



Position Profile
President & Chief Executive Officer
Manhattan Area Chamber of Commerce
Manhattan, Kansas

The Opportunity

The President & Chief Executive Officer position of the Manhattan Area Chamber of Commerce is an excellent opportunity for a chamber, economic development or private/public sector executive. The Chamber enjoys an excellent reputation in the area's business sector and is in a strong fiscal position. The level of collaboration among the Chamber and other business and civic/municipal groups in Manhattan is unmatched among peer organizations across the country and provides a platform for continued success in the future. Further, the region's strong and diverse economy help make Manhattan immune to economic fluctuations that other communities the size of Manhattan often experience. Yet, Manhattan must not become complacent with all its positive attributes. While proud of its tremendous success, the Manhattan Area Chamber volunteer and staff leaders are not content with status quo, and therefore there is significant anticipation surrounding "the next chapter" for the Chamber and the Manhattan regional community.

Many believe the region is at a crossroads and the organization is looking for its next leader to both embrace the past yet move the organization forward in new and different ways. The Chamber has an experienced and engaged staff, committed Board members and an energized volunteer base. Together these constituents are looking for an executive leader who will guide the organization to new heights. The prospects for strengthening regional partnerships have further ignited the excitement around the Chamber and its continued impact in the regional community, leading all to higher levels of success.

Lyle Butler has served as the Chamber's President & CEO for over 18 years and has announced his plan to retire in early 2019. As a result, the Chamber's Board of Directors has embarked on a national search to recruit a new executive to lead the Chamber and its prominent business and economic development activities in Manhattan and the surrounding region in the years to come.

The Organization

The Manhattan Area Chamber of Commerce ("MACC") is a 501(c)6 umbrella organization that provides chamber of commerce, economic development and convention and visitors bureau services. Since 1925, MACC and its many committed volunteers have invested their time and resources to create a strong and effective voice for the business community -- a voice that is heard and respected by local, state, and federal leaders across business, government, and nonprofit sectors to support the prosperity of Manhattan and make it a better place to work and live. Exceptionally strong and cooperative relationships between the public and private sector leadership have allowed the organization to accomplish objectives that are impossible to do alone.

The MACC has 850 members ranging in size from large corporations to small businesses, from nonprofit agencies to colleges and universities. The Manhattan regional economy is diverse, with military services, higher education, agriculture, animal health, advanced manufacturing, professional and technical services, bio defense/security, and travel and tourism as the leading industries in the area. The Chamber has an annual operating budget of \$3MM and a staff of 18.

The Manhattan Area Chamber of Commerce works on a number of major fronts and in collaborative partnership:

- **Chamber of Commerce:** The Chamber provides a variety of member programs and services including networking, communication and relationship building events, leadership programs, young professionals, workforce and educational partnership programs and government advocacy activities.

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- **Economic Development:** The Chamber provides economic development services for the area, including business retention, attraction and expansion. The Greater Manhattan Economic Partnership links the Chamber and the Pottawatomie County Economic Development Corporation to form an alliance working to grow the area's economy.
- **Manhattan Convention & Visitors Bureau:** The CVB develops, markets and promotes Manhattan's meeting facilities, arts and culture, historic qualities and tourism potential to contribute to Manhattan's economy. As a destination location, Manhattan has a robust supply of hotel rooms and its RevPAR (revenue per room) has increased 33 % over the past 5 years, with revenues of nearly \$11.5MM YTD in 2018, thereby positively driving sales tax revenue.
- **Military Affairs:** The Chamber's staff and volunteers work closely with the leaders of Fort Riley, a major U.S. Army Installation contiguous to Manhattan and one of the oldest continuously operating military bases west of the Mississippi. Various infantry divisions have been assigned there, most notably the famed Big Red One. Today, Fort Riley is home to the 1st Infantry Division with over 15,000 service men and women stationed, and a total of 68,000 people affiliated with the post (active duty, family members, support staff, retirees, etc.), contributing \$2.2BB in economic impact to the region.
- **Kansas State University:** The Chamber has a strong working relationship with this 22,795-student land grant university, one of the largest employers in the region. In addition to all the benefits in the quality of life that a university offers, from cultural arts to major college sports, K-State conducts significant research that is recognized at the national and international level. The federal government chose to locate the National Bio and Agro-Defense Facility next to K-State. NBAF will be America's foremost animal disease research facility. This \$1.25BB project is being constructed by the U.S. Departments of Homeland Security and Agriculture and will be fully operational by 2022-2023.

