



**Position Profile**  
**President & Chief Executive Officer**  
**Midland Area Chamber of Commerce/Midland Tomorrow**  
**Midland, Michigan**

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**The Organizations**

**Midland Area Chamber of Commerce:** Formed over 75 years ago, the Chamber is a 501(c)6 nonprofit organization with a mission to foster a prosperous business environment by educating, promoting and advocating to help approximately 1,000 Chamber members and the Midland community thrive. The Chamber serves as the leading advocate and catalyst for business growth and sustainability.

The Chamber provides a variety of programs and services for members including networking, seminars, communication and relationship building events, Leadership Midland and MYPros young professionals programs, educational partnership programs and government advocacy activities. In the summer and early Fall, the Chamber oversees a twice-weekly Midland Area Farmers Market and takes a lead role in many additional community and regional initiatives. In addition, the Chamber has a 501(c)3 Foundation and a for-profit subsidiary, CBM Services, Inc., a collection agency that is a strong revenue generator for the Chamber. The Chamber's 2015 operating budget is \$1.18MM and the organization is governed by an 8-member Executive Committee along with 23 other members of the Board of Directors (5 are *ex officio*).

**Midland Tomorrow:** Midland Tomorrow is a 501(c)3 nonprofit public-private economic development corporation serving Midland County, the City of Midland and the other 15 municipalities in the County. The mission of Midland Tomorrow is to enhance the quality of life for Midland County residents through the retention, and creation of quality jobs and diversification of the economic base. Created in 1963, Midland Tomorrow receives funds from the City of Midland and Midland County and over 70 private sector investors.

The organization provides financial packaging and incentives, site selection services, workforce development support and economic gardening. In addition, Midland Tomorrow has oversight of a number of related entities including: Midland Information Technology Consortium which provides IT expertise and support to area nonprofits; and the Midland SmartZone, a certified technology park that utilizes tax increment financing to help develop and attract high technology companies to the SmartZone. The organization has a 16 member Executive Board (with 5 officers) plus 35 other Board members along with a 2015 projected budget of \$980,000 (includes \$247,000 for SmartZone and \$120,000 restricted income)

**Future Direction:** There have been recent executive leadership changes in these two organizations: the Chamber CEO is retiring and the Midland Tomorrow CEO relocated to accept a new position; each served for over 10 years. The Boards of each organization have now ratified an agreement to form a new as-yet-unnamed 501(c)4 nonprofit umbrella corporation with a 10-member Governance Board (5 from each Executive Committee) and a single President & Chief Executive Officer. The new umbrella entity for the Chamber and Midland Tomorrow will be formalized in the latter part of 2015. It is expected that the unification of activities, staffing, planning and budgeting will deliver more to the Midland regional community than with these organizations working separately. As a result, the Chamber and Midland Tomorrow Boards have formed a Search Committee and embarked on a national search to recruit a new President & Chief Executive Officer who will guide this new alignment and the important and prominent business leadership and economic development activities within the Midland region.

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More information can be found:

- Midland Area Chamber: [www.macc.org](http://www.macc.org)
- Midland Tomorrow: [www.midlandtomorrow.org](http://www.midlandtomorrow.org)

### Midland, Michigan

Centrally located in Michigan's lower peninsula, Midland is a city of over 40,000 people and the county seat of Midland County (population of 83,000). This area is part of a 400,000+ population region that includes nearby Bay, Isabella and Saginaw Counties. Midland and Midland County offer an outstanding quality of life and professional opportunities along with transportation, education, healthcare, shopping and leisure activities.

The area is easily accessible via U.S. Highway 10 and Interstate 75. MBS International Airport, eight miles southeast of Midland, is a tri-government facility operated by the City of Midland, City of Saginaw and Bay County with Delta and United as the major carriers.

