



## **Position Profile**

# **Vice President-Chamber Operations**

## **Greater Lafayette Commerce**

### **Lafayette, Indiana**

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#### **The Organization**

The Greater Lafayette Commerce (“GLC”) is a nonprofit economic development and chamber of commerce organization serving Tippecanoe County, Indiana, the home of Purdue University. GLC is membership-based and supported through investments by local industries, businesses, governments, colleges and universities, nonprofits and individuals. Its mission is to advance economic and community prosperity for a superior quality of life.

The vision of GLC is that Greater Lafayette will be a vibrant community, where people, businesses and industries come to thrive. GLC is the leading local organization for community initiatives, growth, and economic development. It serves the cities of Lafayette and West Lafayette and 5 other towns in the County along with collaborative efforts in 8 other counties in the west-central region of Indiana. The GLC staff develop and lead high-profile programs and events in support of membership working with the President & Chief Executive Officer, Vice President-Economic & Workforce Development, Director-Marketing & Communications and this position, the Vice President-Chamber Operations. The GLC culture embraces team members working collaboratively for the good of all, often assisting in areas beyond traditional job responsibilities, with many opportunities for personal and professional growth. The work environment is dynamic, forward-thinking, fast-paced and goal-oriented.

The 27-member volunteer Board of Directors includes public sector leaders, representatives of larger corporations, nonprofit executives and entrepreneurial business owners. GLC has a 15-member staff and a FY2022 operating budget of \$2.5MM. Funding comes from Chamber dues, sponsorships and events, and investment in economic development efforts. GLC has also been awarded a \$30MM Regional Economic Acceleration and Development Initiative (“READI”) grant from the State of Indiana and a \$4.9MM grant from the Indiana Education Foundation in support of talent and workforce development efforts.

Within the structure of GLC, the Chamber represents over 900 member organizations and provides a variety of programs and services for members and the community including: state and national public policy and government advocacy activities; networking, engagement, communication and relationship building events; TC Young Professionals; and business resources and benefits. Within its many programs and services is a Farmer’s Market, the first of its kind in the Midwest. GLC has served as a critical resource during the COVID 19 pandemic, providing timely information, access to resources, and creative programming to assist businesses of all sizes. Members range from small businesses to large corporations, from nonprofit agencies to colleges and universities.

More information on GLC can be found on its website: [www.greaterlafayettecommerce.com](http://www.greaterlafayettecommerce.com).

GLC previously had a staff member with management oversight of the Chamber. However, a recent reorganization and expansion of regional work has elevated the importance of this Vice President role. GLC’s President & CEO and Board of Directors have therefore embarked on a national search to recruit a new leader who will guide the Chamber-focused staff team and important business activities in Tippecanoe County and the broader region.



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#### **Greater Lafayette and Tippecanoe County, Indiana**

Tippecanoe County is in the west-central region of Indiana, approximately 60 miles from the state capital of Indianapolis and 120 miles from Chicago. The County's population is 200,000+ which includes the cities of Lafayette (70,800 population) and West Lafayette (44,600 population). Approximately 8.25% of the County's population is Hispanic or Latino, 7.8% Asian and 5% Black. West Lafayette is home to Purdue University, a world-renowned public research university with over 49,000 graduate and undergraduate students and strong academic programs in science, technology, engineering, math and business. Purdue has been ranked as one of the Top Ten Most Innovative Universities in the nation.

In the early 1820s, Lafayette was founded as a shipping center on the Wabash River. Two hundred years later, the area has a transformed economy with education, manufacturing, healthcare, and services as leading industry clusters. In addition to well established businesses, Greater Lafayette has an expanding entrepreneurial and small business community which make up a significant majority of the Chamber's members.

The Greater Lafayette area features an outstanding quality of life based on education, affordable housing, an increasingly diverse population, and a myriad of parks and recreational opportunities. There are numerous choices for K-12 education including strong public and private schools in the area. Arts and culture include galleries, community fairs and festivals, a thriving farmer's market, restaurants, cultural and performing arts. Greater Lafayette and surrounding communities offer a variety of housing options ranging from historic neighborhoods to renovated lofts to apartments. Leisure and entertainment options include concerts and theatre along with university athletic and artistic events. The proximity to the large metropolitan markets of Indianapolis and Chicago provides other benefits such as an international airports and professional sports.