In addition to a robust program of work, the Chamber is playing a key role in **Region Reimagined ~ Our Blueprint for Prosperity**. R2 is a five-year holistic economic development action plan that was created for the region during 2017 with the participation of over 50 business leaders, community stakeholders and government officials. Market Street Services was retained to assist with the development of the plan and the MACC serves as the coordinating entity for the implementation.

More information about the Chamber can be found on these websites:

- Chamber of Commerce: www.manhattan.org
- Convention & Visitors Bureau: www.manhattancvb.org
- Economic Development: www.manhattaned.org

The Manhattan Area

Manhattan is a city of over 56,000 and the county seat of Riley County, population 74,000. Portions of Manhattan are also in Pottawatomie County, population 23,000. Nestled in the rolling Flint Hills along I-70, the Manhattan-Junction City regional MSA has a population of over 134,000, the 4th largest urban area in the state.

The Manhattan area offers an outstanding quality of life based on education, affordable homes, an increasingly diverse population and green space. There are numerous choices for K-12 education including outstanding public and private schools in the region. Arts and culture include galleries, community festivals, restaurants, Flint Hills Discovery Center, IMAX theatre and Aggieville, a unique shopping and entertainment district contiguous to the Kansas State University campus. Tuttle Creek Lake is only 5 miles north of Manhattan and offers 12,000 acres of water and over 100 miles of wooded shoreline. Manhattan is also home to beautiful parks, golf courses, the Sunset Zoo, Wildwood Outdoor Adventure Park and exciting Division I athletic contests at Kansas State University. Residents also benefit from excellent health care facilities, and shopping options at national retailers and unique local boutique shops.

The Manhattan business environment is diverse, with Kansas State University and Fort Riley as the top employers. Other major employers include Via Christi Hospital, GTM Sportswear, Florence Manufacturing, Kansas Farm Bureau & Affiliated Services and Parker-Hannifin Corporation as well as county and local government entities. Manufacturing, services, retail and tourism/hospitality are key industries and are supported by a myriad of small businesses. Air service from American Airlines provides multiple daily flights to Chicago and Dallas.

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The Manhattan area 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:

- #2 “Best Place to Live in America, 2018” (*Livability.com*)
- “Top Ten Mid-Size City for Entrepreneurs, 2017” (*Entrepreneur Magazine*)
- One of the “Ten Best College Towns in America, 2017” (*American Institute for Economic Research*)
- Riley County - “#2 Mid-Sized Community in the U.S., 2017” (*Fourth Economy Consulting*)
- Top Thirty “Best Small Place for Business and Careers” eight years running 2010-2017 (*Forbes*)

More information on the Manhattan area can be found on the following websites:

- City of Manhattan government: www.cityofmhk.com
- Riley County government: www.rileycountyks.gov
- Pottawatomie County government: www.pottcounty.org
- Kansas State University: www.k-state.edu
- Fort Riley: www.riley.army.mil

The Position

Location

The President & CEO position is located in the Chamber office at 501 Poyntz Avenue, Manhattan, Kansas 66502: telephone (785) 776-8829.

Reporting Relationships

The President & Chief Executive Officer (“CEO”) of the Chamber reports to the Chair of the 6-member Executive Committee of the Chamber’s 30-member Board of Directors (21 elected; 9 *ex officio*). The CEO is an *ex officio* member of both the Executive Committee and the full Board, both of which meet monthly.

