



The Chamber

## Position Profile

# President & Chief Executive Officer Greater Springfield Chamber of Commerce Springfield, Illinois



### The Organization

The Greater Springfield Chamber of Commerce (“the Chamber”) is the dedicated champion of its 1,800 business members. The Chamber’s mission is to be a leader in creating a thriving regional business climate and advocating for the organization’s members and the regional community. The organization is one of only 40+ chambers in the nation to have achieved the 5-Star Chamber designation by the U.S. Chamber. The Chamber’s priorities in the years immediately ahead include economic development, small business services, community promotion, education and strengthening the business environment in the Greater Springfield region and Illinois. The Chamber has a strong history of facilitating collaboration between diverse interests and today is a trusted partner in business and community leadership.

The Chamber serves a diverse business community in Springfield and Sangamon County ranging in size from the smallest business with one proprietor to the sprawling campuses of the area’s medical industry and higher education. More than 85% of the Chamber’s membership is comprised of small businesses and the organization’s past success has been built on a culture of growth and excellence in all disciplines. The Chamber organization also has established relationships with the public sector as well as with organized labor leaders.

The Chamber operates with a staff of 14 and a \$2MM annual operating budget, with 25% from member investments, 25% from non-dues revenue such as events and programs, advertising and sponsorships and 50% from public and private sector investors in the Quantum Growth Partnership economic development initiative. The Chamber’s affiliates include:

- **Quantum Growth Partnership (“Q5”):** public/private economic development coalition involving City of Springfield, Sangamon County, local government, labor, education and private sector investors. Q5’s second five-year cycle of investment and activity has begun in 2012 and consulting firm Market Street Services has worked with staff and volunteers in mapping out a new 5-year planning effort.
- **Business/Education Partnership of Sangamon County:** education, business and other stakeholders involved in workforce development initiatives and activities. [www.bepsc.org](http://www.bepsc.org)
- **Continuum of Learning:** partnership between Chamber, United Way of Central Illinois and Community Foundation for the Land of Lincoln; purpose is to ensure that all Sangamon County residents are ready to learn, work and succeed. [www.continuumoflearning.com](http://www.continuumoflearning.com)
- **Young Springfield Professional Network:** 200-member social, networking, professional development, and leadership development organization. [www.ypspringfield.org](http://www.ypspringfield.org)
- **Greater Springfield Chamber Foundation:** 501(c)3 charitable foundation that serves as a funding vehicle for specific programs, including workforce development, neighborhood redevelopment and diversity.

More information on the Chamber and all its programs can be found on the website: [www.gsc.org](http://www.gsc.org)

The Chamber’s former President served for 6+ years and left in late 2011 to serve as CEO of an out-of-state chamber and the Chamber’s Executive Vice President is currently serving as Interim CEO. The Board of Directors has embarked on a national search to recruit a new President & Chief Executive Officer to guide the Greater Springfield Chamber and its prominent business and economic development leadership activities.

### **Greater Springfield, Illinois**

Springfield is the state capital of Illinois, with a population of approximately 117,400; Sangamon County's population is over 197,000. Springfield is at the strategic intersection of Interstate Highways 55 and 72, approximately 200 miles from Chicago and 100 miles from St. Louis and is known world-wide as the home of Abraham Lincoln and the Lincoln Presidential Library and Museum. In addition, as Illinois' capital city, Springfield is home to large contingents of state, federal and local government and a large private service sector based on the government economy. The State of Illinois is the area's largest employer with over 17,000 employees.

The regional economy benefits from a significant healthcare presence with Memorial Health System, St. John's Hospital and the Springfield Clinic among the largest private employers in the region. Springfield's Mid-Illinois Medical District acts as the developer of facilities and undertakes projects intended to advance Springfield's position as a Medical Center of Excellence. The vibrant education sector includes the University of Illinois-Springfield (4,500 students), Southern Illinois University School of Medicine, St. John's College of Nursing, Lincoln Land Community College (20,000 students) and a number of other private and technical colleges and universities. Other key industry segments include tourism, hospitality, logistics/transportation, insurance, call center/back office operations, manufacturing and agriculture. Abraham Lincoln Capital Airport is currently serviced by American Airlines (flights to Dallas/Fort Worth), United Airlines (flights to Chicago) and Direct Air (seasonal flights to South Carolina and Florida).

