

Position and Candidate Specification



Society of Industrial and Office Realtors

Chief Executive Officer / Executive Vice President

PREPARED BY:

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The Society Of Industrial And Office Realtors® (SIOR) is the leading professional commercial and industrial real estate association. With more than 3,000 members in more than 630 cities in 34 countries, SIOR represents today's most knowledgeable, experienced, and successful commercial real estate brokerage specialists.

SIOR has certified thousands of members with the prestigious SIOR designation, a professional symbol of the highest level of knowledge, production, and ethics in the real estate industry. Real estate professionals who have earned the SIOR designation are recognized by corporate real estate executives, commercial real estate brokers, agents, lenders, and other real estate professionals as the most capable and experienced brokerage practitioners in any market. SIOR designees can hold the following specialty designations: industrial, office, sales manager, executive manager, or advisory service.

SIOR also consists of associate members who include corporate executives, developers, educators, and others involved in the commercial real estate industry.

A professional affiliate of the National Association Of Realtors®, SIOR is dedicated to the practice and maintenance of the highest professional and ethical standards. SIOR maintains a commitment to business and industry by providing outstanding professional services, publications, and educational programs.

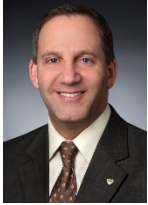
SIOR Mission: The Society of Industrial and Office Realtors maintains and promotes a professional designation of the highest quality for the benefit of its members and their clients.

SIOR Vision: The professional designation stands unchallenged for excellence in performance and is recognized as the prerequisite in the selection of a commercial real estate service provider.

SIOR Foundation: The SIOR Foundation's mission is to promote and support initiatives that expand, educate, and enhance the commercial real estate community. We envision that Foundation-sponsored initiatives are recognized inside and outside the commercial real estate industry as pre-eminent in advancing professional practice. The website can be accessed via <http://foundation.sior.com/>.

SIOR's CEO/EVP has ultimate oversight of an annual operating budget of \$6.3 million, with a staff of fifteen full-time employees and three outside contractors. SIOR is headquartered in Washington, D.C. For more information about SIOR, please visit www.sior.com.

SOCIETY OF INDUSTRIAL AND OFFICE REALTORS LEADERS



Geoffrey Kasselmann – President. Geoffrey leads NGKF's National Industrial Practice across North America, providing support to select data center/mission critical projects, and helps internal and external clients alike harness the value creation that comes from best practices in energy efficiency, sustainability, technology and innovation. He is also the CEO of Op2mize Energy, LLC.



Del Markward – President-Elect. Del has owned and operated Markward Group since 1995 as a real estate consulting, advisory, and brokerage firm. He has worked for some of the largest companies in the world, including IBM, CIGNA, Coca-Cola, Pepsi, Microsoft, GE, GM, Chrysler, Dun and Bradstreet, amongst many others.



Robert Thornburgh – Vice President. Robert is an executive vice president and partner with Kidder Mathews, a member of the company's executive leadership team directly involved with the firm's overall vision, growth, and strategy. Before joining Kidder Mathews, Robert was the President and CEO of Heger Industrial (now Kidder Mathews).



Allen Gump – Immediate Past President. Allen joined Colliers International as Managing Director for the Dallas office in May of 2002. Prior to joining Colliers International, Allen was the Senior Managing Director for Kennedy Wilson's Dallas office.



Lynn Reich – Operations Director. Lynn is an Executive Vice President at Colliers International, where she provides executive-level client representation for real estate needs across the country. Prior to her current association with Colliers, Lynn was a principal with Podolsky Northstar Realty Partners, LLC and a Managing Director at Stein and Company.

The Chief Executive Officer / Executive Vice President (CEO/EVP) of SIOR will have the responsibility and accountability to work with the Board to drive the strategic vision of SIOR, develop strategic alliances with other associations and sponsors, advocate SIOR within the commercial real estate industry, and expand revenue streams through growth of membership and production of non-dues revenue. Additionally, this role will be responsible for oversight and management of the administrative, financial, and operational aspects of the Society.

The SIOR Foundation (a 501c3 organization) has a separate leadership structure that is managed by personnel within the SIOR headquarter offices. The CEO/EVP will oversee the Foundation Executive Director and maintain financial oversight in conjunction with the Foundation Treasurer.

KEY RELATIONSHIPS

Reports to Governance Committee, Board of Directors

Direct reports COO/SVP, Operations

Dotted-line reporting relationship:

Vice President, Membership/Chapter Relations

Director, Administration

Director, Communications

Director, Programs

Director, Information Technology, and Executive Director, SIOR Foundation

Director, Membership

Other key relationships Governance Committee, Board of Directors, all volunteer Leaders and SIOR members
Other industry-related associations and sponsors
Affiliated Chapters (48)

KEY RESPONSIBILITIES

- **Board of Directors:** Execute and implement decisions of the Board. Cultivate a strong and transparent working relationship with the Board and ensure open communication about the results and impact of financial and programmatic performance against stated milestones and metric-based goals. Maintain oversight of specific administrative policies, procedures, and programs in order to implement the Strategic Plan and general policies of the Board. Work closely with the Board of Directors and the committee structure to foster alignment with a cohesive SIOR vision.
- **Sponsorship and Partnerships:** Drive business development and sponsorship opportunities to increase non-dues revenue. Partner with the Board of Directors to explore opportunities to create innovative strategic business relationships with key industry firms and related industry organizations.