Midland's economy has a century-long history of world-class innovation and manufacturing in the chemical industry. Considered the heart of Michigan's technology basin, Midland is the global headquarters of two **Fortune 500** companies: The Dow Chemical Company and Dow Corning Corporation. It is also home to the Midland Cogeneration Venture, the largest gas fueled, steam recovery cogeneration facility in North America. Other industry clusters include healthcare, financial services, plastics manufacturing, industrial contactors and printing. Midland is also home to a strong health care base, anchored by MidMichigan Health System, which has an affiliation with the University of Michigan.

In addition to the strong economic base, Midland is also proud of its quality education programs. For several years, the Midland Public Schools has been rated as one of the top 44 school districts in the country by *Expansion Management* magazine. Offering many opportunities for higher education, Midland is the home of Northwood University and a branch of Davenport University; located within 20 minutes are Saginaw Valley State University, Central Michigan University and Delta College. Over 40% of the population has a bachelor's or graduate degree and Midland has the highest per capita PhDs in the nation.

Midland benefits a number of significant corporate and private foundations, along with the Midland Area Community Foundation, that are engaged in supporting area arts, cultural, educational and human service efforts and organizations.

Residents of Midland benefit from affordable homes and short commute times. The Midland area offers a variety of recreational, sporting, and cultural activities year-round including access to Lake Huron and other lakes and rivers, golf courses, over 70 different parks, Great Lakes Loons minor league baseball team, Civic Arena, 30-mile paved Pere Marquette Rail-Trail, Midland Community Tennis Center and more. Cultural options include orchestra, dance and other concerts at the Midland Center for the Arts, museums, Dow Gardens, community festivals and a myriad of restaurants and entertainment venues.

More information on Midland and the region can be found on the following websites:

- City of Midland: [www.cityofmidlandmi.gov](http://www.cityofmidlandmi.gov)
- Midland County: [www.co.midland.mi.us](http://www.co.midland.mi.us)
- Great Lakes Bay Regional Convention & Visitors Bureau: [www.gogreat.com](http://www.gogreat.com)

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#### The Position

##### *Location*

The President & CEO will be located in the Chamber's offices in the Gerstacker Commerce Center, 300 Rodd Street, Suite 101, Midland, Michigan 48640; telephone (989) 839-9901

##### *Reporting Relationships*

The President & Chief Executive Officer ("CEO") has multiple reporting relationships: to the Chair of the 10-member Governance Board of the new umbrella entity; to the Chair of the 8-member Executive Committee of the full 30+ member Chamber Board; and to the President of the 16-member Executive Board of full 48 member Midland Tomorrow Board of Directors. These Boards meet monthly.

The CEO will supervise the Chamber staff (Director- Communications, Director-Community Programs, Director-Finance, Director-Membership, Business Development Coordinator, two Information Specialists, two Program Specialists, Farm Market Master) and the Midland Tomorrow staff (Vice President-Operations/Fund & Community Development Director, Marketing & Attraction Director and Midland SmartZone Director).

Other important interactions include: executives and employees of Chamber member organizations and Midland Tomorrow investors; local municipal, county, state and national elected officials and their staffs; representatives of other public and private sector partnership organizations including Great Lakes Bay Regional Alliance (multi-county collaborative formed by chambers and economic development organizations in Bay City, Midland and Saginaw), Midland Downtown Development Authority, Michigan Economic Development Corporation; officials from higher education institutions; members of the media; the President and Board of Directors of the Chamber's for-profit subsidiary CBM Services, Inc.; and representatives of target and prospect organizations.

##### *Position Charter*

The President & Chief Executive Officer ("CEO") is responsible to the Boards of Directors for the full range of activities of the Chamber and Midland Tomorrow: coordination of the program of work for Chamber and economic development efforts; organizational structure and procedures; motivation of volunteers; income and expenditures; maintenance of membership and investors; employment, training and supervision of staff; interpretation of policy; maintenance of quarters.

