest Corporation, in Pleasantville, New York, tradition is a strong factor in the continuation of the ideal that beauty belongs in the workplace. The founders, Lila and Dewitt Wallace, moved the company out of New York City to a rural location in the 1930's. They built a headquarters which embodied their love of beauty and tradition. Surrounded by beautiful plantings outside, and an impressive collection of impressionist art inside, the employees appreciate the attention to aesthetics. When asked how these traditions are continued since the Wallaces are no longer living, the answer was that there are strong traditions based on the original ideals of the Wallaces.\textsuperscript{16} In other words, it is part of the corporate culture.
Change is a natural part of any business which should stimulate creativity and productivity. A strong culture in a company doesn't preclude change, but may give it substance and meaning. Methods and motives may change, but the ideals may remain true. It is the job of the horticulturist to ride the tides of change and present the a case for gardens as a contribution to the welfare of the corporation. If support changes they can communicate their practices in a way to bolster their position or accept new directions. Importantly they should be aware of changes in management and how that might affect their work. The horticulturist is obliged to interpret changes for their own good as well as the corporation.

At General Mills, the landscape supervisor remarked that changes in the corporate landscape were a direct result of top management's ideas and interest in art. They are expanding the art collection to create a full scale sculpture garden. It would seem that this was an significant step which should include his input. In this case, the gardens are receiving more significance and increased budgets.

At the PepsiCo Corporation the CEO, Donald Kendall retired, but his interest in the gardens continues, and he is still active in their operation. New management is
still supportive of the gardens because of Donald Kendall's legacy. Also the gardens are unique, and the collections have received high acclaim. The designer of the gardens, Russell Page, was active until his death and communicated his vision for the gardens and the future. Continuity is maintained by Francois Goffinet, a pupil of Page's, who continues to oversee design in the gardens.

These corporations have all exhibited strong commitment to their gardens even in times of economic reversals or change in management. It is important to realize the necessity for this commitment to establish gardens as part of the corporate culture. Only in this way can they be a continuing contribution to the working environment and community.

**Recommendations:** Based on the previous discussion the following recommendations can be made:

1. Understand how a change in management may affect the support of the gardens. Commitment should be strong for continued use and enjoyment beyond the term of the original proponents of gardens.
2. Promote the gardens internally and externally to add to the support network to enhance corporate commitment.
3. Establish a long-range plan for corporate properties which allows for expansion and eliminate conflicts.
Development Pressures and Space Constraints

Development demands may force corporations to sell land or require use of land with little space left for landscape development. As the price of land increases especially in urban areas, and as suburban areas become more built-up, this problem will continue. As areas grow around corporate properties, development can close in and make land less available and more valuable. Development pressures and raised taxes can affect the feasibility of public space.

New York City zoning regulations have evolved to require corporations to incorporate public space in their building projects. This has encouraged a resurgence of buildings with atria in New York City: International Business Machines (IBM), American Telegraph and Telephone (AT&T), Chemical Bank, and Trump Towers to name a few. Zoning incentives are a way to encourage corporations to provide amenities for the public. These corporations benefit from these spaces and contribute to the quality of life in this densely populated city. However, without these zoning ordinances, the cost of space in New York would prohibit any development of public space.
Accommodation of public access brings other problems associated with allocation of space. These problems could conflict with the operation of the business. Parking is the most obvious conflict which can be a problem if parking is only adequate for the employees. WRAL-TV has this problem with parking which barely accommodates the employee vehicles. Visitors to the garden are in direct competition with employees for parking space.

Restroom facilities can be a necessity if gardens draw large numbers of visitors. Wear and tear on property is a consideration. Paths, turf areas, and the gardens themselves can suffer from crowds. Tour groups can make demands on parking, disrupt the working environment, and present special demands unless accommodations can be made. Tour groups can also be a way to control access to corporate properties.

Accommodation of the public is a planning issue, and it requires commitment and understanding of the issues of public access. At PepsiCo the planning started in the initial stages of architectural design with Edward Durrell Stone, the architect. Donald Kendall had a vision for the grounds of PepsiCo. He calls it a "museum without walls" and fences are eliminated as a basic philosophical
gesture. They have a small visitors building with restroom facilities. During the summer when visitation is high, there are students hired to guide and monitor the grounds. Parking is not only adequate, but handled in an aesthetic manner to reduce the impact on the surroundings. Wear and tear is an issue which requires planning and maintenance decisions to correct. Festivals are no longer held there because the large numbers attending caused significant maintenance problems.

