

**CONFIDENTIAL**

**Position Description:**



**For the Position of:**

**President**

**February 2016**

## Position Description:

<b>Title:</b>	President
<b>Organization:</b>	Emerald Necklace Conservancy
<b>Reports to:</b>	The Board of Directors
<b>Location:</b>	Boston, Massachusetts
<b>Website:</b>	<a href="http://www.emeraldnecklace.org">www.emeraldnecklace.org</a>

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## The Organization:

The mission of the Emerald Necklace Conservancy is to restore and improve the Emerald Necklace for all. Boston's largest park system, the Emerald Necklace encompasses a seven-mile, 1,100-acre linear park stretching from Beacon Hill to Dorchester featuring parkways and six parks—Back Bay Fens, the Riverway, Olmsted Park, Jamaica Pond, Arnold Arboretum, and Franklin Park—designed by Frederick Law Olmsted. Incorporated in 1998, the Conservancy connects people and parks and conserves the Emerald Necklace through projects and programs to enrich the visitor experience and restore and renew the landscape. To do this, the Conservancy undertakes maintenance and capital restoration projects, education, visitor services, free cultural events, advocacy and park access. The Conservancy's staff resides in the Wendy Shattuck Visitor Center on the Muddy River in Back Bay Fens.

The Conservancy collaborates with the owners of its parks (City of Boston, Town of Brookline, and Commonwealth of Massachusetts) and is the only organization that brings together the Necklace's residential neighbors, community and business leaders, park advocates, and government officials to work for the renewal of this historic park system.

To guide its work, the Conservancy developed a formal five-year strategic plan from 2015-2020. The plan's five major goals are:

- Strengthen park management in collaboration with park partners;
- Education and engage youth, adults, and families;
- Facilitate public partner collaboration and coordinate advocacy;
- Create and implement an integrated fundraising, marketing, and branding plan; and
- Invest in management, governance, and technology.

The Conservancy has a \$1.7 million operating budget and an engaged staff and Board of Directors (comprised of community, corporate and civic leaders), and passionate Park Overseers (comprised of individuals representing various friends groups, cultural institutions, and civic organizations). The organization receives financial support from individuals, foundations and corporations, and investment income. Held every spring and now in its 13<sup>th</sup> year, the Party in the Park, the Conservancy's signature fundraising event, typically raises over \$850,000 and brings together over 1,000 individuals.

Established in 2013 by the Conservancy, the Olmsted Tree Society (OTS) provides the resources to preserve and to protect the trees of the Emerald Necklace through the identification and improved care of more than 7,000 trees, 200 woodland acres, and 8.5 miles of water's edge. The OTS funded the Emerald Necklace Tree Management Plan, an invaluable comprehensive tree inventory and conditions assessment that informs the work the Conservancy does with volunteers. Each public partner—Boston Parks and Recreation, the Brookline Parks and Open Space, and the Massachusetts Department of Conversation and Recreation—signed a Memorandum of Understanding to support the Tree Management Plan.

The Conservancy's youth programs provide opportunities for environmental stewardship and experiential learning. Participants in the six-week summer Green Team come from neighborhoods that abut the Necklace. The Green Team spent over 2,000 hours on woodlands restoration and shrub bed maintenance last summer. There are also growing after school programs for 16 to 18-year-olds.

During the first half of 2016, the Conservancy is hosting the first annual Emerald Necklace 'Speak Out' series of public lectures and presentations designed to inspire, connect, and engage audiences in the protection and preservation of the environment. The four free events feature a columnist from the *Boston Globe*, a faculty member and author from Antioch University New England, a nature essayist, and a historic preservationist that recently published the Supplemental Series Volume 2 of the Olmsted Papers. This series is made possible through the Caroline Loughlin Fund.

## **Role Overview:**

Reporting to the Board of Directors and leading a staff of 10 dedicated and committed individuals, the President will provide the overall strategic and operational responsibility for the Conservancy's budgets, fund raising, programs, and execution of its mission. The President is responsible for the effective leadership, daily operation, and overall performance of the Conservancy for its public and private community stakeholders. The President is responsible for the development and nurturing of the Conservancy's diverse staff and volunteers and with

the Board of Directors, for setting the strategic direction and policy of the Conservancy. The President serves as the public face of the organization participating in key public meetings as well as communicating and collaborating with its public and private partners. The new President must have the ability to lead an evolving organization to become more outcomes-based, focused and strategic.

## **Responsibilities:**

- Provide the leadership, imagination, and vision for the Conservancy to thrive and to meet its mission.
- Ensure ongoing local programmatic excellence, rigorous program evaluation, and consistent quality of finance and administration, fundraising, communications, and systems; recommend timelines and resources needed to achieve strategic goals.
- Obtain funding and/or resources from a broad range of private and public resources and maintain an active major donor portfolio.
- Lead fund raising efforts, including supporting the Board's involvement in fund raising, personally cultivating and supporting donors, and the implementation of fund raising plans and policies approved by the Board.
- Create and sustain an inclusive workplace culture that fosters creativity and collaboration among the Conservancy's staff.
- Lead, coach, develop, manage and retain top talent, providing consistent opportunities for learning and professional development.
- Facilitate optimum interaction between and among stakeholder groups of the organization, including Board of Directors and associated committees, Park Overseers and the Party in the Park Committee, as well as the public partners.
- Actively engage and energize volunteers, members, donors, friends, media, policymakers and others in the Conservancy's mission, serving as the primary liaison with public partners and chief spokesperson for the Conservancy.
- Formulate operational budgets and maintain an accounting system that meets all compliance standards. Report regularly to the Executive Committee and Board on the financial status of the Conservancy.

- Represent the organization by participating in associations and organizations, serving on committees and advisory groups, and speaking at public settings.
- Maintain voting membership on Muddy River Management and Oversight Committee.

## Must Have Requirements

- Mission Orientation and Credibility: Visible passion for the Conservancy's mission, work, aspirations and be authentic about the power of green space. This individual's work experience must reflect domain knowledge in an area, such as parks in urban settings, landscape planning experience, environmental restoration and stewardship, and community capacity building.
- Vision: Demonstrated track record in providing strategic vision and developing innovative ideas for a growing enterprise.
- Revenue, Fundraising and Resources: Proven track record in growing and diversifying funding streams. This individual must not only have the ability to engage people and donors with energy, passion and commitment, but also solicit gifts and steward donors.
- Relationship and Stakeholder Management: Demonstrated experience in building, sustaining, and deepening collaborative relationships with a diverse set of groups that include elected and appointed officials, non-profit and community partners, corporations, Board members, major donors, and others.
- People and Financial Management and Organizational Sensibilities: The ability to work with and motivate a diverse group of professionals through empowerment, professional development, and team-building. Experience and success in managing operating budgets and finances. An ability to establish and track outcomes, to set priorities, to organize small and large scale projects, and to appreciate an organization's bandwidth.

## Other Qualifications and Personal Qualities

- Interpersonal agility and political astuteness to move seamlessly within the business, not-for-profit, government and philanthropic communities.

- Excellent engagement, communication, and listening skills with presence and energy. Ability to communicate effectively and consistently with a variety of stakeholders.
- Adaptable, patient, resilient, and humble yet self-assured and confident.
- Unwavering commitment to quality programs and data-driven program evaluation.
- Collegiality, integrity, positive attitude.
- Knowledge of and passion for historic landscapes and their preservation.
- Experience implementing complex projects in a collaborative manner to generate interest and enthusiasm with and among multiple constituents.

## Search Team:

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