The CEO supervises an 18-member staff, with direct reports including: Vice President-Community Development, Vice President-Visit Manhattan, Director-Communications, Director-Economic Development, Director-Membership, Director-Operations and Region Reimagined Implementation Director. 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; university, college, technical college and K-12 education officials; military leaders and representatives; leadership of prospect companies; site selectors and other economic development practitioners; the media.

Position Charter

The CEO is responsible to the Board of Directors for the full range of activities of the MACC, with the overall responsibility for the complete administration and operation of the organization which includes the Convention and Visitors Bureau and Economic Development Divisions.

This leader will interpret and execute the policies established by the Board providing a vision for Chamber growth and success and oversee the development and allocation of programs and resources in support of the missions of the Chamber. This includes providing overall leadership to Chamber staff and all volunteers in executing the respective missions of the Chamber, along with financial management and reporting, marketing and public relations, membership development and fundraising, motivation of volunteers, maintenance of physical office space.

Major Duties and Responsibilities include:

- **Vision/Planning:** Responsible, in coordination with Board committees and staff, for identifying the Chamber’s economic development, CVB and community needs and for preparing short-term goals in conjunction with the Chamber’s long-term goals. The CEO is also responsible for ongoing evaluation of all Chamber programs and operations, with recommendations for changes and/or enhancements as needed, along with measuring progress toward the attainment of both diverse program and community goals.

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- **Economic Development:** Work closely with business, municipal and county officials, developers, site selectors, education leaders, and other chambers and public/private organizations in the area to increase retention, expansion and recruitment of diverse primary employers, thereby positively impacting the area's future economy. Represent the interests of existing and potential industrial and business park development. Maintain formal relationships with key economic development partners such as Greater Manhattan Economic Partnership, Pottawatomie County Economic Development Corporation, KC Animal Health Corridor, Kansas Research Nexus (Lawrence, Topeka and Manhattan) and others.
- **Advocacy:** Serve as the Chamber's top government relations leader. Maintain ongoing relationships and communication with elected officials at all levels to provide information and advocate on behalf of the Chamber's members and mission. Work with the Board of Directors to assure the involvement of Chamber members in advocating on behalf of specific pro-business candidates and issues. Serve as key member of METL, a coalition of the Manhattan, Emporia, Topeka and Lawrence Chambers formed in 2017 to advocate at the State level as a voice for northeast Kansas. METL represents over 3,000 businesses and each chamber community has a public university.
- **Membership:** Like many chambers around the country, this Chamber has seen shrinkage in membership numbers and participation, particularly from smaller businesses. Work with the Membership Director, staff and volunteers to maintain effective member relations with the existing ~850 members and work to expand diverse membership base. Grow Chamber membership to a level that will ensure necessary income for the operation of programs and future growth. Maintain outstanding and on-going communication with members through on-site visits, publication, social media and other traditional media channels.
- **Resource Development:** Responsible for all funding efforts including chamber member dues, non-dues revenue from events and programs, sponsorships and economic development investment. Will also work with the Board and other community leaders on sustained funding sources for economic development.
- **Communication:** Serve as a spokesperson for the Chamber; communicate the respective organization's position on community, regional, public and political issues.
- **Fiscal Management:** In concert with the Board's Executive Committee and the Director of Operations, develop Chamber budgets and relate them to program goals; maintain responsibility for all expenditures within framework of the budget. Ensure the preparation of accurate and timely financial statements with detailed information relating to Chamber programs and prospective activities. Present monthly financial statements to the Board, ensure that financial records are audited annually and seek maximum staff efficiency in all financial procedures.
- **Liaison Roles:** Responsible for ongoing interaction and liaison with a wide constituency including:
 - Chamber Board of Directors:** Earn and maintain the respect and confidence of the Chamber Board. Serve as representative of the Board for all contacts with the Chamber staff, initiating programs for consideration by the Board, and advising the Board on all matters under consideration.
 - 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. Personally call on major investors in the Chamber 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. Play a key role in advocacy on behalf of the Chamber and in line with Chamber objectives.
 - Military Affairs:** Together with area volunteers, maintain and promote community-wide support for nearby Fort Riley. Includes strengthening military and community relationships by seeking opportunities for businesses and organizations to become more involved as well as position Manhattan's resources to maintain and improve Fort Riley's military value by promoting an exemplary military/community partnership.
 - Regional Community/Relationships:** Through personal contacts with key community leaders, the CEO helps shape the Manhattan regional community, frequently called upon to relate Chamber activities to the activities of all other groups and organizations that impact the quality of life in Riley, Pottawatomie and Geary Counties (commercial, industrial, educational, cultural, civic 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 that are helpful in accomplishing its mission.