At John Deere & Company tours of the facilities are available twice daily. Part of the pride and prestige of their facility is the willingness to show it off to the public. Their pride in the quality and excellence of their operation is evident. Tours are a good way to control the flow and numbers of visitors the business can accommodate.

Tours are often available of corporate headquarters as a public relations effort. General Foods Corporation in Rye Brook, New York has their retirees give tours of their architecturally interesting headquarters. The headquarters has been described as a corporate spaceship set in an English landscape garden (see figure seventeen). The grounds are enhanced with water features, trails, and a dramatic entry to the building. The interior of the building is equally impressive with a
central atrium and commanding views of the grounds. It also houses a small museum and a museum-quality collection of American quilts dating from colonial times to present. Their particular emphasis pays homage to the American homemaker who has figured strongly in the success of their business of food products.

Figure 17. The General Foods Corporation Headquarters.
The Reader's Digest Corporation also accommodates tours of their headquarters and art collection. The grounds are extensively landscaped with ornamental plants and outdoor areas and seating for their employees (see figure eighteen). These opportunities to view company facilities are a good way to extend good will to the public and seem to suit businesses which have consumer products. The landscape is an important backdrop for the setting and establishment of an outstanding corporate headquarters building. These corporations have made the
best use of their landscapes in order to provide beautiful settings for workers and visitors.

**Recommendations:** Based on the previous discussion the following recommendations can be made:

1. Explore local zoning incentives which may allow for favorable exchanges between corporations and localities for public space.
2. Plan for services such as rest rooms and parking to avoid conflicts.
3. Understand maintenance demands of public access and plan for crowds and resulting wear and tear.
4. Provide tours of facilities to include interior as well as exterior areas which will control number and flow of visitors. This can also highlight other collections of interest to the public.

**Security and Liability**

The nature of the business will dictate whether or not public access is desirable or valuable. A consumer product company such as PepsiCo or General Foods may benefit more than a high technology firm without much public dealing such as the Becton-Dickinson, a medical products manufacturer in Franklin Lakes, New Jersey.
Issues of security are different for each type of business.

Security in high technology fields is strict and public access is more difficult to accommodate. The Becton-Dickinson Corporation allows interested groups to tour their facilities upon request, but only by pre-arrangement. The grounds are used by their staff for exercise and recreation. Access to the site is controlled by a guard, and only people on official business may enter the property. When it is built, a new research and development building will require heavy security. This company does not deal with consumer products, but highly technical medical equipment. Although it has made every attempt to be a good neighbor in the community, security outweighs the issue of unrestricted public access.

Companies that rely on the consumer are more likely to benefit from an open door policy. At PepsiCo free access to the grounds works very well. Although no formal tours are available, there is an excellent brochure to interpret the sculpture collection and gardens. Vandalism has been minimal probably because maintenance standards are so high, which is a known deterrent. When something does happen, it is corrected immediately.
In the age of litigation, liability issues are very important. Safety and risk management, which are often planning and maintenance issues, are of utmost importance in dealing with the public. Public access will increase liability for corporations and must be a consideration in planning. Many corporations are large enough to self-insure which eliminates costly insurance.

Vandalism and vagrancy can also be problems with public access, especially in urban areas. The Shelter Insurance Company had to fence its five acre garden to prevent recurring vandalism.

At Rockefeller Center the famous roof gardens are closed to everyone, even the adjacent tenants, because of the risk of someone falling or jumping off (see figure nineteen). The solution is to maintain the gardens for visual pleasure only, because the landmark status of the building prohibits any modification of the outer walls to prevent this hazard. The Channel Gardens at street level are a constantly changing display which embellish a busy public plaza (see figure twenty).
Figure 19. Roof Gardens at Rockefeller Center.

Figure 20. The Channel Gardens at Rockefeller Plaza.
Recommendations: Security and liability issues indicate the following recommendations:

1. Understand the security requirements of the corporation. Public access can vary in degrees from totally free access to limited access by appointment only. Visitation can be controlled to suit the nature of the business.

2. Assess risks and safety issues and plan accordingly. Maintenance and attentive management can avoid vandalism and other problems with wear and tear.

