

The Adhesive and Sealant Council, Inc.

President Position Profile

December 2009

This profile provides information about the Adhesive and Sealant Council, Inc. (ASC) and the position of the President. The profile is designed to assist individuals in assessing their interest in and qualifications for the position. Applicants should submit a cover letter and resume to:

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President Position Profile

For the Adhesive and Sealant Council, Inc.

Profile Methodology

The profile for the position of President of the Adhesive and Sealant Council, Inc. (ASC) was developed using organizational data and specific feedback from an online survey of current and former members of the Board of Directors, committee chairs, representatives of member companies, and staff. The survey was conducted to identify and prioritize the skills, knowledge, experience, qualifications and qualities required and desired in a President. Information regarding organizational and cultural factors, strengths and accomplishments, and challenges and opportunities for ASC was also developed from the survey responses.

About the Organization

The ASC, a 501(c)(6) trade association located in Bethesda, MD, has 120 members who are adhesive and sealant manufacturers, raw material and equipment suppliers, distributors, and industry consultants. ASC members account for more than 75% of the aggregate industry revenues, exceeding approximately \$6 billion annually. Members range from small, privately-held and family-owned businesses to multinational corporations. ASC is dedicated to improving the industry operating environment and strengthening its member companies. The markets and applications of ASC member companies include building and construction industries, consumer usage, electronics, the medical industry, packaging, and the transportation and marine industries, among others. The association has a \$2 million budget and 7.5 staff.

Mission and Vision: The mission of ASC is to provide information, education and representation to deliver value to its members. Its vision is to be the essential center of knowledge and a catalyst for growth in the adhesive and sealant industry for manufacturers, suppliers and end-users.

Initiatives: The ASC's primary member-driven strategic initiatives include the following:

- Grow the various industry markets and applications;
- Cultivate a strong sense of industry community;

- Proactively provide information to the industry;
- Deliver state-of-the-art educational programs; and
- Serve as the industry's dedicated advocate in governmental affairs.

At the corporate level, ASC serves as the adhesive and sealant industry's spokesperson and advocate before state and federal regulatory agencies; publishes benchmarking surveys to assist member companies in comparing their performance to that of their peers; provides critical and timely market information to members; and promotes the use of industry products to its various markets. ASC does not lobby, but rather strives to build coalitions and monitor government regulations and issues from a regulatory standpoint that may have an impact on members' operations.

At the individual level, ASC provides industry personnel the tools to build and further their careers by offering technical education; updates on industry developments and information; cost-saving opportunities and solutions; and forums through which company personnel can enhance their knowledge, education, networking and professional development. ASC programs and services benefit both technical and business staffs of member companies, including corporate, sales and marketing, manufacturing, government relations, finance and human resources staff.

One of the most important components of ASC's work on behalf of the adhesive and sealant industry – and a vital part of its strategic plan – is its "Grow the Industry" program. Launched in 2002, Grow the Industry and its related initiatives are designed to increase the market size by looking beyond ASC's internal audience and reaching out to designers, engineers and architects who influence the selection and use of adhesives and sealants. It increases the market size for the entire industry by educating end-users about the benefits and value that the industry's products bring to market. Through various Grow the Industry projects, ASC works to establish relationships with and educate the individuals who make decisions regarding adhesive and sealant usage.

As the basis for Grow the Industry, ASC has developed a wealth of data to assist companies seeking to broaden their customer base and to provide a variety of valuable tools to accomplish

that goal. Core components include in-depth focus group research, comprehensive market research for target segments of the industry, value chain analyses for market segments, and a comparative cost model to assist companies in calculating and evaluating the costs of selecting adhesives over mechanical and other types of incumbent fasteners.

Governance and Staff: ASC is governed by a 20-member Board of Directors that provides strategic guidance.

Key External Interactions: In addition to working closely with the professional staff and the Board of Directors, the President of ASC will represent the organization's interests through interaction with associations that influence the use of adhesives and sealants, such as architects and designers, chief executive officers of member companies; key suppliers; the leadership of other related and complementary organizations in the industry, including manufacturing and engineering; and universities and other institutions of higher education with industry-related programs and curricula.