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Educational Institutions: Interaction with and support for the efforts of public, private and higher education organizations in local economic development activities, including local business start-ups and other collaborative activities with Kansas State University, Manhattan Area Technical College and other colleges and universities.

Media: Serve as an official spokesperson of the Chamber to the public at large and to the local and regional print and electronic media.

- **Chamber Staff:** Responsible for employment, assignment of duties, supervision, training, periodic and annual evaluations and leadership of all Chamber staff. Assure consistency of HR policy development and implementation and ensure that staff members are prepared to successfully implement Chamber's programs. Foster daily working environment that values teamwork and ensure the highest levels of customer service and volunteerism. Ensure staff participation in professional conferences, seminars and institutes as needed to develop and maintain operations at peak effectiveness.
- **Chamber Operations:** Responsible for the internal structure of the Chamber and its affiliates to ensure that the organization is effectively managed to function with maximum efficiency in the anticipation, identification and solution of Chamber/community concerns. Recommend to each affiliate's Board changes in structure and procedure as needed.
- **Volunteers:** Effectively recruit, motivate and inspire volunteers to creative and fruitful action. Work in concert with Board on key volunteer leader identification and training.
- **Facility Management:** Responsible for management of Chamber offices with a goal of providing for an efficient operation and presenting an attractive "front door" for the use of Chamber members, the community and visitors.
- **Other Duties:** Perform other tasks and duties as may be assigned from time to time by the Chamber's Board.

Compensation:

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

The Candidate

Education

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

Professional Qualifications

The ideal candidate must have a proven track record of success with at least 10 years of experience and increasing responsibilities. This career track may come from a variety of backgrounds such as: serving as the top executive within a progressive and comparably-sized economic development-focused organization, chamber of commerce, 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

- **Executive leadership experience** (strong staff leadership and human resource development; has effectively led a complex organization).
- **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).
- **Visitor/ tourism development** (experience working with hospitality and destination-marketing activities).
- **Regionalism** (has established strong regional community relationships; works with local and regional partners on issues and effectively manages interactions with regional organizations to achieve common goals).
- **Management** (demonstrated background of leading, managing and developing staff; inclusive while providing basic direction; allows senior staff team to execute without excessive personal involvement).

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- **Membership development** (has actively promoted a diverse membership-based organization; track record of membership development, retention, increased value and appropriate expansion).
- **Fiscal management** (demonstrated ability to manage financial affairs of an organization; i.e., develop revenue sources and control expenditures to preserve financial stability).
- **Collaborative relationships** (demonstrated track record of developing effective partnerships among all sectors).
- **Military affairs** (experience working closely with commanders and other leaders of military installations).
- **Educational institutions** (demonstrated collaboration with leaders of public school systems and private institutions along with technical schools, colleges and land grant universities).
- **Government relations** (experience in the process of local, state, regional and national government and government organizations; has developed effective working relationships with elected/appointed officials).
- **Resource development** (experience with varied successful funding activities including special events, dues and non-dues revenue campaigns).
- **Planning** (has successfully developed and implemented both operational and strategic plans).
- **Volunteer organization experience** (proven ability to motivate and utilize volunteers).
- **Board relationships** (significant involvement with Board development, recruitment, motivation, governance issues and Board of Director interactions).
- **Technology** (knowledgeable and proactive in understanding current technology and social media and its role in delivering Chamber services, driving business development and supporting staff productivity).
- **Small business** (programmatically success of serving small business enterprises and working with entrepreneurs).
- **Media/public relations** (ability to effectively articulate goals, objectives and policy positions of the Chamber to the media and the community at large).