Residents of Springfield and Sangamon County enjoy four distinct seasons and an outstanding quality of life. The community is among the most educated populations in Illinois with roughly 3 in 10 having earned a college degree and one in ten with a post graduate degree. Greater Springfield residents have access to a wide variety of social, educational, artistic, historic and recreational activities. There are a variety of housing options, strong public and independent K-12 school choices, music, theatre, museum and recreational and college and nearby professional sports teams. For more information about Springfield and Sangamon County please visit:

City of Springfield: [www.springfield.il.us](http://www.springfield.il.us)

Sangamon County: [www.co.sangamon.il.us](http://www.co.sangamon.il.us)

Springfield Convention & Visitors Bureau [www.visit-springfieldillinois.com](http://www.visit-springfieldillinois.com)

### **The Position**

#### **Location**

The President & Chief Executive Officer position is located in the Chamber's offices at 1011 S. Second Street, Springfield, IL 62704; telephone (217) 525-1173.

#### **Reporting Relationships**

The President & Chief Executive Officer ("CEO") of the Greater Springfield Chamber reports to the Chair of the 33 member volunteer Board of Directors (includes 8 *ex officio* members) and works closely with a 10 member Executive Committee. The CEO also interacts with an 18-member Q5 Advisory Board. This individual supervises the Executive Vice President, Director-Operations and Director-Membership & Marketing; a total staff of 14. In addition, the CEO interacts with the individual who serves as Executive Director of both the Springfield Black Chamber of Commerce and the Springfield Project, a separate 501c3 nonprofit focused on community development and revitalization, diversity development, and community problem solving efforts. Both of these organizations are co-located in the Chamber building.

Other key interactions: executives and employees of Chamber member organizations and affiliates; representatives of other businesses and organizations in Springfield, Sangamon County and the region; local, state and national elected officials and their staffs; higher education and K-12 officials; representatives of other public and private sector partnership organizations including Springfield Convention & Visitors Bureau, Downtown Springfield, Inc., Prairie Capital Convention Center; economic development prospects and site selection consultants; labor leaders; members of the media.

***Position Charter***

The President & Chief Executive Officer is the top paid administrative executive of the organization and is appointed by, and accountable to, the Board of Directors. The CEO is responsible for the daily operation and ultimate success of the Chamber. The CEO shall manage all resources toward the outcomes outlined in the annual operating and Strategic Plan, and the corporate mission, vision, and purpose.

***Major Duties and Responsibilities include:***

**Chamber Programs, Services and Growth:**

- Lead and direct the activities, resources and staff of the Chamber.
- Establish and implement an annual business plan, and strategic goals.
- Work with Board to establish and implement the corporate mission and vision and to carry out the Board's directives.
- Demonstrate leadership in the Springfield and Sangamon County community through involvement and participation.
- Promote and encourage opportunities for more active participation by the membership.
- Ensure that organizational and business concerns are communicated regularly and effectively to Board members and other concerned parties.
- Ensure that organizational brochures, newsletters, and electronic communications are accurate, timely, and reflective of the organizational views.
- Provide and promotes opportunities for public forums or input.
- Establish and maintain effective programs for membership retention and growth.
- Responsible for overall membership relations.

**Economic Development:**

- Provide executive oversight to Quantum Growth Partnership/Q5 economic development effort in conjunction with the Executive Vice President who is responsible for the day-to-day activities of Q5, budgets and program communications.
- Cultivate and manage relationships with Q5 investors and stakeholders including the City of Springfield, Sangamon County, other entities of local government, labor and education leaders and private sector contributors.
- Oversight of annual Q5 budget of approximately \$1MM
- Lead successful conclusion of current leadership campaign to fund the next five-year cycle (2012-2016).
- In concert with Q5 staff and volunteers, plan, build and implement a comprehensive program to assist with the creation of new jobs and capital investment through the expansion of existing or recruitment of new industry to Springfield and Sangamon County.
- In conjunction with business, education and governmental partners, implement comprehensive workforce attraction, business retention and redevelopment programs to address the needs and realities of the Greater Springfield and Sangamon County economy.
- Maintain and enhance relationship with other regional and state-wide economic development leaders, site selection consultants and other key organizations at the community, county and state levels.

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**Constituent Relationships:**

- Enhance and coordinate the interaction between the Chamber and other partner organizations with similar missions.
- Maintain effective news media relations and a positive public relations image.
- Represent Chamber at various meetings, conferences, and public events.
- Responsible for ongoing interaction and liaison with a wide constituency including:
  - Board of Directors:** Provide leadership, training, clear communication, and input to the Board. Assure Board meetings are timely and in accordance with the organizational bylaws. Serve on the Executive Committee and assist the officers with input and guidance when needed. Provide the Board Chair with assistance and information needed in taking action required of him or her. Serve as a resource to the Chair on decisions related to committee appointments and keeps the Chair constantly informed regarding the operations of the Chamber.
  - Chamber Members:** Responsible for motivating members to personally and financially support an aggressive Chamber program, analyzing and interpreting the needs of members and recommending revisions in the program of work to improve service and assistance to make membership more valuable.
  - Community:** Through personal contacts with key community leaders, the CEO helps shape the Springfield community, frequently called upon to relate Chamber activities to the activities of all other groups and organizations that impact the quality of life in the region (commercial, industrial, educational, cultural, civic and spiritual). CEO takes a leadership role in local and regional issues, projects or community organizations to assure presence and involvement of the Chamber to accomplish its mission.
  - Education:** Continue to foster stronger relationships with representatives of educational institutions through Business/Education Partnership and Continuum of Learning programs.