The problems which arise with gardens and public access to corporate properties are influenced by corporate culture, the mission of the company, the commitment to the community and employees, and the nature of the business. Planning and vision can eliminate the practical issues of parking, tours, and wear and tear. The benefits can outweigh the problems when considering the value of aesthetics, recreation and social opportunities, and a community resource. With correct planning some problems may be avoided entirely exemplified by the case studies cited.
Establishing a Hierarchy of Development for Corporations

Corporations will have a varying degree of interest in supporting gardens in their landscape depending on the goals of management. In this research of corporate landscapes used as case studies, the following levels were observed and could serve as guidelines to other corporations.

The following is a description of levels of involvement for corporations. This could be of value to corporate management in planning, or to a horticulturist seeking employment in a corporate setting to evaluate the importance of horticulture in the corporate environment. Of the gardens used as case studies, most fall into categories three or above, and examples are provided for levels three and above as this thesis deals primarily with corporate gardens which are open to the public (see appendix for descriptions of case study gardens).

Level One:

On the most basic level of involvement, grounds maintenance is a necessary part of the upkeep of corporate properties which includes turf management, tree and shrub care, and generally falls into the category of facilities management in many corporations. The goal might be simple
visual access and improvement of aesthetics in the community. There is some emphasis in corporations on spending money where it shows, and this accomplishes that goal. This level of involvement is the most rudimentary and can be witnessed as a trend nationally in the increase of spending on the landscape by corporations. Corporations can support gardens at this level and usually have some minimal display of seasonal bedding plants, along with existing turf and foundation plantings.

Level Two:

The next level of involvement elevates grounds maintenance to horticulture which includes professionally trained staff to support design and maintenance practices. The position of horticulturist or landscape manager confirms some importance for the landscape as an important resource and tool. The landscape maintenance can be done by outside contract or in house staff.

Level Three:

Gardens which are recreational and social settings for employees increase the function of the landscape beyond the simple visual aspects. This would include and encourage active use of the landscape and represent an elevation from level two where the landscape has a special
amenity and functional value. Ornamental display plantings create and embellish the spaces to encourage access, use, and intimacy within the landscape. In this research the best example of this level is the Becton-Dickinson Corporation in Franklin Lakes, New Jersey.

**Level Four:**

Public access is an increased level of involvement in the community by the corporation which provides an amenity for more than a select group of employees. This may require a higher level of security and maintenance for the corporation, but the good will created could be a positive trade-off. Corporations can easily allow access to their outdoor areas and still maintain security of their buildings. The McDonalds Corporation in Oak Brook, Illinois opens its landscape of native plants to the public as an extension of good will to the community.

**Level Five:**

Appropriate interpretation such as brochures and labeling or signage can add an educational aspect to the gardens. Brochures can promote the gardens and describe the mission or purpose. Signage can explain the intent of the gardens, encourage and welcome use, and educate people about plants. The daily work environment offers a captive
audience, and lacing educational aspects into the workplace takes advantage of an under-developed corporate opportunity. The Champion Corporation makes the best example of this level with changing educational displays and handsome brochures to describe its ongoing greenhouse displays.

Level Six:

Gardens as a stage to offer educational, cultural, or promotional opportunities offer a special amenity to the community. Cultural events can add meaning to public spaces, promotion through gardens can add another channel by which the corporation communicates, and education can be offered to an eager public. These three areas can be overlapping and not mutually exclusive. Examples of corporate gardens at this level are at the Shelter Insurance Company and the PepsiCo Corporation.

Level Seven:

The final level of involvement includes the integration of horticultural, educational, cultural, and promotional opportunities which work to use all aspects of the garden's potential. As a place to learn, enjoy, appreciate, and associate with an organization this integration maximizes the concept of gardens on many
levels. This level includes those corporations who act in cooperation with not-for-profit corporations and establish gardens to further the objectives of public gardens. Good examples of this last level are the Rhododendron Species Foundation at the Weyerhauser Corporation headquarters near Seattle and the International Garden at the Franklintown Corporation in Philadelphia.

A following list shows the levels into which the case study gardens fall.

**Level Three:** Becton-Dickinson, Codex, TRW

**Level Four:** McDonalds Corporation, Rockefeller Center, IBM, Pitney Bowes, John Deere & Co.

**Level Five:** Champion International, Hercules, Ford Motor Company

**Level Six:** PepsiCo, Shelter Insurance, WRAL TV, General Mills, Reader's Digest, Carnegie Center, General Foods, IBM.

**Level Seven:** Weyerhauser (Rhododendron Species Foundation), Franklintown Corporation (International Garden)

Corporations must select a level which best suits their mission and corporate objectives. It is understood that not all corporations will see the advantages of
gardens in the workplace, but there are many levels of involvement to consider. Many corporations are realizing the value the landscape holds for their employees and the additional benefit it has for the public. This increased awareness has the potential for making a significant contribution to the field of public horticulture.