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

- **Programs, Services and Operations:** Responsible for ongoing evaluation and delivery of all Chamber and Midland Tomorrow programs and services, with equal focus on quality and value to members, investors and the community at large, along with sound fiscal benefit to the overall organization. Provide for an efficient office operation and present an attractive "front door" for the use of members, investors and visitors
- **Economic Development:** Plan, build and implement a comprehensive program and calling effort to assist with the expansion of existing industry, economic gardening and creation of new jobs and capital investment in Midland County. Working with the SmartZone Director, ensure the successful implementation of the Midland SmartZone. Work with Midland Tomorrow volunteers and others in the region to successfully execute investment and trade missions, headquarters visits, delegate hostings and trade shows, domestically and internationally. Initiate new as well as enhance existing relationships with site selection consultants.
- **Advocacy and Communication:** Develop meaningful relationships and communication with elected officials to provide information and advocacy on behalf of the Chamber's members and mission. Serve as the key leader in coordinating regional legislative priorities with other chambers and community leaders in the region. Serve as the chief spokesperson for these organizations and communicate positions on community, public and political issues.

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- **Volunteers:** Effectively recruit, motivate and inspire volunteers to creative and fruitful action. Work in concert with Board members on key volunteer leader identification and training.
- **Financial Management:** Oversee accounting and financial record keeping including the preparation and management of annual operating budgets with Board authorized guidelines..
- **Membership and Investment:** Oversee activities related to ensuring membership satisfaction and retention and that dues and non-dues revenue streams enhance and support the Chamber's work and further defines the relevance and value of the organization. In addition, oversee relationship with Midland Tomorrow investors including public sector leaders. Assure outstanding and on-going communication with members and investors through on-site visits, publications, emails, social media and in concert with local media.
- **Staff Leadership:** Responsible for employment, assignment of duties, supervision, evaluation, training and leadership of all staff. Based on annual plans, assure staff members are prepared to successfully implement programs and services. Foster daily working environment that values teamwork and ensure the highest levels of customer service.
- **Strategic and Annual Planning:** Work with the Boards and staff to develop and annually update a multi-year Strategic Plan that provides direction for the long-term activities of the Chamber and Midland Tomorrow and for the long-term allocation of financial and human resources. In addition, prepare an annual operating plan in conjunction with the Strategic Plan.
- **Constituent Relationships:** Responsible for ongoing interaction, collaboration and liaison with a wide constituency including:
  - Boards of Directors:*** Earn and maintain the respect and confidence of the umbrella, Chamber and Midland Tomorrow Boards. Responsible for preparing meeting agendas, maintaining Board minutes and records, carrying out plans and programs of the Board in accordance with established policies..
  - Members and Investors:*** Responsible for motivating members and investors to personally and financially support an aggressive Chamber/Midland Tomorrow program, analyzing and interpreting the needs of members and investors and revising the programs of work to improve service and assistance to make membership and investment more valuable. Personally call on major investors in the Chamber and Midland Tomorrow to determine their needs, acknowledge their importance and increase their involvement and support.
  - Government Officials:*** Maintain strong communication and relationship with elected officials and their staffs, specifically with the City of Midland and Midland County, along with state and federal levels. Play a key role in advocacy on behalf of the overall organization and in line with strategic objectives.
  - Community:*** Through personal contacts with key community leaders, the CEO helps shape the Midland regional community, frequently called upon to relate organization activities to the activities of all other groups and entities that impact the quality of life in the region (commercial, industrial, educational, cultural, civic, philanthropic and spiritual). The CEO will take a leadership role in local and regional issues, projects or community organizations to assure the presence and involvement of the Chamber and Midland Tomorrow to accomplish their missions.
  - Regional Relationships:*** Work to maintain and/or initiate effective working relationship with aligned organizations on a broad regional, multi state and national basis. This in particular includes chambers and related business focused organizations in Bay City, Saginaw and Mount Pleasant along with other Great Lakes Bay communities and the Great Lakes Bay Regional Alliance.
  - Education:*** Foster strong relationships with representatives of area community colleges, 4-year universities, other technical schools and public and private K-12 schools.
  - Media:*** Serve as the official spokesperson of these organizations to the public at large and to the local and regional print and electronic media.
- **Other Duties:** Perform other tasks and duties as may be assigned from time to time by the Boards.