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).
- **Integrity** (trustworthy; honest; possesses the highest ethical and moral standards).
- **Communication skills** (good listener; excellent written and verbal communication skills).
- **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).
- **Interpersonal skills** (personable; relates well to people; builds constructive, effective relationships; socially adept).
- **Vision** (a strategic thinker and able to envision “the big picture” beyond daily operations).
- **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).
- **Political acumen** (demonstrated ability to strategically navigate among local, county, state and federal leaders).
- **Multitask/focus** (able to manage and carry out multiple and complex assignments often with very short time frames).
- **Organizational skills** (results oriented; meets established goals and objectives).
- **Visibility** (highly visible to staff, members and business leaders; active in the region and community).
- **Creative** (imaginative; able to envision nontraditional solutions to issues).
- **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).
- **Teamwork** (speaks of “we” first, not “I”; relishes in sharing credit with others).
- **Credibility** (can command respect of Board, members, staff, business and regional leaders).
- **Diversity** (inclusive; has experience working with diverse groups; promotes diversity programmatically).
- **Executive presence** (polished; self-confident; has political savvy).

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Challenges and Opportunity

The projected first year accomplishments for the new President & CEO of the Manhattan Area Chamber include:

- Establish presence as the Chamber’s CEO and become completely familiar with all operating aspects of the Chamber, including staff, finances, program of work, Board and volunteers.
- Initiate formal and informal introductions and connections with Chamber members and throughout Manhattan through varied communications and in-person gatherings and meetings, thereby developing strong and trusting relationships with key constituencies. Become actively involved in the community, attending multiple Chamber and non-chamber events; become known as “the face” of the Chamber within the community.
- Form effective working relationships with small and entrepreneurial business owners and corporate executives; key county, state and national government leaders; other chamber, economic and community partner organizations in the region; university and other educational officers and leaders; Fort Riley leadership.
- Work with volunteers and development professionals to continue the forward progress of the area’s economic development efforts with particular emphasis on promoting the Manhattan area’s brand, along with marketing and business recruitment efforts for the attraction of tenants to available industrial parks and office space. Continue efforts to diversify economic base which is currently weighted toward public sector jobs.
- Continue advancement of Region Reimagined, a regional collaboration to positively impact the communities and quality of life in the multi-county Manhattan region.
- Work with Board and staff to evaluate all aspects of Chamber’s internal operations to include finances and budgets, programs, events, written materials and publications, social media and other communication to investors and the community. Articulate ways to reinforce the organization’s mission and increase the Chamber’s value to its members.
- Continue to encourage staff members in their own professional and personal growth paths, providing mentoring and support to each as needed and maintaining established culture of excellence in programs and operations. Seek to enhance staff team orientation, cross-training and engagement with members and Board members.
- Address ongoing funding streams including planning for new private revenue development campaign. Work with community leadership to support continuation of half cent sales tax for economic development on the November 2019 ballot.

If you are aware of an outstanding executive who meets these requirements and would be interested in evaluating this dynamic opportunity, please email Manhattan@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.

Deborah M. Galbraith, Managing Director & Principal
WAVERLY PARTNERS, Kansas City, Kansas
(785) 856-9273 DGalbraith@Waverly-Partners.com

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

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