A Role for Public Horticulture Institutions

Botanic gardens, arboreta, and other not-for-profit horticultural institutions can promote their field and the value to society. The importance of plants in varied environments whether it be woodland or roadside, urban or suburban, work or home, is important to the success of public horticulture institutions. Public horticulture institutions have much to gain from promoting horticulture within the business community and raising the visibility of horticulture to improve our work environment. Outreach programs, partnerships, professional workshops, and consultancies can provide contacts and exchange within the business community.

Outreach programs increase the visibility of the botanic garden and also afford access to diverse environments which the garden might lack within its confines. The International Garden of the Franklintown
Corporation serves this purpose for The Morris Arboretum located in suburban Philadelphia. The Morris Arboretum was instrumental in the creation of this urban corporate garden, and uses it to research plants in urban conditions and to gain a presence in the city.

The Morris Arboretum has the maintenance contract for the International Garden which provides a source of revenue for the Morris Arboretum. Since members of The Morris Arboretum staff spearheaded the creation of this garden, and it was created to display unusual plants in a city environment and to monitor their success, the affiliation with The Morris is a good situation providing benefit to both parties.²⁰

Among the staff at botanic gardens, arboreta, and other public horticulture organizations, there are knowledgeable people with expertise on plants and cultural practices. This expertise can be disseminated through consultations available to businesses with horticultural projects. Botanic garden personnel may also have expertise in interpretation, greenhouse construction, landscape construction, crowd control, and many others. Public gardens have experience managing large parcels of land which have buildings, landscapes, and the public to
manage. They also have the expertise to recommend plants which are appropriate and uncommon in the landscape.

Members of the staff at Longwood Gardens in Kennett Square, Pennsylvania have done consulting for John Deere & Co.²¹ They are also on a list of experts recommended for consulting for the Codex Corporation to build their Horticultural Hall.²² The McDonalds Corporation worked closely with staff from the Morton Arboretum in planting and preserving a natural landscape at their new headquarters in Oak Brook, Illinois.²³

The idea of partnerships between business and not-for-profits is a concept which has great potential for mutual benefit. Not-for-profits are facing increasing challenges to remain viable and be business-like. Business corporations are interested in seeing these not-for-profits be fiscally responsible. The competition for funds is steep and new sources of revenues are needed. Grants, donations, and gifts-in-kind are important resources for botanic gardens and other horticultural institutions. Corporations have expertise to offer in many disciplines and corporate leaders often sit on the boards of many gardens.
The partnership between the Rhododendron Species Foundation and the Weyerhaeuser Corporation is a good example of a cooperative relationship. The corporation helped get the foundation a permanent location, and as the foundation has become more financially independent has gained the respect of the corporation. The foundation and corporation have developed a mutually beneficial relationship with benefits for both sides as cited in Chapter Two (p. 58).

Horticultural institutions can offer their expertize to corporations. This connection can be a foot in the door and lead to relationships which benefit the garden in its fund-raising efforts at other times. The adage that "people give to people" is still very true. The connections and relationships initiated on one level of business can lead to other benefits for not-for-profits. Corporations are the subject of much debate as a potential source of philanthropy. Public gardens are in a position to be able to contribute to the welfare of the corporation and offer something in return and thereby serving corporate self-interest in philanthropic endeavors. This can pay off during fund-raising efforts which have become a necessity for so many gardens.
Another area where public horticulture can contribute to the benefit of corporations is in providing professional workshops and training for landscape managers. In-service training is important to supply new ideas, techniques, and practices which improve the professionalism of the horticultural community. There is still a tremendous need for professionally trained people in the field of landscape horticulture. Addressing the needs of the business landscape is an area where public horticulture can still contribute.

Public horticulture institutions have an increasingly important role to play as the landscape industry grows. As public gardens become involved with the corporate community, communication and exchange is established and recognized as a mutually beneficial and rewarding connection as exemplified by some of the case studies cited.