**Advocacy and Communication:**

- Foster strong working relationships with state, federal, city, and county legislators to communicate and lobby for the needs of the community and Chamber members.
- Participate in Chamber activities to promote and enhance the image and relationship of the Chamber with all groups and parties in the community.
- Monitor governmental affairs to determine effect on community interests, and makes recommendations to the Board based on organizational policy.
- Act as the chief spokesperson for the Chamber and communicate the organization's position on community, public and political issues.

**Financial and Operational Management:**

- Oversee and manage the fiscal and human resources of the Chamber.
- Work with staff to establish the annual operating budget and oversee all expenditures in accordance with budget.
- Evaluate and implement programs or services which generate revenue for the organization. Ensure compliance with local, state and federal laws.
- Assure adequate records of all transactions and correspondence are maintained for review by auditors, the Board, or other officials or agencies.

**Chamber Staff:**

- Oversee and maintain a professional, educated staff.
- Assure staff has adequate training, supervision, regular performance evaluations and opportunities to develop professionally.
- Responsible for the employment of all staff personnel, the assignment of their duties, the supervision of their work, and the establishment – within the framework of the approved budget – of the terms of their employment.

**Other Duties:** Perform other tasks and duties as may be assigned from time to time by the Board.

### Compensation

The President & Chief Executive Officer is expected to earn an attractive compensation package; appropriate perquisites and some relocation assistance will be provided.

### The Candidate

#### **Education**

A Bachelors degree is required; an advanced degree in business, finance, law, public administration or related field is desirable. If the candidate's professional experience includes chamber, association or economic development industry background, then a graduate of the U.S. Chamber's Institute for Organization Management, Certified Chamber Executive/, Certified Association Executive or Certified Economic Developer designation is desirable.

#### **Professional Qualifications**

The ideal candidate must have a proven track record of 5+ years of senior leadership experience and may come from a variety of backgrounds such as: serving as the top executive within a progressive and comparably-sized Chamber of Commerce, economic development-focused organization or related significant business association; experience as a "#2" or other senior-level executive at a larger like enterprise as noted above; or an executive from a complex private or public sector entity. Significant Board interaction and experience leading large numbers of volunteers is strongly desired.

#### **Preferred Knowledge, Skills and Abilities**

- **Economic/business development** (has worked collaboratively with established public sector delivery systems and private sector resources to effectively promote the business growth of a community, county or region).
- **Membership development** (has actively promoted a membership-based organization; track record of membership development, retention, increased value and appropriate expansion).
- **Executive leadership experience** (strong staff leadership and human resource development; has effectively led a complex organization).
- **Public affairs/advocacy** (experience in the process of local, state, regional and national government and government organizations; has developed effective working relationships with elected/appointed officials).
- **Collaborative relationships** (demonstrated track record of developing effective partnerships among all sectors, from large companies to entrepreneurs, from city to state governments, from organized labor to higher education).
- **Resource development** (experience with varied successful funding activities including development programs, publications and advertising, special events, dues and non-dues revenue campaigns).
- **Board relationships** (significant involvement with Board development and recruitment, governance issues and Board of Director interactions).
- **Volunteer organization experience** (appreciates the value of voluntary organization structure and operating techniques; proven ability to motivate and utilize staff and volunteers).
- **Communication** (strong communicator with internal and external audiences including Chamber business members and prospects, Board of Directors, government representatives, staff, members of the media and the public).
- **Diversity** (inclusive; has experience working with diverse groups; promotes diversity programmatically).
- **Fiscal management** (demonstrated ability to manage financial affairs of an organization; i.e., develop revenue sources and control expenditures so as to preserve financial stability).
- **Small business** (programmatic success of serving small business enterprises and working with entrepreneurs).

- **Educational institutions** (demonstrated collaboration with leaders of public school systems and private institutions along with technical schools, colleges and universities).
- **Planning** (has successfully developed and implemented both operational and strategic plans).
- **Sales orientation** (ability to market and promote the Chamber, Springfield, Sangamon County and work with Chamber sales team).
- **Varied industries** (interactions with executives and owners of diverse industries including healthcare, public sector, manufacturing, service, transportation/logistics, retail, tourism).
- **International business** (experience in global economic development dealings highly desirable).
- **Community/regional development** (able to identify both local and regional issues and effectively manage interactions with regional organizations to achieve common goals).
- **Media/public relations** (ability to effectively articulate goals, objectives and policy positions of the Chamber to the media and the community at large).
- **Established contacts** (has developed and maintained regional and national connections with business, government and other public sector organizations).

