



# MASSACHUSETTS STATE DIRECTOR

## position profile

### ORGANIZATIONAL OVERVIEW

Here at The Nature Conservancy in Massachusetts we're dedicated to creating a healthier world for all. We work locally and globally, using innovative science and scalable, long-lasting solutions to tackle the most complex environmental challenges on this warming planet. We know that what we do here in Massachusetts to protect nature will mean a better future for people and planet. This is an exciting time for our organization, we have committed to helping to solve some of the most complex challenges facing people and nature as shown through our 2030 goals. These are our organizational priorities:

#### TACKLE CARBON EMISSIONS

We will avoid or sequester 3 billion metric tons of carbon dioxide emissions (CO<sub>2</sub>e) annually by using the power of nature and strength of policy and markets to store carbon, support the renewable energy build-out, and reduce emissions.

#### SAVING HEALTH LANDS FOR A HEALTHIER PLANET

We will conserve 650 million hectares of lands by partnering with communities across the globe to restore and improve management of working lands, support the leadership of Indigenous Peoples as land stewards, and conserve critical forests, grasslands, and other habitats rich in carbon and biodiversity.

#### HELPING PEOPLE ON THE FRONT LINES OF THE CLIMATE CRISIS

We will help 100 million people at severe risk of climate-related emergencies by protecting and restoring the health of natural habitats—from mangroves and reefs to floodplains and forests—that help protect communities from storm surge, extreme rainfall, severe wildfires, and sea level rise.

#### CONSERVING THE WORLD'S FRESH-WATER

We will conserve 1 million kilometers of river systems and 30 million hectares of lakes and wetlands by engaging in collaborative partnerships, promoting innovative solutions, and supporting policies that improve the quality and amount of water available in freshwater ecosystems and to communities.

#### DEEPENING SOLUTIONS FOR OUR OCEAN

We will conserve 4 billion hectares of ocean through new and better-managed protected areas, global-scale sustainable fishing, innovative financing, and positive policy changes to how the world governs the seas.

#### WORKING ALONGSIDE LOCAL LEADERS WHO ARE LIGHTING THE WAY

We are supporting the leadership of 45 million people whose well-being and livelihoods depend on healthy ocean, freshwater, and lands by partnering with Indigenous Peoples and other communities to learn from and support their leadership in stewarding the environment, securing rights to resources, improving economic opportunities, and shaping their future.

As TNC's work has continued to scale up with a global and regional framework, it has been necessary to evolve the way we work together and how we conceive of our organization. The Massachusetts Chapter has been part of TNC's most successful examples of scaling conservation impact through growing collaboration with partners and the larger organization.

**Our Mission:** The Nature Conservancy, a global nonprofit organization with a million members, is dedicated to conserving the lands and waters on which all life depends.

**Our Vision:** A world where the diversity of life thrives, and people act to conserve nature for its own sake and for its ability to fulfill our needs and enrich our lives.

**Our Team:** Thanks to the dedicated efforts of our diverse staff and over 400 scientists, we impact conservation in all 50 states and 76 countries and territories: 37 by direct conservation impact and 39 through partners. We are striving to develop a workforce as diverse as the places where we work, and we have a deep commitment to diversity.

**Our Approach:** With a grounding in rigorous science, we take innovative conservation approaches from idea to impact, scaling to achieve system change.

Learn more about TNC's [goals for 2030](#) online.

## POSITION OVERVIEW

The Nature Conservancy is seeking a strong leader for our Massachusetts Chapter to help us design and implement our strategic approach across Massachusetts for local, regional and global results that benefit people and nature. This position reports to the Northeast Division Director and is based at our office in the heart of downtown Boston, offering an excellent working environment in a vibrant urban area with diverse neighborhoods, and an extraordinary array of public spaces, historical sites, natural areas, restaurants and sports venues.

