



CARLSONBECK

EXECUTIVE SEARCH FOR PHILANTHROPY & NONPROFITS

Position Specification

Gardens of Golden Gate Park

Director of Philanthropy

28 February 2022



Carlson Beck advises **Gardens of Golden Gate Park** on the basis of an exclusive consulting assignment. The following details are for your information.



GARDENS OF GOLDEN GATE PARK

POSITION SPECIFICATION

THE POSITION: DIRECTOR OF PHILANTHROPY

REPORTS TO: EXECUTIVE DIRECTOR

LOCATION: SAN FRANCISCO, CALIFORNIA

THE OPPORTUNITY

In order to improve visitor experience and position the **Gardens of Golden Gate Park** (“GGGP”) as one of the top cultural and environmental institutions in the country, the **San Francisco Board of Supervisors** has approved an agreement that will combine admissions, education, and outreach programs at **San Francisco Botanical Garden** (“SFBG”), **Conservatory of Flowers** (“CoF”), and **Japanese Tea Garden** (“JTG”) under the San Francisco Botanical Garden Society.

“Our vision is that the Gardens of Golden Gate Park will become a leading cultural and conservation institution over the next decade with new partnerships, master plan, interpretive plan, museum accreditation, enhanced visitor experience, and robust community engagement,” said San Francisco Botanical Garden Society Executive Director Stephanie Linder.

Key to the success of the vision will be the hiring of an experienced **Director of Philanthropy** who will, in partnership with the Executive Director and the Board Philanthropy Committee, lead the successful achievement of the philanthropic revenue goals for the organization including upcoming campaigns, along with guiding the philanthropy efforts of their team members. As part of the senior leadership team and one of the key external representatives of the organization, the DOP is a vital and visible role.

THE ORGANIZATION AND HISTORY

San Francisco Recreation and Park received approval from the **San Francisco Recreation and Park Commission** to expand the nonprofit’s current lease and management agreement to also include the Conservatory of Flowers and the Japanese Tea Garden in late 2021 and received formal approval from the San Francisco Board of Supervisors in early 2022. While all three sites are overseen by the San Francisco Recreation and Park Department and are located a short walk from one another, their admissions, fundraising, and visitor experience functions have historically been operated by different organizations. Under the proposed agreement, the three gardens will have a campus feel while keeping their individual legacy names. Together, they will be recognized and marketed as the Gardens of Golden Gate Park, a regional organization with national and international recognition and partnerships. Combining the organizations would eliminate nonprofit redundancies, while allowing visitors, volunteers, and school children to experience a combined educational and cultural experience and attracting greater philanthropic support for capital improvements at each location.



Gardens of Golden Gate Park will seek to establish itself as a top 10 botanical garden in the country over the next five to ten years through new collections and exhibits, expanded public programs, and a larger role in worldwide conservation efforts, including:

- More diverse gardens with new plant collections such as an Afromontane collection
- Expanded global plant conservation efforts protecting biodiversity in the face of climate change and the extinction crisis
- Upgraded accessibility and improved garden designs, pathways, and maintenance
- More public programs like Flower Piano at the Botanical Garden and Night Bloom at the Conservatory of Flowers with existing and new community partners
- Improved interpretation and educational resources including new digital tools
- Major capital projects such as a new Children’s Garden in the west end of the Botanical Garden – building off momentum of recent projects like pagoda restoration at the Japanese Tea Garden and Celebration Garden and new plant nursery at Botanical Garden
- A smoother, more cohesive experience for visitors and volunteers at each location

San Francisco Botanical Garden Society (the legal operating entity and fundraising organization) has managed the SFBG’s educational programs, volunteer efforts, visitor programs, youth programs, special events, and unique horticultural library since 1955. San Francisco Botanical Garden Society has also operated admissions to the Japanese Tea Garden since July of 2020, a function that was managed by SF Rec and Park prior to the pandemic. Under the agreement, SF Rec and Park will continue to oversee maintenance and horticulture at all the gardens. The city department and nonprofit will coordinate management of plant collections. Meanwhile, visitors will enjoy a simpler ticketing system and an enhanced experience.

Since 2010, SFBG has increased annual visits to the Botanical Gardens by 135 percent. More recently, the San Francisco Botanical Garden Society developed the plan and raised the funding to rebuild the San Francisco Botanical Garden nursery as a 34,000 square foot complex that will allow SFBG to acquire rare species and support global conservation efforts. The project broke ground in October 2021.