*Desired personal traits*

- **Leadership** (a take charge individual; can manage, motivate, challenge and delegate to others; proactive versus reactive; looks for and fosters “win-win” results).
- **Vision** (a forward thinker and able to envision “the big picture” beyond daily operations and lead an organization and community toward strategic goals and ideas).
- **Interpersonal skills** (personable; relates well to diverse population and at all levels; builds constructive and effective relationships; socially adept and a good conversationalist).
- **Political acumen** (demonstrated ability to strategically navigate among local, county, state and federal leaders).
- **Communication skills** (good listener; excellent written and oral communication skills).
- **Integrity** (honest; transparent; possesses the highest ethical and moral standards).
- **Credibility** (can command respect of Board, members, staff, business and regional leaders).
- **Collaborative** (sees value in working with others to achieve positive results for the community; demonstrates a willingness and ability to work with and through others).
- **Visibility** (highly visible to staff, members and business leaders; active in the region and community).
- **Management style** (empowers staff; inclusive while providing basic direction and allowing staff team to execute; holds staff accountable; serves as a mentor for staff in their own professional development).
- **Organizational skills** (results oriented; meets established goals and objectives).
- **Intelligent** (bright; street smarts and natural intelligence).
- **Genuine** (sincere; authentic; trustworthy; transparent).
- **Change agent** (willing to take calculated risks to push the envelope and challenge traditional thinking for positive change).
- **Persuasive** (able to synthesize various viewpoints and convince disparate groups to come to a logical resolution).
- **Energetic** (genuinely enthusiastic; strong personal work ethic).
- **Executive presence** (polished; self confident; has political savvy necessary to maneuver through complex situations effectively and quietly).
- **Teamwork** (recognizes that many parties are necessary to accomplish big things; speaks of “we” first, not “I”; relishes in sharing credit with others).
- **Strategic thinker** (can plan for the future and also brings “outside the box” ideas).
- **Sense of humor** (genuinely light-hearted; able to enjoy life and see the humor in sometimes difficult situations).
- **Business champion** (personal belief in the free enterprise system and the role of business in serving the economic and community development needs of society).

### **Challenges and Opportunity**

The projected first year accomplishments and projects for the new President & CEO of the Greater Springfield Chamber of Commerce include:

- Establish presence as Chamber CEO and become completely familiar with all operating aspects of Chamber and affiliates including staff, finances, program of work, Board members and volunteers.
- Initiate formal and informal introductions and connections with Chamber's membership, Q5 partners and investors and the Greater Springfield regional business community through varied communications and in-person gatherings and meetings, thereby developing strong and trusting relationships with key constituencies.
- Assure the successful completion of the Q5 five-year funding cycle of 2012 to 2016, working closely with the Executive Vice President, Q5 Advisory Board and key volunteers. Begin Year One implementation of the Q5 efforts of recruitment, expansion and retention, in conjunction with the plan developed by Market Street Services and
- Work with Board and staff to evaluate the strategic direction of the Chamber and through the review and development of strategic, operational and budgetary plans. Clarify/confirm the organization's mission and vision as a chamber of commerce and economic development organization.
- Become actively involved in the community, attending multiple Chamber and non-chamber events; become known as "the face" of the Chamber within the Greater Springfield community.
- Work with staff to build cohesive team, breaking down any silos that exist between functional and programming responsibilities so that entire staff feels sense of ownership and pride in working at the Chamber.

The President & Chief Executive Officer position of the Greater Springfield Chamber of Commerce is an outstanding opportunity for a chamber of commerce, economic development, association or perhaps private sector executive to lead and grow a successful chamber organization in a dynamic state capital region. The Chamber is led by an engaged and influential volunteer Board of Directors and will lead a team of staff who bring significant experience and enthusiasm to their roles. The Greater Springfield region benefits from a consistent economy and outstanding quality of life, but there is an opportunity for growth and development in the business community, from downtown Springfield to the other communities in Sangamon County. The new CEO will benefit from leading this 5-Star Chamber and also have the chance to put his/her own stamp of leadership on the organization and community.

### **Contacts**

If you are aware of an outstanding chamber, economic development or business executive who meets these requirements and would be interested in evaluating this dynamic opportunity, please contact WAVERLY PARTNERS, the executive search firm retained by the Chamber Board on this search and the "preferred provider" of executive search services of the American Chamber of Commerce Executives.

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