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2022 AIA Fellowship

Candidate Michelle Mongeon Allen
Organization JLG Architects
Location Minneapolis, Minnesota
Chapter AIA Minnesota; AIA Minneapolis

Category of Nomination

Object 2 > Practice (Management)

Summary Statement

Rooted in the rural, northern Midwest, Michelle Mongeon Allen has pioneered a unique architectural practice model that is generating measurable design excellence within small communities while cultivating professional opportunity for current, emerging, and future architects.

Education

North Dakota State University, Bachelor of Architecture | Fargo, North Dakota 1987 - 1993

Licensed in:

Iowa - #05681

Minnesota - #42894

North Dakota - #1405

Wisconsin - #97874-005

Employment

JLG Architects | Board of Directors | Vice Chair, Secretary | 2004-Current (17 years in role) (21 total years with firm)

JLG Architects | CEO | Minneapolis, MN (11 offices in ND, SD, MN & MA) | 2017-Current (4 years in role)

JLG Architects | Director of Design | 2019-2021 (2 years in role)

JLG Architects | COO | Minneapolis, MN (11 offices in ND, SD, MN & MA) | 2007-2017 (10 years in role)

JLG Architects | Partner (25% Owner), 100% employee-owned ESOP in 2014 | Minneapolis, MN | 2004-2014

JLG Architects | Minneapolis Market Leader | Minneapolis, MN | 2002-2007 (5 years in role)

JLG Architects | Project Architect | Grand Forks, ND | 2000-2004 (4 years in role)

YHR Partners | Graduate Intern and Project Architect | Moorhead, MN | 1993-2000 (7 years)

North Dakota State University | Architecture Department Teaching Assistant | Fargo, ND | 1992-1993 (1 year)



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Saint Paul, MN 55102

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September 15, 2021

Steven Spurlock, FAIA
Chair, 2022 Fellowship Jury
The American Institute of Architects
1735 New York Avenue
Washington, D.C. 20006-5292

Re: Nomination for **Michelle Mongeon Allen, AIA**

Dear Steven:

I have had the honor of writing letters of recommendations for many colleagues over the years. This is my first opportunity to serve as a sponsor, and I can think of no one I would recommend more highly for the College of Fellows than Michelle Mongeon Allen.

I have known Michelle for over two decades as we have collaborated on both projects and practice innovation. I would guess that Michelle believes she has been on the receiving end of these collaborations. I can say without hesitation I have always come away better from any collaboration with Michelle. I have watched her grow as a leader at her firm, as well as within the profession, and I am struck by how she approaches each practice challenge as an opportunity to bring value.

With the continued growth of her practice, she has spearheaded opportunities to build pride and highlight the power of design excellence in rural communities. By connecting with design talent while they are still in universities, she is improving the local architectural program and building a stronger relationship between academia and the profession. Her efforts attract and hire design talent – showing upcoming talent how they can do meaningful work, without leaving their small towns. To retain that design talent and mitigate “architectural wanderlust,” she is forming a culture that provides meaningful career paths, leadership, and ownership opportunities. By leveraging her roots and local relationships, she has secured countless larger projects, bringing thought leadership through collaboration with other firms. Lastly, she works diligently to meet and set new sustainability standards, reframing the discussion with their rural clients to align with their no-nonsense approach to conservation.

For Michelle, it is never just about what she needs and how can she get it, but how she can bring an equal or greater value to all stakeholders. In the same way, Michelle is passionate about sharing best practices, including programs like “JLG Gives Back” or “JLGdna” with other firm leaders. She creates this culture through one-on-one professional collaborations; locally with AIA Minnesota leadership, and nationally within the AIA large Firm Roundtable.

Michelle has a passion for practice innovation and proactively seeks to elevate our community, extending her impact beyond her firm. We’re fortunate to have her in Minnesota, and it is an honor to call her a friend and recommend her nomination to the College of Fellows.

Sincerely,

BWBR

A handwritten signature in blue ink, appearing to read "Peter G. Smith".

Peter G. Smith, FAIA
President and CEO

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SECTION 1 | SUMMARY OF ACHIEVEMENTS

CEO of JLG Architects, Michelle Mongeon Allen, AIA, has led her team in advancing the understanding, outcomes, and opportunity of design excellence in many unfamiliar and hesitant communities within the rural, northern Midwest states of North Dakota, South Dakota, and Minnesota. In her two decades of leadership at the company, JLG has been recognized with over 50 AIA design awards for projects in communities throughout America's northern-most flyover states. She has been at the helm of the company's growth, charting its course from a small, local partnership to a 150-person, 100% employee-owned company. Today, her firm spans 11 geographic markets, cultivating unlimited professional opportunity for the region's current, emerging, and future architects.

GENERATING MEASURABLE DESIGN EXCELLENCE

Design in rural America brings with it unique challenges, and Michelle has produced ground-breaking results in **elevating the quality of and appreciation for design to a clientele not predisposed to hiring architects**. Informed by vernacular precedent, the body of work developed under her guidance transformed into a contemporary aesthetic that changed the landscape of the region, creating patrons of architecture on Main Street by replacing preconceived notions of utility with structures that served their purposes with firmness, commodity, and delight. Under Michelle's leadership, this has garnered the firm and its clients 53 AIA design awards in just 20 years.

Though conservationists at their core, residents of rural communities were reluctant to embrace sustainability as it was being presented. Reframing "green design" to align more directly with their deep-seated values, Michelle led the firm's efforts to **introduce integrated design principles to a region wary of its cost and value**. In a climate known for its brutal winters, a no-nonsense approach that prioritized orientation, efficiency, envelope, local materials, and energy reduction found fertile ground, eventually cultivating favorable reception of the **AIA Framework for Design Excellence** and strategies like geo-thermal and renewables that proffer longer-term returns. Under her leadership, the company designed **18 LEED certified projects, including North Dakota's first and only LEED BD+C: New Construction Platinum Building**, and has been recognized for its nationwide leadership in sustainability, receiving the **National Environmental Stewardship Firm Award** from the Construction Specifications Institute in 2021.

Rooted in the rural, northern Midwest, Michelle Mongeon Allen has pioneered a unique architectural practice model that is generating measurable design excellence within small communities while cultivating professional opportunity for current, emerging, and future architects.

Michelle led the company's transition to a vertical market-led strategy, where firm-based studios **bring a depth of knowledge to clients and communities in remote geographies**. Executed through applied research and strategic partnerships, this approach is also a vehicle for national advocacy of the unique issues facing this region, like rural healthcare. The JLG-designed UND School of Medicine and Health Sciences is a **state-of-the-art facility for the development of rural health professionals and home to the world's first Department of Indigenous Health**.

CULTIVATING PROFESSIONAL OPPORTUNITY

While there is no shortage of talent in the heartland, the region struggled to **cultivate and retain local architects**, resulting in a geography traditionally under-represented by this profession. To grow her firm, Michelle countered this trend with a deliberate, long-term plan to steer students toward a career in architecture and prove to college graduates that they didn't need to leave the region to find unlimited opportunity. Today, with over 150 employees, **JLG is the largest architecture firm in North Dakota, South Dakota, and outstate Minnesota, and enjoys an enviable 92% retention rate**.

She accomplished this by elevating engagement with signature project work, introducing K12 students to a career in architecture through creative programming, forging stronger relationships between post-secondary academia and the profession, and **pioneering a legacy architectural practice that offers world-class opportunity — award-winning design work, professional advancement, ownership, and wealth creation — on the northern Great Plains**.

Michelle was the chief architect of those innovative practice initiatives, including a comprehensive development program for new graduates called JLGdna (Developing New Architects), whose **architectural associates have secured licensure almost two years ahead of the national pace** (average of



4.3 years, versus 6.1 nationally). And in 2019, the firm was one of the **original recipients of the AIA North Central States Region's Emerging Professional Friendly Firm Award**

In 2014, Michelle guided the firm's transformation as one of the first northern Great Plains architecture practices to establish an **ESOP for 100%**, creating a vehicle for wealth creation previously reserved for only the highest levels of organizational leadership. Her leadership, vision, and drive to build a high-performance organization have yielded **industry-leading outcomes, including a 665% increase in number of employees and revenue growth of 900% since becoming a firm leader in 2004, and a share value increase of over 1,360% for the company's employee-owners since 2014**.

SHARING KNOWLEDGE AND CONTRIBUTING LEADERSHIP

Michelle has spent the duration of her executive tenure sharing her experience in navigating change within a growing firm, mentoring and career development, ownership transition and employee-ownership, and firm planning and resiliency with current, emerging, and future architects across the country.

Actively engaged in the AIA for over three decades, Michelle has contributed significant leadership in the organization, including positions with the AIA National Large Firm Roundtable, AIA Minnesota, and AIA North Dakota. She is the current chair of the Minnesota Architects Political Action Committee and, through example, **has established a culture of leadership at JLG, which claims nine AIA Chapter Presidents, two AIA State IDP/AXP Coordinators, one member of the AIA Strategic Council, and hundreds of civic and community volunteers**.


SECTION 2.1 | SIGNIFICANT WORK

Michelle Mongeon Allen has spent her career giving back to the people and the places that shaped her. She has built patrons of architecture in the rural, upper Midwest, generated measurable design excellence, and expanded the amazing opportunity of this profession to current, emerging, and future generations of practitioners.














PROFESSIONAL EXPERIENCE

JLG Architects CEO Minneapolis, MN (11 offices in ND, SD, MN & MA).....	2017-Current
JLG Architects Board of Directors Vice President, Secretary.....	2004-Current
JLG Architects Director of Design	2019-2021
JLG Architects COO Minneapolis, MN (11 offices in ND, SD, MN & MA)	2007-2017
JLG Architects Partner (25% Owner), 100% employee-owned ESOP in 2014 Minneapolis, MN	2004-2014
JLG Architects Minneapolis Market Leader Minneapolis, MN	2002-2007
JLG Architects Project Architect Grand Forks, ND.....	2000-2004
YHR Partners Graduate Intern and Project Architect Moorhead, MN.....	1993-2000
North Dakota State University Architecture Department Teaching Assistant Fargo, ND	1992-1993

EDUCATION & AFFILIATIONS

LEED-Accredited Professional.....	2010-Current
Licensed Architect ND, MN, WI, IA	1999-Current
National Council of Architectural Registration Boards (NCARB) Certificate Holder	1995-Current
 American Institute of Architects Member	1993-Current
Bachelor of Architecture North Dakota State University Fargo, North Dakota	1993

AIA INVOLVEMENT

 AIA Large Firm Roundtable COO Subcommittee Liaison.....	2020-Current
 AIA Minnesota Council of Firms Committee.....	2013-Current
 AIA Minnesota Board of Directors Past President.....	2017
 AIA Minnesota Board of Directors President.....	2016
 AIA Minnesota Sustainable Regional Development Task Force	2016
 AIA Minnesota Board of Directors President Elect	2015
 AIA Minnesota Council of Firms Committee Co-Chair	2014, 2015
 AIA Minnesota Executive VP Search Committee.....	2015
 AIA Minnesota Convention Committee	2002-2012
 AIA Minnesota Convention Committee Chair.....	2009, 2010, 2011
 AIA North Dakota Treasurer.....	2001-2002
 AIA North Dakota Intern Development Program (now AXP) State Coordinator.....	1997-2002
 AIAS North Dakota State University	1989-1993



JLG Architects Partners, 2005



JLG Board of Directors, 2019



AIA MN STEM Day at the MN State Fair, 2016

SECTION 2.1 | SIGNIFICANT WORK

EDUCATION INVOLVEMENT

Dunwoody College of Technology and Design Architecture Program Advisory Committee	2019-Current
NDSU Department of Architecture and Landscape Architecture Thesis Reviewer.....	2021
University of Minnesota Alumni Association Design Mentor Program.....	2019-2020
NDSU Department of Architecture and Landscape Architecture Alumni Advisory Board.....	2010-2019
NDSU Department of Architecture and Landscape Architecture Alumni Advisory Board Past Chair.....	2016-2018
SDSU Guest Presenter	2016
NDSU Department of Architecture and Landscape Architecture Alumni Advisory Board Chair	2014-2016
NDSU Department of Architecture and Landscape Architecture Alumni Advisory Board Chair Elect	2012-2014
NDSU Department of Architecture and Landscape Architecture McKenzie Thesis Award Juror	2010
NDSU Department of Architecture and Landscape Architecture Guest Lecturer, Design Critic, Student Advisor.....	2000-Current

