



NHHLA

Executive Director

**VETTED
SOLUTIONS**
A PASSION
FOR PURPOSE

OPPORTUNITY

The National Hardwood Lumber Association (NHLA) is seeking a dynamic leader to head the principal trade organization for the hardwood lumber industry. This is an exciting opportunity for a seasoned and visionary executive with a mix of experience, marketing savvy, and a collaborative spirit to transform a trade association and to significantly increase market share for a vibrant American industry.

Working in tandem with a committed Board of Directors, the new Executive Director will re-imagine the role of the trade association to change the industry and to increase the consumption of hardwood over other materials. He or she will promulgate the message of the benefits and value of the hardwood industry through numerous channels and proactively seek ways to build awareness around product value and attributes. In addition, the new ED will drive a continuous process of finding and delivering new sources of value for members through an array of products, services, and events that enhance the effectiveness and profitability of NHLA members. NHLA's Executive Director will couple proven expertise in managing associations or other complex, service-driven organizations with a strategic and market-driven perspective. Those skills will be focused on reaffirming the Association's role as an industry market influencer and an articulate advocate for its members and the diverse products they offer.

POSITION RESPONSIBILITIES

Strategic Thinking and Vision

- Creates an ambitious and exciting strategic plan in conjunction with association leaders.
- Develops an aggressive action plan (with proposed funding) for growing the market for hardwoods, bringing members together in support of this plan.
- Works with members and other stakeholders to forge a common view of organizational goals and priorities.

Industry Outreach and Communications

- Seeks to build and promote the hardwood lumber industry brand and market; enhances NHLA's image by being active and visible in the lumber community.
- Represents NHLA on the Board of the Real American Hardwood Coalition (RAHC) and works with the RAHC to promote the hardwood industry.
- Represents the NHLA on the Board of the Hardwood Federation (HF), and ensures that the HF champions the issues that matter most to the hardwood industry.
- Oversees NHLA publications and website and provides a monthly column in the *National Hardwood and Hardwood Matters* magazines.

Membership

- Oversees senior membership staff to ensure that NHLA has effective strategies to grow and retain the membership.
- Maintains member enthusiasm for the Association and appreciation of its services through frequent interaction with members.
- Ensures multiple opportunities for member networking, including in-person and online.

Education & Training

- Oversees senior staff in the creation of programs that serve members as they seek to build their businesses and develop and upgrade their work forces.
- Ensures the success of the Annual Convention, online training and education, and certification and inspection services.

- Focuses on ways to leverage content across all educational and event offerings.

Staff Management

- Aligns staff behind a clearly articulated and compelling vision of organizational goals and objectives leading to a steady stream of products, services, and events of value to the membership.
- Maintains overall responsibility for hiring, developing, and evaluating staff; develops standards for performance; and ensures opportunities for training, development, and promotion with the goal of creating a staff that is highly capable, change-oriented, and nimble.

Administration, Governance, and Financial Management

- Drives the creation of the strategic plan and a supporting operational plan.
- Is responsible for the day-to-day operations of the organization.
- Develops an annual operating budget, ensures proper financial controls, monitors all income and expense, and reports to the Board on financial status of the organization.
- Continually maintains and evaluates the structures, systems and processes used within NHLA to assure optimal delivery of products, services and events.
- Formulates policies and procedures for Board consideration.

EXPERIENCES AND QUALIFICATIONS

- Five to 10 years' executive level experience in an association or related business
- Experience as an agent of change growing an industry market and raising its visibility
- Proven success in creating products and services for a member/customer base
- Specific knowledge of and passion for the hardwood lumber industry preferred
- Demonstrated ability to engage with highly diverse groups of people
- Excellent written communication and public speaking skills, including the ability to articulate the value of an industry to stakeholders and members of the public
- An understanding of the advocacy process in both legislative and regulatory environments at the federal and state level
- Experience in developing and implementing a strategic plan
- The ability to build consensus with both internal and external audiences and to create partnerships and coalitions

PERSONAL ATTRIBUTES AND BEHAVIORS

- An entrepreneurial approach to leadership
- Out-of-the-box thinking when solving problems
- A strong sense of presence and confidence in dealing with internal and external audiences
- High-energy, ambition, and a goal-oriented mindset
- Approachable, likable, and positive with well-developed listening skills
- Character and a strong sense of ethics .

MEASURES OF SUCCESS

The specific measures of success, including metrics, will ultimately be agreed upon by the candidate and the NHLA Board, but at the end of the new Executive Director's first year, the Board would expect the following outcomes:

- The Executive Director demonstrates a solid understanding of the hardwood lumber industry, its markets, and the market and regulatory levers that impact the success of its members.
- The Executive Director has created trust and developed strong rapport with the NHLA Board, staff, and members, supported through regular communication.
- A new strategic plan has been completed.
- A plan to grow the hardwood lumber industry, including funding mechanisms, is in process.
- The Hardwood Federation is effective and successful in articulating and meeting the advocacy needs of NHLA members.
- NHLA's positive reputation among all stakeholder groups continues to grow.

ORGANIZATIONAL REVIEW

The hardwood industry in the United States employs nearly 2.1 million people and contributes \$394 billion to the U.S. economy, and NHLA is the pre-eminent organization representing that industry. Located in Memphis, TN with 16 staff members and an annual operating budget of approximately \$4 million, NHLA provides a forum for all relevant industry issues, opportunities, education, and commerce and represents the entire hardwood supply chain at all levels of production. NHLA's 450 active members and over 100 sustaining members include manufacturers and distributors, suppliers, graders, and research organizations and individuals. NHLA's stated mission is to "serve NHLA members engaged in the commerce of North American hardwood lumber by maintaining order, structure, and ethics in the changing global hardwood marketplace; providing unique member services; promoting North American hardwood lumber and advocating for the interests of the hardwood community in public/private policy issues; and providing a platform for networking opportunities."

In addition to the advocacy, education, conference, and networking services that most trade associations provide for their members, NHLA also offers its members a unique blend of services to help them build their businesses and solve top business challenges. These include a team of Inspectors in the U.S. and Canada that provides in-house training and interim staffing for member employers and Quality Control Services created to reduce waste and increase profits in sawmills. NHLA also offers certification programs to upgrade and distinguish member businesses and ensure quality control. In addition, the NHLA Facility Grade Certification Program is a voluntary quality assurance program (QAP) for NHLA members who manufacture, sell, or purchase hardwood lumber, and the NHLA Strap & Seal Financial Guarantee provides assurance to buyer and seller that the contents of a shipment will meet or exceed the expectations of the purchase contract.

WEB PRESENCE

You can learn more about NHLA's many member services and the association's participation in the Hardwood Federation and the Real American Hardwood Coalition at www.nhla.com.

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