To learn more about ASC, go to www.ascouncil.org.

Programs and Services

In addition to Growing the Industry and its related initiatives, ASC's primary programs and services include the following:

1. The Spring and Fall Conventions and Expos, which provide educational programming, new product information, industry updates and networking opportunities;
2. The e-Library, which provides online access to engineering titles, documents, materials, data, problem-solving technology and analytic tools;
3. The Leadership Conference, a biennial event at which key industry executives are invited to share their knowledge of the industry with their peers and provide best business practices, strengthen management techniques and skills, and build key industry and business relationships;

4. A series of Technical Short Courses taught by industry professionals, which provide information on end-use applications, raw material considerations, equipment and test methods;
5. A series of interactive seminars (webinars) conducted via audio teleconferences and the Internet and hosted by industry experts, providing technical training for adhesive and sealant formulators, best business practices and special interest segments;
6. An online Career Center that allows job seekers to post resumes and employers to advertise positions in the adhesive and sealant industry; and
7. An online VenderSelect Tool that allows ASC members to access member companies to research products and materials in all categories pertaining to the adhesive and sealant industry.

Through a partnership with the Virginia Tech, ASC also offers a series of online training modules that form an introductory level course designed to train employees new to adhesive and sealant sciences.

Strengths and Accomplishments

ASC leaders and stakeholders cite the following services and activities as strengths of the organization:

1. Quality and number of industry training tools and webinar educational series;
2. Management and content of the Spring and Fall Conventions and the abundance of networking opportunities provided at those events;
3. Caliber and relevance of the Technical Short Courses;
4. Initiatives related to Grow the Industry program and efforts to reach out to related market segments in order to increase market size and penetration;
5. Execution and content of the Leadership Conference and the caliber of the industry executives who gather to share their expertise and knowledge;
6. Monitoring of government and regulatory issues and updates; and
7. Quality and depth of expositions at the Spring and Fall Conventions.

Challenges and Opportunities

Today's national and local economic conditions present some unique opportunities to assess the value and benefits of membership in ASC, as well as an imperative to consider new and more effective ways of reaching member companies and attending to their diverse needs.

Building consensus regarding the organization's future growth and direction will be critical to achieving that growth. There is considerable opportunity in seeking ways to assist member companies in navigating changes in the structure and regulation of the industry and its market segments, as well as in the broader chemical industry. Continued focus on and expansion of the initiatives of the Grow the Industry program has the potential to achieve growth in membership, and in the visibility and prestige of the organization.

Retaining members while encouraging prospective members and new industry leaders is a challenge for most organizations in the best of circumstances. But these activities are even more important in a rapidly changing industry in which consolidation of members and the industry itself is paramount to ASC's continued growth, and to solidifying its position in the market. Meeting the diverse needs of both large and small member companies and enhancing the value of their membership in ASC will be even more critical as the organization seeks continued growth.

At the same time, a greater focus on increasing non-dues revenue and safeguarding the valuable revenue sources from the Spring and Fall Conventions will serve to solidify the organization's financial base and provide additional opportunities for growth. Care must be taken to assure that the technical content of the Conventions keeps pace with industry growth and change.

Advances in technology provide an opportunity to reach members in more cost-effective ways, such as the expansion of online learning opportunities and webinars to deliver information and industry updates.

Organizational Culture

Key stakeholders describe the organizational culture of ASC as one that is collaborative and consensus-oriented in nature, with a strong commitment to and respect for member companies as well as competitors. A well-run and efficient organization of great integrity, it is value-driven and seeks to foster an atmosphere that encourages relationship- and team-building, trust, mutual respect and openness. There is a strong dedication to serving the diverse needs of the member companies in a professional, responsive and effective manner. The organization is increasingly proactive and innovative in the industry and marketplace while remaining deliberate and responsible in its decision-making and commitment to its mission and values.