AIA INVOLVEMENT BY FIRM

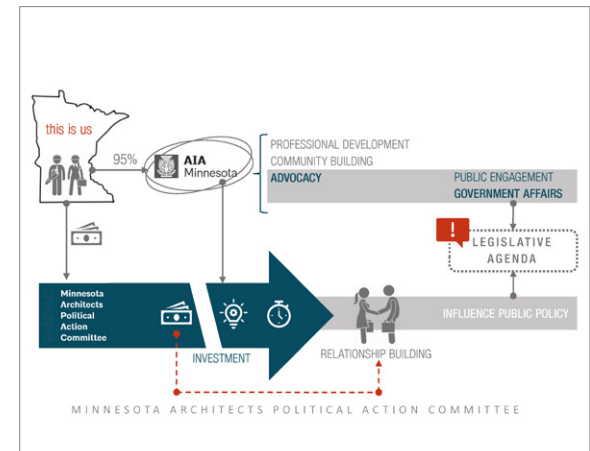
AIA Carissa Roepke AXP Coordinator AIA North Dakota	2019-Present
AIA Patri Acevedo, AIA Vice-Moderator AIA Strategic Council	2020-2021
AIA Patri Acevedo, AIA President AIA South Dakota.....	2018
AIA Mike Schellin, AIA Treasurer AIA Minnesota	2018
AIA David Van Nieuwenhuyzen, AIA President AIA South Dakota	2014
AIA Michelle Mongeon Allen, AIA President AIA Minnesota	2016
AIA Mike Schellin, AIA President AIA Minneapolis.....	2016
AIA Douglas Larson, AIA President AIA North Dakota	2010-2011
AIA Joel Davy, FAIA President AIA North Dakota	2004-2005
AIA Dave Dimond, FAIA President AIA Minnesota	2003
AIA Lonnie Laffen, AIA President AIA North Dakota	2000
AIA Linda McCracken-Hunt, FAIA President AIA Minnesota	2000
AIA 58 Active Members of AIA	

VOLUNTEERISM

The ESOP Association, Minnesota & Dakotas Chapter Moderator, CEO Roundtable.....	2020-Current
Twelve Ordinary Women Service Group	2020-Current
St. Vincent de Paul Catholic Church Confirmation Leader.....	2020-Current
Minnesota Architects Political Action Committee (MAPAC) Chair.....	2018-Current
City of Dayton Branding Committee	2018-Current
St. Vincent de Paul Catholic Church Music Ministry/Cantor Osseo, MN.....	2009-Current
Trinity Youth Camp Board of Directors, Board Advisor Lake Metigoshe, ND	2009-Current
Our Lady of Grace Music Ministry/Cantor Edina, MN	2008-2009
Assumption Catholic Church Music Ministry/Cantor Richfield, MN.....	2002-2008
Trinity Youth Camp Director of Music Lake Metigoshe, ND.....	1998-2008
Church of the Holy Spirit Music Ministry/Cantor Fargo, ND.....	1998-2002
St. Paul's Newman Center Music Ministry/Cantor Fargo, ND.....	1987-2000



NDSU Homecoming Float, 2010



MAPAC Diagram



Women in Leadership, 2019

SECTION 2.1 | SIGNIFICANT WORK

PRESENTATIONS AND ENGAGEMENTS

	St. Cloud Forum of Executive Women <i>Values: Aligning Purpose, Path, and Pay</i> Presenter	May 2021
	NCEO Employee-ownership Conference <i>Developing Leadership and Employee Engagement</i> Presenter	April 2021
AIA	AIA Minnesota <i>Pragmatism, Agility, and Well-Being: Business and Personal Resiliency for Leadership</i> Panelist.....	October 2020
AIA	AIA Minneapolis <i>Leading an Architectural Firm in 2020</i> Panelist.....	August 2020
	The Growth Mindset Webinar <i>Aligning Company and Culture to Future Scenarios</i>	August 2020
	PSMJ HR Summit <i>Connection and Mentoring Roadmap for a Remote World</i> Presenter	August 2020
	PSMJ <i>Senior Executive Briefing</i> Interview	August 2020
	Survive and Thrive Webinar <i>Stabilizing Today to Thrive in the Month's to Come</i>	June 2020
	NCEO Employee-ownership Conference <i>ESOPs in Challenging Times: Leveraging Lessons Learned</i> Presenter	April 2020
	Minnesota Architects Political Action Committee/MAPAC <i>AIA MN Member Congress Address</i>	November 2019
AIA	AIA Minnesota Conference <i>Navigating Through the Leadership Pipeline</i> Panelist and Presenter	November 2019
AIA	AIA National, Women's Leadership Conference	September 2019
AIA	AIA Western Mountain Region Convention <i>Are You as an Architect a Rising Leader?</i>	September 2019
AIA	AIA National Women's Leadership Summit <i>Reclaim: the Power of Potential</i> Panelist and Presenter	September 2019
	ENR Mountain States <i>Design Awards – Best Projects 2019</i> Juror	July 2019
	MN/Dakotas ESOP Association <i>Managing Expectations During an Economic Boom</i> Panelist and Presenter.....	April 2019
AIA	AIA Minnesota <i>Contracts 101: Why and When You Need Them</i> Presenter	November 2018
	A/E Advisors CEO Forum <i>HR's Value to Your Firm - Changing from Transactional to Strategic</i> Panelist	February 2018
AIA	AIA Minnesota Council of Firms <i>Inflection Points</i> Presenter.....	March 2017
	A/E Advisors Conference <i>Thinking Like a Start-up</i> Panelist and Presenter	February 2017
AIA	AIA Minnesota Member Congress <i>Presidential Address: There is Nothing So Stable As Change</i> Presenter.....	November 2016
	PSMJ Summit <i>Navigating Change in a Growing Firm</i> Presenter	October 2016
	INC Magazine <i>Best Places to Work Feature with Michael McDermott</i> Interview.....	May 2016
	MSP Business Journal <i>Table of Experts: Design/Build Panel Discussion</i> Moderator.....	May 2016
	Minnesota Construction Association <i>Design Awards</i> Juror	2016
	American Council of Engineering Companies (ACEC) <i>Design Awards</i> Juror	2016
AIA	AIA Minnesota Member Congress <i>Presidential Address</i> Presenter	November 2015
AIA	AIA Montana Fall Conference <i>Navigating Change in a Growing Firm</i> Presenter.....	September 2015
AIA	AIA Minnesota Leadership Forum <i>Opening Remarks: What Would You Do If You Weren't Afraid?</i> Presenter	June 2015
AIA	AIA Minnesota Council of Firms <i>One-Firm Model</i> Presenter.....	2015
AIA	AIA Minnesota Annual Convention <i>Establishing the Business Case for Women in Architecture</i> Panelist.....	November 2014



Office Design Charrette Group, 2019



State of the Firm, 2018



AIA MN Conference Panel, 2019

SECTION 2.1 | SIGNIFICANT WORK

Michelle and her team have produced ground-breaking results in *elevating the quality of and appreciation for design excellence to a clientele not predisposed to hiring architects*. Under her leadership, the work has been exceptional and consistent, receiving 53 AIA design awards in just the past 20 years for projects in America's northern-most flyover states.



AL PALMER VISITOR CENTER
Grand Forks, North Dakota
Pop: 56,500
CEO, Director of Design
2021 AIA North Dakota, Juror's Choice Award



NDSU ALDEVRON TOWER
North Dakota State University
Pop: 121,889
CEO, Director of Design
2020 AIA South Dakota, Honor Award



SELKIRK CONDOS
Grand Forks, North Dakota
Pop: 56,500
CEO, Director of Design
2020 AIA North Dakota, Merit Award



VCSU CENTRAL BOILER PLANT
Valley City State University
Pop: 6,460
CEO
2019 AIA North Dakota, Merit Award



KENSINGTON RUNE STONE VISITOR CENTER
Kensington, Minnesota
Pop: 246
CEO
2018 AIA North Dakota, Honor Award



FIRST INTERNATIONAL BANK & TRUST
Rugby, North Dakota
Pop: 2,724
CEO
2018 AIA North Dakota, Merit Award



UND SCHOOL OF MEDICINE & HEALTH SCIENCES
University of North Dakota
Pop: 56,500
COO
2017 AIA North Dakota, Merit Award



WILLIAMS COUNTY HIGHWAY COMPLEX
Williston, North Dakota
Pop: 27,250
COO
2016 AIA North Dakota, Merit Award



SECTION 2.1 | SIGNIFICANT WORK



LIVING WORD LUTHERAN CHURCH
 Alexandria, Minnesota
 Pop: 13,554
 COO
 2015 AIA North Dakota, Merit Award



WILLISTON AREA RECREATION CENTER
 Williston, North Dakota
 Pop: 27,250
 COO
 2014 AIA North Dakota, Merit Award



MAYVILLE STATE, SCIENCE LIBRARY
 Mayville State University | 2011
 Pop: 1,808
 COO
 2013 AIA North Dakota, Merit Award



GFK INTERNATIONAL AIRPORT TERMINAL
 Grand Forks, North Dakota
 Pop: 56,500
 COO
 2012 AIA North Dakota, Merit Award



JLG ARCHITECTS OFFICE REMODEL
 Fargo, North Dakota
 Pop: 121,889
 COO
 2011 AIA North Dakota, Honor Award



CHATEAU DE MORES INTERPRETIVE CENTER
 Medora, North Dakota
 Pop: 134
 COO
 2010 AIA North Dakota, Merit Award



GFK INTERNATIONAL FLIGHT SUPPORT
 Grand Forks, North Dakota
 Pop: 56,500
 COO
 2009 AIA North Dakota, Honor Award



DVL AIRPORT RESCUE AND FIRE STATION
 Devils Lake, North Dakota
 Pop: 7,344
 COO
 2008 AIA North Dakota, Merit Award



SECTION 2.1 | SIGNIFICANT WORK



ACME TOOLS

Duluth, Minnesota
Pop: 85,915
Managing Partner
2007 AIA North Dakota, Honor Award



CANAD INNS DESTINATION CENTER

Grand Forks, North Dakota
Pop: 56,500
Managing Partner
2007 AIA North Dakota, Honor Award



JOINT OPERATIONS CENTER

Thief River Falls, Minnesota
Pop: 8,790
Principal-in-Charge, Co-Designer
2006 AIA North Dakota, Honor Award



NDSU VIC STURLAUGSON RESEARCH CENTER

Langdon, North Dakota
Pop: 1,924
Managing Partner
2004 AIA North Dakota, Design Award



NORTH STAR ELECTRIC

Baudette, Minnesota
Pop: 1,030
Managing Partner
2004 AIA North Dakota, Design Award



METRO TRANSIT CENTER

Grand Forks, North Dakota
Pop: 56,500
Project Architect, Lead Designer
2002 AIA North Dakota, Design Award



REED RIVER TRADING COMPANY

Roseau, Minnesota
Pop: 2,697
Design Review
2002 AIA North Dakota, Design Award



GRAND FORKS CORPORATE CENTER

Grand Forks, North Dakota
Pop: 56,500
Design Review
2001 AIA North Dakota, Honor Award



SECTION 2.1 | SIGNIFICANT WORK

Michelle led the firm's efforts to *introduce integrated design principles to a region wary of its cost and value. Under her leadership, the company has designed 18 LEED certified projects, fully adopted the AIA Framework for Design Excellence as its integrated design methodology, and has been recognized for its nationwide leadership in sustainability.*

Michelle led the firm's efforts to introduce integrated design principles to a region wary of its cost and value. Under her leadership, the company has designed 18 LEED certified and eight B3 projects, fully adopted the AIA Framework for Design Excellence as its integrated design methodology (FDE-10), and has been recognized for nationwide leadership in sustainability.