### **Compensation**

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

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### The Candidate

#### *Education*

A Bachelors degree is required; an advanced degree in business, law, public administration or related field is preferred. Demonstrated professional commitment is desirable: graduate of the U.S. Chamber's Institute for Organization Management; graduate of the University of Oklahoma's Economic Development Institute; Certified Chamber Executive; Certified Economic Developer; Certified Association Executive.

#### *Professional Qualifications*

The ideal candidate is currently serving as the top executive of a comparable Chamber of Commerce, Economic Development or related significant association or business development-focused organization with a proven track record of success. Alternative experience includes serving as "second in command" or another senior-level executive at a larger enterprise as noted above, or as an executive from a complex private or public sector entity.

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

- **Economic development** (has coordinated with public sector delivery systems and private sector resources to effectively promote the economic development of a community or region).
- **Chamber of commerce development** (has actively promoted a chamber organization; track record of membership retention and increased membership value).
- **Collaborative relationships** (develops effective partnerships among all sectors: large corporations, small business owners/entrepreneurs, government, chamber and economic development organizations).
- **Communication** (strong background in interacting and communicating with multiple audiences at the public, private and media level; strong public speaking abilities).
- **Government relations/advocacy** (has developed effective working relationships with elected/appointed officials and their staffs; an advocate for business; embraces the role that state government plays in enhancing regional prosperity).
- **Organization management** (ability to establish and implement program procedures, policies or guidelines; an appreciation and passion for "all parts" of the organization).
- **Technology** (knowledgeable and proactive in understanding current technology, social media and its role in delivering services, driving business development and supporting staff productivity).
- **Public/private relationships** (demonstrated track record of developing effective partnerships between the public and private sector).
- **Management experience** (strong human resource and staff development skills; can effectively coach, mentor and empower staff and create a team focus).
- **Fund raising** (experience with varied successful funding activities including non-dues revenue generations, development programs, capital campaigns, special events).
- **Fiscal management/investor relations** (demonstrated ability to manage financial affairs of an organization and communicate effectively with investors).
- **Board relationships** (experience with governance issues and Board of Director interactions).
- **Varied industries** (interactions with executives and owners of diverse industries including manufacturing, healthcare, public sector, service, transportation/logistics, retail, tourism).
- **Planning** (experience in developing and implementing both operational and strategic plans).
- **Diversity** (inclusive; has experience working with diverse groups; promotes diversity programmatically).
- **Negotiation skills** (effectively represented organization in successful discussions and decisions on key issues).
- **Volunteer organization experience** (appreciates the value of voluntary organization structure and operating techniques; proven ability to motivate and utilize staff and volunteers).
- **Sales orientation** (experience in marketing and selling a community and/or an organization).

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- **Media/public relations** (ability to effectively articulate goals, objectives and policy positions of Chamber and Midland Tomorrow to the media and the community).
- **International business** (experience in global economic development dealings desirable).
- **Private sector** (experience working in a leadership position within the private sector highly desirable).

#### *Desired Personal Traits*

- **Integrity** (possesses honesty and the highest ethical and moral standards).
- **Leadership** (a take charge individual with vision; can manage, motivate, challenge and delegate to others).
- **Vision** (a forward thinker; able to envision the big picture; brings “outside the box” ideas).
- **Interpersonal skills** (relates well to people; builds constructive and effective relationships).
- **Collaborative** (sees value in working with others to achieve positive results for the region; demonstrates a willingness and ability to work with and through others).
- **Teamwork** (recognizes many parties are necessary to accomplish big things; speaks of “we” first, not “I”; relishes in sharing credit with others).
- **Communication skills** (good listener; excellent written communication skills; experienced and effective public speaker).
- **Consensus-building** (able to forge effective working relationships with various parties and encourage them to work together toward common goals).
- **Visibility** (highly visible to staff, members and business leaders; active in the community and region).
- **Executive presence** (polished; self confident; has political savvy necessary to maneuver through complex situations effectively and quietly).
- **Management style** (empowers yet holds staff accountable; mentors, promotes professional development).
- **Credibility** (can command respect of Boards, members, investors, staff, business and regional leaders).
- **Political acumen** (demonstrated ability to strategically navigate among local, county, state and federal leaders).
- **Results oriented** (passion for achievement; meets goals and objectives and strives for stretch goals).
- **Risk taker** (willing to take calculated risks; isn’t afraid to challenge status-quo thinking).
- **Change agent** (willing to push the envelope; challenges traditional thinking through education and advocacy).
- **Genuine** (sincere; authentic; trustworthy; transparent).
- **Persuasive** (able to synthesize various viewpoints and convince disparate groups to come to a logical resolution).
- **Energetic** (genuinely enthusiastic; strong personal work ethic).
- **Creative** (able to envision nontraditional solutions to issues).
- **Intelligent** (bright; street smarts and natural intelligence).
- **Sense of humor** (genuinely light-hearted; able to enjoy life and see the humor in difficult situations).

