



**SEARCH FOR THE EXECUTIVE DIRECTOR  
HALE EDUCATION  
Westwood, Massachusetts**

**THE SEARCH**

Hale Education, a nonprofit widely recognized for its flagship camps, youth programs, family and community activities, school partnerships, and professional development programs, seeks a strategic and dynamic leader to serve as its next Executive Director (ED). With a mission to unite people in diverse learning communities that build meaningful relationships, bridge connections to the natural world, and develop common goals, Hale Education is a beacon for experiential learning, empowering youth through outdoor education and exploration. Serving several thousand children and families from more than 70 Greater Boston communities annually, Hale maintains 1,200 acres of forests, ponds, and meadows in the Towns of Westwood and Dover.

Reporting to and working closely with the Board of Directors (Board), the Executive Director will provide leadership and day-to-day management for the organization. Responsibilities include strategic planning, fiscal oversight of the operating budget, external engagement, fundraising, internal systems development, and providing leadership for the recruitment, development, and retention of a 30-person staff. Inheriting a thriving, high-functioning organization after more than two decades of dedicated leadership from outgoing Executive Director Eric Arnold, the next Executive Director will be a strategic leader and manager, building and innovating on an impactful legacy of connecting people from all walks of life with the outdoors, and inviting generations of explorers to enjoy and protect the natural environment.

This role calls for an inspiring individual who is dedicated to equity and access in outdoor education and who will bring exceptional operational and financial acumen to the position, including a collaborative and decisive approach to organizational leadership and staff management. A passion for the natural environment and youth development is essential, as is a lived commitment to diversity, equity, inclusion, and accessibility.

Hale Education has appointed a search committee to conduct this search in partnership with Kennedy Kearney-Fischer, Karson Freeman, and Katie Rockman of the Boston-based international executive search firm [Isaacson, Miller](#). Confidential nominations, inquiries, and applications may be directed to the search firm as indicated at the end of this document.

## ABOUT HALE EDUCATION

### History + Current Context

Located less than five miles from the City of Boston, Hale sits on 1,200 acres – the largest tract pursued for preservation in the greater Boston region. The land referred to as Hale has a long and rich natural history and served as hunting, fishing, and gathering grounds for Indigenous peoples.

In 1918, founder Robert Server Hale made the land available to scouts from Greater Boston communities, inviting them to build shelters, camp, and farm. Initially dubbed “Scoutland,” the organization evolved into an invaluable community asset, developing intelligent, capable, and responsible citizens. Mr. Hale’s vision and land bequest set the stage for Hale Reservation, as the organization was named until recently changed to Hale Education, which flourished as a center for outdoor education in the 1960s and ’70s.

As the environmental education movement continued to gain traction in the ’60s and ’70s, Executive Director James Earley recognized that society’s attention was turning to the natural world. He repositioned Hale as a “center for outdoor education in the community and in the area,” planned a new trail system that would include trails for people with disabilities and expand public access, and emphasized serving “overlooked” youth, and numerous schools started participating in Hale’s programs.

Today, Hale embraces nature’s potential to inspire learning, stimulate growth, and promote healing. In that spirit, the organization is committed to creating a place where people can benefit from educational programs that foster creativity, curiosity, wellness, and joy. Knowing that access to the outdoor spaces and programs it offers is not yet universal, Hale acknowledges its profound responsibility to address social, economic, and cultural inequities in its work and governance.

### Programs

Echoing its past in the present day, Hale continues to provide first-rate outdoor learning opportunities through various uniquely designed programs that span a variety of fields, interests, and ages.

#### Summer Camps

With the goal of fostering self-understanding and self-trust and creating opportunities for companionship, joy, and adventures, Hale offers [eight summer camps](#) that nurture transformative journeys of self-discovery and empowerment. Campgoers also discover connections to all living beings and the environment while developing an understanding of their role in preserving the planet for

future generations, paving the way for a greener, more sustainable future. Along with innovative and exploratory summer camps, Hale also offers after-school [clubs and extracurricular activities](#).

### **Schools and Colleges**

In recent years, Hale has expanded its [academic, community, and corporate partnerships](#), and collaboration with Boston Public Schools gave rise to programs such as [Hale Outdoor Learning Adventures](#) (HOLA). This five-week day camp experience for rising fourth through sixth graders utilizes best practices and proven approaches to creating fun, educational, and memorable summer experiences for elementary-age students that have been studied by both RAND Corporation and the National Institute on Out-of-School Time.