AIA 2030 COMMITMENT

With personnel and infrastructure in place to fully engage and execute, JLG signed the commitment in 2020 and has been cited for the quality and quantity of its reporting:

- Three years of required retroactive project documentation completed in the first 12 months (2018-2020)
- 300+ projects, 15 million gross SF
- \$37.3M potential cost avoidance for clients
- Portfolio energy reduction at 55%, exceeding the national average of 51%

AIA FRAMEWORK FOR DESIGN EXCELLENCE (FDE-10)

As CEO and Director of Design, Michelle established a clear and uncompromising vision for integrated design at the firm by adopting the AIA Framework in 2019; near-term outcomes include:

- "Start at Zero," a project approach that favors transformational change over incremental improvement, ensures that all projects start with net zero as a goal and only adjust as an intentional response to client or other parameters
- Over 1,500 hours of FDE-10 staff training in 2021
- Re-calibration of all design, technical, and QA review processes to incorporate measurable FDE-10 outcomes
- 95% of active projects following the established methodology as measured in the firm's FDE-10 project tracker
- 240+ projects performing at or above the AIA Framework's Best Practice level
- Creation of 160+ energy models

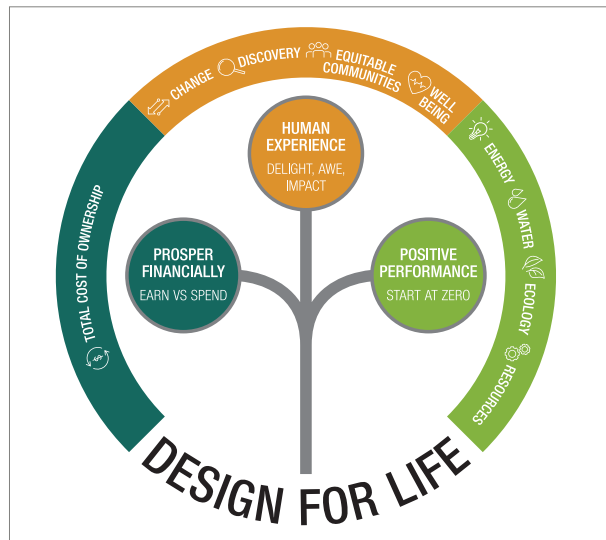
LOCAL AND NATIONAL LEADERSHIP

Michelle continues to lead by doing, ensuring her firm does the same. JLG has recently been honored with and instituted the following programs:

- JUST label (pending final review by the International Living Future Institute), 2021
- National Environmental Stewardship Firm Award, Construction Specifications Institute, 2021 Finalist
- Livable Buildings Award by UC Berkley Center for the Built Environment, 2021: Gorecki Alumni Center
- JLG Grand Forks office, design and construction (completion December 2021); pending performance confirmation: first rooftop PV in downtown Grand Forks, ND; Fitwell 2 of 3 stars; Living Building Challenge commercial interiors full certification; LEED Platinum; AIA Framework for Design Excellence
- JLG Carbon Neutral, 2020
- Living Products 50 Challenge signatory, 2020
- Research partnership, UC Berkeley Center for the Built Environment, 2020-Current
- AIA Large Firm Roundtable, Sustainability Subcommittee
- Co-author, LFRT's "Playbook for Sustainability" to assist firms with integrating the AIA Framework for Design Excellence
- AIA Working Group re-write of the Framework for Design Excellence
- Presentations at AIA National AIA MN, AIA SD, Stanford University CIFE worldwide conference, National webinar "De-signing Highly Sustainable Buildings"



JUST Label Scorecard



FDE-10 Measures

SECTION 2.1 | SIGNIFICANT WORK

To cultivate and retain local architects, Michelle initiated a deliberate, long-term plan to steer students toward a career in architecture — showing college graduates the unlimited opportunity of our region by building a world-class firm on the northern Great Plains. Today, with over 150 employees, JLG is the largest architecture firm in North Dakota, South Dakota, and outstate Minnesota.

JLG GIVES BACK

A multi-pronged program that celebrates employee volunteerism, pledges 1% of the firm's budgeted billable hours to not-for-profit and community-based organizations and supports community engagement. Outcomes for not-for-profit and community-based organizations since the program was established in 2011:

- 4,000 hours in pro bono services
- Over \$2M in financial and resource support to not-for-profit and community-based organizations

K12 VOCATIONAL PROGRAMMING

A student engagement program that includes a pre-K children's book the firm published about becoming an architect, "JLG Young Architects" elementary school workshops, and mentoring of high school students using a booklet crafted by the firm that explores and demystifies the profession.

UNIVERSITY RELATIONS

A comprehensive program that strengthens the connection between academia and the profession, provides talent and financial support in the form of adjunct professorships, tours, and workshops, and promotes student success through the **JLG Capstone Prize** and a robust student internship program that employs the top 10% of the local university's fourth- and fifth-year architecture students.

JLG DNA (Developing New Architects)

A nationally recognized and awarded mentorship and development program for the firm's architectural associates that advances an expedited path to licensure and leadership. Participants in the program have, on average, secured professional licensure in 4.3 years, which shaves off almost two years from the national average of 6.1 years.

JLG HORIZON

A structure for navigating career journeys within the company that has helped the firm's emerging professionals take ownership of and decisive action in their own professional development.

- **ASPIRATION:** As far as you can see > **ASSESS/ALIGN**
- **DIRECTION:** Where you're headed > **AIM/STEER**
- **MOTIVATION:** How you get there > **MOVE TOWARD**
- **ELIMINATION:** Obstacles you need to overcome > **REMOVE/RE-ROUTE/RE-FRAME**
- **ELEVATION:** Opportunities that give you new perspective > **INVEST/RE-ASSES**
- **REVELATION:** How the view changes as you progress > **ACCELERATE/ADJUST**
- **And back to...ASPIRATION:** As far as you can see > **ASSESS/ALIGN**, etc.



DNA Design Workshop, 2016



Girl Makers Day, 2017



JLG Gives Back, 2015

SECTION 2.1 | SIGNIFICANT WORK

In her roles as Managing Partner, COO, and CEO, Michelle was at the helm of the company's growth, pioneering the infrastructure and charting the course from a small, local partnership to a 150-person, 100% employee-owned, high-performance organization across 11 geographic markets – **cultivating unlimited professional opportunity for the region's current, emerging, and future architects.**

GEOGRAPHIC EXPANSION

Michelle pioneered the firm's first remote office and then directed the firm's extension to 11 geographic locations, expanding both the talent pool and leadership opportunity for emerging talent.

ORG STRUCTURE

As Managing Partner and COO, Michelle embraced a "one-firm model" and developed a novel matrix organizational structure to support growth, accountability, and opportunity within the company.

“Opportunity emerges when an individual's skills, passions, interests, and goals are well-communicated, pursued with dedication, and strongly aligned with a company need.”

JLG "One-Firm" Operational Org Structure

PRACTICE-LED STRATEGY

To facilitate the company's sustained growth, Michelle led the company's strategy transformation from a small, regional generalist firm to a mid-size, then large vertical-market structured practice, with five primary practice studios:

- Community
- Higher Ed
- K12
- Healthcare
- Sport

JLG'S OPERATING SYSTEM

In the role of COO, Michelle directed the construction of the firm's operating system to support the company's sustained growth:

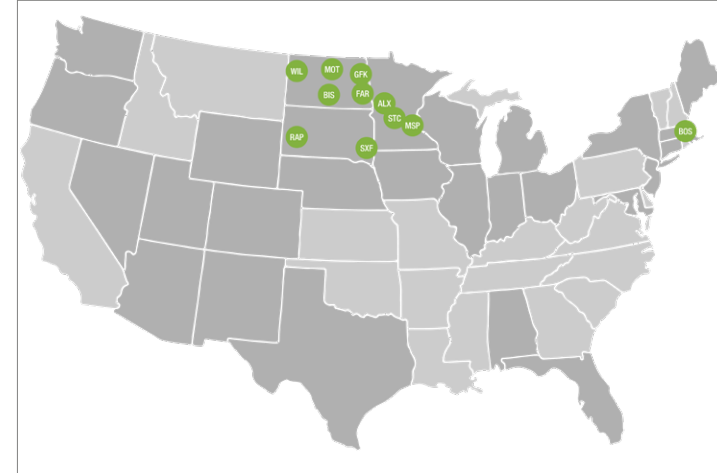
- Open-book financial management
- Project management culture
- Systematized tools, processes, and standards
- HR infrastructure to better support compliance and culture
- An IT backbone to support a 100% virtual "one-firm model"
- JLG's enterprise management personnel and accountability structure
- Initiatives to support the firm's unique culture
- Strategic planning as a firm-wide, comprehensive, and readily applicable endeavor

Michelle guided JLG's transformation as one of the first Great Plains architecture practices to establish an ESOP for 100%, fully manifesting the goal of legacy ownership, and advising a vehicle for wealth creation previously reserved for only the highest levels of organizational leadership.

SUSTAINED GROWTH

In her roles as Managing Partner, COO, and CEO, Michelle built a high-performance organization that produces industry-leading outcomes:

- From 2004-2021, the number of employees has increased by 665%, from 20 to 153
- From 2004-2021, net revenue has grown by 900%, from \$2.2M to \$22M
- Value per share since becoming employee-owned in 2014 has increased by over 1,360%, from \$10.40/share to \$152.07/share



JLG Office Locations



Cowby Hall of Fame, 2020



JLG Architects, 2021

SECTION 2.1 | SIGNIFICANT WORK

Michelle has *expanded opportunity for current and future generations of architects across the country by sharing her knowledge in navigating change within a growing firm, mentoring and career development, succession planning and transition, employee ownership, strategic planning, and by contributing three decades of leadership to AIA and community-based organizations.*

LEADERSHIP

In addition to a lifetime of volunteerism, Michelle has contributed her time and talents in board service to the following organizations:

- **AIA Minnesota:** Michelle served on the Executive VP Search committee to reset the trajectory of the organization and as President, championed the first strategic plan for AIA MN in over ten years
- **AIA North Dakota:** Michelle was a voice for emerging leaders within the region, bringing national initiatives to the state and speaking with young professionals at the university and local firms
- **Minnesota Architects Political Action Committee:** Michelle breathed new life into the committee, formalizing its board, articulating its core purpose, developing a communications strategy and marketing collateral, and authoring and executing an ambitious five-year plan
- **NDSU Department of Architecture and Landscape Architecture Alumni Advisory Board:** Michelle instituted student “Town Hall Forums,” and standardized board operating procedures, including rigor around member diversity and onboarding
- **Trinity Youth Camp:** In addition to her decade-long volunteer service as the camp’s Music Director, Michelle guided the long-term vision for facilities at this faith-based summer camp

MENTORSHIP AND CAREER DEVELOPMENT

Michelle has mentored and developed hundreds of emerging professionals across the country, both within and outside her firm, through training, engagements, and individual counsel; a few representative examples include:

- Cody Jenny | HansonLA Architects, Los Angeles, CA
- Josh Muckenhirn | ISG Inc, Sioux Falls, SD
- Heather Bemis | Hord Coplan Macht, Denver, CO
- Jake Coryell | Confluence Landscape Architecture, Planning & Urban Design, Minneapolis, MN
- Ty Pritchard | JLG Architects, Fargo, ND

KNOWLEDGE-SHARING

Michelle has spent the duration of her executive tenure sharing both the success and the challenges of her experiences with practitioners across the country, including local, regional, and national speaking engagements, published writing, and peer collaborations; relevant speaking and writing examples include:

- AIA Minnesota, AIA North Dakota, AIA Montana
- AIA National Women’s Leadership Summit
- PSMJ (Professional Services Management Journal)
- AE Advisors CEO Forum
- Knowledge Architecture CEO Roundtable
- Zweig White
- National Center for Employee-ownership
- The ESOP Association, Minnesota/Dakotas Chapter
- St. Cloud Forum of Executive Women
- Prairie Business Magazine
- Finance and Commerce
- The Minneapolis St. Paul Business Journal
- Forbes.com



