

LEADERSHIP PROFILE



Director, The Stevens-Coolidge Place
The Trustees of Reservations
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 multi million investment will enable The Trustees to transform two iconic public gardens, Stevens-Coolidge Place (SCP) in North Andover and Long Hill in Beverly. Each will be rejuvenated, animated and transformed into an alluring destination.

As the driving force and frontline leader for Stevens-Coolidge Place, the Director will inspire and collaborate with a statewide Trustees team and the local communities to envision, create and support a world-class garden. The Director will co-create, plan, execute and enlist others in this



extraordinary transformation. The Director will also manage the activation of Mary Cummings Park as the Trustees takes on management from the City of Boston, and will manage two natural recreation sites, Weir Hill and Ward Reservation.

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

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.

Stevens-Coolidge Place (SCP) in North Andover will be one of the most iconic public gardens in Massachusetts. The new Director will mobilize excitement and support for the garden rejuvenation, and will ensure that the transformation captures the garden's special assets, history and appeal.

SCP 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, children and the community.

For more about The Trustees and public gardens at The Trustees, go to www.thetrustees.org.

“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

THE RESPONSIBILITIES

The Director will be an inspiring leader with experience relevant to developing and animating public gardens; and capable of complex, collaborative, multi-dimensional initiatives. A leader of people, ideas, resources and results, the Director will facilitate the rejuvenation of Stevens-Coolidge Place.



The Director will:

1. **Be a leader in the public garden transformation of SCP.** The Director will be an inspiring, creative leader, able to project vision and inspire people around the work of garden rejuvenation. The Director will have prior success in business planning and execution, growing audiences, hospitality, guest services and achieving results. The Director will collaborate with The Trustees' public gardens, marketing, visitor services, engagement and stewardship team leaders as well as a project manager. The Director will strategically advance the streams of effort and alliances necessary to achieve success, collaborating with other Trustees leaders and functional experts as well as external partners and members of the community.
2. **Bring the gardens to life.** The Director will mobilize the transformation of Stevens-Coolidge Place, fully developing its special assets, spirit and opportunities. The result will be a fun, animated and highly-valued public garden and gathering place.
3. **Manage and increase resources.** The Director will thoughtfully manage and steward the generous multi-million dollar investment for SCP, and will leverage and magnify it. The Director will be adept at driving financial performance, managing complex budgets, developing and growing revenue streams. The Director will establish sources of earned revenue, nurture donor relationships and grow support.

4. **Grow visibility and audiences.** The Director will be a compelling presence, communicator and public face, representing The Trustees with diverse stakeholders, committees and constituencies. The Director 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 Director will position, market and promote the properties.
5. **Build an inspiring culture and team.** The Director will be an experienced team leader able to recruit, develop and manage The Trustees' staff, experts, consultants, volunteers and stakeholders. The Director will be both entrepreneurial and highly collaborative, and will readily draw from the experience and expertise of others throughout The Trustees' organization. The Director will create a high-achieving team and a positive culture of success.
6. **Deliver world-class results.** The Director will be a strategic leader of complex, public-facing property transformation. A builder of strong, effective relationships who works effectively in matrixed teams, the Director will be expert at planning, making good decisions and driving accountability. The Director will lead and guide, over time and on time, achievement of ambitious objectives.

PERSONAL CHARACTERISTICS

The ideal candidate will inspire, collaborate and lead a complex, multi-dimensional transformation.

Experience transforming a cultural destination or public garden is ideal. Passion for The Trustees' mission and vision is essential.

Personal assets being sought include:

- Authentic, charismatic leadership that inspires and engages staff, donors, volunteers, colleagues and the community.
- Creativity, and an entrepreneurial spirit.
- Experience in a matrixed, collaborative environment, and a preference for collaborating.
- High emotional intelligence and relationship skills.
- High drive for the mission, with low personal ego.
- Business and financial savvy.
- Ability to be self-motivated, as well as 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.
- Ability to build a positive, engaged culture.

THE RELATIONSHIPS

The Director reports to regional Vice President Joanna Ballantine. The Director 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 two Engagement Managers, plus eventually a Guest Services and Retail Manager. Additionally, the Director works closely with a Project Manager for the duration of major project investments. In addition to a small on-site team, the Director collaborates extensively with other team members across The Trustees organization.

THE LOCATION

The Director is based at Steven's Coolidge Place in North Andover. The Director 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
TrusteesSCP@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
