



Position Profile
President & Chief Executive Officer
Greater Raleigh Chamber of Commerce
Raleigh, North Carolina

The Chamber

The Greater Raleigh Chamber of Commerce (“the Chamber”) is the largest business membership organization in the North Carolina Triangle region, made up of more than 2,500 member firms representing two-thirds of the private sector employment in Wake County. The Chamber has been representing the interests of the local business community for more than a century.

The Chamber is the key economic and community development organization in the Triangle, an 11 county region of North Carolina that includes the cities of Raleigh, Durham, Chapel Hill, Cary, Carrboro, and Apex. It brings together key leaders in business and industry, education and government in a spirit of collaboration. The Chamber offers a support network for area businesses and has diverse program offerings to help businesses of all sizes, from the one-person entrepreneurial company to the large corporation. As the community and region continue to grow, the Chamber expects to engage with a parade of companies and personalities to maintain and grow its role as a community leader.

The Chamber’s \$6.5MM budget is generated from members and investors from throughout Raleigh, Wake County and the Triangle region along with revenue from over 150 special events and programs annually. The Chamber endeavors to help members grow their businesses and offers a variety of networking, training and marketing opportunities each month. In addition, the Chamber offers an array of programs including Leadership Raleigh, Young Professionals Network, tradeshow, golf outing and others.

The Chamber’s major initiatives include:

- **Wake County Economic Development:** As the lead economic development agency for Wake County, WCED assists businesses with relocation and expansion and markets Wake County as one of the best places for business in the U.S.
- **Regional Transportation Alliance:** Regional business voice for transportation initiatives and policy across the Triangle, RTA is a separate, dues-paying membership, which includes 100+ leading businesses, 23 member chambers, Triangle Transit, and Raleigh-Durham International Airport (RDU).
- **Edge5:** A 5-year public-private economic development \$12MM funding goal to support 5 key pillars: Regional Competitiveness & Cooperation; Marketing & Public Relations; New Business Attraction & Job Creation; Existing Industry Support, Innovation & Entrepreneurship; Talent Attraction & Development; Quality of Place & Sustainability.

The Chamber has a 51-member Board of Directors with significant “C-level” representation, hundreds of volunteers from Raleigh and the surrounding Triangle communities and a 35+ member staff. More information on the Chamber can be found on its website: www.raleighchamber.org.

Harvey Schmitt has served as the Chamber’s President & Chief Executive Officer for over 20 years and is scheduled to retire in 2015. The Board of Directors has now embarked on a national search to recruit a new CEO who will guide the Chamber and continue to lead its significant leadership activities in Raleigh, Wake County and the Triangle in the years to come.

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Raleigh, Wake County and the Triangle

Raleigh, the Capital City of North Carolina, is the second largest city in North Carolina, the seat of government for Wake County, and central to one of the fastest growing areas in the country. It is the largest city in the Triangle region. Wake County is the largest county in the Triangle. Raleigh is a highly ranked community for business and quality of life at an affordable price. The market is dynamic as 1 in every 3 residents is new to the County in the last decade. Raleigh has a population of almost 432,000; the County population is 1 million and the 11-county Raleigh-Durham-Chapel Hill CSA is over 2 million. It is home to major arts venues, state museums, much-lauded restaurants and both local and global businesses.

Raleigh benefits from a diverse business climate, with international corporations along with small businesses and start-up companies. Major employers in the area include IBM, WakeMed Health & Hospitals, Cisco Systems, Rex Healthcare, SAS Institute, GlaxoSmithKline, Red Hat, Lenovo and Wells Fargo. Three major research universities, North Carolina State University in Raleigh, University of North Carolina at Chapel Hill, and Duke University in Durham, make up the Research Triangle Park. North Carolina Central University is also in Durham.

Raleigh and Wake County have an outstanding quality of life (as noted below by numerous national rankings) based on great schools, affordable homes, diverse population and green space. There are numerous choices for K-12 education including an outstanding public school system along with private schools in the region. Leisure and cultural activities abound. Raleigh and the Triangle are home to the NHL Carolina Hurricanes, Carolina Mudcats minor league baseball affiliate of the Atlanta Braves, along with Atlantic Coast Conference NCAA Division I competition and other collegiate athletics.