Knowledge Sharing



Forbes Article, 2020



JLG Internship/Mentorship Program, 2018

SECTION 2.2 | AWARDS & HONORS

HONORS

Finance & Commerce Top Women in Construction Finalist	2021
AIA AIA Minnesota Presidential Citation (<i>Recognition for service on Executive VP Search Committee</i>).....	2015
AIA AIA Minnesota Presidential Citation (<i>Recognition for service as Convention Chair</i>)	2012
Prairie Business Magazine Outstanding Woman Manager	2011
Fargo Diocese Bishop’s Service Award.....	2007
Alpha Rho Chi Medal Recipient.....	1993
AIA AIA North Dakota Scholarship	1992-1993
Floy Lowell Memorial & Award Scholarship.....	1992
NDSU Tau Sigma Delta Honor Society President.....	1992-1993
NDSU Tau Sigma Delta Honor Society Vice President.....	1991-1992

FIRM AWARDS

Construction Specifications Institute Environmental Stewardship Award – National Level	2021
LUXlife Winter Sports Awards Best Ice Hockey Arena Architects, Upper Midwest USA	2019-2021
Great Place to Work™ Certified Company	2021, 2020
Engineering News-Record (ENR) Top 500 Design Firms	2015, 2016, 2019, 2020
Prairie Business Magazine Top 50 Best Place to Work	2014-2021
AIA AIA North Central States Region Emerging Professional Friendly Firm Award.....	2019
Engineering News-Record (ENR) Mountain States Design Firm of the Year	2019
Building Design + Construction Giants 300 Design Firms	2015-2019
Architectural Record Top 300 Architecture Firms in the US	2014-2019
Minneapolis-St. Paul Business Journal Top 25 Firms	2013-2019
MSN Money 50 Most Admired Companies in the US.....	2018
Engineering News-Record (ENR) Midwest Top Design Firms	2018
ASAI Architecture in Perspective Competition Award of Excellence	2017
Zweig Group Hot Firm List	2010, 2013-2016
Inc Magazine 50 Best Places to Work in America	2016
Inc Magazine Top 5000 Fastest-Growing Privately-Held Companies in the US	2014-2016
Zweig Group Best Firm to Work For	2006, 2014-2016
Architect Magazine Architect 50	2015
PSMJ Circle of Excellence	2015
Grand Forks Young Professionals Grow Grand Award	2014-2015
Inc Magazine Hire Power Award for American Job Growth	2013



JLG Ask the C Suite, 2017



ENR Design Firm of the Year, 2019



PSMJ Circle of Excellence Ceremony, 2015

SECTION 2.2 | AWARDS & HONORS

AIA PROJECT AWARDS

AIA GFR (Grand Forks Regional) Water Treatment Plant Grand Forks, North Dakota; Pop: 56,500 AIA North Dakota, Merit Award.....	2021
AIA Al Palmer Visitor Center Grand Forks, North Dakota; Pop: 56,500 AIA North Dakota, Juror’s Choice Award.....	2021
AIA NDSU Aldevron Tower Fargo, North Dakota; Pop: 121,889 AIA North Dakota, Honor Award.....	2020
AIA Selkirk Condos Grand Forks, North Dakota; Pop: 56,500 AIA North Dakota, Merit Award.....	2020
AIA Farmhouse Bistro & Bar Spearfish, South Dakota; Pop: 11,547 AIA South Dakota, Merit Award.....	2019
AIA VCSU Central Boiler Plant Valley City, North Dakota; Pop: 6,460 AIA North Dakota, Merit Award.....	2019
AIA First Western Bank & Trust Bismarck, North Dakota; Pop: 72,777 AIA North Dakota, Merit Award.....	2019
AIA Rough Rider Event Center Watford City, North Dakota; Pop: 6,912 AIA North Dakota, Honor Award.....	2019
AIA Gage Brothers Concrete Plant Sioux Falls, South Dakota; Pop: 177,117 AIA South Dakota, Champion of Architecture Award.....	2018
AIA Kensington Rune Stone Park Visitor’s Center Kensington, Minnesota; Pop: 246 AIA North Dakota, Honor Award.....	2018
AIA First International Bank & Trust Rugby, North Dakota; Pop: 2,724 AIA North Dakota, Merit Award.....	2018
AIA Watford City High School Watford City, North Dakota; Pop: 6,912 AIA North Dakota, Honor Award.....	2017
AIA UND School of Medicine & Health Sciences Grand Forks, North Dakota; Pop: 56,500 AIA North Dakota, Merit Award.....	2017
AIA Williams County Highway Complex Williston, North Dakota; Pop: 27,250 AIA North Dakota, Merit Award.....	2016
AIA UND Wilkerson Commons Grand Forks, North Dakota; Pop: 56,500 AIA North Dakota, Honor Award.....	2016
AIA Living Word Lutheran Church Alexandria, Minnesota; Pop: 13,554 AIA North Dakota, Merit Award.....	2015
AIA UND Gorecki Alumni Center Grand Forks, North Dakota; Pop: 56,500 AIA North Dakota, Merit Award.....	2015
AIA NDSU Beef Research Facility Fargo, North Dakota; Pop: 121,889 AIA North Dakota, Juror’s Choice Award.....	2014
AIA The Loretta Building Fargo, North Dakota; Pop: 121,889 AIA North Dakota, Merit Award.....	2014
AIA The Garage Co-working Space Rapid City, South Dakota; Pop: 75,258 AIA South Dakota, People’s Choice Award.....	2014
AIA Williston Area Recreation Center Williston, North Dakota; Pop: 27,250 AIA North Dakota, Merit Award.....	2014
AIA Central High School Arts Addition Grand Forks, North Dakota; Pop: 56,500 AIA North Dakota, Honor Award.....	2013
AIA Mayville State University, Science-Library Addition Mayville, North Dakota; Pop: 1,808 AIA North Dakota, Merit Award.....	2013
AIA Williston State College, Frontier Residence Hall Williston, North Dakota; Pop: 27,250 AIA North Dakota, Juror’s Choice Award.....	2013
AIA GFK International Airport Terminal Grand Forks, North Dakota; Pop: 56,500 AIA North Dakota, Merit Award.....	2012
AIA Camp Hancock Historical Site Locomotive Shelter Bismarck, North Dakota; Pop: 72,777 AIA North Dakota, Merit Award.....	2012
AIA JLG Architects, Office Remodel Fargo, North Dakota; Pop: 121,889 AIA North Dakota, Honor Award.....	2011
AIA Alerus Conference Center Expansion Grand Forks, North Dakota; Pop: 56,500 AIA North Dakota, Juror’s Choice Award.....	2011
AIA Chateau de Mores Interpretive Center Medora, North Dakota; Pop: 134 AIA North Dakota, Merit Award.....	2010
AIA Bonanzaville Barnes Museum Master Plan Fargo, North Dakota; Pop: 121,889 AIA North Dakota, Unbuilt Award.....	2010

SECTION 2.2 | AWARDS & HONORS

AIA	GFK International Airport, Flight Support Grand Forks, North Dakota; Pop: 56,500 AIA North Dakota, Honor Award	2009
AIA	Metroplains Broadway Development Fargo, North Dakota; Pop: 121,889 AIA North Dakota, Unbuilt Award	2009
AIA	Our Lady of the Lake Church Battle Lake, Minnesota; Pop: 670 AIA North Dakota, Unbuilt Award	2008
AIA	The North Face Minneapolis, Minnesota; Pop: 420,324 AIA North Dakota, Merit Award	2008
AIA	UND Hopper-Danley Memorial Chapel Grand Forks, North Dakota; Pop: 56,500 AIA North Dakota, Merit Award.....	2008
AIA	DVL Airport Rescue/Firefighting Station Devils Lake, North Dakota; Pop: 7,344 AIA North Dakota, Merit Award.....	2008
AIA	Amity Technology Fargo, North Dakota; Pop: 121,889 AIA North Dakota, Merit Award	2008
AIA	DVL Airport Passenger Terminal Devils Lake, North Dakota; Pop: 7,344 AIA North Dakota, Best of Show	2007
AIA	ACME Tools Duluth, Minnesota; Pop: 85,195 AIA North Dakota, Honor Award.....	2007
AIA	Canad Inns Destination Center Grand Forks, North Dakota; Pop: 56,500 AIA North Dakota, Honor Award.....	2007
AIA	Historic Opera House Lofts Grand Forks, North Dakota; Pop: 56,500 AIA North Dakota, Honor Award.....	2007
AIA	Bridgeview Center Mixed-Use Fargo, North Dakota; Pop: 121,889 AIA North Dakota, Unbuilt Design Award	2007
AIA	State of Minnesota Joint Operations Center Thief River Falls, Minnesota; Pop: 8,790 AIA North Dakota, Honor Award.....	2006
AIA	Roberts Street Chaplet Fargo, North Dakota; Pop: 121,889 AIA North Dakota, Merit Award	2006
AIA	The Historic Waldorf Flats St. Paul, Minnesota; Pop: 304,547 AIA North Dakota, Merit Award	2006
AIA	NDSU Vic Sturlaugson Research Center Langdon, North Dakota; Pop: 1,924 AIA North Dakota, Design Award	2004
AIA	North Star Electric Baudette, Minnesota; Pop: 1,030 AIA North Dakota, Design Award.....	2004
AIA	O'Connell Residence Kona, Hawaii; Pop: 15,231 AIA North Dakota, Unbuilt Award	2004
AIA	King's Walk Clubhouse Grand Forks, North Dakota; Pop: 56,500 AIA North Dakota, Design Award	2002
AIA	Metro Transit Center Grand Forks, North Dakota; Pop: 56,500 AIA North Dakota, Design Award	2002
AIA	Reed River Trading Company Roseau, Minnesota; Pop: 2,697 AIA North Dakota, Design Award.....	2002
AIA	Alerus Financial Grand Forks, North Dakota; Pop: 56,500 AIA North Dakota, Design Award.....	2001
AIA	Corporate Center Grand Forks, North Dakota; Pop: 56,500 AIA North Dakota, Design Award	2001

FIRM AWARDED DESIGN COMPETITIONS

First Place, Colorado College Robson Arena Design Competition Colorado Springs, Colorado	2018
First Place, Sacred Heart University Arena Design Competition Fairfield, Connecticut	2018

SECTION 2.2 | AWARDS & HONORS

SUSTAINABLE INTEGRATED DESIGN RECOGNITIONS

University of North Dakota, Gorecki Alumni Center <i>(first LEED Platinum in ND)</i> Grand Forks, North Dakota	LEED Platinum
Black Gold Corporate Headquarters Grand Forks, North Dakota	LEED Gold
US Bank Stadium Minneapolis, Minnesota	LEED Gold
South Dakota State University, Ness School of Management & Economics Brookings, South Dakota	LEED Gold
Mountrail-Williams Electric Cooperative Williston, North Dakota	LEED Gold
University of North Dakota, Education Building Grand Forks, North Dakota	LEED Silver
Twin Buttes Elementary School Halliday, North Dakota	LEED Silver
Alexandria High School Alexandria, Minnesota	LEED Silver
GFK International Airport Terminal Grand Forks, North Dakota	LEED Silver
Sanford Union Clinic Mayville, North Dakota	LEED Silver
Cascade Creek Apartments Rochester, Minnesota	LEED Silver
University of Minnesota-Morris, Research & Outreach Center Morris, Minnesota	LEED Silver
Camp Ripley UASOF Little Falls, Minnesota	LEED Silver
Minot Air Force Base FY10 Dormitory Minot, North Dakota	LEED Silver
Minot Air Force Base FY12 Dormitory Minot, North Dakota	LEED Silver
North Dakota State College of Science, Horton Hall Wahpeton, North Dakota	LEED Certified
Valley City State University, Rhoades Science Center Valley City, North Dakota	LEED Certified
Parts Central Rapid City, South Dakota	LEED Certified
Theodore Roosevelt Presidential Library Medora, North Dakota	Seeking Living Building Certification
Joint Operations Center Thief River Falls, Minnesota	Minnesota B3
University of Minnesota-Crookston, Lysaker Wellness Center Crookston, Minnesota	Minnesota Best of B3
University of Minnesota, East Bank Recreation Center Minneapolis, Minnesota	Minnesota Best of B3
University of Minnesota, Clinics & Surgery Center Minneapolis, Minnesota	Minnesota B3
University of Minnesota-Morris, WCROC Morris, Minnesota	Minnesota B3
Minnesota State, Transportation Center Moorhead, Minnesota	Minnesota B3
Phillips Aquatics Center Minneapolis, Minnesota	Minnesota B3
Frogtown Community Center St. Paul, Minnesota	Minnesota B3
JLG Office Grand Forks, North Dakota	Seeking Net Zero Energy Target