Massachusetts is the most populous state in New England and the 15th most populous state in the nation, supporting nearly 7 million people across a varied landscape that includes stunning coasts and mountains, rural towns and densely populated metropolitan Boston. It is a state with significant natural and human resources and the potential to make a significant contribution to solving conservation challenges that are of regional, national and global importance. For over 60 years, the Massachusetts program has been a center of innovation and conservation achievement. With an engaged Board of Trustees, talented staff and resilient program in place, there is ample opportunity to have a substantive positive impact in the world.

**Conservation Ethic:** Massachusetts has a proud tradition of conservation thought and action; the roots of modern U.S. environmentalism can be traced in part to the 1854 publication of Henry David Thoreau's *Walden*, based on the writer's experiences at Walden Pond in Concord, Massachusetts.

Today, active citizens and numerous robust environmental organizations—including The Nature Conservancy—ensure Massachusetts remains at the forefront of conservation.

For example: In 2018, lawmakers and the governor—with strong TNC advocacy—signed off on the largest environmental funding package in Massachusetts history, providing \$2.4 billion of spending authorizations for the environment over the following five years.

**The Chapter and the Commonwealth:** In a place where the high-tech research and development, medicine and finance sectors are major economic and cultural drivers, The Nature Conservancy is bringing a spirit of innovation to preserving life on Earth. We've tailored our priorities to fit the Commonwealth—from coastal communities to pristine natural areas—and to support TNC's 2030 goals most effectively.

Currently, that means working with diverse partners—community-based, scientific, business, government, Indigenous and others—to build more equitable, sustainable systems that bring benefits to both nature and people. We commit to equitable engagement and collaboration with all partners, with a particular focus on building relationships and trust with and learning from Indigenous, environmental justice and other communities at the frontlines of environmental degradation and the climate crisis. Our work to tackle climate change and ensure healthy oceans, coasts, rivers and lands touches down from the forests of the Berkshires to the waters of Cape Cod and Martha's Vineyard.

**Tackling Climate Change:** When a bomb cyclone drove record tides into the streets of cities along the Massachusetts coast in January 2018, headlines were dotted with phrases like "warning for the future" and "rendezvous with climate destiny."

Fortunately, in Massachusetts, addressing this challenge is a priority. For example, more than 97% of the state's 351 municipalities are part of the state's Municipal Vulnerability Program (MVP), championed by TNC, which provides support for cities and towns to plan for and implement key climate change adaptation actions for resiliency.

Adapting to climate change is only part of the challenge and more than one approach is required. Our emissions reduction and removal strategies focus on rapid deployment of offshore wind and solar, improvements to transmission infrastructure, emphasizing siting and operation that avoids or reduces environmental damage, and natural climate solutions focused on forests, wetlands, and farms.

**Health Ocean and Coasts:** Since the early 1700s the Sacred Cod has hung in the Massachusetts State House as a reminder of the importance of fishing to the welfare of the Commonwealth. Although the MA economy has diversified in the ensuing centuries, New Bedford has remained the highest value fishing port in the nation for over 20 years, seafood generates over \$19 billion in economic activity, and the seafood industry still supports over 125,000 jobs in oyster farming, fishing, processing and seafood sales.

In Massachusetts and throughout New England, we are working with the fishing and aquaculture industries to improve the health and climate resilience of ocean and coastal ecosystems while supporting sustainable economies and livelihoods, and maintaining and upholding cultural heritages.

TNC in MA's ocean ecosystem strategies will be targeted toward increasing healthy and functional habitats—such as shellfish reefs, healthy water quality that supports seagrass, restorative aquaculture, salt marsh and rocky habitat—and effective harvest management that rebuilds ocean biodiversity.

**Healthy Rivers and Lands:** Massachusetts has a strong history of land conservation, largely by agencies, land trusts, and municipalities. Recent estimates have placed the amount of permanently protected land and water at nearly 1.4 million acres. At the same time, Massachusetts has been shaped by the development of about 21% of the state, mostly in the eastern half. Our approach reflects these historical trends and considers the needs of the future.

