

LEADERSHIP PROFILE



General Manager, Public Gardens The Trustees of Reservations Beverly and North Andover, Massachusetts

“Our renaissance in public gardens will entice more people outdoors, to engage and be uplifted by nature.”

Barbara Erickson, CEO, The Trustees

THE OPPORTUNITY



The Trustees is the leading conservation and preservation organization in Massachusetts. A visionary nonprofit with a 125-year history and \$35 million annual budget, the Trustees is trend-setting and ambitious in its mission to activate and enliven iconic places for public benefit. This is a time of growth and momentum for The Trustees, and advancing public gardens is among the organization’s highest priorities.

Rejuvenating public gardens is integral to The Trustees’ new 2023 plan.

The Trustees manages 11 public gardens across the state, each unique in its beauty, offerings and heritage. Every year, 78 million Americans visit a botanical garden. Public gardens are an important source of refreshment, family and social experiences, beauty and learning, personal value and meaning.

A generous \$9 million investment will enable The Trustees to transform two iconic public gardens, Long Hill in Beverly and Stevens-Coolidge Place in North Andover. Each will be rejuvenated and animated -- transformed into an alluring destination within and beyond its own community.

The new General Manager (GM) will lead rejuvenation of Long Hill and Stevens-Coolidge Place. As a driving force and frontline leader, the GM will inspire and collaborate with a statewide Trustees team and local communities to envision, create and support world-class public gardens. The GM will co-create, plan, execute and enlist others in these extraordinary transformations.



THE ORGANIZATION



The Trustees has a rich history and an exciting future. Founded in 1891 by a group of visionary volunteers, The Trustees preserves, protects, enhances, activates and shares treasured places for public benefit. The organization manages 117 diverse properties, including 11 public gardens; 6 National Historic Landmarks; 14 historic houses and structures; gardens, waterfalls, gorges and woodlands; working landscapes

including the nation's oldest farm, Appleton Farms; beaches including Crane Beach in Ipswich and Great Point on Nantucket.

The Trustees' ambitious Strategic Plan 2023 focuses on five directions:

- Protect the places people love
- Effectively respond to a changing coast
- Elevate our cultural and agricultural experiences
- Invite the next generation outside
- Build The Trustees of the future

Integral to The Trustees' plan is the rejuvenation of its public gardens.

Each garden will be developed in its own distinctive way to amplify its unique strengths and appeal to the public. The Trustees is uniquely positioned to lead the mission of rejuvenating public gardens. No other nonprofit has the resources, professional expertise and broad constituency needed to carry out a holistic, community-based approach to creating world-class public gardens.

Long Hill and Stevens-Coolidge are two of the most iconic public gardens in Massachusetts.

The new GM will mobilize excitement and support for the garden rejuvenations, and will ensure that each transformation captures the garden's special assets, history and appeal. About the two gardens:

Long Hill comprises 114 acres in Beverly and reflects the vast complexity of horticulture arts.

This award-winning garden features a series of outdoor garden rooms connected by winding paths that descend the hillside, terminating in long woodland walks. Long Hill's extraordinary plant collection was built over 50 years and includes a range of horticultural introductions from specialty nurseries across the Northeast and Europe. The property includes the original Sedgwick family summer home, built circa 1916. Long Hill will be a place of horticultural splendor, with hidden magic throughout. The legacy of botanical collecting and education will be amplified and extended through facilities and programs that focus on botanical collecting, horticultural production, garden design and beauty.

Stevens-Coolidge Place in North Andover is a destination for families and friends to celebrate, gather and create lasting memories. Visitors will be enticed to immerse themselves in the special kind of beauty that plants and gardens provide. Building on the beauty of gardens developed decades ago, Stevens-Coolidge will be animated by a rich menu of public events that offer memorable experiences and activities for families and children. Situated on 91 acres, Stevens-Coolidge will feature four primary locations: the main house, garden rooms, Helen’s Meadow and nature trails with a new Gathering Place.

“We will embrace, embody, and exemplify the simple but revolutionary idea that nature and culture can soothe the soul and improve our quality of life”

Peter Coffin, Chairman of the Board of Directors

For more about The Trustees, go to www.thetrustees.org and click [here](#) for more details about Public Gardens at The Trustees.

