



AIA Michigan
A SOCIETY OF THE AMERICAN INSTITUTE OF ARCHITECTS

AIA Michigan
Detroit, MI

Executive Director
Position Profile

June 25, 2010

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This position profile is intended to provide information about AIA Michigan and the Executive Director position. The profile is designed to assist qualified individuals in assessing their interest in this position.

Interested candidates should submit a cover letter and resume to
design.studio@hopkinsburns.com
(In electronic PDF format only)

Please note the following information and milestones:

1. Applicants will receive an electronic confirmation of receipt of their submittal.
2. All applications will be held in strict confidence.
3. Applicant questions shall be submitted to the Search Committee at design.studio@hopkinsburns.com by July 16, 2010.
4. Answers to applicant questions will be posted on the following website: www.aiami.com by July 19, 2010. (Please note; there will be no other form of response to applicant questions.)
5. **Applications are to be submitted by July 23, 2010.**
6. Applicants are discouraged from contacting AIA members or any other entity other than the Search Committee, to solicit information about this position or the search process. All other sources of information are to be considered inaccurate or unreliable.
7. AIA Michigan reserves the right to reject any and all applications and to waive any irregularities or provisions contained within this position profile.

The Opportunity

AIA Michigan is a vital organization dedicated to the support and promotion of the profession of Architecture and more specifically, to its membership. AIA Michigan's long-term Executive Director, highly regarded and recognized for her success and service to this innovative organization, is retiring. Today, AIA Michigan is at an exciting juncture and is well positioned to expand its role in representing Architects and design professionals. It is a truly member-centric organization; its finances are healthy; and its programs and leadership are well received locally and nationally. As AIA Michigan moves forward, it must continue to use its strong resources effectively as Architecture and related professions are affected by turbulent economic times and significant shifts in the professional roles and relationships that define the design and construction industries in Michigan.

The Board, staff and membership seek a new Executive Director who is a respected strategic manager and a bold thinker to advance the mission of AIA Michigan. S/he must be able to capture opportunity, navigate change and assist the board leadership to move the organization to its next level of accomplishment – programmatically, financially and in terms of its professional and public effectiveness. Through innovation, smart business practices, and a commitment to engage diverse audiences in, s/he will enhance AIA Michigan's influence within the state and the professional success of its membership.

Key to the new Executive Director's success will be his/her ability to:

- Collaborate with the Board, staff and membership to implement the strategic plan and to develop a vision for the future
- Work with the Board and staff to establish priorities and to leverage resources as they relate to the breadth of AIA Michigan's activities
- Advocate for the profession and the importance of design
- Embrace cutting-edge technology to communicate, support programs and reach larger audiences
- Build awareness of AIA Michigan's expertise and contributions to the design professions, the building industry and the public.

About the Organization

AIA Michigan (AIA MI) seeks an individual to serve as Executive Director. Headquartered in Detroit, MI, AIA MI has an operating budget of \$750,000, six full and part-time employees (4.7 FTE's) and is led by the Executive Director.

At this juncture in AIA Michigan's history, opportunities and challenges abound for the organization and the profession. An incoming Executive Director will be in a position to help the organization:

- Increase the value of membership
- Expand and diversify membership
- Make the organization financially sustainable
- Create a leadership transition plan
- Be the authoritative source on the Built Environment
- Engage emerging Professionals

The voice of the profession: Since 1887, AIA Michigan has represented the professional interests of Michigan's architects. Through membership, the AIA MI's licensed architects, emerging professionals, and allied partners express their commitment to excellence in design and livability of the state's buildings and communities. Members adhere to a code of ethics and professional conduct that assures the client, the public, and colleagues of an AIA Michigan-member architect's dedication to the highest standards in professional practice. As the voice of the architecture profession, AIA Michigan is dedicated to serving its members, advancing their value, and improving the quality of the built environment.

Members and partnerships: AIA Michigan's over 1,500-plus members are also members of 10 local components (i.e., chapters) and members pay at three (local, state, and national) levels. Dues comprise approximately 33 percent of AIA Michigan revenues, and the average dues are \$600/year, which may be indexed with the cost of living, not to exceed 5% CPI.