LEED PLATINUM
University of North Dakota, Gorecki Alumni Center



LEED GOLD
Black Gold Farms Corporate Headquarters



LEED SILVER
GFK International Airport Terminal

SECTION 2.3 | PUBLICATIONS

SELECT PUBLICATIONS

Mastering Midsize <i>Driving Midsized Growth: People</i> by Robert Sher	September 2021
Prairie Business Magazine <i>Sustainable Architecture</i>	August 2021
Trimble <i>How Architects Can Embed Sustainable Design into Every Design Project</i>	August 2021
AIA AIA.org <i>A'21: Tips for Building an Exceptional Sustainable Practice</i>	July 2021
Minnesota Physician <i>The Future of Rural Healthcare</i>	June 2021
Fargo INC <i>JLG Architects' 15-Year Impact on the Fargo Community</i>	May 2021
Center for the Built Environment <i>Explorers of Design Excellence, Community Engagement, and Quality of Life</i>	May 2021
Friedman Files <i>Confronting Loss in Your A/E/C Firm</i>	April 2021
The Bridge <i>Prioritizing Strategic Planning in Times of Uncertainty</i>	February 2021
National Center for Employee-ownership <i>Prioritizing Strategic Planning in Times of Turbulence</i>	September 2020
Forbes <i>How Midsize Companies Grow Their Own Talent Right Out of College</i>	January 2020
Prairie Business Magazine <i>ESOPS, A Heartland Specialty, Turn Workers Into Owners</i>	June 2018
The Zweig Group <i>JLG Could Draw Interest As Market Heats Up, Industry Sources Say</i>	January 2018
Planning for Higher Education Journal <i>Changing the Future of Health Care</i>	September 2017
AIA AIA Minnesota Matrix <i>The Heart of an Architect</i>	November 2016
AIA AIA Minnesota Matrix <i>Outreach – Connecting with Kids Who Are Born to Be Architects</i>	September 2016
AIA AIA Minnesota Matrix <i>Take a Break</i>	July 2016
AIA AIA Minnesota Matrix <i>Welcome Back – Re-engaging the Profession</i>	May 2016
AIA AIA Minnesota Matrix <i>A Seat at the Table</i>	March 2016
NCARB Blog <i>What to Wear to Work</i>	April 2016
AIA AIA Minnesota Matrix <i>Getting to Know You</i>	January 2016
INC. Magazine <i>The 50 Best Places to Work in 2016</i>	2016
PSMJ Circle of Excellence e-book series <i>The Road to Success for a First-time Circle of Excellence Member</i>	November 2015
Prairie Business Magazine <i>Designing a Successful Expansion</i>	April 2015
Finance & Commerce <i>Making the 'Business Case' for More Women Architects</i>	November 2014
The Forum <i>'Completely Invested:' JLG Sees Long-Term Potential in Western ND</i>	November 2014
World Architects <i>Building of the Week</i>	August 2014
Fargo Forum <i>JLG 'Rocks': Architecture Firm Has Many Reasons to Celebrate</i>	April 2014
The Zweig Letter <i>Don't Forget to Build in Some Fun</i>	April 2014
Design Book <i>50 US Architects</i>	December 2014

Smarter Living (<https://bestlifeonline.com/smarter-living/>)
The Most Admired Company in Every State
 THE MOST BELOVED BUSINESSES, FROM AMAZON TO WALMART.
 By ALEX DANIEL JANUARY 3, 2018



One of Inc.'s 50 Best Places to Work, JLG is not only an innovator in architecture, winning several awards for its remarkable designs, but it also donates 1 percent of its billable hours to nonprofits.

Some companies are more than companies—they're local heroes and cornerstones of the community. Don't believe us? Try traveling to Beaverton, Oregon—home of the Nike Swoosh—and mention how much you love Adidas in a local coffee shop. (Yeah, that won't go over well.)

With that in mind, we pulled together the complete list of beloved companies based in every state, drawn from interviews, local business trade magazines, major outlets like *Forbes* and *Fortunes*, and other statistics. So read on, and learn all about the companies all but guaranteed to stay profitable in their home states. And for more on money, read up on why we should bring back checks. (<https://bestlifeonline.com/how-to-write-a-check/>)

Inc.

BEST WORKPLACES BY INC. STAFF

The 50 Best Places to Work in 2016 The 50 companies on our inaugural roster show you how to create a culture to find and keep the very best employees.

We hear it over and over again at Inc.: The biggest challenge that your business faces is finding and keeping the best people. That's why building a workplace culture that allows your staff to grow with the bottom line is critical. To guide and inspire you, Inc. has produced a roster of the 50 Best Workplaces, the first such measurement of American companies with up to 500 employees. From managing people overseas to helping workers pay off student loans, these companies deploy state-of-the-art techniques to keep their staff happy and productive. We hope you will join us in celebrating them—and learning from them.

Inc. has long been a specialist in small companies that grow fast. And as an expert in employee engagement and culture, Quantum Workplace knows that the pressures of rapid growth can take the pleasure out of work. So, in this inaugural list of the 50 Best Workplaces, Inc. and Quantum honor a group of companies that make the happiness of their employees a prime goal.

SECTION 3 | EXHIBITS LIST



1

GENERATING MEASURABLE DESIGN OUTCOMES

- Exalt the familiar
- Establish a new precedent
- Bring architecture to Main Street
- Introduce integrated design
- Convey access to global expertise



2

CULTIVATING REGIONAL TALENT

- Community Engagement
- JLG Gives Back
- Vocational Programming
- University Relations
- JLGdna



3

BUILDING PROFESSIONAL OPPORTUNITY

- Infrastructure for growth
- High-Performance outcomes



4

KING'S WALK CLUBHOUSE

Grand Forks, North Dakota
Pop: 56,500

Client Grand Forks Park District
Photographer Lonnie Laffen



5

FARMHOUSE BISTRO & BAR

Spearfish, South Dakota
Pop: 11,547

Client Meredith Pangburn
Photographer Chad Ziemendorf



6

GRAND FORKS REGIONAL WATER TREATMENT PLANT

Grand Forks, North Dakota
Pop: 56,500

Client City of Grand Forks
Photographer Chad Ziemendorf



7

FIRST WESTERN BANK & TRUST

Bismarck, North Dakota
Pop: 72,777

Client First Western Bank & Trust
Photographer Chad Ziemendorf



8

UND GORECKI ALUMNI CENTER

University of North Dakota
Pop: 56,500

Client University of North Dakota Alumni Foundation
Photographer Lonnie Laffen
Dana Wheelock



9

WATFORD CITY EVENT CENTER & HIGH SCHOOL

Watford City, North Dakota
Pop: 6,912

Client McKenzie County School District #1
City of Watford City
Photographer Lonnie Laffen
Chad Ziemendorf



10

THEODORE ROOSEVELT PRESIDENTIAL LIBRARY

Medora, North Dakota
Pop: 134

Client Theodore Roosevelt Presidential Library Foundation
Rendering Snøhetta

SECTION 3 | EXHIBIT 1 GENERATING MEASURABLE DESIGN EXCELLENCE

Michelle has helped shape the built environment of America's northern-most flyover states with award-winning design work, including first-of-its-kind sustainable strategies and national project-type expertise that has served as a great source of civic pride for its populace. Collectively, this work has had a broad and rippling effect, building patrons for architecture and setting new precedents for design excellence across the upper rural Midwest.

CHALLENGE: Growing the demand for design excellence for a clientele not predisposed to hiring architects

ROLE: As project designer and organizational leader, Michelle informed the firm's design language and trajectory

OUTCOME: 53 AIA design awards in Michelle's two-decade tenure

Design in rural America can prove tricky, where humble and unassuming Mid-westerners often want their buildings to be nice, but "not TOO nice." A frugal, conservative, and resourceful constituency, there is some truth to this "just good enough" approach that challenged Michelle to expand and elevate outcomes for a clientele not predisposed to hiring architects. Michelle did this by delivering common-sense solutions that were pragmatic and cost-effective, but also uplifting – inspiring entire communities and positively impacting current stakeholders as well as future generations. **JLG has achieved ground-breaking results in elevating the quality of and demand for design excellence.** Under her leadership the work has been exceptional and consistent, and has earned the firm, on average, **2.5 AIA design awards per year for the past 21 years.** (Figure 1)

EXALT THE FAMILIAR

Informed by the Great Plains' rural vernacular, the body of work developed under Michelle's leadership transformed into a contemporary aesthetic, referencing the forms, materials, fenestrations, and craftsmanship familiar to rural audiences, then elevating that example with subtle shifts in massing, detailing, modern materiality, and construction techniques.

King's Walk Clubhouse (Exhibit 4), located on an Arnold Palmer designed prairie links-style course in North Dakota, is a contemporary public building that is decidedly influenced by the area's rural farmhouses. While modern materials and methods elevate the building's performance, crafted work is kept alive with a hand-laid stone fireplace and exterior walls.

Located within the Theodore Roosevelt National Park near Medora, ND, the **Chateau de Mores Interpretive Center** succeeds in paying homage to the original historic home of the Marquis de Mores and his wife Medora. The design is a modern interpretation of traditional Western North Dakota forms, materials, and detailing. (Figure 2)

In the vast open landscape along I-90, the **Homestead Rest Area and Visitor Center** exhibits a powerful Midwestern blend of rural gable forms, modern floor-to-ceiling glass, and contrasting palettes of finished and rough-cut local stone. This wayside attraction is visited by hundreds of thousands of travelers every year, creating a vivid memory of architecture past and present in South Dakota. (Figure 3)

ESTABLISH A NEW PRECEDENT

As the firm's practice expanded across the upper Midwest, Michelle and her team designed **distinctly modern public buildings that transformed the landscape of the region.**

Michelle has shaped the firm's approach to conventionally prominent public buildings with a language that is both contextual and modern. Illustrative projects include the

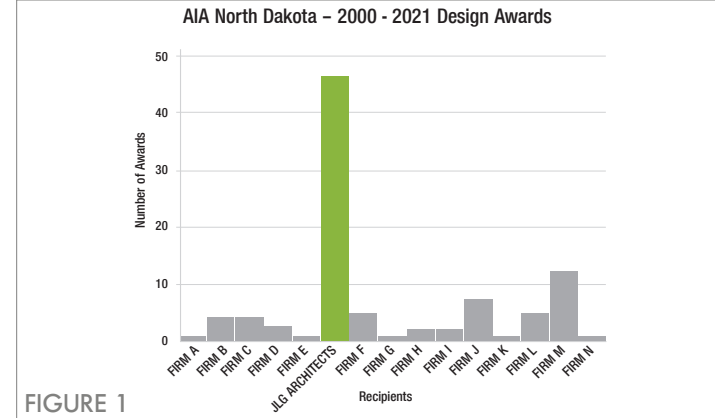


FIGURE 1

AIA ND Awards 2000-2021



FIGURE 2

Chateau De Mores Interpretive Center
Medora, ND; pop: 138



FIGURE 3

Homestead Visitor Center
Junction City, SD; pop: 1,963

Ward County Office Building, where Indiana limestone cladding references the existing historic courthouse while its strong geometries reflect a more current aesthetic; the **Dunn County Courthouse**, where a common material palette is elevated with modern form, pattern, and fenestrations to embrace the character of Western North Dakota's Badland bluffs; and the replacement **South Main Fire Station** which eschewed traditional precedent in favor of a modernist idiom that connects to its history via a glass box gallery featuring one of their antique fire trucks. (Figure 4) (Figure 5) (Figure 6)

Under Michelle's leadership, JLG Architects has taken an ambitious stance on **elevating the everyday, redefining civic architecture** to include not just traditionally conceived public buildings, but a broad category of facilities usually considered as no-frills industrial complexes – refocusing them as places that effectively support the welfare of its inhabitants and contribute to a community's architectural character. The **Williams County Highway Complex**, the **Cities Area Transit (CAT) facility**, and the **Otsego Water Treatment Plant** are examples of projects that JLG has elevated from industrial warehouses of equipment, to architecturally significant endeavors that put people first – welcoming, bright, and vibrant spaces that focus on well-being. (Figure 7) (Figure 8) (Figure 9)

BRING ARCHITECTURE TO MAIN STREET

Michelle's leadership **created patrons of architecture on "Main Street"** by replacing preconceived notions of utility with structures that serve their purposes with firmness, commodity, and delight. Reconsidering ROI, Michelle articulated a business case for design in terms of brand elevation, market differentiation, and employee recruiting and retention.