In the Commonwealth, TNC's early work was driven by community action and focused on conservation of special areas of the state. In total, we have helped protect nearly 25,000 acres in Massachusetts. Our conservation approach and land protection work have evolved over time. We are protecting, restoring, and managing lands and waters for resilience and healthy habitat, developing the resilience science used by the conservation community, building the capacity of land trusts and municipalities, and advocating for public policy and funding to support our priorities.



## IDEAL CANDIDATE SEARCH IMAGE

The Conservancy is seeking a compelling leader who has demonstrated a high degree of competency in four critical areas: 1) Systems Leadership; 2) Communicating Authentically; 3) Building Productive Relationships; and 4) Diversity, Equity, Inclusion and Justice.

This leader will be capable of engaging and inspiring staff, trustees and the many donors, partners and stakeholders with whom we collaborate. The ideal candidate will possess curiosity and respect for people and a desire to learn from others with varied perspectives and experiences. Combining these passions, this person can play a powerful role in addressing the complex challenges that confront our vision for a world where people and nature thrive. Specific experiences and skills that would further enable this candidate to be successful:

**Systems Leadership:** Candidates for this position should have demonstrated systems leadership capabilities. In the context of this position, we think about systems thinking leadership as defined by Debbie Sorkin of the Leadership Centre: “Systems Leadership is about how you lead across boundaries – departmental, organizational or sector. It’s how you lead when you’re not in charge, and you need to influence others rather than pull a management lever. It describes the way you need to work when you face large, complex, difficult and seemingly intractable problems; where you need to juggle multiple uncertainties; where no one person or organization can find or organize the solution on their own; where everyone is grappling with how to make resources meet demand which is outstripping them; and where the way forward therefore lies in involving as many people’s energies, ideas, talents and expertise as possible.” Therefore, a candidate for this position thinks and acts from a broad perspective with a long-term view and understanding of the dynamic nature of large-scale challenges, and is able to integrate five key practices: 1) skillfully engaging the appropriate people; 2) providing a clear process for change; 3) taking a holistic approach to situations; 4) focusing on a small number of strategic actions, learning from them and adapting over time; and 5) being aware of how one’s own thinking and patterns of behavior may be limiting change.

Other important leadership competencies required for this position include: a drive for results; collaboration and teamwork, developing others and leveraging difference.

**Communicate Authentically:** As a Senior Leader at TNC, the person in this position must be:

- Skilled at communicating vision with a big picture business scope and a balanced sense of judgement
- A role model for high impact communications, able help see and help others to see new perspectives
- Possess the ability to initiate and engage in difficult conversations that result in positive outcomes
- Skilled in active listening skills, fostering an environment that is mutually respectful, with an eye toward emotional intelligence and psychological safety
- Capable of advocating successfully and credibly using science and data, and exerting influence as a model leader of people, programs and ethics. Able to engage others through dynamic, empathetic and articulate presentations and dialogue, with enthusiasm that generates a shared vision for the future

- Knowledge and experience of conservation and/or climate practices and the challenges facing MA and New England. Able to communicate love of nature and passion for conservation in an inspiring, motivating and positive way

**Build Productive Relationships:** The next State Director of The Nature Conservancy in Massachusetts must have the ability to:

- Foster an environment where and staff maintain relationships of mutual trust; ensure a collegial and team-oriented environment with open lines of communication; and inspire the confidence and commitment of staff, colleagues and trustees
- Establish effective working relationships with Massachusetts Chapter leaders, staff, trustees, partners and other constituencies
- Build meaningful relationships with colleagues in the New England Division and other state chapters, the North America Region and the World Office
- Foster and sustain an inclusive culture grounded in the principles of strategically leveraging differences of identity and power, mutual respect and integrity
- Lead and positively motivate and nurture a high-functioning professional staff that is representative of the communities and geographies of Massachusetts