- **External Relations:** Advance the profile and influence of SIOR with key decision makers in and out of the commercial real estate sector; act as an external spokesperson and representative for the membership to a wide range of key constituents including commercial real estate companies, major corporations, associations, industry members, and sponsors.
- **Membership:** Provide direction and recommendation on programs that advance the professional, technical, and leadership skills of SIOR members, operating within the budget and strategic objectives. Assist in creating programs and direction to attain new member growth and retain existing members. Provide engaged and visible leadership for the membership.
- **Communications and Branding:** Active participation in the strategic marketing, communications and brand strategy in conjunction with the Communications and Branding Committee.
- **Staff Assessment:** Oversee the general administration of operations via the COO/SVP, Operations while maintaining close communication about progress towards goals and projects. Ensure the Society is properly staffed to manage and administer the programs and services required of the Strategic Plan. Implement management processes for evaluating staff on an annual basis. Provide avenues for staff's continued professional development.
- **Outside Consultants:** Solicit and receive guidance from the Board of Directors and the Governance Committee regarding all strategic matters including engagement of third party consultants to assist and supplement the operations of the Society.
- **Travel:** Visit chapters and assist the chapters in growing their membership and sponsor bases. Attend relevant conferences and visit sponsors, as needed, to expand the sphere of influence of SIOR. The CEO/EVP's travel will be coordinated with the Governance committee in order to maximize the Society's outward exposure.

DESIRED OUTCOMES

- A concrete strategic vision for SIOR that will enhance its relevance in the eyes of existing members, future members and real estate industry participants.
- Continued strengthening of the association's financial position.
- Growth in membership number, category diversity, and global representation.
- Significant growth in non-dues revenue.
- Increased public profile for SIOR through press citations, participation in industry events, and public recognition of industry influence.

IDEAL EXPERIENCE

Real estate industry knowledge

Knowledge of the real estate industry; knowledge of commercial real estate brokerage is preferred.

10+ years of senior executive management experience

Experience managing large programs and teams, preferably within the trade association/non-profit field and in a global, geographically-distributed context.

Revenue generation experience

Including experience with fundraising, creating partnerships and procuring sponsorships.

Experience serving as the “face and voice” of an organization

Has served in a spokesperson role with well-developed public speaking, presentation, and written communication skills.

Experience working with a board

Significant experience working collaboratively with a board to process issues, build consensus, and facilitate strategic plan development.

Relevant exposure to a 501(c)(3) organization

Experience with charitable foundations preferred.

Bachelor’s degree required

Advanced degree preferred.

CRITICAL LEADERSHIP CAPABILITIES

Strategic Direction

- Work with the Board of Directors to periodically review and refine the strategic plan to ensure continued alignment with the Society’s vision, while identifying future issues that will impact SIOR and prioritizing strategies to meet these challenges for the benefit of the organization.
- Provide dynamic leadership and direction in conjunction with the Board of Directors to all members and staff, and ensure the continued development and management of a professional, efficient and highly innovative organization.
- Establish effective fact-based decision-making processes that will enable SIOR to achieve its short and long term goals.

Driving Results

- Strengthen, coordinate and leverage relationships with members, other constituents and partner organizations.
- Craft and articulate a value proposition based on the strategic plan in a way that compels existing members to stay engaged and brings new members to the table, making appropriate enhancements to provide both additional resources and longer-term value to members.
- Drive increased revenue streams from non-dues sources (e.g., sponsorships) while ensuring sustained revenue from membership.
- Set continually higher goals that are ambitious and but realistic for self and team, geared to organizational objectives and focused on new business development opportunities that enable business development targets to be exceeded.
- Recruit, train, motivate, empower, and engage staff in a high-performing and geographically distributed organization.

Financial Management

- Maintain responsibility for the creation of and adherence to the annual budget in conjunction with the Treasurer of the Society, balancing SIOR's resources with the services needed by the membership while protecting essential reserves. Ensures appropriate overall fiscal discipline.
- Oversee the building of the budget with the COO/SVP, Operations and ensure timely and accurate analysis of departmental budgets, financial reports and financial trends.
- Ensure that annual budgets are tracked and, in times of budget variances, identify adjustments which provide options for the Board.

OTHER PERSONAL CHARACTERISTICS

- Demonstrates a passion to further the mission and values of SIOR that will inspire and energize members and staff.
- Exhibits highest ethical standards.
- Technologically savvy – can measure data and take SIOR into the future.
- Well-regarded inside and outside the organization.

APPLICATIONS AND NOMINATIONS

If you wish to submit application materials or nominate someone to serve as the next CEO/EVP of SIOR, please email: SIOR@SpencerStuart.com.