

# EXECUTIVE POSITION PROFILE

## Executive Director

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# I. Opportunity

## Position Summary

SmithBucklin, a 100 percent employee-owned association management company, is looking for an Executive Director to work closely with the board of directors for its newest client organization, Fiber Broadband Association (FBA), based in either its Chicago or Washington, D.C. offices. In conjunction with the pending retirement of its current chief staff executive in Q3 2018, the FBA board has made the decision to transition to an association management business model in partnership with SmithBucklin. FBA's strategic and logistical event management, event related marketing and communications services, and development and management of the digital technology platform has been provided by SmithBucklin since 2012, so a strong and experienced operations team is already in place and will continue to serve FBA under the direction of the new Executive Director.

The Fiber Broadband Association, founded in 2001, is the only all-fiber optic broadband communications industry trade association in the Americas. Its mission is to accelerate deployment of all-fiber access networks by demonstrating how fiber-enabled applications and solutions create value for service providers and their customers, promote economic development, and enhance quality of life. As the deployment of all-fiber networks has grown, so too has the Association, its membership, and its involvement in promoting further investment in and growth of all-fiber networks to consumers, institutions, wireless networks, and other end-points. For 2018, FBA has budgeted annual gross revenue of nearly \$3M.

FBA's members represent all areas of the fiber optic broadband access industry, including telecommunications, computing, networking, system integration, engineering, suppliers, construction, deployment, and content-provider companies, as well as traditional communications and internet service providers, utilities, and municipalities. FBA also has two affiliated chapters within their own membership. The LATAM Chapter serves to accelerate fiber deployment in Latin America. The Fiber Optic Sensing Association is dedicated to promoting fiber optic-sensing technologies for monitoring critical infrastructure. The Executive Director will oversee both of these affiliated organizations.

The goal of this executive leadership role is to work with the board, FBA members, service providers, and business executives to shape a vision for the

future and to demonstrate the value FBA brings to the industry and help it accomplish its mission of full-fiber densification. The candidate selected by the FBA board will work with telecommunication industry leaders to craft programs and membership activities that are highly valued and promote the organization's position in the industry as a thought leader through well researched, planned, and implemented programs, curriculum, and publications that address member and industry information needs.

In addition to possessing strong business and leadership skills, the Executive Director will be expected to have and maintain strong standing in the industry and possess the ability to readily identify opportunities and influence industry direction in support of the Association's mission. This includes maintaining and expanding the Association's efforts to promote its mission and policy objectives with federal, state, and local government officials.

Specific goals of the FBA Executive Director include:

- Retaining and increasing membership, including increasing member awareness of and engagement with Association activities;
- Ensuring the Annual Conference continues to be the premier all-fiber event for service providers, suppliers, and other participants, including increasing the number of attendees and exhibitors, and that the Annual Conference meets financial objectives;

- Increasing Association gross revenues through growth in attendance and exhibition at the Annual Conference and meetings, in membership, and in other non-dues revenue programs and activities;
- Increasing public awareness and approval of the Association through public relations efforts, public speaking engagements, and marketing activity in the industry; and
- Participating in federal, state, and local public policy initiatives that promote all-fiber deployments

## What You Will Do

- Establish yourself as a leader in the telecommunications and fiber broadband community; seek opportunities to assert and represent the organization to the public, media, and membership
- Advise, guide, and influence the board of directors on shaping a 3-5-year strategy plus establishing and prioritizing annual goals to support achievement of its mission
- Provide governance leadership and support to the board of directors, committees, and task forces, ensuring a process to identify and recruit future leaders, establish policy, and provide overall direction for the business
- Serve as a true C-Suite generalist: In addition to serving as the association's chief staff officer, the role also entails many of the duties of a COO, CFO, CHRO, CMO, and CTO
- Plan, direct, monitor, analyze, and communicate FBA's finances, including annual budgets, monthly statements (including interpretation and forecasting), and investments
- Oversee all functional areas of operations: Drive membership growth through recruitment and retention, engagement, and recognition; lead strategic event management, cultivate sponsorship and partnerships, drive education, marketing, and information technology implementation
- Lead staff, both paid and volunteer, to deliver needed programs and services; track their effectiveness, and identify and implement new sources of revenue that align with the organization's mission, goals, and objectives

- Keep abreast of industry developments, trends, changes, and opportunities. Monitor the competitive environment and identify and recommend potential industry alliances with other associations and organizations
- Enhance the visibility and reputation of the organization to ensure increased participation of existing members, attraction of new members, and overall sustainability of the organization
- Lead efforts to represent the interests of FBA's constituents with state and federal policy-makers and regulatory agencies
- Tracking and implementing continuous improvement initiatives to increase membership satisfaction

