

POSITION AND CANDIDATE SPECIFICATION



NATIONAL COUNCIL OF ARCHITECTURAL REGISTRATION BOARDS CHIEF EXECUTIVE OFFICER

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Assignment: 62088-001

Date: August 2010

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POSITION SPECIFICATION

The Opportunity

The National Council of Architectural Registration Boards (NCARB) is universally recognized as the global leader of architectural regulation through its exemplary standards and credentialing requirements. Comprising architectural registration boards of all 50 states as well as those of the District of Columbia, Puerto Rico, Guam, and the U.S. Virgin Islands, NCARB protects the public health, safety, and welfare by leading the regulation of the practice of architecture through the development and application of standards for licensure and credentialing of architects. NCARB seeks a strategic and creative CEO who will work with the Board to enhance NCARB's value proposition and be responsible for the successful operation and implementation of NCARB's strategic plan. S/he must be able to capture opportunity, navigate change and lead a team to raise the visibility, impact and excellence of the organization on behalf of its members and the public.

Client Organization

In order to achieve its goals, NCARB develops and recommends standards to be required of an applicant for architectural registration; develops and recommends standards regulating the practice of architecture; provides to Member Boards a process for certifying the qualifications of an architect for registration; and represents the interests of Member Boards before public and private agencies. NCARB has established reciprocal registration processes for architects in the United States, Canada, and Mexico, and is engaged in similar discussions with additional countries.

The Board of Directors of NCARB is recruiting a new CEO to replace Lenore Lucey who will be stepping down from the organization after 14 years. The next CEO will, building on a strong base, take the Council to the next level.

*The following represents NCARB's long-range goals for the next 3-5 years. These **goals** are outcome-oriented statements that represent what will constitute the organization's future success. The achievement of each goal will move the association towards the realization of its vision. NCARB is looking for an individual with leadership experience with complex, member directed organizations who is ready to help NCARB achieve the following goals:*

A. All Member Boards will accept the NCARB Certificate for reciprocal registration and all architects will actively seek certification.

B. Member Boards, registered architects and emerging professionals will have appropriate access to an NCARB hosted central database of credentials.

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C. All architectural collateral organizations will contribute to and value an expanded practice analysis and will use common terms to define the expected outcomes for architectural education, internship, examination, and continuing education.

D. Internship will be viewed as a valued part of the development of future architects by interns, supervisors, educators and the profession; and, all architecture students will be enrolled in the Intern Development Program at the earliest point of eligibility.

E. All Member Boards will adopt and implement NCARB standards for continuing education.

Position Summary

This is the primary executive staff position for NCARB, reporting directly to the Board of Directors. The position has overall responsibility for leadership and management of the organization, in partnership with the President and the Board.

The essential leadership and management details required in this position are outlined on pages three to four. In addition, the Board of Directors has spent considerable time outlining and ranking the qualification standards required as essential, highly important and valuable on pages three to eleven. Nomination materials and confidential inquiries can be directed electronically to: NCARB@spencerstuart.com. The deadline to apply or nominate someone is Friday, October 22nd.

Key Relationships

Over 100 employees work in NCARB's headquarters in Washington, DC. The staff is divided into eight directorates that are guided by Board of Directors and executive staff. Their management team consists of both architects and non-architects.

Reports to: Board of Directors

Direct Reports: Executive Staff
Vice President, Operations
Vice President, Programs

Directors
Architect Registration Examination
Intern Development Program
Education
Executive Office
Communications
Records
Information Systems
Administration

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Other Key Relationships: 54 member boards
Leadership of the four collateral organizations: NAAB, AIA,
ACSA, AIAS
Customers

CANDIDATE SPECIFICATION: KEY SELECTION CRITERIA

Ideal Experience

- Significant management and leadership experience in the public, private or nonprofit sectors.
- Track record of increasing leadership responsibilities in a complex “business oriented” organization.
- Experience working with large volunteer boards and/or volunteer guided organizations and with an emphasis on a leadership partnership with the board.
- While this person is not required to be an architect, broad knowledge of the field of architecture or the ability to get up to speed quickly on the trends and developments in the field will be very important.