THE POSITION

Reporting to the Executive Director (“ED”), the **Director of Philanthropy (“DOP”)** of GGGP is a key strategic leader of the philanthropy team. The DOP is a critical frontline fundraiser for the organization and will personally manage a portfolio of current and prospective principal and high-end major gift donors.

The DOP will lead a team of three individuals and two contract staff and interact regularly with the ED, Board leadership and Campaign volunteer leadership. With the completion of the merger, the DOP will oversee the philanthropy department of the newly formed entity adding representatives from JTG and COF, to be determined. The staff include experienced senior managers as well as staff members who are earlier in their professional careers. The philanthropy staff require a strategic leader who can both set the course for the Philanthropy team as well as execute while guiding and providing support to the team on specific areas of responsibility.

In partnership with the ED and the Board Philanthropy Committee, the DOP is responsible for successful achievement of the philanthropic revenue goals for the organization including upcoming Campaigns, along



with guiding the philanthropy efforts of their team members. The DOP will bring the understanding of the need for entrepreneurialism, including expanding the membership rolls and systematically growing philanthropic opportunities.

Currently, SFBGS raises more than \$2 million in annual contributed operating revenue, and additional Campaign revenue. The newly formed GGGP will increase the scope and responsibilities of the DOP.

The successful candidate is deeply collaborative, strategic, optimistic, a proven front-line fundraiser, a successful leader and manager, and a positive champion. They should be supportive of GGGP's mission and committed to conservation and preserving public spaces.

The DOP will work with the current Associate Director and the Director of Leadership Giving to develop and execute a strong fundraising program with annual plans and goals. They will expand fundraising opportunities and effectively reach out to current and prospective donors to cultivate, develop, and steward, their support of GGGP. Working closely with the Philanthropy Committee of the Board, the DOP, together with the ED, will continue to activate the Board of Trustees in the development of deep community relationships, and mentor and support the work of the Board to identify, cultivate and solicit prospective donors. As a frontline fundraiser, the DOP will make the "leadership ask" when necessary or engage and solicit support from Board members or the ED to strategically engage funders.

Working closely with the Director of Programs and Partnerships, this position will collaborate with appropriate staff to deepen and refine all aspects of communications, from web presence to external relations. They will contribute to create a stronger brand and raise the visibility of GGGP and collaborate in the planning of public relations, marketing and outreach efforts including reviewing and approving the design and content of marketing materials. The DOP will actively engage and energize event committees, funders and donors, as well as volunteers; and cultivate and build relationships, as appropriate with a wide variety of stakeholders, including foundations, corporations, businesses, educational and governmental entities, and community groups.

QUALIFICATIONS/EXPERIENCE

Candidates should possess:

- A proven track record of success in philanthropy along with demonstrated success in collaborative leadership and management of strong professional staff. Ideally, candidates will have worked in a public garden or cultural institution and have experience working with public/private partnerships.
- Experience securing gifts from multiple revenue channels.
- A track record of working successfully with a Board of Trustees in fundraising along with capital campaign experience.

Education: A Bachelor's degree is preferred; equivalent experience considered.



COMPETENCIES/ATTRIBUTES

The traits listed below are representative of the knowledge, skills, and/or behaviors required to be successful in this role.

- **Understanding of and committed to** the unique role GGGP plays in the community;
- **A secure leader** who is approachable, willing to actively listen and ask questions, and is comfortable giving and receiving advice;
- **A team-oriented leader** with **exemplary interpersonal** skills;
- **Collaborative and transparent**, and **able to inspire confidence and trust** among multiple stakeholders, including staff, Board, volunteers, donors, and SF Rec and Park officials;
- **A motivational leader** who **inspires others to action**; and
- **A consensus builder**, with a **tolerance for ambiguity** and ability to demonstrate **flexibility** in complex situations.

The successful candidate will **have**:

- Savvy regarding the **power of social media** to attract people to GGGP;
- A high degree of **emotional intelligence, professionalism and self-awareness**;
- Unquestionable **integrity** and commitment to personal and professional **excellence**;
- Excellent **oral and written communication** skills as a passionate and persuasive communicator; and
- **Optimistic** in outlook; **friendly** and **people-oriented** while also being **solutions-oriented**.

COMPENSATION

GGGP offers an excellent benefits package and a competitive salary; the salary range for this role starts at \$140,000 annually and is commensurate with experience.

San Francisco Botanical Garden Society dba Gardens of Golden Gate Park is an equal opportunity employer and encourages candidates with diverse backgrounds and experiences to apply.

For additional information regarding this opportunity, please contact:

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