

LEADERSHIP PROFILE



Director, Fruitlands Museum and the Old Manse
The Trustees of Reservations
Harvard and Concord, Massachusetts

**“We invite people outdoors to experience
the excitement, engagement and lessons of nature.”**

Barbara Erickson, CEO, The Trustees

A UNIQUE OPPORTUNITY

The Trustees is the leading conservation organization in Massachusetts. Its mission is to preserve and activate iconic places for public use across the state of Massachusetts.

This is a time of growth and innovation for The Trustees, which has a remarkable 125-year history. In its ambitious *Momentum 2023* strategic plan, The Trustees commits to taking significant cultural properties to the next level as visitor destinations.



The new Director will elevate Fruitlands Museum into a magnetic, world-class destination. Fruitlands Museum, founded in 1914 by Clara Endicott Sears, became The Trustees' 116th property in 2016. Fruitlands Museum is home to five collections including 210 majestic acres of meadows and woods. When guests visit Fruitlands, they can go on a hike and commune with nature, learn about the lives of Transcendentalists, Shakers, the Hudson River School and Native Americans, enjoy the Art Museum and its treasures, be inspired by contemporary exhibits and outdoor sculpture and enjoy a gourmet lunch in the café. Fruitlands is a unique gathering place that builds connections between nature, people and culture by offering engaging programs and exhibits.

The Director will bring the pioneering spirit of the Museum into new focus and optimize Fruitlands as an iconic contemporary destination through program and interpretive innovation, site refresh and marketing savvy.

The Director will increase the reach of the Old Manse as one of America's most fascinating revolutionary sites.

The Old Manse stood witness to the Revolutionary military Battle of the Old North Bridge and inspired the Transcendentalist writers that led Concord's intellectual revolution. It is the site where Nathaniel Hawthorne penned *Mosses from an Old Manse* in 1845, the book that spawned the Transcendentalist Movement. In 1939, the Old Manse became one of The Trustees' most iconic literary sites. The Director will continue the Trustees' efforts to build community partners, and to inspire young audiences with the literary and revolutionary spirit and stories of the Old Manse and its sacred landscape.



As the face of the Trustees in the Harvard/Concord area, the Director will engage with community supporters and influencers to elevate and contemporize the Fruitlands Museum visitor experience, diversify its audience profile, invest in its site circulation and increase its visitation and revenue streams. The Director will enlist subject matter experts from across The Trustees, and will engage the community in deepening connections to these properties and The Trustees.

Both Fruitlands and the Old Manse have strong on-site staffs, popular events and programs, and important natural, historic and cultural assets of significance. The Director will develop plans, ideas, visibility, visitation and support for the sites. The Director will also supervise the stewardship of several smaller natural spaces and recreational sites nearby.

Major opportunities for Fruitlands and the Old Manse are to:

- Create and promote a clear, compelling storyline that makes these destinations more exciting, relevant and accessible;
- Enhance hospitality and the on-site visitor experience;
- Grow public participation, revenue and enterprise ventures;
- Ensure excellent care for the cultural and natural resources; and
- Position the properties as high-profile, must-visit destinations within the regional tourism and local communities.



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.

Innovative, ambitious and growing, The Trustees is a \$35 million nonprofit managing 117 diverse properties. These include 11 public gardens; 7 National Historic Landmarks; 14 historic houses and structures; gardens, waterfalls, gorges and woodlands; working landscapes including the nation's oldest farm, Appleton Farms; and 76 miles of Massachusetts shoreline including some of its most beautiful beaches including Crane Beach in Ipswich and Great Point on Nantucket.

The Trustees' *Momentum* 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

Fruitlands Museum joined The Trustees family as its 116th property in 2016 and has seamlessly integrated with the statewide organization. The property is in good condition, with strong staff and the potential for additional investment in support of a new, focused vision and plan.

Founded in 1914 by Clara Endicott Sears, Fruitlands takes its name from an experimental utopian community led by Bronson Alcott and Charles Lane. Its farmhouse sheltered 10-year-old Louisa May Alcott and her family for 9 months, a trying period of life that inspired some of her best writings including "Little Women."



Fruitlands programs explore the pursuit of spiritual meaning in nature and the land through historic and contemporary art and material culture. Visitors can learn about the lives of the Transcendentalists, experience the Hudson River School painting collection, investigate the history of the Harvard Shakers and the craftsmanship of Native American tribes, and be inspired by contemporary art and sculpture throughout the grounds. Annual exhibitions link history to contemporary artists and audiences, offering a broad range of topics from Utopian communities to 20th century design. The site offers hiking, art and history on 210 wooded acres with five unique curatorial collections.