The AIA Michigan member constituencies include:

- A 23-member Board of Directors
- The Michigan Architectural Foundation
- AIA Detroit
- AIA Flint
- AIA Grand Valley
- AIA Huron Valley
- AIA Mid Michigan
- AIA Northern Michigan
- AIA Saginaw Valley
- AIA Southwest
- AIA Upper Great lakes
- AIA Upper Peninsula

Key affiliations and alliances that the Executive Director maintains relationships with include the following:

- The Masonry Institute of Michigan (MIM)
- Construction Association of Michigan (CAM)
- Sheet Metal & Air Conditioning Contractors National Association (SMACNA)
- Great Lakes Fabricators & Erectors Association
- The Associated General Contractors of Michigan (AGC of Michigan)
- The AIA Sister States Conference – (CA/TX/NY/FL/IL/PA/NJ/MI)
- The American Council of Engineering Companies/Michigan (ACEC)
- The Michigan Society of Professional Engineers (MSPE)
- The ACSA/Cranbrook
- The Engineering Society of Detroit (ESD)

Signature programs: AIA Michigan offers a broad range of professional development opportunities and provides training and networking for our members. These programs are keystones in an Executive Director's successful relationship with the Membership and Professional Affiliates. A sampling of AIA Michigan's programs includes:

- The AIA Mid-Summer Conference – 66 years on Mackinac Island with partner AGC of Michigan, provides for fellowship, contact with industry leaders, and information sharing between the building and construction industries.
- Health Facilities Conference – The planning seminar is held each year to provide Architects, Engineers, Health Care Executives, and other interested professionals with the latest available information which will assist them in planning, designing, constructing, and maintaining health facilities.
- Educational Facilities Conference – The Conference is held to provide educators, school board members, educational planners, school administrators, architects, engineers, construction managers, and other interested professionals with the latest available information which will assist them in planning, designing, and constructing educational facilities.
- Honor Awards Program – AIA Michigan has a long tradition of recognizing individuals and organizations for their outstanding achievements in support of the profession of architecture and the AIA by focusing attention on a broad range of exemplary activity.
- Design Retreat – The retreat provides architects, students and non-professionals with the opportunity to talk about architectural design and to expose a wide variety of ideas and attitudes about architecture and the design process in an informal atmosphere.
- Leadership Retreat – Held at the beginning of the year, this retreat brings together the AIA Michigan grassroots leadership consisting of the AIA Michigan Board of Directors, Component Chapter leadership, Deans of Michigan Colleges of Architecture, the Michigan Architectural Foundation and various other invited attendees.

For additional program information and a history of the organization, visit the AIA Michigan website at www.aiami.com.

The Executive Director Position

The Executive Director reports to the AIA Michigan Board of Directors or its Executive Committee when either is in session and to AIA Michigan's elected president at all other times. As the AIA Michigan's chief staff executive, the Executive Director has responsibility for implementation of the Society's strategic and annual operating plans.

Additional responsibilities include meeting annual goals and management objectives, managing the Society's programs and operations, and sustaining revenue and resource development. The Executive Director, along with the President, is also the external liaison and public image of AIA Michigan, representing the profession and voice of architects in making the world a better place.

The Executive Director is expected to actively assist the Board of Directors in identifying key emerging issues and on establishing future direction. The successful candidate will be adept at articulating the AIA Michigan's vision, fostering a collaborative and inclusive

organization, and shaping programs and services. The Executive Director also ensures that the organization is capably staffed and effectively organized.

An equally important aspect of this position is the role of the Executive Director in maintaining strong relationships with a number of internal and external audiences. From an internal perspective, this would include the AIA Michigan Board of Directors and the AIA Michigan Executive Committee. Externally this includes professional partners and collateral organizations such as AIA Detroit, the Michigan Architectural Foundation and other professional organizations.

A full position description appears as Appendix A to this document.

Education, Experience, and Essential Skills and Abilities

The successful candidate will have at a minimum a bachelor's degree. Also considered optimal for this position is senior level experience in the corporate sector, association/nonprofit sector, and/or architecture or related industry.