The Greater Lafayette area and State of Indiana have been recognized on a national level:

- 2021 Indiana Chamber Community of the Year as recognized by the Indiana Chamber of Commerce
- "One of the best small places for business and careers," *Forbes* 2018
- "#25 of Top 50 Cities to Start a Small Business, Go.Verizon.com 2021
- "Lafayette - Top 10 Most Livable Small Cities in the U.S." *Smart Asset*, 2020
- "Greater Lafayette, #6 Among Nation's Top 300 Housing Markets," *WSJ+Realtor.com* 2021
- Top 5 State in the U.S. for Doing Business, *Chief Executive Officer* 2019
- State of Indiana AAA Bond Rating, Standard & Poor's, Fitch, Moody's
- State of Indiana #1 for Total State Share of Manufacturing Employment

More information on the Lafayette area and Tippecanoe County can be found on the following websites:

- City of Lafayette: [www.lafayette.in.gov](http://www.lafayette.in.gov)
- City of West Lafayette: [www.westlafayette.in.gov](http://www.westlafayette.in.gov)
- Tippecanoe County: [www.tippecanoe.in.gov](http://www.tippecanoe.in.gov)
- Greater Lafayette community information: [www.greaterlafayetteind.com](http://www.greaterlafayetteind.com)
- Indiana Chamber's Community of the Year: [www.youtube.com/watch?v=XpvEdtQSClc](https://www.youtube.com/watch?v=XpvEdtQSClc)

#### **The Position**

##### **Location**

The Vice President-Chamber Operations position is located in GLC's offices at 337 Columbia Street, Lafayette, Indiana 47901; telephone 765.742.4044.

##### **Reporting Relationships**

The Vice President-Chamber Operations reports to the President & Chief Executive Officer ("CEO") and supervises two Member Services Consultants, Member Services Engagement Coordinator, Events & Program Manager, Events & Program Coordinator and Small Business Success Consultant.



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Other important interactions and relationships include executives and employees of GLC member organizations; municipal, county, state and federal elected officials and their staffs; representatives of other business, nonprofit and private sector partnership organizations; education officials; members of the media; and the public at large.

#### ***Position Charter***

The Vice President-Chamber Operations oversees the various Chamber Councils, staff, budget, and programs that report through the leadership groups.

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

- Coordinate Chamber operations including program and revenue and expense budget and foster an effective relationship among the membership, Board, Councils, and staff.
- Oversee the recruiting, retention, and engagement of the membership of Greater Lafayette Commerce through the Member Services Team.
- Oversee the execution of all Greater Lafayette Commerce events through the Events Team.
- Re-create volunteer Councils, committees, and taskforces as appropriate to create a community landscape ripe for business and talent recruiting.
- Create and implement programming to support the small business community, with the Member Services Team.
- Select, develop, and advance the Chamber staff; encourage professional development; promote positive team environment and morale.
- Organize advocacy initiatives including an annual trip to Washington, D.C, Legislative Update and any local policy issues.
- Manage young professionals program called Tippy Connect ("TCYP").
- Oversee the execution of the Farmers Markets.
- Engage with growing downtown retail market to create new training and marketing initiatives.
- Create, when appropriate, Chamber Travel and Benchmarking trips.
- Work with the Leadership Team to make strategic decisions about the organization including staffing, budget and work plans.
- Report to the Board of Directors and to staff about strategic organization direction.
- In conjunction with the CEO and Board, direct basic planning for Chamber activities and provide leadership in making decisions which shape its goals and objectives.
- In addition to the CEO, serve as a spokesperson for the Chamber and consult directly with Board, leaders of business and industry, government officials, media representatives and with the public on issues vital to the overall community.
- Assure effective communication with the Chamber's members and investors, staff, external stakeholders, and community. Establish and maintain positive working relationships, ongoing interaction, and liaison with a wide constituency.

#### ***Compensation***

The Vice President-Chamber Operations is expected to earn an attractive compensation package; appropriate benefits and some relocation assistance may be provided.



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#### *The Candidate*

##### *Education*

A Bachelor's degree is required; a bilingual English-Spanish speaker is considered a plus. If the candidate's professional experience includes chamber or association work, then a graduate of the U.S. Chamber's Institute for Organization Management, Certified Chamber Executive or Certified Association Executive designation is desirable.

##### *Professional Qualifications*

The ideal candidate will demonstrate at least five to ten years of a proven track record of accomplishment and success in an executive or senior leadership position with significant staff management, financial, operational and planning responsibility. This executive may come from any of a variety of backgrounds, e.g.: the top executive of a progressive and successful comparably sized chamber of commerce, or related significant business association; experience as the "number two" 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*

