LEADERSHIP PROFILE

Chief Development Officer
The Trustees of Reservations
Boston, MA

“…Protecting the places and experiences that make Massachusetts the place you want to call home.”
The Trustees of Reservations

THE OPPORTUNITY

The Trustees of Reservations (The Trustees) preserves, for public use and enjoyment, properties of exceptional scenic, historic and ecological value and protects special places across Massachusetts.

Founded in 1891, The Trustees is one of America’s oldest, best-loved nonprofits, engaging the public and helping to protect over 50,000 acres and 100 reservations -- all open to the public.

The Trustees is growing in support, membership, reputation and impact. The $28 million organization achieved new levels of private support in the two most recent fiscal years, raising $15 million in FY13 and $18.5 million in FY14. Membership has been increasing 8-9% per year and is now over 40,000. A $26.6 million capital campaign is within sight of completion.

This is a time of transformation and promise for The Trustees. With momentum, forward-looking leadership and an ambitious commitment to creating access to iconic natural spaces for more people, The Trustees is poised to significantly increase its impact on the people and places of Massachusetts.

The Chief Development Officer (CDO) will play a pivotal role in The Trustees’ next level of excellence and growth.
The CDO’s exciting mandate is to:

- Provide leadership, big-picture vision and strategy for growing sustainable and diversified philanthropic support
- Build upon current fundraising approaches with innovation that excites current and new supporters
- Drive positive, sustainable donor engagement and experiences
- Be a compelling communicator and external representative
- Inspire and manage a high-performing team.

Challenges include prioritizing the multi-dimensional needs of a complex, geographically dispersed organization with ever-emerging opportunities; and managing a dispersed development team that is primarily based in Beverly.

THE ORGANIZATION

The Trustees of Reservations is one of the largest nonprofits in Massachusetts, with a $28 million operating budget, a $125 million endowment, and land holdings surpassing 26,000 acres. In recent years, the organization has completed several multi-million-dollar capital campaigns. The current $26.6 million campaign has raised $21 million to-date. The Trustees’ revenue sources are diverse, including philanthropy comprised of leadership giving and special projects, membership and enterprise income.
With properties as diverse as Naumkeag in the Berkshires, Crane’s Beach, Castle Hill, Appleton Farms (America’s oldest continuously operating farm, founded in 1636) and some 50 community gardens in Boston, The Trustees plays an integral part in quality of life across Massachusetts. The organization is leading a movement connecting people to the land, and to one another.

The Trustees is unique in its focus on prioritizing land for people and inspiring people to advocate and care for the land. It is lauded for exceptional management of diverse scenic, historical, agricultural and ecological places.

Based on the organization’s strategic plan, key aspirations include:

- Broadening and diversifying The Trustees’ audiences, and more deeply engaging people as members, volunteers, participants and donors.

- Doubling revenues, by increasing philanthropy, membership, participation and other forms of support.

- Growing membership to 10% of residents, and making membership virtually synonymous with living in Massachusetts.

- Developing innovative cultural and educational programming that sparks fun and enlivened experiences for new audiences.

- Leveraging its place as one of the largest private owners of agricultural land in the state to engage the public in support of sustainable food systems and access to healthy foods.

- Celebrating and preserving more of the exceptional natural, cultural and historic assets of Massachusetts, including additional iconic properties that are close to cities and more accessible to more residents.

Link to “The Path Forward – Trustees Five-Year Strategic Plan 2018”
http://issuu.com/thetrustees/docs/the-path-forward-2018

In-depth information about The Trustees of Reservations, including a full list of properties managed and protected, can be found at www.thetrustees.org.
THE RESPONSIBILITIES

The Chief Development Officer will provide leadership, vision and strategy for philanthropic growth. The CDO will be a compelling, big-picture leader with relevant experience, capable of leading engagement and sustainable growth across all elements of the fundraising mix. The Chief Development Officer reports to the CEO and is a key member of the Executive Team. The CDO will:

1. Be a visionary catalyst for philanthropy. The CDO will be a strategic, innovative and compelling leader who is motivated to make The Trustees a best-in-class development organization. She or he will lead and inspire a successful development team and program, in close partnership with a strong President, Board and peer Executive Team. The CDO will be effective at setting priorities and achieving results, and will inspire confidence, trust and collaboration across the organization and externally.