Critical Competencies for Success

Organizational leadership

With a strategic planning process well underway, the next CEO will lead NCARB’s programmatic initiatives to ensure that progress milestones as outlined in the strategic plan and business plans are met. He/she will also reinforce and continue to ensure the positive and effective culture developed through the recent transformation process. An effective mentor and coach, the CEO will work with the staff to develop metrics and accountability standards needed to take the organization to the next level, set goals and measure performance.

Communicate and Execute Vision

The successful candidate will guide the organization to a compelling vision of its future by helping both staff and elected leaders to think in terms of what is possible, fostering ideas, gathering consensus around a member-generated vision and articulating this vision effectively. The clear communication of NCARB’s mission, vision and values will be made known to all of its constituencies in a way that elevates all facets of the programs and initiatives. Practicing financial prudence while allowing for the flourishing and critical evaluation of new opportunities to help the profession will also be important.

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Influencer and Champion

NCARB is a complex, volunteer guided organization with a noble mission, purpose and values which is not well understood or respected by the public. The CEO will enhance NCARB's effectiveness in influencing the world by advocating widely for its interests and positions; representing it at appropriate forums, monitoring the environment for emerging trends, patterns, or opportunities; and seeking to partner with and support organizations and individuals in a way that enables NCARB to advance toward its goals. A persuasive and diplomatic speaker, he/she will also value and convey the importance of the role of volunteers in NCARB's work.

Other Personal Characteristics

- An energetic leader who imparts credibility, trust, enthusiasm and integrity and motivates others in a similar vein.
- An individual with a collaborative style who values teamwork and a strong, large and committed volunteer base.
- Ability to be diplomatic and persuasive in order to work effectively with board members, collateral organizations and member board members.

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CHIEF EXECUTIVE OFFICER, NCARB

Summary

This is the primary executive staff position for NCARB, reporting directly to the Board of Directors. The position has overall responsibility for leadership and management of the organization, in partnership with the President and the Board.

Duties and Accountabilities

Leadership

Partnership: Forms and sustains a collaborative working relationship with the President and the Board of Directors that enables the CEO, the President and the Board in partnership to effectively lead the organization.

Culture: Monitors the culture of the organization, and shapes the culture to reflect from top to bottom

NCARB's organizational values: integrity, accountability, transparency, collaboration, leadership, and excellence.

Vision: Guides the organization to a compelling vision of its future, by facilitating visionary thinking throughout the organization, helping both staff and elected leaders to think in terms of what is possible, acting as a broker of ideas, gathering consensus around a member-generated vision, and engaging others in responding to that vision.

Strategy: Collaboratively develops a set of lofty goals to which the organization commits, and recommends an effective strategy or set of strategies to achieve them, resulting in a grand strategic plan approved by the Board and embraced by the organization.

Motivation: Attends to and seeks to tap into the motivation of those who do the work of NCARB to do it passionately, and sustains their spirits, through personal enthusiasm and support, and a variety of other mechanisms.

Decision Making: Makes well-reasoned, informed and effective decisions on matters within the purview of this position, brings fitting influence to bear on decisions outside of its purview, and enables the Board of Directors and Member Boards to make wise decisions by helping them to freely exchange ideas and have a rich and unfettered dialogue.

Communication: Serves as the primary liaison between the Board of Directors and NCARB's nonvolunteer staff; assesses the timeliness, quality and sufficiency of communications among all concerned parties and takes whatever steps are needed to assure the Board, the staff and members all have the information they need when they need it; as needed, identifies channels of communication and best sources of information; and attends to the general tone of communications and their conformity to NCARB's values.

Representation: Sustains and enhances NCARB's effectiveness in influencing the world outside of itself by advocating widely for its interests and positions; representing it at meetings with others concerned with what concerns NCARB; monitoring the environment for emerging trends, patterns, or opportunities; and seeking to partner with and support organizations and individuals in a way that enables NCARB to advance toward its goals.

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Management

Governance: Serves as an effective and influential partner of the President and the Board of Directors.