- **Leadership experience** (has effectively served in a top or senior leadership role of a complex corporate, community or economic development organization).
- **Volunteer organization experience** (appreciates the value of voluntary organization structure; proven ability to motivate and utilize staff and volunteers).
- **Fiscal management** (demonstrated ability to manage budget of \$500K to \$1+ MM).
- **Collaborative relationships** (demonstrated track record of developing effective relationships built on trust among all sectors and constituents).
- **Communication skills** (strong communicator with internal and external audiences; good writing skills; ability to develop and make effective presentations; comfortable with public speaking).
- **Fundraising** (successful funding of membership development programs, capital campaigns, publications and advertising, special events, dues and non-dues revenue campaigns).
- **Diversity, equity and inclusion** (embraces changing demographic profile of community; commitment to active involvement with minority-owned businesses; promotes diversity and inclusion programmatically).
- **Educational institutions** (demonstrated collaboration with leaders of large, research-focused universities, community and technical colleges, public and private K-12 schools).
- **Public policy** (capable of advocating sound public policy and developing effective and even-handed working relationships with elected/appointed officials and their staffs).
- **Sales orientation** (ability to market and promote the Chamber and the Greater Lafayette area).
- **Board relationships** (significant exposure to Board development, recruitment and governance).
- **Economic/business development** (can help influence ED initiatives and outcomes while serving in a supporting role to other GLC staff and established delivery systems).
- **Community/regional development** (able to identify both local and regional issues and effectively collaborate with regional organizations to achieve common goals).
- **Small business** (success of serving small business enterprises and working with entrepreneurs).
- **Varied industries** (experience within a business environment with diverse industries including manufacturing, education, healthcare, services, retail.)
- **Planning** (has successfully developed and implemented both operational and strategic plans).
- **Technology** (adept at modern technology; actively promotes enhancements and expansion of technology).
- **Media/public relations** (ability to effectively articulate goals, objectives and policy positions of the Chamber to the media and the community at large).



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**Desired personal traits**

- **Ethical** (possesses honesty, integrity and the highest moral standards).
- **Genuine** (sincere; authentic; transparent).
- **Visionary** (forward-thinking; seeks best practices; anticipates/suggests enhancements to improve the organization).
- **Organized** (ability to manage multiple high priority projects, programs, events, people simultaneously while meeting tight deadlines).
- **Leadership** (willingness and capacity to inspire Chamber staff to achieve stretch goals; strategic thinker).
- **Relationship building** (collaborative; values working with others to achieve positive results; consensus builder; willing and able to work with and through others).
- **Teamwork** (recognizes many parties are necessary to accomplish big things; speaks of “we” first, not “I”).
- **Political acumen** (ability to strategically navigate among municipal, county, state and federal leaders).
- **Persuasive** (able to synthesize various viewpoints and mobilize support for policy objectives).
- **Engaging** (personable; relates well to people; builds effective relationships; socially adept).
- **Strategic** (a forward-looking thinker; creative; can develop “outside the box” solutions).
- **Energetic** (genuinely enthusiastic; strong personal work ethic).
- **Independent thinker** (can accomplish tasks independently, take charge when needed, act persuasively and persevere while maintaining self-discipline, focus and mental stamina).
- **Results driven** (well organized; meets established goals and objectives).
- **Executive presence/credibility** (polished; self-confident; able to rally others and command respect of CEO, Board, GLC staff, business, government and community leaders).
- **Staff leadership** (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).
- **Visible** (highly visible to staff, members and business leaders; active in the community).
- **Sense of humor** (able to enjoy life and see the humor in sometimes difficult situations).

**Challenges and Opportunity**

The projected first-year accomplishments for the new Vice President-Chamber Operations include:

- Establish presence as Chamber Vice President and gain an in-depth familiarity with all operating aspects of Chamber activities including staff team, finances, programs, Board members and committed volunteers.
- Initiate formal and informal introductions and connections with the Chamber’s members, through varied communications and in-person meetings.
- Form effective working relationships with key municipal, county, state and national government leaders, entrepreneurial business owners and corporate executives, economic development, community and tourism partner organizations, university, college and other educational officers and leaders of cultural arts entities.
- Evaluate all aspects of Chamber operations to include finances and budgets, programs, events, staff team, written materials and publications, website, social media and forms of communication to investors and the community. Re-align roles and resources, and/or make changes and enhancements as may be necessary.
- Communicate the Chamber’s relevancy and value to existing and prospective members by connecting investment with tangible outcomes.
- Where staff team vacancies appear, identify and hire team members to build out organization while incubating and encouraging a strong culture of teamwork within existing staff team.
- Engage volunteers within chamber membership through the identification/alignment of talents and interests to service opportunities within the organization.
- Begin development of programs to retain existing membership through clearly articulated value proposition of investment; seek to add to Chamber members, shifting from a “membership dues” to a “membership investment” value proposition.



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The Vice President-Chamber Operations of Greater Lafayette Commerce is an outstanding opportunity for a chamber, association or an accomplished private or nonprofit sector executive to lead and grow a successful chamber operation within a strong economic and community development organization in a dynamic regional market. The Vice President will have the benefit of working with a committed Board Directors and fellow GLC colleagues while inheriting a Chamber staff team who bring experience and enthusiasm to their roles.

**Contacts**

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

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**WAVERLY PARTNERS**

Executive Search Consultants

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