With a glass box showroom facing the public realm, **Ironhide Equipment** dealership's modern design approach incorporates corrugated steel siding familiar to the farmers and ranchers who are the company's primary patrons. (Figure 10)

For North Dakota-based **ACME Tools**, JLG crafted an architectural store concept that helped launch the

company's geographic expansion and make them a recognizable brand across the region. The exterior facade was designed to highlight the efficacy of the company's tools with exposed industrial connections. (Figure 11)

Desperate to recruit and retain talented engineers to Western North Dakota, **Highlands Engineering** hired Michelle and her team to create a modern, healthy, collaborative work environment in the heart of the city's industrial park. Utilizing the profile and materiality of the neighboring pre-engineered metal buildings, additive and subtractive moves elevate the exterior while the interiors reflect a forward-moving corporate workplace. (Figure 12)

First International Bank and Trust in Rugby, ND, has become a regional landmark at the geographical center of North America. JLG emboldened agrarian shed forms with modern materiality, exposed wood structure, and extensive glazing to help this client enter the market by making a statement about their long-term commitment to serving this rural community. (Figure 13)

INTRODUCE INTEGRATED DESIGN PRINCIPLES

The farmers and ranchers of the rural Midwest are conservationists at their core, champions of resilient construction, and stewards of the land that has supported families and built community for generations. But these residents were reluctant to embrace "green design" as it has been presented in the past. Michelle reframed "sustainability" to align more directly with their deep-seated values, leading the firm's efforts to **introduce integrated design principles to a region wary of its cost and value**. In a climate known for its brutal winters, a no-nonsense approach that prioritized orientation, efficiency, envelope, local materials, and energy reduction found fertile ground, eventually cultivating favorable reception of programs like the LEED rating system and the AIA Framework for Design Excellence.

JLG has designed **18 LEED certified projects and eight B3 projects (Minnesota's sustainable design program for public buildings)**, including North Dakota's first and currently only LEED BD+C: New Construction Platinum building, the **Gorecki Alumni Center** (Exhibit 8) at



FIGURE 4

Ward County Office Building
Minot, ND; pop: 48,261



FIGURE 5

Dunn County Courthouse
Manning, ND; pop: 70



FIGURE 6

South Main Fire Station
Brookings, SD; pop: 24,108



FIGURE 7

Williams County Highway Complex
Williston, ND; pop: 27,250



FIGURE 8

Cities Area Transit
Grand Forks, ND; pop: 56,500



FIGURE 9

Otsego Water Treatment Plant
Otsego, MN; pop: 16,763



FIGURE 10

Ironhide Equipment
Devils Lake, ND; pop: 7,344



FIGURE 11

ACME Tools Duluth
Duluth, MN; pop: 85,915



FIGURE 12

Highlands Engineering
Dickinson, ND; pop: 22,882



FIGURE 13

First International Bank and Trust
Rugby, ND; pop: 2,724

the University of North Dakota, as well as the State of Minnesota's first B3 beta project, the **Thief River Falls Joint Operations Facility**. (Figure 14)

The headquarters for the **Mountrail-Williams Electric Cooperative**, which enjoys a 39% reduction in energy cost utilizing a geo-thermal well field, and **Black Gold Farms**, which is set in the heart of a potato field and uses wood reclaimed from the company's original family farm, are examples of Midwestern rural office buildings that have achieved LEED Gold certification with JLG's guidance. (Figure 15) (Figure 16)

Actively engaged signatories of the AIA 2030 Commitment, Michelle has led the firm's **uncompromising efforts to fully adopt the AIA Framework for Design Excellence as its integrated design methodology**. JLG provides leadership on the AIA Large Firm Roundtable's Sustainability Committee, co-authoring the "Playbook for Sustainability," and speaking nationally on building sustainability into practice, including the AIA National Convention presentation, "Becoming the Business You Want to Be: Tips for Building an Exceptional, Sustainable Practice." JLG was recently awarded the **2021 CSI National Environmental Stewardship Award**, which recognizes innovations in promoting environmental awareness, practicing sustainability in a prominent manner, and educating and mentoring on the advantages of designing for sustainability.

CONVEY ACCESS TO GLOBAL EXPERTISE

Michelle led the firm's **transition to a vertical market-led strategy** where studios focused on higher education, healthcare, K12, sports, civic, and community-based clients provide both first-hand access to national subject-matter expertise and also national advocacy for the unique issues facing this region, like access to rural healthcare.

1. I have personal knowledge that the nominee was largely responsible for the exhibit listed here.

With the region experiencing a significant shortage in all healthcare-related fields, the State authorized North Dakota's only medical school to replace its aging facility in order to: increase enrollment, attract and retain top-tier faculty and staff, encourage inter-professional collaboration, co-locate all health sciences, and retain more in-state graduates. A collaborative effort between JLG's higher ed and healthcare studios, along with national experts in medical education (P+W and Steinberg Hart), JLG helped the **UND School of Medicine and Health Sciences (SMHS)** realize their vision to improve population health on the Northern Plains by designing a state-of-the-art facility for the development of rural health professionals. In 2021, UND SMHS saw an 81% increase in applicants, which outpaces the increases seen at most other American medical schools, and created the world's first Department of Indigenous Health. (Figure 17)

On the Dakota State University campus in Madison, SD, JLG partnered with a national data security consultant (AECOM) to design a first-of-its-kind academic building that combines all facets of cybersecurity research on a university campus. The **DSU Madison Cyberlabs** structure consists of two primary components: a glass shell that provides a daylight-filled collaborative work environment for researchers, and a pre-cast concrete box that houses the Cyclops Lab – a secure environment for DSU faculty, students, and researchers to conduct research and development for public and private partners. The building provides a transparent welcome to students at this gateway to the campus and utilizes a creative data punch card motif to highlight the unique characteristics of the building's primary material palette of glass, metal, and steel. (Figure 18)

By growing a firm in both size and capability, Michelle's efforts have made JLG a preferred partner to national and international consultants and associates, who make

the firm their first call when opportunities emerge. At the **Theodore Roosevelt Presidential Library** (Exhibit 10) in Medora, ND, the company's experience, relationships, bench-strength, and integrated design capabilities secured the trust of global design firm Snøhetta in executing their competition-winning vision.



FIGURE 14
TRF Joint Operations Facility
Thief River Falls, MN; pop: 8,790



FIGURE 15
Mountrail-Williams Electric
Williston, ND pop: 27,250



FIGURE 16
Black Gold Farms
Grand Forks, ND; pop: 56,500



FIGURE 17
School of Medicine
Grand Forks, ND; pop: 56,500



FIGURE 18
DSU Madison Cyberlabs
Madison, SD; pop: 7,261

EXHIBIT 2 CULTIVATING REGIONAL TALENT

Michelle grew up in Towner, ND (pop: 592), spending her formative years in a rural region where the profession of architecture was nearly non-existent. It wasn't until a chance encounter in a college humanities course, studying the history of architecture, that she found her way to a career in architecture. Determined to help future generations of aspiring architects better connect the dots, Michelle laid the groundwork to increase the visibility and viability of this profession by building a thriving, sustainable practice that would infuse the rural Midwest with local examples of design excellence. She deliberately drew attention to architecture as an accessible and viable career, and created limitless professional opportunities to **cultivate top talent in a traditionally under-represented geography** – effectively mitigating the unbridled outmigration of high-potential graduates.

CHALLENGE: Developing and retaining architectural professionals in the rural Midwest

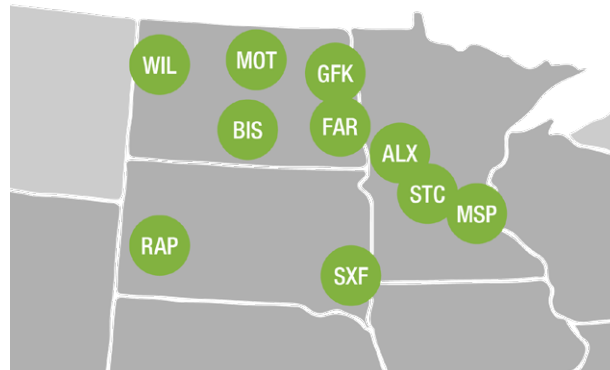
ROLE: As COO and CEO, Michelle constructed engagement programs that broadened exposure to advance the value proposition of the profession

OUTCOME: 98% of the company's employment base, including over 70 emerging and licensed architectural professionals from communities across ND, SD, and MN

To grow the demand for design excellence in the rural, upper Midwest, it was necessary to broaden the reach of the work, which required an extension of the firm's leadership. While there is no shortage of talent in the heartland, the region struggled to cultivate and retain architects, resulting in a geography traditionally under-represented by this profession. Add to this the challenge of persuading experienced talent to relocate to rural North Dakota, South Dakota, and Minnesota, Michelle recognized that the firm needed an innovative solution to this barrier: **home-grown leadership.**

To grow her firm, Michelle countered this obstacle with a deliberate, long-term plan to steer the region's youth toward a career in architecture; proving to college graduates that they didn't need to leave the state to find unlimited opportunity. She accomplished this by elevating engagement through signature project work, introducing K12 students to a career in architecture with creative programming, forging stronger relationships between post-secondary academia

and the profession, and pioneering a **legacy architectural practice that offers world-class opportunity – award-winning design work, professional advancement, and ownership – on the northern Great Plains.**



JLG Primary Geographies

COMMUNITY ENGAGEMENT

As the firm expanded its reach and influence under Michelle's leadership, populations as small as 134 swelled with pride as their communities were honored with AIA design awards. These awards recognized the ordinary places their residents – including young, aspiring architects – use every day.

In addition to the firm's contracted design work, Michelle improved visibility of and access to architectural services with a comprehensive program that promotes pro bono services and community volunteerism within the organization.

"JLG Gives Back" includes three primary components:

- Employee-Owner Volunteerism Recognition Program that recognizes JLGers who donate their time and talents to not-for-profit and community-based organizations
- Community Truss that pledges 1% of JLG's budgeted billable hours to pro bono work for, or in service to, not-for-profit and community-based organizations
- Studio Engagement Program that channels resources towards strategic community engagement and volunteerism

For **Trinity Youth Camp**, JLG authored a vision document that the organization used to articulate a long-term path for facilities and fundraising. (Figure: 19)



FIGURE 19

Trinity Youth Camp
Rolla, ND; pop: 1,299

JLG's pro bono services for the **Al Palmer Visitor Center at Veterans Memorial Park** resulted in an award-winning building that honors our country's enlisted. (Section 2, page 6)

A library on wheels, the **Little Red Reading Bus** provides children access to a large variety of books, decreases summer reading loss, and promotes the love of reading. JLG donated design and construction services to bring this vision to life for both the Grand Forks and Fargo Public School Districts. (Figure 20)

Since initiating JLG Gives Back in 2011, the company has advanced the awareness and value of architectural services by donating over **4,000 hours in pro bono services and over \$2M in financial and resource support to not-for-profit and community-based organizations.**

VOCATIONAL PROGRAMMING

Using these local projects and community engagement to draw attention to the power of design excellence, Michelle and her team nurtured a vocational interest among the region's youth by initiating a **K12 program that introduces students in those communities to a career in architecture.** The program offers a range of experiences:

- Pre-K story-time readings of **"Paper Hats"**, a children's book the firm published about becoming an architect (Figure 21)
- **JLG Young Architects**, where the company's emerging professionals work alongside elementary school students to imagine the "coolest city," or model a dwelling for the disregarded "fourth little pig," or other creative endeavors that flex design thinking (Figure 22)
- **"Legos, Pillow Forts, and Cool Glasses: Designing a Career in Architecture,"** a booklet the firm crafted for facilitated conversations with middle school and high school students to explore and demystify the opportunities of this profession (Figure 23)

