

# MANAGEMENT CONSULTANTS FOR THE ARTS, INC.

Len Alexander - Richard Cisek - Diane Frankel - Gregory Kandel - Louise Kane - David Mallette - Linda Sweet

## **POSITION PROFILE PRESIDENT, TEN CHIMNEYS FOUNDATION MILWAUKEE, WISCONSIN**

### **BACKGROUND**

Ten Chimneys Foundation (hereafter, the Foundation or Ten Chimneys) is a unique institution in the American theatre world; it defies easy categorization. It is a service organization and a museum, a living and evolving organization dedicated to the theatre community as well as the preservation of the remarkable estate that bears its name. Ten Chimneys was the summer home of Alfred Lunt and Lynn Fontanne, widely considered to be the greatest acting team in the history of American theatre. The estate derives its name from the ten chimneys atop its nine buildings. Lunt and Fontanne had a prolific career, performing in over 40 plays, and always together. In their contract with Theatre Guild, they insisted on having summers off in order to refresh and rejuvenate at their beloved Ten Chimneys, located just outside of Milwaukee in Genesee Depot. They were generous, welcoming hosts as well, and their summer guests were a Who's Who of theatre actors, designers, directors, artists and writers. After the Lunts retired from the stage in 1960, Ten Chimneys became their year-round residence, remaining there until their deaths (Alfred in 1977 and Lynn in 1983). The 60-acre estate remained intact, although it very nearly disappeared when a developer attempted to purchase the property. Joseph Garton, a Madison-area restaurateur, theatre historian, and arts advocate, personally purchased the estate in an effort to preserve it. Mr. Garton then assembled the resources – people, expertise and money – to form the Ten Chimneys Foundation. The Foundation subsequently took ownership of the estate, restored it and opened it to the public on May 26, 2003.

The staff and board of the Foundation have clearly outlined its organizational vision, stating that...

*Ten Chimneys will be nationally recognized as:*

- *The most memorable and inspirational historic house tour in the country.*
- *A source of inspiration for the "art of living."*
- *THE PLACE for aspiring and practicing theatre professionals to gather (for work, for discussion, for collaboration, for education and growth, for retreat and rejuvenation, etc.)*
- *An important resource for and member of our various communities – both physical and professional.*

Detailed information on Ten Chimneys can be found on their website: <http://www.tenchimneys.org>

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### Current Environment

Ten Chimneys is an environment that is imbued with the values and approach to work and life as established by the Lunts. These highly aspirational Ten Chimneys Core Values are defined as follows:

- *Passion, Pursuit of Excellence, Persistence, Vision, Focus, Energy*
- *Whimsy, Creativity, Humor, Fun, Wit, Joyousness*
- *Attention to Detail, Dedication to Craft, Self Discipline and Confidence*
- *Integrity, Courage, Social Consciousness, Commitment to Community*
- *Graciousness, Style, Civility*
- *Lasting relationships, Continuity, Loyalty, Devotion*
- *Mentoring, Nurturing, Education, Intelligence*
- *Reflection, Retreat, Full Experience, Sense of Place and Self*
- *Balance (of all of the above) – An Integrated Life*

Out of these principles, the Foundation has established the Lunt-Fontanne Fellowship Program. This one-of-a-kind program strives to provide the opportunity to “mentor the mentor.” Regional theatres across the United States are invited to nominate highly experienced actors to spend a week at Ten Chimneys in retreat with a master teacher; eight to ten actors are invited to attend. Previous Master Teachers have included Lyn Redgrave, Barry Edelstein and Olympia Dukakis; the 2012 Master Teacher is Joel Grey and the 2013 Master Teacher will be Alan Alda. As guests of the Foundation, the participants spend time with the master teacher, while an ample part of their schedule is devoted to rest and rejuvenation, just as Lunt and Fontanne did more than a half century ago.

During the past decade, Ten Chimneys has achieved national recognition in the theatre community for its innovative programming. More than 125,000 guests from the region and around the world have participated in the house tour and other onsite programs. The Foundation operates on an annual budget of approximately \$1.4 million. Additionally, more than 230 volunteers provide hundreds of hours in the areas of docent-led tours, gardening and restoration services. There is a full-time staff of eleven and one ongoing contract employee; all are highly committed and energetic. The Foundation also reaps the benefit of a \$6 million bond package which has been financed over a 30-year period. There is no accumulated operating debt and the Foundation has a modest cash reserve and a capital fund for maintenance on the Estate.