Conclusion

When asked why there are public gardens, we can pinpoint five goals: Aesthetics, recreation, education, conservation, and research.24 These are the goals of public horticulture as a profession exemplified by the missions of botanic gardens and arboreta, horticultural
societies, public parks system, civic garden centers, and other related not-for-profit organizations. These goals are compatible with the corporate garden as some meet many of these goals. Aesthetics, recreation, and education are already achieved by some. Conservation and research are areas where cooperation with universities and other public horticultural institutions are advantageous and suitable.

In the area of research, more needs to be done to evaluate what effect plants and gardens have on the working environment. Most importantly corporate gardens as a facet of public horticulture can contribute to the inventory of public gardens and is an area of potential growth.

The corporate garden is something to be promoted and extolled for its contribution to the well-being of the corporation's public, all those who come in contact with corporate facilities. Since corporations are concerned with their image, every avenue should be used to enhance that image. Public access to corporate properties creates a trust and extension of good will on the part of the corporation. Gardens can help alleviate visual pollution and improve the quality of our landscapes.

As public demand rises with regard to the social responsibility of business, there will be additional demands placed upon corporations to find new ways to
improve their image and get their message across. Gardens and public access are effective and fulfill the self-interest agenda which has traditionally been a criteria for corporate involvement in philanthropic issues. Corporations are interested in "what it will do for them," and this thesis has documented case studies where benefits are demonstrated. A garden can take many forms and adapt to any location. This versatility offers many opportunities to create a beautiful interior or exterior landscape. This connection to the corporation imparts a positive image to those within and without.

The corporate garden can be more than an employee amenity and provide the corporation a valuable tool and a positive public face. If corporate properties are opened to the public, goodwill can generate a promotional benefit which serves the self-interest of the corporation. The garden as a work of art can also contribute to the aesthetics of the working environment. In the spirit of goodwill the garden can also be a symbol of philanthropy establishing priorities which will affect the corporation both internally and externally.
NOTES


5Craig Carpenter, telephone interview by author, 8 March 1992.

6Alan Storm, telephone interview by author, 12 November 1988.

7Kenneth Dehkes, telephone interview by author, 7 January 1989.


10Craig Carpenter, telephone interview by author, 8 March 1992.


12Ibid.

121

15Alan Storm, telephone interview by author, 12 November 1988.
17James Gowan, telephone interview by author, 12 January 1989.
BIBLIOGRAPHY

Printed Materials


Fleeson, Lucinda. "Corporate Power Over Art." Philadelphia Inquirer, 17 February 1988, 1(G) and 5(G).


"John Deere Administrative Center Design: Commercial and Industrial Honor Award." Landscape Architecture 71 (September 1981): 606.


Simonson, Brenda W. "Corporate Fitness Programs Pay Off." Vital Speeches, 1 July 1986, 567-569.


*Interviews by Author*

Bowie, Norman, Professor at the University of Delaware and author of Business Ethics. Interview by author. Newark, Delaware, 12 October 1988.

Carpenter, Craig, Property manager of WRAL TV. Telephone interview by author. 8 March 1992.


Dehkes, Kenneth, former Landscape manager at Control Data Corporation. Telephone interview by author. 7 January 1989.


McShane, John, President of Franklintown Corporation. Telephone interview by author. 3 December 1988.
Olbrysh, Terry, Public relations manager at Codex Corporation. Telephone interview by author. 7 April 1989.

Piacentini, Richard, Director of the Rhododendron Species Foundation. Telephone interview by author. 15 October 1988.


Stapleford, John, Director of the Bureau of Economic and Business Research at University of Delaware. Telephone interview by author. 12 April 1988.


APPENDIX

The following is a brief description of the corporate gardens used as case studies in this paper. This is not an attempt to be a comprehensive list of corporate gardens, but an array of examples discovered in the research process. As a garden type, the corporate garden is an unusual and small sector of public gardens in this country. However, an increase in the attention to aesthetics to improve image can certainly bode well for an increase and contribution of horticulture in the workplace.