This includes initiating or participating in the development of policy, strategy and budgeting; providing the Board with the ideas, initiatives and information (including financial) that it needs to govern effectively and meet its fiduciary obligations; providing the Board with a historical perspective, informed guidance and logistical support; facilitating dialogue with and among Board members, even on difficult or volatile issues; enthusiastically supporting Board decisions and directions once they are made; and rallying the support of staff for the Board's actions.

Organizing and Planning: Orchestrates the design and implementation of systems, structures, processes and policies that serve the efficiency and effectiveness of the organization. Develops an operational plan that includes setting priorities, allocating resources, and scheduling the completion of work. Builds a strong implementation network.

Coordination, Monitoring and Evaluation: Establishes mechanisms to ensure communication and coordinated action among all involved parties, including staff of various work units, the Board of Directors, Member Boards, committees, and volunteers. Sets clear performance objectives for programs and work units, monitors progress, and reports on major initiatives to the Board. Addresses any operational irregularities, and assures that corrective action is taken to correct any shortfalls and to meet commitments.

Supervision: Selects direct reports (currently one responsible for Programs and one for Operations) and manages them by a careful orientation to their positions; establishing and communicating clear performance goals and standards; timely performance reviews and feedback; and developmental/professional growth opportunities. Encourages collaboration between direct reports and assists in reconciling any conflicts that arise.

Programs, Products and Services: Manages a process of continuous improvement of NCARB's programs, products, and services, and their delivery to users. Monitors for high program quality, and directs the correction of any flaws. Identifies the need and plans for new programs, products and services.

Administrative Operations: Manages the development and implementation of policies, procedures and operations in all administrative functions, including finances and budget, human resources, management information systems, facilities, materials and equipment, and procurement and contracting. Makes final administrative decisions in all of these areas, within the limits of policy and budget set by the Board, except for matters directly pertaining to the workings of the Board itself.

Qualification Standards

Tier One: Critical- Essential

Governance: recognizes the dynamics and tensions inherent in the Board-CEO relationship; is committed to a partnership with the Board and the President; has the internal balance to both be

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an advocate and to be influenced in the decision-making process; is aware of what the Board needs to work effectively, and can provide it. Successful performance on this element requires:

- Affinity for partnership;
- Confidence;
- Political skills;
- Flexibility and adaptability;
- Interpersonal skills.

Organization: has the capacity to assess resources and operational requirements, and then to organize accordingly; understands organizational dynamics and is aware of various organizational possibilities; has the judgment to install organizational policies, systems and structures that fit together and support the mission with maximum efficiency and effectiveness. Successful performance on this element requires:

- Knowledge of basic management and organizational principles;
- Critical reasoning ability;
- Conceptual ability;
- Systemic thinking;
- Change management skills.

Vision: appreciates the value of a clear organizational vision; knows how to involve various parties in formulating a vision so that those who must act to realize the vision embrace it; and is able to articulate and communicate the vision in a way that impacts the work of the organization. Successful performance on this element requires:

- Imagination;
- Openness;
- Fair and honest brokering;
- Optimism;
- Persistence.

Strategy: is able to see the big picture and take the long view of the organization in context; can assess the environment internally and externally to note patterns and trends, and to see strategic possibilities; and can manage a process of identifying strategic options and selecting a course of action for the organization. Successful performance of this element requires:

- Systemic thinking;
- Creativity;
- Initiative;
- "Industry" knowledge;
- Collaborative skills.

Budget/Finance: Knows how to develop and present a budget in the context of the organization's strategic goals and overall financial situation; recognizes the importance of timely accurate reporting to the Board on progress against the budget; and is scrupulous in assuring that

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the organization's finances are carefully managed and prudently spent. Successful performance on this element requires:

- Knowledge of key principles of finance and accounting;
- Practical skills in budget development;
- Commitment to financial integrity;
- Attention to detail;
- Collaborative skills.

Communication: Is able to communicate effectively orally or in writing, in a variety of contexts and situations, reaching diverse audiences; can hear and hold in mind the messages and logics of different parties; is able to make space for and draw in relevant parties to a conversation; and can speak persuasively and influentially to important issues and recognize the needs of other stakeholders. Successful performance of this element requires:

- Fluency with language both written and oral;
- Active listening skills;
- Patience and persistence;
- Interpersonal skills;
- Enthusiasm and commitment.