Raleigh has been recognized by a number of national media outlets for its favorable business climate and quality of life. A sampling of these rankings includes:

- #1 “Best Places for Business, 2014” (*Forbes*)
- #1 “Where Americans Are Relocating, 2014” (*Forbes*)
- #2 “America’s Fastest Growing Cities” (*Forbes*)
- #2 “Most Educated Cities in the U.S.” (*WalletHub*)
- #6 “Best Metros For Recent Grads” (*City Lab*)

More information on Raleigh, Wake County, and the Triangle can be found on the following websites:

- Wake County Economic Development: www.raleigh-wake.org
- Greater Raleigh Convention & Visitors Bureau: www.visitraleigh.com
- City of Raleigh government: www.raleighnc.gov
- Wake County government: www.wakegov.com
- Triangle: <http://www.workinthetriangle.com>

The Position

Location

The President & Chief Executive Officer position is located at 800 S. Salisbury Street, Raleigh, North Carolina.

Reporting Relationships

The President & Chief Executive Officer (“CEO”) of the Chamber reports to the Chair of the 17-member Executive Committee of the Chamber’s 51-member Board of Directors (39 elected; 12 appointed). The CEO is an *ex officio* member of both the Executive Committee, which meets monthly, and the full Board, which meets quarterly. The Chamber also has a 300+ member Board of Advisors, an influential group of community and business leaders representing the Triangle’s most successful corporations and organizations, which also meets quarterly.

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The CEO will lead the 38 member Chamber staff, with direct supervision of: Senior Vice President & General Manager; Vice President-Economic Development (who also serves as Executive Director of Wake County Economic Development); Vice President-Government Affairs; Executive Director-Regional Transportation Alliance; Controller; and Office Manager/Executive Assistant.

Other important interactions include: executives and employees of Chamber member organizations; county and municipal elected and appointed officials; state and national elected officials; representatives of other public and private sector organizations with related community and economic development missions; education officials; and members of the media.

Position Charter

The President & Chief Executive Officer (“CEO”) is responsible for the overall leadership and management of the Chamber’s membership services, public policy, economic development, and related community development efforts. This executive is accountable for the effective and efficient operation of the Chamber organization, including fiscal management. The CEO position has a strong external focus, serving as a key spokesperson and advocate for the business community while successfully operating at the highest levels of influence with key government, legislative and business leaders. The CEO serves as a leader and ambassador for Raleigh and the Triangle region, working closely with the Board of Directors and member organization leadership.

Major Duties and Responsibilities

- **Governance:** Serve as the primary Chamber staff liaison to the Executive Committee, Board, and Chamber committees. Work in concert with the Board on key volunteer leader identification and training. Encourage active participation and engagement of Board members and other volunteers.
- **Member Relations:** Responsible for maintaining the Chamber’s engagement with leaders of the organization’s membership. Motivate members to financially support Chamber programs, analyzing and interpreting the needs of members and recommending revisions and enhancements in order to improve service and assistance and to make membership more valuable and relevant.
- **Policy:** Monitor issues of strategic importance to business and develop implementation plans for support or opposition as necessary. Work with Board leadership and key public policy staff to develop positions and report information on public policy issues of concern to the Executive Committee, Board, and membership. Develop meaningful relationships and communication with elected officials to provide information and advocacy on behalf of the Chamber’s members.
- **Chamber and Relationship Management:** Responsible for developing and maintaining relationships and communications with a broad constituency including:

Board of Directors: Earn and maintain the respect and confidence of the Executive Committee and Board. Responsible for preparing meeting agendas, carrying out approved plans and programs in accordance with established policies, serving as representative of the Board for all contacts with staff, initiating programs for Board consideration, and advising the Board on all matters under consideration.

Government Officials: Maintain strong communications and relationships with elected and appointed officials and their staffs in Raleigh, Wake County and other municipalities, communities and counties throughout the Triangle. Maintain a high level of ongoing communication with officials at the State of North Carolina and Federal levels. Play a key role in advocacy on behalf of the Chamber.

Related Organizations: Maintain and/or initiate effective working relationships with organizations within the Triangle and on a multi-state and national basis. Regularly convene meetings of the Leadership Roundtable, other economic development organizations, area chambers, and key volunteers.