This research and list can serve as a starting point for others interested in corporate gardens for further research, employment, or pursuit of corporate support in the form of membership, partnerships, grants, or donations. The list covers only headquarters sites which is not meant to diminish ancillary operations of various corporations. Geographical distribution has an eastern focus although notable examples occur across the country. Familiarity, convenience, and concentration of corporate headquarters may have contributed to this
The Donald M. Kendall Sculpture Gardens are noted as one of the finest collections of modern sculpture in this country displayed in beautiful gardens designed by Russell Page. The headquarters complex was designed by Edward Durrell Stone opening in 1970. The gardens, originally comprised of sweeping lawns, wooded areas and a lake, were expanded from 1980-1985 to relate the sculpture to its surroundings. Highlights of the gardens include courtyard gardens, perennial and water lily gardens, ornamental grasses, birch and oak groves, a gold garden, a fall garden, and ornamental shrub areas.

Donald Kendall, the former CEO, is now retired but still remains active in his interest in the gardens. The Carmine Labriola Company is contracted to maintain the gardens and one hundred twenty acre campus. Recently PepsiCo hired a director of the gardens to act as a liaison between the corporation and the maintenance contractor.
This garden epitomizes a public garden on corporate property as a splendid working environment and outstanding community asset. It has been described as a "museum without walls." Although no numbers are available, this garden is well visited and welcomes the public to enjoy the grounds. Views from within the building are spectacular, and the fitness center for employees is complimented nicely with ample trails and paths to encourage outdoor activity by the employees. Employees are often seen on weekends touring family or friends.

Contact Person: Kay Niles, art curator (mid-level management)
Lawrence Labriola, Carmine Labriola Company (upper level management)
Peter Adkins, Curator of Gardens (mid-level management)

The administrative headquarters of Deere & Company is a masterpiece of siting and architectural design. A well-manicured park-like setting provide the backdrop for Eero Sarinen's building designed in the early sixties. In 1978, Roche and Dinkeloo (students of Sarinen) designed an addition to the main building, the West Wing. The atrium space in this section creates an interior garden which places employees all within forty-five feet of vegetation.
Despite some problems with plant selection, glass cleaning, and budget cutbacks, this space works very well and is a highlight of tours which are available twice daily. There is also an exhibition hall which has on-going displays of art works and Deere farm equipment.

Contact person: Alan Storm, horticulturist  
(low-level management)

Richard Griffin, facilities manager  
(mid-level management)

**Champion International**  
Stamford, Connecticut

The Champion Greenhouse offers changing horticultural displays to the public and employees. Located on a roof top plaza which connects with employee dining areas, this small gem is not plainly visible from the street. Champion supports additional culture for the community by collaborating with the Whitney Museum providing gallery space at street level. Champion also owns a nearby estate, Treetops, where it hosts annual events for the community.

Contact person: Pamela Goff, Greenhouse manager  
(mid-level management)

**WRAL TV**  
Raleigh, North Carolina

The gardens at the television station were the inspiration of A.J. Fletcher the founder of the company. Primarily a wooded azalea garden, it is hidden behind the
station but offers the public a place for weddings and quiet relaxation. The company also has a satellite station outside of Raleigh which has recreational fields, lake, and greenhouse and nursery support.

Contact person: Jan Michael Allen, Property manager (mid-level management)
Craig Carpenter, Property manager (mid-level management)

Codex Corporation Canton, Massachusetts

This headquarters was the inspiration of Roger Story, former CEO, and was created as a think tank for this high technology data communications business. Located on a former horse farm only eleven of fifty-five acres were developed in deference to environmental concerns of local citizens. Restrictive covenants have placed demands on the corporation to restore some existing barns and build a horticultural center to supply horticultural crops for display, and to provide educational opportunities for local schoolchildren.

At the heart of the headquarters building is a fourteen thousand square foot atrium which is planted with a variety of tropical and southern temperate plants. The exterior landscaping includes an herb garden, water features with gazebos, and the race track preserved to retain the quality of the horse farm and the agricultural
nature of this rural site. Other amenities include library, art gallery, and physical fitness center.

The concept of the corporate villa has been alluded to in the body of this paper. The Codex Corporation is applauded for its quality design and horticultural amenities, however there is twist in the story. After only two years in this headquarters, the company decided to sell the property. Mr. Story was relieved of his duties as CEO which some blame on cost overruns on this project. At this date the property has been sold after remaining empty for two years. The new occupant, MediTech Corporation, will continue to maintain the gardens and horse barn/race track area, but many of the proposed public facilities will not be realized.