#### *Challenges and Opportunity*

The projected first year accomplishments for the new President & Chief Executive Officer of the Midland Area Chamber / Midland Tomorrow include:

- Establish presence as the CEO of these combined entities and become completely familiar with all operating aspects of the Chamber and of Midland Tomorrow including staff, finances, programs, and Board members. Implement and/or make recommendations on enhancements and changes and work with the newly formed Governance Board of the umbrella entity to establish structure, governance and planning efforts..
- Initiate formal and informal introductions and connections with the Chamber’s membership and with Midland Tomorrow investors through varied communications and in-person gatherings and meetings, thereby developing strong and trusting relationships with key constituencies. Initiate Midland Tomorrow investor funding efforts for new multi-year commitments beginning in 2017.

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- Form effective collaborative and working relationships with key leaders of municipal, county, state and national government leaders, business owners and corporate executives, foundations, educational leaders and heads of cultural arts entities.
- As a result of first year meetings and organizational/regional analysis, prepare and present a multi-year strategic vision and plan that details the steps necessary to take the umbrella entity, Chamber and Midland Tomorrow to the next level of success and regional impact.
- Working with the Chamber's staff and volunteers, advance progress toward strategic initiatives including growth in the Chamber's membership and retention, enhanced marketing and communication and promotion of the Chamber's relevance to small business and large companies alike.
- Demonstrated success toward achieving Midland Tomorrow's economic development goals including: attraction of new investment to key industry clusters; job development; retention and workforce efforts. Demonstrate specific successes in the overall development of the Midland SmartZone.

The President & Chief Executive Officer position of the Midland Area Chamber/Midland Tomorrow is an outstanding opportunity for a chamber of commerce, economic development or perhaps private sector executive to meld two successful business-focused entities into one significant organization that will be more impactful than the sum of its parts. Both the Chamber and Midland Tomorrow enjoy solid reputations in the region's business sector yet together can serve as an important catalyst and leading voice in the community. The organizations are in a good fiscal position and, despite general challenges in the economy, community leaders see a positive future for Midland, Midland County and the Great Lakes Bay region. These organizations' previous CEOs laid a strong foundation for growth, with an experienced and engaged staff, committed Board members and an excited volunteer base. Together these constituents are looking for an executive leader who can accept this exciting opportunity to fully integrate the efforts of the Chamber and Midland Tomorrow and help guide the entire Midland regional community to new levels of success.

#### Contact

If you are aware of an outstanding executive who meets these requirements and would be interested in evaluating this dynamic opportunity, please email [Midland@Waverly-Partners.com](mailto:Midland@Waverly-Partners.com) or contact WAVERLY PARTNERS, the executive search firm retained by the Chamber and Midland Tomorrow Boards on this search and the "preferred provider" of executive search services of the Association of Chamber of Commerce Executives.

Eric N. Peterson  
Managing Director & Principal  
WAVERLY PARTNERS, LLC  
Cleveland, Ohio  
(440) 892-5961  
[EPeterson@Waverly-Partners.com](mailto:EPeterson@Waverly-Partners.com)

**WAVERLY PARTNERS, LLC**

Executive Search Consultants

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