This partnership also led to [Intrepid Academy at Hale](#) (IAH). This program caters to high school students and provides a personalized educational experience that prepares them for academic success, nurtures body and mind, and inspires a passion for learning.

### **Youth Leadership Development**

Hale offers three [youth leadership programs](#): Wilderness Guide-in-Training, Coach-in-Training, and Camp Counselor-in-Training. These programs inspire and empower future leaders to develop and apply essential leadership skills and dispositions as apprentices and leaders.

### **Professional Development**

Hale offers [professional development](#) opportunities to educators, equipping them with the skills, capacity, and confidence to lead innovative, equitable, and democratic schools. Named after Vito Perrone and Ted Sizer, the [Perrone-Sizer Institute for Creative Leadership](#) is a certificate program that immerses leaders in school settings and community-based organizations and employs a design thinking approach to leadership development. The program can also lead to graduate credit and/or completion of the Massachusetts Performance Assessment for Leaders. In addition, staff provide coaching, consulting, and training for educators in traditional school settings and those working in the experiential learning environment.

### **Family and Community**

A space for all, offering nostalgic summer vibes, Hale offers two, four, or eight weeks of summer fun for family, friends, and neighbors. [Family and community sessions](#) include swimming, boating, nature and adventure, arts and crafts, backyard games and sports, and teens and adults.

### **Impact Areas**

To care for the natural environment and to develop intelligent, capable, and responsible citizens, Hale operates with a core focus on the following impact areas:

### **Building Community**

Hale believes that community inspires, and belonging to an authentic community is more important than ever as digital distractions increase. The Hale family includes outdoor enthusiasts of all stripes.

### **Achieving Equity**

Hale believes that equity requires access. Today, the organization nurtures partnerships that serve more than 70 communities throughout Greater Boston. The organization focuses on providing high-quality outdoor learning experiences that can close the nature and opportunity gaps.

### **Reimagining Learning**

Hale is built on the belief that education can and should be pursued outside of the classroom and that information can be found beyond books. Hale encourages everyone to be a learner and grow in the great outdoors.

### **Fostering Wellness**

Hale aims to be a place where people can care for their minds, bodies, and spirits through rest, exercise, and play.

### **Protecting Nature**

Hale is a leader in protecting nature and educating the community about it. It serves as a resource for communities and strives to remain a safe haven for the many plants, animals, birds, fish, and insects that call it home.

## **Conservation + Sustainability**

Hale is committed to quality programs that deepen the organization's educational impact, land conservation, and long-term financial stability. In collaboration with local community members, The Trustees of Reservations, the Dover Land Conservation Trust, and the Westwood Land Trust, Hale is working to permanently protect its land from future development so it can be enjoyed in perpetuity. While Hale's land is in many ways priceless, people are often surprised to learn that it is not currently protected from development. In the 1950s, Hale's Board was forced to consider selling parcels to sustain the organization. As recently as two years ago, the federal government's Paycheck Protection Program spared it from a similar fate during the pandemic.

Preferring to keep Hale's current property intact, the Board has currently opted out of subdividing and selling parcels. Instead, Hale has presented the local community with an opportunity to place a conservation restriction on the property. Hale is in the midst of completing a [\\$30 million campaign](#) that will protect 700 acres, with a goal of completing the campaign by June 2024. The incoming Executive Director will work alongside Hale's Board to complete the permanent protection of the land and implement Hale's long-term vision through funds raised in the campaign.

## ROLE OF THE EXECUTIVE DIRECTOR

Drawing upon the organization's impactful mission and program models, as well as the incredible resource of its land, Hale's next Executive Director will inspire, develop, and empower staff; sustain and strengthen internal systems and operations; and build and maintain relationships to effectively cultivate support for the organization. The incumbent will bring deep experience in nonprofit management, with outstanding communication and collaboration skills and a passion for youth development and environmental conservation.