Executive Director Position

Responsibilities: The President reports to the Board of Directors and is responsible for managing the professional staff and the organization's daily activities; developing and overseeing the annual operating budget and all financial resources; implementing and operationalizing the strategic plan; and developing and maintaining relationships and collaboration with key stakeholders and related organizations. In addition, the President will:

1. Represent ASC's mission and activities to the public and key stakeholders, as directed by the Board of Directors;
2. Build and strengthen alliances and partnerships with and consensus among related organizations;
3. Hire, manage and develop talented professional staff to implement activities, programs and initiatives; and communicate effectively with staff to ensure their understanding of ASC's mission, goals and objectives; and
4. Maintain and manage the financial integrity of the organization by aligning the annual operating budget with the board's strategic goals and objectives, and with legal and professional standards of fiscal responsibility relative to association management.

Education and Experience: The successful candidate will have a bachelor's degree (a master's degree is preferred) and

a) have 5 years of senior-level experience in association management (previous experience as the president or executive director of an association is preferred) or

b) knowledge of or experience in the adhesives and sealant industry with appropriate active involvement in association leadership.

The following experience is *essential* to the position of President:

1. Implementing and managing processes and/or campaigns to increase membership and member retention;
2. Developing, implementing and operationalizing strategic plans and initiatives;
3. Developing and mentoring a professional staff to form an effective, cohesive unit;
4. Public speaking and serving as the primary spokesperson for an organization;
5. Leading and managing an organization through transition and change;
6. Building effective alliances and relationships with related industry organizations and creating opportunities for collaboration and networking;
7. Enhancing the value of membership and member services for a diverse constituency; and
8. Enhancing the visibility and prestige of a diverse organization through effective public relations.

The following experience is *highly desirable*:

1. Facilitating team-building as an ongoing process;
2. Developing sources of non-dues revenue and other funding through a variety of processes and/or campaigns;
3. Developing and managing activities of the Board of Directors, officers and committee members;
4. Overseeing the management of conferences, meetings and expositions/trade shows;
5. Developing educational programming and e-learning or web-based learning opportunities and experiences;
6. Leading or managing activities in related organizations or industries;
7. Managing operations and/or activities in a complex governance structure; and
8. Demonstrating some working knowledge of the adhesive and sealant industry.

Skills and Abilities:

The following skills and abilities are *essential*:

1. Exceptional visionary leadership in order to capitalize on opportunities and to identify challenges, as well as the resources necessary to meet those challenges;
2. Effective, clear and concise communication, both orally and in writing; and
3. Ability to build consensus among and form collegial and supportive relationships with staff, board members, member companies and related organizations.

In addition, competency in electronic communication skills and an understanding of the role of technology in advancing organizational goals is desirable.

Personal Characteristics and Behaviors: The President will possess the following personal characteristics and behaviors:

1. Collaborative in nature and adept at building consensus in the face of divergent opinion;
2. Willing and able to embrace and lead change on behalf of staff, the Board of Directors and member companies;
3. Confident and poised, with the ability to interact effectively with diverse constituents;
4. Responsive to the needs and issues of member companies;
5. Attentive to the operational detail of the organization and follow-through on initiatives and programs;
6. Demonstration of the highest standards of honesty and integrity in all matters and actions;
7. Enthusiastic, open-minded and an accomplished listener;
8. Ability to develop, mentor and inspire professional staff;
9. Clear, concise and articulate in communicating with staff, Board of Directors, constituents, stakeholders and industry representatives; and
10. Diplomatic and tactful in thought and action, but decisive and assertive as necessary to foster the goals and initiatives of the organization.

Measures of Success

The President's success in the position will be measured by progress in the following areas:

1. Advancement of momentum of current initiatives;

2. Development of new programs and/or campaigns to retain current members and recruit new members;
3. Demonstration of a vision for the organization that builds on its current strengths;
4. Increased attendance at Spring and Fall Conventions and participation in short courses, webinars and other learning opportunities;
5. Effective management of the professional staff and the transition in organizational leadership;
6. Quality of relationship with and responsiveness to the Board of Directors and member companies;
7. Prudent management of financial resources and identification of sources of non-dues revenue;
8. Building of successful relationships with member companies, key stakeholders and related industry segments;
9. Communication of the vision of ASC to related industry segments and prospective members;
10. Implementation of the strategic plan and progress toward stated goals and objectives; and
11. Level of satisfaction based on surveys of member companies, Board of Directors and staff.

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