UNIVERSITY RELATIONS

Home-grown leadership requires recruitment of top talent at the very earliest stages of their careers, and so Michelle originated a **robust university relations program** that is a key component of the company's growth strategy. Before 2016, North Dakota State University (NDSU) in Fargo, ND,

was the only accredited school of Architecture in JLG's primary service area (South Dakota State University's program received accreditation in 2016). Having laid the groundwork for increasing interest in architecture as a profession at the community level, Michelle focused her attentions and company resources towards **elevating NDSU's architecture program and forging an indelible bond** by:

- Building stronger ties and greater alignment between the program and the profession by maintaining a continual and active presence on the **NDSU Department of Architecture and Landscape Architecture Alumni Advisory Board**; Michelle served on the Board from 2010 to 2019, including a six-year term as Vice Chair, Chair, and Past Chair, as well as leadership on the Industry Relations Subcommittee, and JLG has had representation on the board since its inception
- Creating, financially sponsoring, supporting, and jurying the department's annual **JLG Capstone Prize**, which recognizes design excellence in the final undergraduate architecture studio project with a scholarship award and internship opportunity (Figure 24)
- Conveying access to experience and expertise through **adjunct professorships, guest lectures, and studio jurors**
- With a playful nod to the school colors, hosting an annual **"Green (and Gold) Lecture and Tour"** of the company's regional LEED-accredited projects
- Hosting workshops and events such as Visual Storytelling for Archviz, Revit stair modeling, 3DS MAX rendering courses, project critiques, and portfolio review sessions to provide extra-curricular opportunities for training and development
- Financially supporting and actively engaging with **NDSU's AIAS chapter**, including an annual Firm Crawl, the Beaux Arts Ball, and numerous fundraising events (Figure 25)
- Building a **robust student internship** program that has historically employed the top 10% of NDSU's fourth – and fifth-year students each year

As JLG grew, so did its university relations program – the model Michelle built at NDSU is now replicated at South

Dakota State University's newly-accredited program, and has expanded to Minneapolis through her participation in the University of Minnesota's mentorship program and the Dunwoody School of Design Program Advisory Committee.



FIGURE 20
Little Red Reading Bus

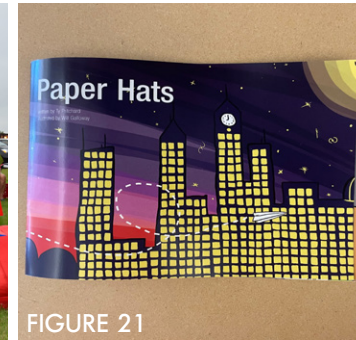


FIGURE 21
Paper Hats Book



FIGURE 22
JLG Young Architects

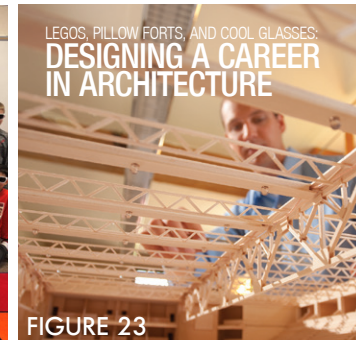


FIGURE 23
Designing a Career in Architecture



FIGURE 24
JLG Capstone Prize



FIGURE 25
NDSU AIAS Firm Crawl

JLG DNA

JLGdna (Developing New Architects) was born in 2012 to incentivize students to stay in this part of the country after graduation. By committing to their development on an **expedited path to licensure and leadership**, Michelle opened the door to unlimited professional opportunity in a sustainably growing firm. The strategy was to hire cream of the crop talent from the region's universities, bring them together while they completed their AXP (Architectural Experience Program), and offer focused supplemental training to prepare them on a fast-track to leadership across the JLG network. This customized program promotes their development in:

- Building a solid foundation in the fundamentals of building science and technology to increase professional competency and confidence
- Learning the JLG tools, processes, and standards for project delivery to ensure quality, consistency, efficiency, and predictability of good habits across the company's multiple offices
- Engaging in and contributing to JLG's unique firm culture to assure that it is preserved as the organization grows
- Developing strong peer relationships that help keep the company culturally connected as the company expands
- Preparing for successful completion of AXP and the ARE (Architectural Registration Exam)

The investment was not insignificant, but the returns have been exponential:

- **Leadership Development:** Participants in the program have, on average, secured **professional licensure in 4.3 years**, which shaves off almost two years from the national average of 6.1 years. Since the program was initiated, the company has grown by over 300% from 41 to over 150 today and has enjoyed a firm-wide retention rate of over 92% (Figure 26)

- **Cultural Connection:** The program has built strong peer bonds across the JLG network as the company has grown and has been a crucial component of the firm's seamless shift to a "work from anywhere" virtual infrastructure
- **Brand-building and Recruiting:** The program is now self-perpetuating — a strong recruiting program was needed to fuel JLGdna, but now the success of JLGdna has become a draw for top talent who are increasingly seeking firms committed to their professional growth and success

JLG has been recognized nationally for innovation in mentorship and development with numerous Best Place to Work awards, a feature in the book "Driving Mid-sized Growth: People" by Robert Sher, and, in 2019, the **AIA North Central States Region's first Emerging Professional Friendly Firm Award**.

Michelle has been a staunch advocate for emerging professionals, serving as the State of North Dakota's IDP Coordinator from 1997-2002, formally and informally mentoring dozens of talented graduates over the course of her career, and speaking on leadership development at community, university, and industry events, including the 2019 AIA National Women's Leadership Summit.



JLG'S DNA Program

“To sustain our firms, our industry, and our communities, we can't just hope that we get lucky. We need to actively seek out those who are born with this special DNA and give some context to their natural intuitions so they understand that a love of Legos, pillow forts, and re-arranging rooms can signal a vocation — an amazing, fulfilling, and important vocation. We need to make sure that this profession is an accessible and viable career option to the best and brightest talent, wherever they're from, and that it remains accessible and viable throughout their careers. Our own futures depend on it.”

Michelle Mongeon Allen, AIA Minnesota Member Congress 2015

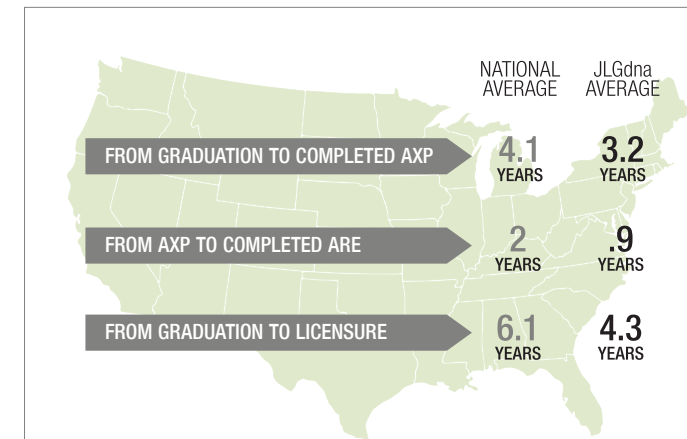


FIGURE 26

Leadership Development Graphic

2. I have personal knowledge that the nominee was largely responsible for the exhibit listed here.

EXHIBIT 3 BUILDING PROFESSIONAL OPPORTUNITY

To generate consistent, sustainable, measurable design excellence in the rural, upper Midwest, Michelle built a legacy architectural practice that provides world-class opportunity on the northern Great Plains. In her roles as Managing Partner, COO, and CEO, Michelle was at the helm of the company's growth, pioneering the infrastructure, charting the course from a small, local partnership to a 150-person, 100% employee-owned, high-performance organization spanning 11 geographic markets, and **cultivating unlimited professional opportunity for the region's current, emerging, and future architects.**

CHALLENGE: Build a legacy architectural practice that offers world-class opportunity on the northern Great Plains

ROLE: In her roles as Managing Partner, COO, and CEO, Michelle was at the helm of the company's growth

OUTCOME: 150-person, 100% employee-owned, high-performance organization spanning 11 geographic markets

Under Michelle's leadership, JLG's reputation for design among new graduates in the region was unmatched. But in a geography where the landscape of practice was comprised primarily of single-generation sole-practitioners, Michelle knew that design excellence alone would not be enough to prevent architectural wanderlust; she understood that the only way to retain great talent was to provide them great opportunity. To break this mold, Michelle led JLG Architects on an uncharted course to build a **legacy architectural practice that offers world-class opportunity — design excellence, professional advancement, ownership, and wealth creation — on the northern Great Plains.**

INFRASTRUCTURE FOR GROWTH

In 2000, Michelle joined JLG Architects, a 12-person, two-partner practice located in Grand Forks, ND. Two years later, she opened the firm's first office outside its flagship market. Without growth, there is no opportunity, and this move opened the door by expanding JLG's reach, creating geographic options for talent, and establishing a sustainable expansion and operating model.

Under Michelle's leadership, the company embraced a **"one-firm model,"** which mitigated the primary challenges of mid-size, design-oriented firms: straddling the line between small, local studios that compete on price and relationships, and large corporate offices that bring the benefit of resources and reputation. The matrix structure addresses three primary functions:

- **Accountability:** Practice studio vertical markets reflect direct project-team-based accountability (direct reporting) while management's accountability for support and innovation across the firm is represented on the horizontal (direct supporting)
- **Scalability:** As the firm grows, the model accommodates expansion in roles, leadership, and studio structure

- **Opportunity:** Everyone in the firm can find themselves on this chart and can visualize career paths by embracing JLG's definition of opportunity: "Opportunity emerges when an individual's skills, passions, interests, and goals are well-communicated, pursued with dedication, and strongly aligned with a company need."

As many companies today struggle to unwind geographic profit centers, JLG's structure has been a model to colleagues interested in exploring alternative organizational structures, sharing via participation in PSMJ's Branch Optimization Roundtable, AIA MN Annual Conference, AIA MN Council of Firms, AE Advisors and dozens of one-on-one conversations. (Figure 27)

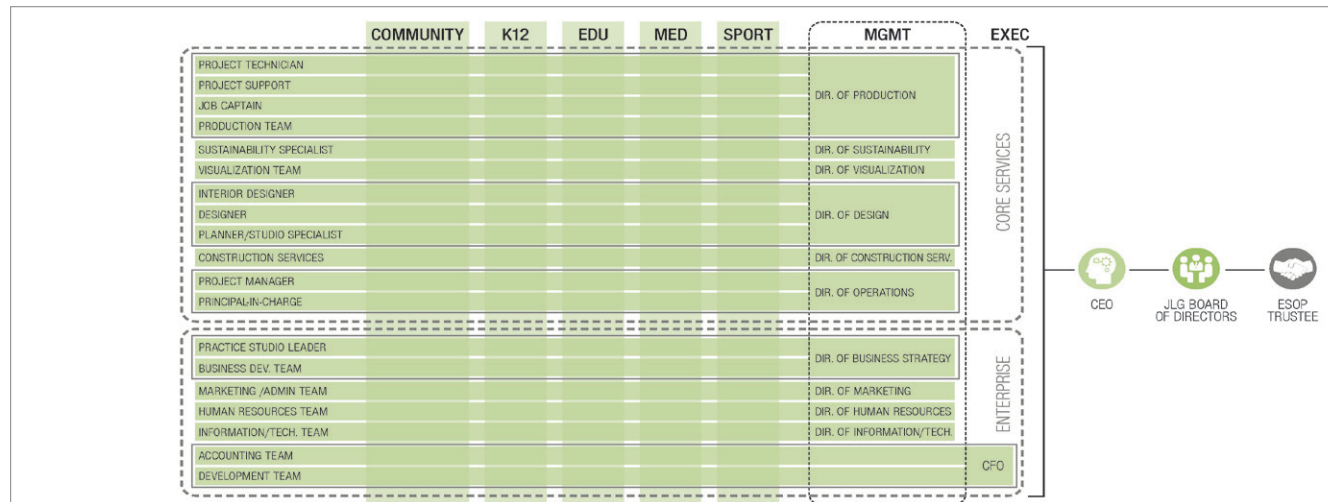


FIGURE 27 Opportunity emerges when an individual's skills, abilities, interests, and goals are well communicated, pursued with dedication, and strongly align with a company need.