## KEY OPPORTUNITIES + CHALLENGES

The key opportunities and challenges ahead for the next Executive Director include the following:

### **Amplify Hale's impact as a leader in outdoor education and conservation, and elevate Hale's programs, services, and impact**

Alongside Hale's dedicated team of professionals and its Board, the ED will advance this critical work and communicate the impressive impact and value of Hale's programs and conservation work. They will identify opportunities to strengthen partnerships and enhance access to Hale's experiential learning model. This leader will serve as the key organizational spokesperson and promote an even stronger and more widely recognized organizational brand, sustaining Hale's reputation for excellence. The ED will define a clear, well-developed set of strategic priorities in support of Hale's [belief statement](#), and will ensure that all organizational activities are aligned. Hale Education has arranged for strategic consultants from the firm [Slalom](#) to provide pro-bono strategic planning services to assist with this effort.

### **Effectively build, support, and develop a high-performing, collaborative, and diverse staff; prioritize and model an authentic and lived commitment to diversity, equity, inclusion, and accessibility**

The next ED will serve as a unifying and inspiring leader. They will ensure that teams are well-defined, well-staffed, and well-supported across the organization, and are energized by the possibilities for Hale's future. This individual will assess the current organizational structure and dedicate time and resources to hire and retain an exceptional staff that reflects the diversity of the communities that Hale serves. Guided by strategic priorities, the team will understand their work in the context of Hale's mission. The ED will provide clearly defined roles and processes that streamline operations, including clarity of delegation, as well as robust and transparent systems for advancement and professional development.

The ED will promote Hale's positive, inclusive, and dedicated organizational culture. They will be deliberate in cultivating opportunities for critical conversations about identity and equity as they relate to the work and work environment at Hale. Leaning into the organization's valuing of the outdoors and active lifestyles, they will empower the team to stay physically and mentally healthy by refreshing their minds, bodies, and souls at work.

**Safeguard Hale’s financial strength by continuing to grow and diversify Hale’s funding bases and partnerships, and ensuring excellent stewardship of donors; represent Hale Education externally across a wide array of constituents**

The successful stewardship of financial resources is imperative for the next ED of Hale. With its current fundraising endeavor, Hale has dramatically grown its capacity for cultivating and securing fundraising partnerships; prior to this current endeavor, the organization’s most recent campaign was on the scale of \$2 million. The incumbent must be financially adept to assess the current financial condition and implement a business plan that strategically aligns with the organization's short- and long-term goals, and adapts to new development needs, such as thoughtful stewardship of this new cohort of Hale supporters.

Looking into the future, Hale’s fundraising priorities will likely turn from land conservation to programming and capital priorities. The ED will be an engaged external leader, attending to existing relationships with donors and other supporters as well as securing a broader base of financial support. The ED will work in partnership with the Board to grow and diversify support from individual donors and private foundations as well as government and grant-making agencies, advocating for greater investment in and resources for out-of-school programs that complement in-school instruction and learning.

**Work closely with the Board as meaningful partners in Hale’s success**

The Board is a key partner to the ED and will expect the new leader to map out a clear path for this collaboration. This includes cultivating strong relationships with existing board members, establishing clear guidelines around participation, and developing strategies for ongoing board recruitment and board involvement in donor engagement. The new ED will keep the Board well-informed and closely connected to Hale through engaging opportunities for them to be effective ambassadors for the organization.

**KEY QUALIFICATIONS, CHARACTERISTICS + EXPERIENCES**

While no candidate will bring all of these experiences and traits, Hale Education envisions that its next Executive Director will have many of the following traits:

- A passion for the educational, environmental, and equity-centered mission and values of Hale Education
- A demonstrated track record of building and leading diverse teams and fostering a culture that prioritizes diversity, equity, inclusion, and accessibility organization-wide
- Strong business acumen and instincts, and a track record of identifying and expanding multiple innovative revenue streams
- A track record of fundraising success, and the ability to think creatively and outside-the-box in partnering with individual, corporate, foundation, and government funders
- Excellent judgment, and a successful record of risk and crisis management

- Exceptional interpersonal skills; a leadership style that is collaborative and decisive, grounded in inspirational communication
- Integrity, emotional intelligence, and a sense of humor; a can-do attitude
- Even-keeled and calm when leading through challenges, and skilled at conflict management

### **Applications, Inquiries + Nominations**

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and applications (including resumes and two- to three-page letters of interest to the search committee, responding to the challenges and opportunities outlined above), should be sent via the Isaacson, Miller website for the search: <https://www.imsearch.com/open-searches/hale-education/executive-director>. Electronic submission of materials is strongly encouraged.

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