The Ten Chimneys staff works in the Program Center, a beautiful, two-story facility built across the street from the Ten Chimneys estate. The Program Center houses the Foundation offices, the Museum Store, permanent and temporary exhibitions of the Lunts’ lives and a large, flexible space used for program presentations, meetings and performances of play readings, musical cabaret and lectures.

### Leadership

The Foundation is governed by a Board of Trustees consisting of 23 community leaders, artists and volunteers, primary from Milwaukee and Madison. The Board has intentionally kept working committees to a minimum, including executive, finance and nominating committees. This is an engaged and committed Board which has a firm culture of “give *and* get,” with every trustee involved in fund raising as well as supporting the Foundation personally.

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Joseph Garton founded Ten Chimneys, established its first Board of Trustees and assembled staff and

volunteers to achieve the Estate's opening in 2003. When Mr. Garton died shortly after Ten Chimneys opened, Sean Malone – one of the first staff members he had hired – was promoted to President and served in that role until January, 2012. His diligent leadership has, in large measure, been fundamental to Ten Chimney's success. Karen Robison, a former trustee, has been engaged as Interim President with the intention of remaining until the new President is on site.

### **Position and Responsibilities**

The President of Ten Chimneys serves as its CEO, including the responsibility of chief development officer. The next President will be expected to have an exceptional ability to serve as its primary voice. Although one of the roles of the Foundation is to preserve the Lunts' estate, there is not an expectation that the next President will come from a preservation background. Rather, the President will need to be a keen strategist with an entrepreneurial capability, working with the board and staff to establish the goals for the next decade and building a strong coalition to accomplish those goals. In that regard, fundraising will be a major component of President's responsibilities. Although a background in producing or presenting theatre is not required, it is expected that the successful candidate will have a deep appreciation for theatre and the performing arts.

### **Core Responsibilities**

- Lead all aspects of the Ten Chimneys Foundation in a strategic manner, effectively moving the organization into its next phase of growth and maturation;
- Work closely with the board of trustees to establish future goals with the Foundation's mission and strategies to accomplish those goals;
- Oversee all programs and services of the Foundation, currently including public tours, education programs, preservation, the Lunt-Fontanne Fellowship Program, and Museum Store
- Plan and execute all fundraising activities;
- Oversee financial planning and provide fiscal oversight to keep the Foundation financially sound;
- Supervise all external communications in a manner that will continually raise the Foundation's profile and build the Ten Chimneys brand;
- Management and oversight of all facilities;
- Hire, supervise and motivate the staff in an environment that will bring their best work to the Foundation;
- Develop programs and services which will use the Foundation's assets in an entrepreneurial way;
- Create and maintain important partnerships within the key communities that the Foundation serves, including the local area (Milwaukee / Madison), Wisconsin, the national theatre field, and other important institutions in the region.

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**Qualifications**

- A minimum of five years of successful leadership in a nonprofit environment of similar or larger scope and scale;
- A proven track record of success in development leadership;
- Exceptional public presence and communication ability in a variety of business and social situations;
- An entrepreneurial spirit with demonstrable background of new, innovative programming;
- An understanding of governance and track record of working effectively with a volunteer board;
- An ability to lead a professional team, achieving their best work and taking delight in their accomplishments;
- Clear understanding of developing financial operating plans and fiscal management of those plans.

The following personal attributes will also be considered important to the Committee:

- An active and energetic mind and demeanor.
- High appreciation of and passion for theatre and the performing arts.
- Very strong social and interpersonal skills, including taking delight in representing the organization in multiple social and business contexts, meeting with donors, stakeholders, etc.
- Ability to derive deep satisfaction from facilitating the best work of others.
- A passion for values established by the Lunts.
- A sense of humor.

**Compensation, Application Procedure and Start Date**

The salary will be competitive with other organizations of comparable stature and size. Major benefits include the following:

- medical/dental/life insurance plans (largely employer funded);
- a “tenure bonus plan” (in lieu of a 403(b) retirement plan);
- paid vacation/holidays;
- paid sick leave.

The committee hopes to make its decision by late spring, with the successful candidate on site as soon as possible thereafter. Interested candidates should provide a cover stating their intention to apply, a résumé, salary history and a minimum of three professional references to the consulting firm retained to facilitate this important search (via email preferred). Recommendations of candidates are welcomed. Send material or recommendations to:

**Management Consultants for the Arts, Inc.**  
**Attn: David Mallette or Louise Kane**  
**By email (preferred method): [MgtConArts2@aol.com](mailto:MgtConArts2@aol.com)**  
or mail / fax to  
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Phone: 203-353-0722 – Fax 203-353-0893  
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