Specific types of management and leadership experience are also considered optimal. The successful candidate will have developed coalitions to advocate on behalf of an organization and its members; implemented and operationalized a strategic plan; and conducted recognized campaigns to increase public awareness of an organization and the profession it serves.

Among the skills and experiential knowledge considered most critical to this position are

- Written and verbal communication skills
- Even-handed business acumen
- Consensus building among diverse constituencies
- Public speaking and serving as an occasional spokesperson for the organization
- Providing visionary leadership
- Team building as an ongoing process
- Supporting board growth and development
- Enhancing the visibility of the organization and its members
- Managing and leading change
- Building relationships with related organizations.

Personal Characteristics of the Executive Director

Ask an organization's leaders, members, and staff to describe the personal qualities of the ideal chief staff executive, and their answers may reveal as much about the organization as about the candidate. At AIA Michigan, the candidate should be

- A talented consensus builder who is a good listener;
- An articulate spokesperson with strong communication skills;
- A motivator of staff and morale builder;
- An empathetic leader with a developed world view;
- A people person—someone who is outgoing, friendly, approachable, humble, and considerate;
- A leader who is transformative;

- A person who shows good judgment in selecting, managing, and delegating to staff;
- A professional with a strong interest in education;
- A charismatic individual who is a servant leader and engaging generalist;
- Results oriented;
- A big thinker who also has a healthy interest in details;
- A leader with knowledge of multilevel organizational dynamics;
- Open-minded and perceptive, with an ability to grasp change and articulate its impact on the organization;
- Ethical, dedicated, and fair-minded;
- Organized, efficient, fearless, energetic, and adaptive;
- Inclusive, patient, diplomatic, and calm;
- Someone who views AIA Michigan and its members as a profession that uplifts and informs the human spirit.

AIA Michigan's Organizational Culture

The combination of qualities, experiences, and values that help define an organization's culture can be simultaneously complimentary and contradictory in nature. Here are some of the ways in which AIA Michigan is described by leaders, members, and staff:

- Like a good neighbor
- Committed, caring, nurturing
- Passionate, resilient
- Sophisticated, competent, intelligent
- Familial
- Fiscally responsible
- Information and knowledge focused
- Multifaceted
- Optimistic
- Member driven
- Hardworking and business oriented.

At the same time, AIA Michigan's culture is also described as traditional, conservative, entrenched and complex. The successful candidate will appreciate the interplay of an organization's strengths and vulnerabilities and build on the dynamism and energy.

Measures of Success

What the successful candidate and the AIA Michigan President and Board of Directors ultimately agree on in terms of measures of success is an important matter to be determined and negotiated among the parties. But as another means of elucidating what some consider important benchmarks or dimensions of growth for a successful candidate to achieve, here is list of possible areas of measurement mentioned by select AIA Michigan leaders and members:

- Financial health of the organization
- Successful budgeting process
- Actualization of the strategic plan
- Non-dues revenue
- Member growth and retention

- A unified and clear operating approach, with efficient programs
- Level of outreach to other design and construction associations
- Leadership and visibility in Lansing, in conjunction with our lobbyist, to effect legislative issues that are critical to the interests of our Architect members
- Visibility with the public
- Involvement with coalition partners
- Connection and communication with components.

AIA Michigan's Strong Performance

While all organizations have ample room for improvement, they also have a multitude of offerings to be proud of. Among those programs, services, initiatives, and products receiving high marks from the AIA Michigan's leaders, members, and staff are the following:

- Government Affairs and our Legislative Activity
- AIA Michigan "Branding" and our Public Awareness Efforts
- Continuing Education Conferences
- Fellowship Activities including the Design Retreat and the Mid-Summer Conference
- Enthusiasm and Commitment of the Emerging Professionals
- Advocacy Efforts of the Organization
- Staff Organization of Programs

Challenges and Opportunities

For the profession: Shrinking membership, demographic changes, apathy, the current Michigan economy, and a variety of other variables suggest numerous opportunities the profession faces:

- Partnering and alliance building with other organizations, opening AIA Michigan to a broader constituency.
- Realizing the tremendous potential of changes in technology.
- Become the Leaders in sustainability in the built environment.
- Nurturing the careers of emerging professionals.
- Establishing AIA Michigan as a loud and progressive voice to government bodies and the public at large.
- Leveraging the AIA Michigan brand in the political and governmental arena.
- Anticipating and responding to social and technological changes affecting the practice.
- Addressing the needs of the architecture profession as other design professions seek to be more involved with the work of architecture.