THE RESPONSIBILITIES



The General Manager (GM) will be a proven leader with experience relevant to developing and animating public gardens. The GM will be an inspiring leader of complex, collaborative and multi-dimensional initiatives.

A leader of people, ideas, resources and results, the GM will facilitate the rejuvenation of Long Hill and Stevens-Coolidge Place. The General Manager will:

1. **Lead the two public garden transformations.** The GM will be an inspiring, big-picture leader, able to project vision and inspire people around the work of rejuvenation. The GM will have prior success in business planning and execution, growing audiences and achieving results. The GM will collaborate with The Trustees’ public gardens, marketing and stewardship team colleagues as well as a project manager. The GM will strategically advance the streams of effort and alliances necessary to achieve success, collaboratively engaging other Trustees leaders and functional experts as well as external partners and the communities.
2. **Bring the gardens to life.** The GM will mobilize the transformation of Long Hill and Stevens-Coolidge, fully developing the special assets and opportunities of each. The result will be two distinct, animated and highly-valued public gardens.

3. **Manage and increase resources.** The GM will thoughtfully manage and steward the generous \$9 million investment, and will leverage and magnify it. The GM will be adept at driving financial performance, managing complex budgets and growing revenue streams. The GM will establish sources of earned revenue, nurture donor relationships and grow support.
4. **Grow visibility and audiences.** The GM will be a compelling presence, communicator and public face, representing The Trustees with diverse stakeholders, committees and constituencies. The GM will relate well across the community, attracting positive interest and attention. In collaboration with The Trustees marketing and development experts and consistent with statewide strategies, the GM will position, market and promote the properties.
5. **Build an inspiring culture and team.** The GM will be an experienced team leader able to recruit, develop and manage The Trustees' staff, experts, consultants, volunteers and stakeholders. The GM will be both entrepreneurial and highly collaborative, and will readily draw from the experience and expertise of others throughout The Trustees' organization. The GM will create a high-achieving team and a positive culture of success.
6. **Deliver world-class results.** The GM will be a strategic leader of complex, public-facing property transformation. A builder of strong, effective relationships who works effectively in matrixed teams, the GM will be expert at planning, making good decisions and driving accountability. The GM will lead and guide, over time and on time, achievement of ambitious objectives.

PERSONAL CHARACTERISTICS

The ideal candidate will be a leader, promoter and implementer of public garden rejuvenation. The GM will inspire, collaborate and lead complex, multi-dimensional transformations. Experience opening a cultural attraction is ideal. Passion for The Trustees' mission and vision is essential.

Personal assets being sought include:

- Authentic leadership that inspires and engages staff, donors, volunteers, colleagues and the community.
- High emotional intelligence and relationship building skills.
- High drive for the mission, coupled with low personal ego.
- Business and financial savvy.
- An entrepreneurial, innovative streak.
- Ability to be self-motivated, as well as highly collaborative.
- A combination of vision, action orientation, project skills and tenacity.
- A mindset of growth and continuous improvement.

- Ability to persuade and influence.
- Resourcefulness, flexibility and resiliency.
- A sense of humor and ability to build a great culture.

THE RELATIONSHIPS

The General Manager reports to regional Vice President Joanna Ballantine. The GM directly manages stewardship, engagement and enterprise staff, and interacts extensively with horticultural, curatorial, public programs and education, retail, marketing, development, finance and other staff experts.

Direct reports include a Stewardship Manager, two stewards and an Engagement Manager, plus potentially a Horticultural Educator and part-time Retail Manager. Additionally, the GM supervises several seasonal positions and works closely with a Project Manager for the duration of major project investments. In addition to a small on-site team, the GM collaborates extensively with other team members across the organization.

THE LOCATION



The General Manager, Public Gardens, is based in the Beverly/North Andover area. The GM works closely with teammates based in the Regions and at The Trustees' central office in Boston.

For potential consideration or to suggest a prospect, please email
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or call

Kathy Bremer or Patti Kish at 404-BoardWalk (404-262-7392).

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