

Position and Candidate Specification



American Forest & Paper Association

President and Chief Executive Officer

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The American Forest & Paper Association (AF&PA) is the national trade association of the forest products industry. AF&PA advances a sustainable U.S. pulp, paper, packaging, tissue and wood products manufacturing industry through fact-based public policy and marketplace advocacy. The Association has built a track record based on experience and expertise to prevail on its members' behalf in the federal, state, and international arenas where policies are shaped.

AF&PA's vision is to:

- Bring together members, strategic alliances and other stakeholders to promote solutions that will advance the industry's sustainability and competitiveness.
- Provide business and policy decision-making support through research, industry data collection, analysis and reports.
- Speak on behalf of AF&PA members to a wide range of audiences with a unified and informed voice.
- Promote staff excellence in a dynamic economic and political climate.

AF&PA is also the leader in cutting-edge policy information and mission critical statistical and research data about the industry. Its monthly and annual paper, packaging and tissue product statistical reports are widely regarded as the most comprehensive and in-depth available.

About the Industry

The U.S. forest products industry accounts for approximately four percent of the total U.S. manufacturing GDP. Industry companies produce about \$300 billion in products annually and employ approximately 950,000 men and women, exceeding employment levels in the automotive, chemicals and plastics industries. The industry meets a payroll of approximately \$55 billion and is among the top 10 manufacturing sector employers in 45 states.

AF&PA Membership

AF&PA's member companies represent about 85 percent of pulp, paper, paper-based packaging and tissue products manufactured in the U.S. They also represent companies that make wood building materials. The Association's diverse membership includes small, medium and large companies with family, private and public-ownership and operations in rural and urban communities across the country.

As a condition of membership, AF&PA member companies agree to abide by the Association's Environmental, Health and Safety and Forest Procurement Principles. Member companies are committed to continuous improvement through the industry's sustainability initiative, *Better Practices, Better Planet 2020*. Member companies have collectively made significant progress in each of the following goals, which comprise one of the most extensive quantifiable sets of sustainability goals for a U.S. manufacturing industry: increasing paper recovery for recycling; improving energy efficiency; reducing greenhouse gas emissions; promoting sustainable forestry practices; improving workplace safety; and reducing water use.

Key Facts

Headquartered in Washington, D.C., AF&PA operates on an annual budget of \$19 million with a full-time staff of 57 employees. For more information, please visit www.afandpa.org.

The President and CEO of the American Forest & Paper Association works with the Board of Directors to advance and enhance the organization's strategic vision and execute the strategic business plan. S/he serves as the face and voice for the association and leads AF&PA's advocacy agenda.

The President and CEO is responsible for the leadership, direction and overall management of the organization and its resources, including the recruitment, retention, and motivation of a high performing staff. The President and CEO ensures that the organization maintains its membership base and related dues revenue through a clear and consistent value proposition. S/he manages the organization's budget and allocates resources to ensure the association's maximum impact on behalf of the membership.

KEY RELATIONSHIPS

Reports to	Board of Directors
Direct reports	Vice President, Administration and Chief Financial Officer Vice President, General Counsel & Corporate Secretary Vice President, Government and Industry Affairs Vice President, Public Policy Senior Advisor, Strategic Initiatives Executive Director, Strategic Communications Executive Assistant
Other key relationships	Current and prospective members Other related national trade associations Relevant NGOs and other external stakeholder groups Paper Check-off Program Relevant legislative and regulatory bodies at the state and federal levels

DESIRED OUTCOMES

- Continued momentum on AF&PA's ongoing initiatives and progress on new initiatives that will drive effectiveness and member value
- Retention and development of AF&PA's high-performing staff
- Deep engagement with current and prospective AF&PA members, large and small, resulting in a comprehensive understanding of each group's distinct needs and interests so that appropriate policy alignment is achieved
- Continued legislative and regulatory success on key issues of importance to the industry
- An enhanced emphasis on cost effectiveness, leveraging technology where appropriate and ensuring that the association's activities are aligned with value for member companies

The next President and CEO of AF&PA will be a skilled and confident leader, influencer, and coalition-builder who can drive alignment and results in a complex, multi-stakeholder environment. S/he will have a strong strategic vision and the ability to push back appropriately and prioritize the organization's agenda for the benefit of the industry. S/he will be an empathetic listener and communicator who is readily accessible to AF&PA's members and who will represent the industry with energy, passion, and enthusiasm.

IDEAL EXPERIENCE

Demonstrated extensive senior leadership experience

Has held direct accountability for driving the success and financial sustainability of an organization of comparable scale, scope, and complexity

Stakeholder management experience

A track record of proactively galvanizing diverse groups of stakeholders with sometimes disparate views and interests around an agenda

Experience serving as the face and voice for an industry or organization

Effectively and credibly communicates to a range of external stakeholders, including relevant policymakers and regulators, the board, members, coalitions, NGOs, and media

Legislative and regulatory advocacy experience

Proven senior-level legislative and regulatory advocacy experience/knowledge, ideally at the federal and state levels of government, with established relationships and credibility at the highest levels in Washington, DC, and in key state houses

Proven ability to come up to speed quickly on a new industry or issue area

Knowledge of the forest products and/or manufacturing industry would be ideal

International experience

Preferred, but not required

Undergraduate degree required

Advanced degree preferred

CRITICAL LEADERSHIP CAPABILITIES

Strategic Thinking

- Works with the Board and the broader membership to craft AF&PA's long-term vision and strategic plan, translates the plan into a clear direction for the team, and drives its successful execution.
- Anticipates future challenges and opportunities, proactively considers the implications of policy dynamics and marketplace realities for current and potential members and adjusts AF&PA's direction accordingly.
- Challenges assumptions and conventional wisdom with specific, supported, reasoned proposals.

Collaborating and Influencing

- Quickly engages and develops trusted relationships with a complex and diverse membership to build alignment on AF&PA's agenda.
- Advances an effective, bipartisan advocacy agenda to tell the forest product industry's story to legislators and regulators at the federal and state and to promote and protect the interests of the industry.
- Articulates AF&PA's value proposition effectively and serves as a compelling and credible spokesperson to a range of stakeholders, including existing and prospective members, policymakers and regulators, other related trade associations, NGOs, and the public.

Leading People

- Effectively communicates the organization's long-term direction to all relevant stakeholders and collaborates with the team on how to reach it.
- Delegates strategic objectives to the whole team with clear and explicit intent and calls upon team members to contribute to the best of their ability; focuses on the team's growth and development as a group and as individuals.
- Continues to build a healthy organizational culture with independent and open communication among team members and between the AF&PA Board, member organizations, and other stakeholders.
- Engages, inspires, and motivates the team to meet and exceed their commitments.

APPLICATIONS AND NOMINATIONS

If you wish to submit application materials or nominate someone to serve as the next President and CEO of AF&PA, please email: AFPACEOSearch@SpencerStuart.com.