## This Role Might Be for You If You Are...

- A **strategic and visionary leader**, with the ability to envision future possibilities and translate them into breakthrough strategies
- A **confident networker** that effectively fosters formal and informal relationships outside the organization by serving as a community builder and networker who works from the outside in, leveraging exceptional interpersonal skills and approaches to deal with a variety of stakeholders
- **Action-orientated** and someone who comfortably embraces new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm
- **Highly collaborative**, with a proven record of accomplishment in building partnerships and fostering collaboration with a professional community to meet shared objectives, in addition to sourcing and deploying resources (board, volunteers, partners, staff) effectively and efficiently while anticipating the needs of multiple stakeholders
- A **strong communicator** that has proven success developing and delivering multi-mode communications and implementing public relations strategies that convey a clear message while promoting the mission of the organization

- **Financially savvy**, with a keen understanding of key financial indicators and the highest standards of fiscal accounting, controls, and best practices to make better business decisions
- **Someone with vision and purpose** that has a history of painting a compelling picture of the vision and strategy of an organization and motivating others to action
- **You have the ability to travel**, up to 20%, including some weekend activities

## Qualifications

- A minimum of 10 years of experience in administrative roles within the not-for-profit sector, preferably with a trade association in the telecommunications or a related segment of the technology industry
- Experience as an Executive Director, CEO, or the top P&L leader
- Understanding of telecommunication regulations and the policy making and compliance environment
- Profit and loss and budgetary experience
- Demonstrated passion for the mission of his/her organization, his/her professional community, and cultivating a continuous learning culture
- Knowledge and a measurable track record of elevating the profile of an organization through outreach, marketing, and public relations
- Experience in developing and working with major sponsors
- Relationship building skills to cultivate and maintain engagement with member organizations and volunteers
- A track record of driving successful programs and influencing a large unpaid/volunteer workforce is essential
- History of leading a staff and managing their professional growth and development
- Effective presentation and public speaking skills are required

- Proficiency with basic computer programming, including the Microsoft Office Suite (Word, Excel, PowerPoint, Outlook)
- An undergraduate degree is required; an advanced degree is preferred
- CAE (Certified Association Executive) is preferred

## Where Do You Fit?

Working at SmithBucklin will offer you countless opportunities to develop transferrable skills, acquire meaningful knowledge, and gain rich experiences at an accelerated pace. By working collaboratively with smart, ambitious, multi-talented, genuine, and hardworking colleagues, you will build meaningful, deep, and enduring relationships that will serve you well throughout your career, regardless of your chosen path. In addition, as a 100 percent employee-owned company, SmithBucklin offers all of our people — regardless of position or compensation — an equal chance to experience the fulfillment and reap the benefits of ownership. As owners, our employees control the destiny of SmithBucklin and are unified in the goal of building a great, enduring company.

## Equal Employment Opportunity

At SmithBucklin, Equal Employment Opportunity is our commitment and goal. All qualified candidates will receive consideration for employment without regard to race, national origin, gender, age, religion, disability, sexual orientation, veteran status, marital status, or any other protected status designated by federal, state, or local law. Applicants are encouraged to confidentially self-identify when applying. Employment is contingent upon successful completion of a reference and background investigation based on position.

## II. Organizational Review

### About the Fiber Broadband Association

Established in 2001, and the only all-fiber trade association in the Americas, the Fiber Broadband Association provides advocacy, education and resources to companies, organizations and communities who want to deploy the best networks through fiber to the home, fiber to the business and fiber everywhere. Our member-led association collaborates with industry allies to propel fiber deployment forward for a better broadband future here and around the world.

### Our Mission

The Fiber Broadband Association's mission is to accelerate deployment of all-fiber networks by demonstrating how fiber-enabled applications and solutions create value for network operators and their customers, promote economic development and enhance quality of life.

### Our Vision

The vision of the Fiber Broadband Association is to be the voice for ultra high-speed networks throughout the Americas.

### Board of Directors

#### Management Committee

**Scott Jackson**, Graybar (Chairman of the Board)

**Kevin Morgan**, Clearfield (Vice Chairman)

**Gary Bolton**, ADTRAN (Treasurer)

**Gregg Logan**, Vice President of Engineering, Telapex, Inc. (corporate parent of the C Spire companies) (Secretary)

#### Board Members

**Katie Espeseth**, EPB

**John George**, OFS

**Mike Hill**, On Trac, Inc.

**Joanne Hovis**, President,  
CTC Technology & Energy

**Joe Jensen**, Americas Market Development  
Manager, Corning Incorporated

### Web Presence

[www.fiberbroadband.org](http://www.fiberbroadband.org)

# III. About Vetted Solutions

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