For AIA Michigan: Selection of an Executive Director will inevitably create myriad opportunities for this position to strengthen mature programs, create new linkages, and in other ways take advantage of the momentum of change. Here are some of those identified opportunities:

- Component leadership development beyond just advocacy.
- Streamlining AIA Michigan's often complex systems.
- Website enhancements.

- Staff development and transition.
- Moving the profession as a whole to become, in fact, leaders in their communities.
- Preventing volunteer burnout.
- Involving members in advocacy.
- Enable the Society leadership to become a strong voice for public health, safety, and welfare, community, and environment; re-establishing the AIA Michigan’s cultural relevance.
- Understanding the significance of nonlicensed members of the profession and reaching those registered architects who are not members.
- Making members and nonmembers aware of all what AIA Michigan does and offers.

Summary

AIA Michigan is at an exciting crossroads in many ways, not the least of which is the transition of outgoing and incoming leadership. The successful Executive Director candidate will have considered what qualities, skills, and experience he or she can bring to this position that will help forward the AIA Michigan’s agenda while ably serving the interests and goals of the AIA Michigan’s membership and of the profession.

The strategic challenge can be defined in several ways. One respondent put it like this: “The Executive Director should provide inspiration and resources for strategic planning and assist with identifying pertinent issues key to professional development.” Another emphasized the importance of identifying and reaching out to emerging leaders, because without them the profession falters. Still another recognized the challenge of positioning architects as the key to all phases of building—from design to completion—and key to achieving collaboration with related professionals.

The successful candidate will be a leader for whom commitment to this kind of vision comes effortlessly.

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 (All applications will be held in strict confidence.)

Appendix A: The AIA Michigan Executive Director Job Description

Manage Internally, Communicate Externally.

Manage Internally: The Executive Director manages staff, and working with staff manages the administrative operations and obligations of the organization. Areas of responsibility currently include management of the budget, finances, strategic plan implementation, AIADET and MAF agreements, and Beaubien House ownership.

Communicate Externally: The Executive Director communicates the mission of the organization to parties partnered in achieving that mission. Areas of responsibility currently include communication with the Board, Committees, Chapters, AIA National, sponsors, the State Legislature, allied professions, and the public.

Anticipated Qualifications:

- Demonstrated professional success and accomplishment in a management role.
- Demonstrated professional success and accomplishment in a communications role.
- Experience demonstrating strong organizational skills, inter-personal skills, and social skills.
- Bachelor's degree in a related field such as management, education, or architecture.

Other Favorable Qualifications:

- MBA or other advanced degree in a related field.
- Certified Association Executive credential.
- Experience in non-profits or associations.
- Experience related to the profession of architecture.
- Experience demonstrating skills in listening, collaboration and consensus building.
- Experience demonstrating adaptability, vision, and strategic thinking skills.
- Personal warmth, zeal, curiosity, and humor

Appendix B: AIA Michigan Mission Statement

AIA Michigan serves its members and advances the profession of architecture through education, networking, partnerships, promotion and advocacy at a state-wide level. It provides and funds programs, fosters communication among its members and the public, mentors students and young architects, collaborates with allied professions and organizations, and is of service to society.

Appendix C: Profile Methodology

The AIA Michigan Executive Director Position Profile was developed using organizational data, specific feedback from personal interviews, and survey data from key stakeholders that included the AIA Michigan Executive Committee, AIA Michigan Board of Directors or other committee members and representatives of collateral organizations, component leaders, and staff.

The interviews and survey were conducted to identify and prioritize the skills, knowledge, and background qualifications desired in an Executive Director. Information on organizational and cultural factors as well as current challenges and opportunities facing the Society were also gathered.