Tier Two: Highly Important

Motivation: has the ability to elicit the enthusiastic support of staff and volunteers for the organization's work, both by communicating a lofty vision of what the organization can be and do, and by involving them in determining the course the organization takes; the readiness to support them in finding meaning in their work; and discernment to engage and fairly reward and recognize those who contribute to the organization's success. Successful performance on this element requires:

- A grasp of the key levers of human motivation;
- Enthusiasm;
- Interpersonal skills;
- Resilience;
- Integrity.

Decision Making: Exercises astute judgment as to who needs to be involved and what process is needed for a decision to be effectively made and implemented; has the self-control to defer decisions when more information is needed and the willingness to make decisions with incomplete information when needed; displays a sense of balance in taking a fitting amount of time to decide; and shows the guts to make hard decisions. Successful performance on this element requires:

- Decisiveness;
- Prudent judgment;
- Foresight;
- Risk taking;

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- Sense of timing.

Grasp of Architecture: Has familiarity with the profession. Successful demonstration of this element requires either:

- Registration as an architect; or
- Understanding of architectural education; internship; examination; licensure; and the various modalities of practice.

Supervision: Possesses the understanding and intuition to select quality staff; the willingness to be both demanding and supportive of them; the tolerance to empower them to the limits of their ability; the foresight to provide for their professional development; and the resolve to exercise accountability and provide appropriate consequences. Successful performance on this element requires:

- Clarity about expectations;
- Skill in giving useful feedback;
- Mastery of control needs;
- Conflict resolution skills;
- Discipline.

Planning: Is able to frame a challenging agenda considering both the organization's goals and the available resources, and to formulate a master plan of action; can translate a broad plan into specific action steps, outcomes and accountabilities; and makes appropriate judgments about adjustments to the plan. Successful performance on this element requires:

- Conceptual thinking;
- Orderliness;
- Goal orientation;
- Focus on results;
- Flexibility.

Tier 3: Valuable

Culture: is able to recognize the commonalities and patterns in the behaviors, systems, structures and processes in the organization, and how they reflect its implicit values, beliefs, and assumptions; understands how the features of an organization's culture support or detract from high performance; and realizes how to positively affect organizational culture. Successful performance on this element requires:

- Diagnostic ability to size up an organization's actual culture;
- Systemic thinking;
- Practicality to institute supportive organizational systems, structures, and processes;
- Behavior consistently congruent with the desired cultural values, beliefs and assumptions;
- Persistence and patience

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Coordination, Monitoring and Evaluation: Is sensitive to the need to manage the integration of the activities of various work units, and conscientious in providing mechanisms for all involved parties to get the information they need; has the discipline to track progress and to identify performance discrepancies; and is willing to honestly assess performance and act on results.

Successful performance on this element requires:

- Discipline;
- Detail orientation;
- Drive;
- Nimbleness;
- Perceptiveness.

External representation: Is perceptive and knowledgeable enough to size up the environment in which the organization operates and to identify the individuals and organizations it needs to connect with and influence; is persuasive in advocating for the organization's interests, and sensitive to the needs of others whose cooperation is needed; projects a positive image as a personal representative of the organization. Successful performance on this element requires:

- Marketing know-how;
- Networking skills;
- Ability to form alliances;
- Political savvy;
- Multi-cultural awareness.

Tier 4: Nice to Have

NCARB Program Particulars: Has a working familiarity with the primary lines of products and services, and the professional and technical bodies of knowledge and practices underlying them.

Successful performance on this element requires:

- Understanding of test construction and administration;
- Familiarity with the intricacies of professional certification processes;
- Awareness of the demands of large scale records collection and maintenance;
- Insight into continuing professional education programs and their relationship to professional standing.

Administrative functions: Has a working knowledge of the primary administrative functions needed for the smooth operation of an organization; understands the impact of various administrative policy choices and has the judgment to choose prudently; and is able to relate the goals and processes of these functions to the organization's mission. Successful performance on this element requires basic knowledge of:

- human resources management;
- management information systems;
- facilities, materials and equipment;

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- procurement and contracting; and
- safety and security