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Community: Through personal contacts with key regional and community leaders, help shape the future direction and well being of Raleigh, Wake County, and the Triangle. Take a strategic 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 higher education institutions and school districts.

Media: Serve as the official spokesperson of the Chamber with print and electronic media outlets.

- **Chamber Staff:** Responsible for the employment, assignment of duties, supervision, evaluation, training and leadership of all Chamber staff. Assure that staff members are prepared to successfully implement programs, and pro-actively provide information to the Chamber's constituencies. Foster a daily working environment that values ethics and teamwork. Ensure the highest levels of customer service.
- **Communication:** Act as the chief spokesperson for the Chamber and clearly communicate the organization's position and vision on regional, community, public and political issues. Fairly facilitate open discussion and understanding among affected constituents. Serve in a highly visible role as a speaker to various regional organizations to continuously keep Chamber relevant and position the Chamber as a leader and positive influencer of the future direction of the Triangle region. Maintain active marketing and communication efforts and a strong public relations program.
- **Development and Fundraising:** Manage a comprehensive marketing process that promotes the Chamber, serves the investors and membership, attracts new members, and supports Chamber initiatives. Serve as the chief fundraiser for the organization, directly involved in formal capital campaigns, investor solicitation and sponsorship efforts.
- **Fiscal and Administrative Management:** Develop the Chamber budget and relate the budget to program goals and maintain responsibility for all expenditures within the framework of a \$6.5+MM budget. Present financial statements to the Executive Committee and Board; ensure that financial records are audited annually. Maintain responsibility for all administrative matters of the organization. Monitor the Chamber's organizational structure and culture to ensure that the Chamber is effectively geared to function with optimum efficiency.
- **Economic Development:** In concert with the Chamber's Economic Development 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 the region. Maintain and enhance relationships with other regional and statewide marketing partners/economic development leaders, and other key organizations at the community, county and state levels.
- **Strategic and Annual Planning:** Work with the Executive Committee, Board, and Chamber Staff to develop and annually update the Chamber's operational and strategic plans that provide direction for the long-term activities of the Chamber and for the long-term allocation of resources.
- **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; some relocation assistance will be provided.

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The Candidate

Education

A Bachelors degree is expected; an advanced degree in business, law, public administration or related field is desirable. A graduate of the U.S. Chamber's Institute for Organization Management, Certified Chamber Executive designation or Certified Economic Developer designation is desirable.

Professional Qualifications

The ideal candidate must have a proven track record of success and may come from a variety of backgrounds such as: the top executive within a progressive and effective comparably-sized economic development organization, chamber of commerce, or related significant business association organization; experience as a “#2” or other senior-level executive at a larger like-enterprise as noted above; an executive with a strong record of community involvement from a complex private or public sector entity. Experience serving a regional marketplace along with significant Board interaction and experience leading large numbers of volunteers are all strongly desired.

Preferred Knowledge, Skills and Abilities

- **Executive leadership experience** (strong staff leadership, delegation and human resource development; has led a complex corporate, community or economic development organization).
- **Volunteer organization experience** (appreciates the value of voluntary organization structure and operating techniques; proven ability to motivate and utilize volunteers).
- **Collaborative relationships** (demonstrated track record of developing effective relationships built on trust among all sectors and constituents).
- **Public policy** (capable of advocating sound public policy and developing effective and even-handed working relationships with elected/appointed officials and their staffs).
- **Community/regional development** (able to identify both local and regional issues and effectively manage interactions with and among regional organizations to achieve common goals).
- **Planning** (proven track record of successfully developing and executing operational and strategic plans).
- **Governance** (significant involvement with Board development and recruitment, governance issues, and interactions with sophisticated business leaders serving as Directors).
- **Fiscal management** (budget conscious; demonstrated ability to develop revenue sources and control expenditures so as to preserve financial stability; experience with an annual budget with revenues of at least \$3MM).
- **Fundraising** (experience with varied successful resource development activities including capital campaigns, sponsorships and advertising, special events and other non-dues revenue campaigns).
- **Economic development** (has worked collaboratively with established public sector delivery systems and private sector resources to effectively promote the business growth of a community or region).
- **Staff leadership** (demonstrated background of leading, managing and developing staff; inclusive while providing basic direction; allows senior staff team to execute without excessive personal involvement).
- **Varied industries** (experience within a business environment with diverse industries including technology, financial services, manufacturing, agriculture, healthcare, retail, and education).
- **Media/public relations** (ability to effectively articulate goals, objectives and policy positions of the Chamber to the media and the community).
- **Technology** (actively promotes enhancements and expansion of technology; recognizes value and potential of social media; computer literate).