The Old Manse is a National Historic Landmark, built in 1770 for patriot minister William Emerson. It has been the home of authors, artists, philosophers, botanists, intellectual thinkers, and reformers who shaped our nation's history. Ralph Waldo Emerson and Nathaniel Hawthorne both called the Old Manse home for a time, and leading Transcendentalists and intellectuals such as Bronson Alcott, Henry David Thoreau, and Margaret Fuller discussed the issues of the day here. The walls of the attic are inscribed with the signatures of Nathaniel Hawthorne, William Emerson, artist Edward Emerson

Simmons and the many theological students who lived in the upper garret, and who became leaders of Concord's theological and social reform. These early 'cultural environmentalists' wrote the poems, short stories, editorials and prose that launched the Transcendentalist movement and the establishment of America's national literary and landscape identity.

For more about The Trustees and these properties, go to www.thetrustees.org

THE RESPONSIBILITIES

The Director of Fruitlands Museum and the Old Manse will be a leader of people, ideas, transformation and growth. The Director will have expertise leading public-facing sites and passion for the mission of The Trustees.



Reporting to the Regional Vice President, the Director serves on the Senior Management Team and manages several important cultural and natural places, most prominently Fruitlands Museum and the Old Manse.

The Director will:

1. **Lead Fruitlands to become a world-class destination.** The Director will be a compelling leader able to envision and implement a plan that takes marketing, visitor experience, storytelling, stewardship of natural and cultural resources and financial resources to the next level. The Director will have proven strengths that include articulating vision to community audiences, building innovative and inspiring programming, team building, business planning and execution, growing audiences and achieving ambitious results.
2. **Enhance the visitor experience.** Within the properties, the Director will refresh the visitor experience to best deliver the spirit of place of each site. The Director will create an environment of excitement and storytelling where all guests are engaged and enjoy outstanding Trustees experiences.
3. **Elevate awareness and destination appeal.** The Director will be able to crystallize the magic of Fruitlands and the Old Manse, create compelling programming and tell the stories in fresh ways that build audiences. Through marketing, as well as regular community engagement across the region, the Director will increase positive attention and support.
4. **Grow resources, membership and a culture of hospitality.** The Director will drive growth in visitation, Trustees membership and revenue, and will

create a culture focused on enhancing guest services. The Director will increase new and overall revenue by enhancing earned revenue sources, funder and donor relationships in collaboration with Trustees development colleagues.

5. **Build and leverage relationships.** The Director will create effective relationships with community leaders and influencers in tourism, government and business. As the public face of the properties, the Director will be a compelling representative, building trust and relationships with volunteers, donors and diverse stakeholders across the community. The Director will collaborate well with other Trustees properties and partners, and will integrate and optimize experiences across the cultural sites, making these properties integral to the tourism scene and their local communities.
6. **Manage the business and the team.** The Director will be expert at coalescing teams, leading planning, projecting a vision and managing execution. An authentic, energizing team leader, the Director will recruit, develop, manage and inspire staff and stakeholders. The Director will be both entrepreneurial and collaborative, able to draw upon the expertise of others across The Trustees as a matrix organization. The Director will build a high-performing team and create a positive culture of success, leading and facilitating achievement of ambitious objectives.



PERSONAL CHARACTERISTICS



The ideal candidate is a big-picture leader of teams, transformation and growth in the context of cultural institutions. The Director will inspire, collaborate and communicate passion for The Trustees' mission and vision, and for these destinations.

Personal assets being sought include:

- Passion for nature, culture, art and connecting people to place.
- A spirit of innovation and creativity.
- Strong desire for excellence in hospitality and guest services.
- Entrepreneurial business savvy, coupled with good communication and collaboration skills.
- A leadership style that inspires and engages all stakeholders including community members.
- High emotional intelligence and relationship building skills.

- High drive for the mission, coupled with low personal ego.
- 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 Director reports to Regional Vice President Joanna Ballantine. The Director manages engagement, enterprise and stewardship staff, and interacts with statewide stewardship, curatorial, public programs and education, retail and enterprise, marketing, development, finance and other Trustees staff experts.

Direct reports include a Stewardship Manager, two Engagement Managers and two Guest Services Managers. Additionally, the Director collaborates extensively with central team members across the organization.

THE LOCATION

The Director, Fruitlands Museum and the Old Manse is based at Fruitlands. The Director works within the Metrowest/Central area of Massachusetts, collaborating effectively with teammates around the state and at The Trustees' headquarters in Boston.

For potential consideration or to suggest a prospect, please email
fruitlands@boardwalkconsulting.com

or call

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

For the current status of this and other searches, please visit

www.BoardWalkConsulting.com