2. Lead significant, sustainable growth in private support. The CDO will have a track record of leading development growth in complex organizations where innovation is prized. The CDO will bring acumen across the fundraising spectrum and have demonstrated expertise in major gifts, capital campaigns and strategic partnerships. The CDO will personally work with a portfolio of donors, and will transform The Trustees’ approach to one that is more relationship-based, compelling to current and new audiences, and grounded in clear priorities, strategies and milestones.

3. Manage and develop the department and staff. The CDO will be uncommonly good at empowering and building the development team, recruiting and developing talent, and creating an environment of trust, achievement and high standards. She or he will be both an outstanding strategist and a hands-on player-coach. The CDO will advance the disciplines of fundraising, continuous learning and accountability, and will promote innovation, initiative and cross-team collaboration. The CDO will both apply business acumen and celebrate fundraising successes.

4. Be a compelling external representative. The CDO will be magnetic and effective with volunteers and donors, uncommonly good at representing The Trustees and connecting people to the organization. In frontline relationships with donors as well as group settings, the CDO will be a persuasive presenter and relationship builder, inspiring more people to get involved and support the mission.
5. **Build relationships and fundraising acumen across The Trustees’ world.**

The CDO will play a significant role in transforming the organization in ways that elevate and prioritize resource development. He or she will work closely with the CEO, Board, Regional Directors, Chief Marketing Officer and others across the organization, developing strong internal and external relationships that result in enhanced donor investment and stewardship.

---

**PERSONAL CHARACTERISTICS**

The ideal candidate will be a smart, seasoned leader who is good at both fundraising and managing. The CDO will have a track record of results in diverse, relevant contexts. Passion for The Trustees’ mission is essential.

CDO assets will include:

- A compelling, energizing and charismatic presence
- An entrepreneurial streak and bias to innovation
- A penchant to think big and accomplish challenging, important objectives
- Uncommon ability to communicate and inspire, influence and engage people
- Flexibility and openness to fresh ideas
- Management and strategic skills
- Ability to build trust, credibility and relationships with a broad range of people within and beyond The Trustees
- A strategic, organized approach to planning, prioritizing and moving the right things forward
- Savvy with technology and social media
- High emotional intelligence, self-confidence and listening skills
- An approach that is collegial, collaborative and accessible
THE RELATIONSHIPS

The Chief Development Officer reports to the CEO and manages a staff of approximately 20, comprised of fundraisers, donor relations and operations professionals.

<table>
<thead>
<tr>
<th>Reports to:</th>
<th>President and CEO</th>
</tr>
</thead>
</table>
| **Manages areas including:** | • Major and leadership giving  
|                              | • Annual giving  
|                              | • Corporate, foundation and government relations  
|                              | • Capital campaign  
|                              | • Special events  
|                              | • Operations for development and membership                                      |

<table>
<thead>
<tr>
<th>Other key relationships include:</th>
<th></th>
</tr>
</thead>
</table>
|                                  | • The Trustees Regional Directors, Chief Marketing Officer and other Executive Team colleagues  
|                                  | • The Board and volunteer committees and leaders  
|                                  | • Peers at partner and colleague organizations |

THE LOCATION

The Chief Development Officer is primarily based in The Trustees’ downtown Boston office, but will also spend time in Beverly where the majority of development team members are currently based. Additionally, the CDO will travel around the state.

The Trustees of Reservations is an equal opportunity employer, and we are developing a diverse slate of compelling candidates for formal consideration.

For potential consideration or to suggest a prospect, please email TheTrustees@BoardWalkConsulting.com or call Kathy Bremer or Joan Schlachter at 404-262-7392.