Contact person: Terry Olbrysh, public relations manager (mid-level management)

**Shelter Insurance Company**

Columbia, Missouri

At the headquarters of the Shelter Insurance Company, a five acre garden was developed around a replica of a schoolhouse which was used as a meeting place by seven men who started the Missouri Farmers Association, a precursor to the insurance company. The gardens establish a setting for this schoolhouse and a gazebo that converts to a bandstand. These are used by community school
children and local musicians. The display areas include a fern garden, rose garden, lily pool, rock garden, a garden for the blind, and a perennial garden.

Contact person: Scott Garrett (former landscape manager) (low-level management)

**General Mills**

Minneapolis, Minnesota

As an extension of their growing art collection, the corporation is expanding their outdoor collection to enhance their building and grounds. A suburban campus setting on one hundred and twenty acres, the headquarters is becoming a more visible entity in the community due to highway rerouting. Art is the focus of this corporate garden, but according to those interviewed the landscape is receiving a face lift and increased budgets. Highlights include a wildflower garden.

Contact person: Donald McNeil, Art Curator (mid-level management)

James Gowan, Landscape Supervisor (low-level management)

**Rockefeller Center**

New York, New York

The famous Channel Gardens of Rockefeller Center offer changing displays throughout the year and welcome the public into a plaza of landmark status. Also of note are the rooftop gardens which, although not accessible to the public for safety reasons, are enjoyed visually by
neighboring tenants and buildings. These gardens have been restored in recent years and provide New Yorkers a fine example of architectural design and corporate generosity as the success of the complex is as much due to the spaces between the buildings as the buildings themselves. They are historically interesting and a demonstration of what the potential is for roofscapes.

Contact Person: David Murbach, Gardens Division Manager (mid-level management)

Becton-Dickinson Corporation    Franklin Lakes, New Jersey

Although not freely accessible to the public without special arrangements, this corporate campus has two interesting atrium spaces and a perennial garden outside the dining area designed by artist, Michael Singer. The grounds have nature trails and meadows. The landscape is still being developed to provide outdoor recreation and enjoyment for the employees. It is a commendable effort at using the landscape as a naturalistic backdrop for a beautifully crafted building complex.

Contact Person: James McCullough, Landscape Coordinator (mid-level management)
Reader's Digest Pleasantville, New York

This corporate headquarters dates from the thirties when it was moved from New York City by the owners, Lila and Dewitt Wallace, well-known patrons of the arts. The impressionist art collection is an amenity and attraction for employees and visitors alike. The corporate art collection reflects Mrs. Wallace's love of flowers and gardens.

The traditional Georgian architecture is placed in a beautifully landscaped setting. Of particular note are the massive bulb plantings which draw many visitors in the spring. The grounds are spacious (90 acres) and allow for employee gardening plots which encourage recreation and relaxation in the workplace.

Contact Person: Albert Chaleski, Facilities Manager (mid-level management)

Weyerhauser Corporation Federal Way, Washington

The Rhododendron Species Foundation, a not-for-profit foundation, is located on the grounds of the Weyerhauser Corporation's headquarters. The land and buildings are donated by the corporation to the foundation for their use. Extra parking was provided by the corporation to accommodate visitors. The corporation also allows use of its facilities to the foundation when it
needs meeting spaces and other large group spaces. The benefits for both parties makes this a unique and excellent example of cooperative partnership between a corporation and a not-for-profit organization. A recent addition to the Rhododendron collection is a Bonsai collection which is an acquisition of the corporation.

Contact Person: Richard Piacentini, Director of Rhododendron Species Foundation (upper level management)

Lowell Moholt, Director of Corporate Services (Weyerhauser Corp.) (mid-level management)

**McDonalds Corporation**

This eighty-three acre campus is a naturalistic landscape which includes water features, woodland trails, and an emphasis on native plants. The prairie-style architecture is intentionally low and unobtrusive to the landscape. The grounds are open to the public to extend adjacent public park lands. McDonalds valued the natural assets so highly that it undertook an extensive tree inventory before construction. Then it instituted a training program to teach the construction workers how to preserve these natural assets.

Contact Person: Edward Sagan, Grounds Superintendent (mid-level management)
General Foods
Rye Brook, New York

This corporate headquarters is a bold statement and architectural symbol in the landscape. Designed by Roche and Dinkeloo and set in a traditional landscape garden of eighteenth century tradition, it is described as a corporate space ship by Paul Goldberger, architectural critic of the New York Times. Surrounded by a lake and natural wooded areas with trails, the outdoors is accessible to employees via a small bridge which spans a small island in the lake. An interior atrium provides common space and circulation for the building. Also noteworthy is the collection of quilts hanging throughout the complex and the museum of artifacts relating to preparation, cooking, and serving food. Tours are conducted by retirees and require advance planning.