**Diversity, Equity, Inclusion, and Justice:** The new State Director for Massachusetts should have:

- Exposure to various cultures, geographies, nationalities, ethnicities, and points of view and appreciation of each person’s worldview
- Exposure to various economic sectors to appreciate the experience and expertise of others, such as: financial, manufacturing, technology, government, natural resources, and education
- Demonstrated respect and commitment to local, on-the-ground involvement with people, communities and cultures, with awareness and sensitivity to their economic realities
- Understanding of Massachusetts’ unique history, heritage and culture as well as aptitude and capability working closely with communities large and small, rural and urban.





## SKILLS AND ABILITIES

In addition to seeking the above leadership competencies, TNC is seeking a skilled leader with the demonstrated ability to advance the priorities outlined in the strategic plan, ensure a financially healthy program, and create a team culture that provides staff the opportunity to maximize their skills and abilities and bring their full selves to work. TNC seeks a candidate who has the following:

- Proven fundraising experience with private individual donors, foundations, government agencies and business
- Ability to inspire, and be inspired by, a board of trustees, staff, donors and partners while working to align a strong vision and strategy for greater impact
- A passionate, visionary leadership style, with demonstrated ability to implement strategies; Able to determine the best decision-making process and type of decision required in any given situation
- Ability to attract, develop, and retain diverse staff talent to successfully build a workplace culture that is collaborative in nature, fair, inclusive, and equitable, where every staff member feels they belong and can offer their maximum contribution towards achieving overall goals
- Appreciation for the important role that science plays in the design, implementation and measurement of land and water conservation and stewardship
- Ability to “zoom in, zoom out” from regional view to local view, and experience leading and participating in strategic planning efforts to influence large, complex systems
- Understanding of and interest in working with government agencies and the legislative process, especially in the realms of agriculture, energy, water, environmental or related fields
- Experience managing a portfolio of successful (and at least one unsuccessful) initiatives that utilized cross-functional teams, some of which this person has been the champion/leader accountable for outcomes
- Understanding and experience with strategic financial management, including long-term sustainability and complex budgeting: grants, donations, endowments, indirect costs, personnel costs and benefits, etc.
- Experience working in partnership with a broad variety of people and organizations with different backgrounds, views, intentions and interests while fostering interest in our brand
- Experience in negotiating and managing complex deals
- Inclusive leadership skills and experience building authentic relationships across differences of power and identity, including cultivating shared meaning and soliciting multiple perspectives to achieve desired results
- Experience in forming productive alliances that advance a specific mission, particularly as it relates to conservation and sustainable practices in both urban and rural settings





## HOW TO APPLY

**External Applicants:** Visit [www.nature.org/careers](http://www.nature.org/careers) and apply online with cover letter & resume to Job ID # 53233 or apply directly [here](#).

**Internal Applicants:** Visit PeopleSoft Employee Self-Service > Careers and apply online with cover letter & resume to Job ID # 53233 or apply directly [here](#).

All resumes and required cover letters must be submitted through The Nature Conservancy's online application system.

If you experience technical problems with the site or application process, please contact [applyhelp@tnc.org](mailto:applyhelp@tnc.org) and include the job opening ID.

### CONTACT WITH QUESTIONS OR REFERRALS

Kate Ellenbaum, Executive Recruiter, at [kate.ellenbaum@tnc.org](mailto:kate.ellenbaum@tnc.org)

The Nature Conservancy is an Equal Opportunity Employer. Our commitment to diversity includes the recognition that our conservation mission is best advanced by the leadership and contributions of people of diverse backgrounds, beliefs and cultures. Recruiting and mentoring staff to create an inclusive organization that reflects our global character is a priority and we encourage applicants from all cultures, races, colors, religions, sexes, national or regional origins, ages, disability status, sexual orientations, gender identities, military or veteran status or other status protected by law.