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Desired Personal Traits

- **Ethical** (possesses the highest ethical and moral standards; trustworthy).
- **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; tendency to be inclusive versus exclusive).
- **Communication skills** (excellent listener; outstanding written and oral communication skills; strong communicator with internal and external audiences; experienced with current social media tools and trends).
- **Consensus-builder** (able to forge effective working relationships with various parties and encourage them to work together toward common goals).
- **Persuasive** (able to synthesize various viewpoints and mobilize support for policy objectives).
- **Executive Presence/Credibility** (polished; self-confident; able to rally others and command respect of Board, staff, business, government and community leaders).
- **Genuine** (fair; self aware; walks the talk; takes responsibility)
- **Human relations skills** (builds constructive and effective relationships).
- **Energetic Self-starter** (genuinely enthusiastic; possesses a strong work ethic, sense of urgency, and a “can do” attitude).
- **Focused** (pro-active; able to establish Chamber agenda and maintain key priorities).
- **Decisive** (makes decisions in a timely manner and achieves desired outcomes).
- **Executes for results** (proven track record of “getting things done;” holds others accountable).
- **Regional knowledge** (has or able to develop an appreciation for Southeastern US culture and ways of doing business).

Challenges and Opportunity

Key accomplishments and challenges for the new President & Chief Executive Officer in the first year and beyond include:

- Establish his/her presence as the Chamber’s CEO by immersing him/herself into the details of the day-to-day operations of the Chamber and becoming knowledgeable about the work of its staff, finances, programs, Board members and committed volunteers.
- Initiate formal and informal introductions and connections with the Chamber’s membership and investors, through varied communications and in-person meetings. Communicate the Chamber’s relevancy and value to existing and prospective members by connecting investment with tangible outcomes.
- By listening and observing, form effective working relationships with key municipal, county, Triangle, state and national government leaders, entrepreneurial business owners and corporate executives, economic, community and tourism partner organizations, college and other educational officers and leaders of cultural arts entities.
- Articulate a vision. Work with the Board and staff to evaluate the strategic direction and efficiency of the Chamber and offer his/her vision for possible short and long-term changes. Initiate a multi-year operational and budgetary review of the Chamber’s organization and its engagement with other related entities in the region. Articulate ways to reinforce the organization’s mission and increase the Chamber’s value to its members.

The President & Chief Executive Officer position is an outstanding opportunity for a chamber of commerce, economic development, association, nonprofit or private sector executive to lead and grow a successful regional Chamber organization in a growing and vibrant region. Even with the Raleigh Chamber’s well-recognized and respected role in the Triangle region, it is well understood by the current Board and staff that the Chamber cannot become complacent.

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The new CEO must set a pace and create a vision to tackle new challenges created by future regional growth and the dynamism of the region. The Chamber will be expected to work harder, faster and smarter than ever if it is to continue to be viewed as “the” collaborative organization in the Triangle region and the key economic development organization in Wake County.

This executive will be replacing a long-tenured and well-respected leader in Harvey Schmitt. The CEO will have the benefit of working with a highly committed and influential Board of Directors. The level of collaboration between the private sector and public sector is exceptionally strong. Widely recognized as the “go to” business organization in the region, the Chamber is highly regarded and, as such, the new CEO will have tremendous influence within the regional community. While Raleigh and the Triangle Region are frequently listed among the top of business and quality of life rankings, the Chamber’s volunteer and staff leaders are not content with status quo, and have high expectations for the Chamber’s new leader as he/she leads them into “the next chapter” for the Chamber and the Greater Raleigh regional community.

Contacts

If you are aware of an outstanding executive who meets these requirements and would be interested in evaluating this dynamic opportunity, please email Raleigh@Waverly-Partners.com or contact either consultant at WAVERLY PARTNERS, the executive search firm retained by the Chamber Board on this search and the “preferred provider” of executive search services of the Association of Chamber of Commerce Executives.

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