Contact person: Deborah Shields, Facilities Manager (mid-level management)

Carnegie Center
West Windsor, New Jersey

This office park is an example where the landscape is more than an amenity in the workplace. The attempt is to create public space which would provide a sense of well-being and focal points to encourage social interaction. The extensive greenway system includes gardens, water features, gazebos, amphitheater, and seating areas all closed to vehicular traffic. The complex
is still under construction with expansion to include more extensive formal gardens.

Contact person: Roger Steinhardt, public relations (mid-level management)

**Franklintown Corporation** Philadelphia, PA.

The International Garden of the Franklintown Corporation was conceived in cooperation with the Morris Arboretum. It is an attempt to bring unusual plants into the urban environment for evaluation and to increase awareness of these plants as viable alternatives for the city landscape. The Morris Arboretum conducts research on the plants and how they adapt to city conditions. They also have the maintenance contract on the garden as an income source. This garden is part of an outreach program which gives them visibility and a presence in the city.

Contact person: John McShane, President of Franklintown Corporation, (upper management)

Dr. William Klein, former Director of the Morris Arboretum

**Hercules Corporation** Wilmington, DE.

The headquarters was designed by the architectural firm of Kohn, Pederson, & Fox and contributes to the downtown fabric of Wilmington. From the entry plaza on the south, through the lobby and public atrium space which is surrounded by shops and restaurant, to the improvements
made in adjacent Brandywine Park this corporation has contributed dynamic public space which seeks to revitalize urban decay.

Contact person: Carolyn Miller, Public Relations (mid-level management)

IBM Corporation

The Manhattan headquarters is an exemplary addition to the growing trend of atrium buildings in its contribution to public space in an intensely urban location. The Bamboo Court was created as a bargain with the city of New York in exchange for a relaxation of zoning regulations restricting height. IBM hired William Whyte to study the use of the space. The addition of seating, tables, and floral tubs gave the needed touches to invite use and improve enjoyment of the space. The Gallery of Science and Art is also located here and provides additional cultural opportunity for the public.

Contact person: Mary Case, former art curator (mid-level management)

TRW Corporation

Although not open to the public for reasons of security, this headquarters houses a high technology business located on a restored estate garden. Formerly the estate of Congresswoman, Francis Bolton, this corporate campus (135 acres) includes a formal French garden and an
English perennial garden. The building has an atrium and the grounds have over two miles of jogging paths. TRW took great care during construction of their building by protecting the environment by creating silt drainage ponds to prevent run-off and erosion and by protecting existing trees.

Contact person: Joseph Vayo, Horticulturist (low-level management)

**Ford Motor Company**

Dearborn, MI.

The Arjay Miller Arboretum located at the World headquarters of the Ford Motor Company displays a panorama of trees and shrubs native to Michigan. Started by former president of the company, Arjay Miller, this arboretum was opened in 1966 and intended as an educational resource for the public and employees.

Contact person: George Pooley, landscape foreman (low-level management)

**Pitney Bowes Corporation**

Stamford, Connecticut

This corporate headquarters has grounds that extend into an adjacent park to which it made improvements when it built its complex in Stamford, Connecticut. Its outdoor gardens are comprised of an extension of the dining area for employees and a circular vine covered pergola executive garden. The city-owned park beyond is
maintained by the corporation which has no barriers between the park and its own grounds.

Contact Person: Dennis McGlade, Hanna/Olin Associates (mid-level management)
A sample of questions asked during interviews:

1. Do you have gardens on the corporate grounds and do you allow public access?
2. Whose idea was this garden?
3. Is that person(s) still around?
4. What is the purpose of the garden(s)?
5. Do you get adequate support from management?
6. Do they understand horticultural practices?
7. Are your budgets adequate?
8. How does a downturn in the business affect your position and budget?
9. Do you have a departmental mission that reflects the company's overall mission?
10. Do the employees appreciate the garden and use it?
11. Does your company have an art collection?
12. What are some of the problems with public access?
13. How has public access helped your company?
14. How many people visit each year?
15. Have you ever done any studies to see how the garden is used or perceived by employees and the public?
16. Are you in contact with other corporations which have gardens?
17. Do you have contact with local public garden personnel to exchange information or ideas?