"One-Firm" Operational Org Structure

With this company structure in place, Michelle and her team were able to craft an offering that afforded both **local presence and national talent resources to clients and communities**, catalyzing a period of revolutionary growth for the company. With this growth came demands for enterprise infrastructure to ensure that the company's culture, brand, and reputation for design excellence remained unified and continued to grow in alignment with its vision and values. As early as 2007, Michelle oversaw construction of the firm's operating system, including:

- Adoption of **open-book financial management**
- Professional **project management** implementation and training
- **Systematized tools, processes, and standards** to ensure brand quality, consistency, efficiency, and predictability of good habits across the company's expanding footprint
- Innovative **HR programs** for recruitment, onboarding, training, and development to generate more effective recruiting outcomes, to improve cross-geography teaming, to better integrate all employees, and to mitigate cultural disconnects (JLGdna, robust virtual onboarding, PM Summit training for Project Managers, Principal Bootcamp, etc.)
- A **technology backbone** that would make JLG a 100% virtual office structure, a decade before the COVID-19 pandemic forced that issue onto the profession
- The initial makings of what is now JLG's enterprise **management team**
- Prioritizing of and resource allocation to support JLG's **unique firm culture**, including an annual State of the Firm company-wide address and event, and "JLG Rocks!" – a raucous celebration that includes a street dance open to the host-office community
- **Strategic planning** to ensure we preserve our unique culture, vision, and core values while we simultaneously stimulate the change necessary for growth

What started as a traditional partnership model took a dramatic turn in 2007 when Michelle and her three partners **established a vision of "legacy"** for JLG. It was readily apparent that this visionary endeavor would need to include a strategy for internal ownership transition – because in this profession, "partnership" is the pinnacle of professional and financial achievement.

“...“hope is not a strategy.” At JLG, strategic planning has provided our organization a vision and course for our future; but perhaps more importantly, it has been a vehicle for engagement and alignment across our employee-owned company. In uncertain times, strategic planning offers a compelling return on investment – alignment, agility, confidence, and resilience.”

Michelle Mongeon Allen, "Strategic Planning in Times of Turbulence," multiple publications, 2020

To lay the groundwork, Michelle infused a **culture of ownership** across the firm, implementing strategic planning, open-book financial management, communications protocols, profit sharing, and an aggressive retirement matching program. Coupled with leadership opportunity across JLG's expanding footprint, employees were rewarded with meaningful career paths, real engagement in the company, and financial prosperity. In 2014, Michelle helped guide JLG's transformation as **one of the first Great Plains architecture practices to establish an ESOP for 100%**, fully manifesting the goal of internal ownership transition and generating a **vehicle for wealth creation previously reserved for only the highest levels of organizational leadership.** (Figure 28)

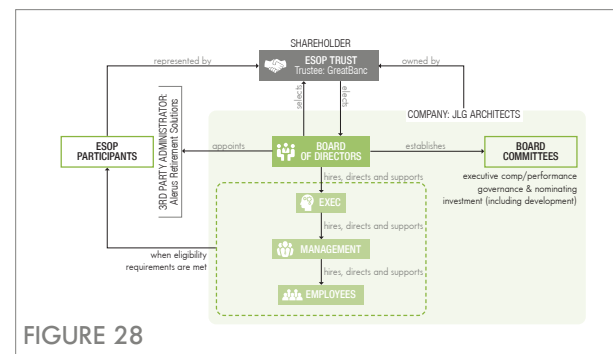


FIGURE 28

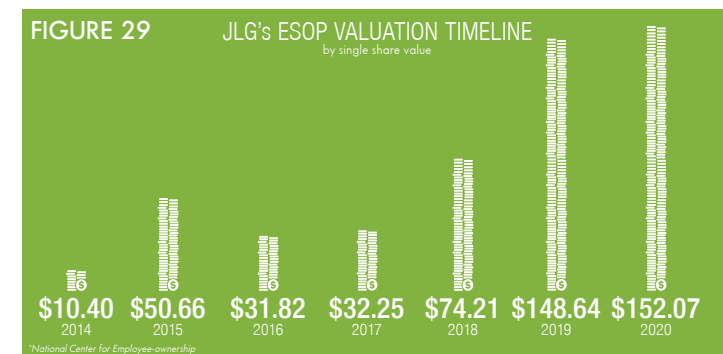
ESOP Organization Structure

Employee-ownership may be a unique model for professional service firms in the rural, upper Midwest, but it resonates with this population whose ethic is attributed to the region's deep agricultural roots and has become a differentiator for JLG in the marketplace. These roots include a 100-year history of rural utility and agricultural member-owned cooperatives created to provide service and market access to areas of rural America that investor-owned companies refused to serve due to cost concerns.

It requires decisions made in the best interest of its participants, and it demands sustainable growth. At JLG, this underscores the firm's core belief that **delivering design excellence and being a well-run business are necessarily interdependent, not mutually exclusive.**

To build a legacy architectural practice that offers world-class opportunity, **JLG's ESOP is a vehicle for professional growth as well as wealth creation.** Sixty percent of JLG employees are 100% financially vested in the plan, and under Michelle's leadership, the company's share value has increased 1,360% since the ownership transition in 2014, for a compound annual growth rate of 56%. In addition to the benefit of a gifted share in the company, JLG retains an aggressive 100% match on 401K contributions, up to 6%. (Figure 29)

Michelle speaks regionally and nationally on the topic of , including AIA MN Council of Firms, the Minnesota/Dakotas Chapter of the ESOP Association, and the National Center for employee-ownership.



ESOP Share Value

HIGH-PERFORMANCE OUTCOMES

Michelle has led the construction of a high-performance design firm that delivers across the company's pronounced triple bottom line: employees who thrive, clients that are raving fans, and a company that grows sustainably. (Figure 30)

Commitment to the sustainable growth of the organization necessitates commitment to the professional growth of the firm's talent. In addition to JLGdna, role-based training, and continuing education benefits at JLG, Michelle authored **JLG Horizon**, a structure for navigating career journeys within the company. To counter the current FOMO (fear of missing out) paralysis, Michelle eschews traditional career mapping in favor of a more agile vision. This agile approach is illustrated by a distant horizon which changes over time as individuals make progress towards their goal. This program has helped the company's emerging professionals **take ownership of and decisive action in their professional development, contributing to JLG's strategy of "home-grown leadership," and contributing to a healthy 92% average employee retention rate.** (Figure 31)

Michelle has leveraged the unique characteristics of a mid-size firm, the agility of a small company, and the resources of a large company – introducing frontline professional initiatives that advance outcomes for our clients and achieve industry-leading results:

- Innovation in **mentoring and development**
 - 87% of eligible architects (accredited degree + completion of AXP) are licensed (remaining 13% are within 8 years of graduation and are actively pursuing licensure)
 - 60 licensed architects
 - 27% of licensed architects are female (compared to 17% nationally)
- Adoption of the **AIA Framework for Design Excellence** as the company's integrated design methodology

- Co-author of the LFRT's "Sustainability Playbook"
- Recipient of the 2021 Environmental Stewardship Award – National Level
- Signatory to the **AIA 2030 Commitment**
 - Three years of reporting completed 18 months ahead of schedule
 - Over 300 projects being tracked
 - Portfolio energy reduction at 55%, exceeding the national average of 51%
- **Culture of employee engagement**
 - 2021 employee engagement survey with 86% overall approval rating and 95% executive leadership approval
 - Great Place to Work Certified
 - JUST Label registration, which has been submitted and is pending final approval

Under unique client and talent market conditions, Michelle has pioneered practice innovation that generates measurable design excellence within small communities and yields organizational results that create exceptional opportunity for current, emerging, and future generations of architects. (Figure 32)



FIGURE 30
Triple Bottom Line

3. I have personal knowledge that the nominee was largely responsible for the exhibit listed here.

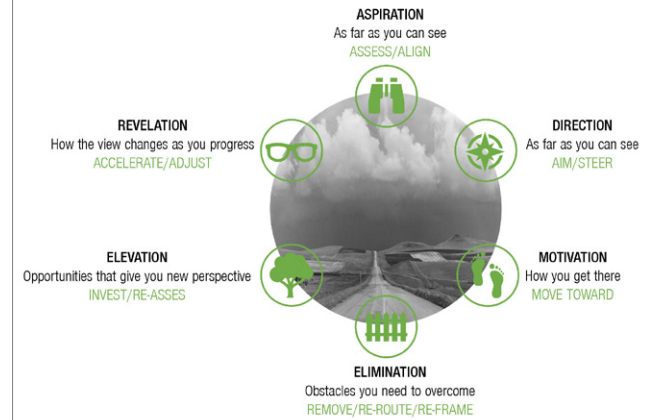


FIGURE 31

JLG Horizon

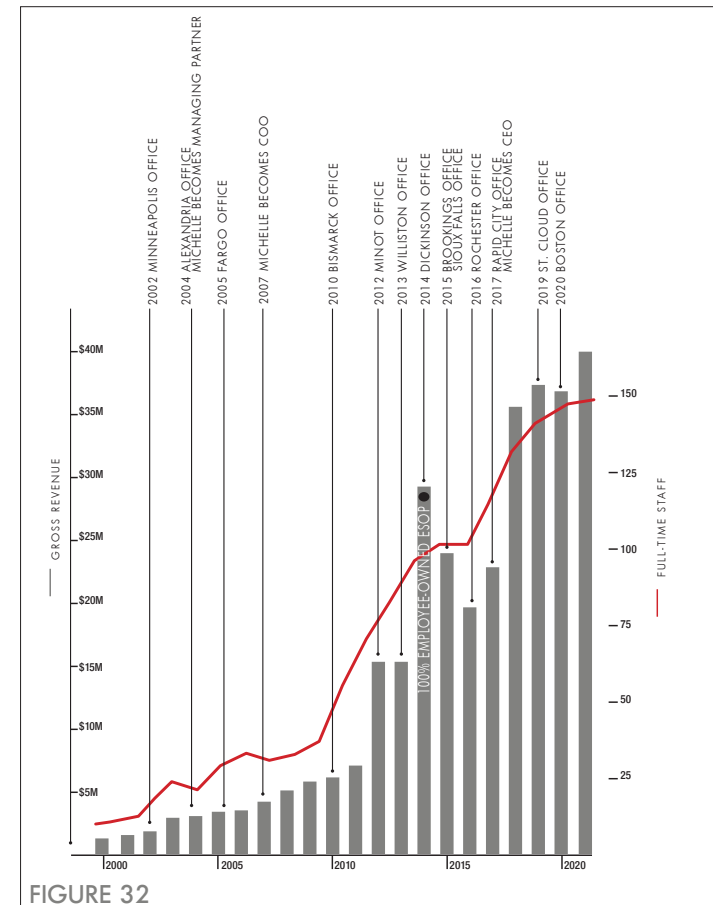


FIGURE 32

JLG Milestone and Revenue Chart

SECTION 3 | EXHIBIT 4 KING'S WALK CLUBHOUSE GRAND FORKS, NORTH DAKOTA

King's Walk Clubhouse is an agrarian design that uplifts its prairie surroundings and establishes a new precedent in rural design – offering a deeper sense of place and shelter within a harsh, challenging climate. With the use of familiar, vernacular forms and materials, the clubhouse is now a beacon reminiscent of traditional farmsteads and barn structures that represent the heart and soul of the region.

ARCHITECT OF RECORD JLG Architects
DESIGN FIRM JLG Architects
COMPLETION DATE 2001

ROLE OF NOMINEE Project Architect and Lead Designer

AWARDS  AIA North Dakota, Design Award



THE CHALLENGES

The King's Walk site, encompassing a prairie links-style course, had virtually no contours, exposing the building and guests to the region's harshest elements. Michelle's team was faced with the immediate challenge of creating a sense of place and shelter within a windswept setting, while advising a design path that would exalt the familiar. The client requested a structure "like their other buildings," so Michelle needed to meet the challenge and push past preconception.

THE ROLE

Michelle recognized the opportunity to challenge their expectations, exalt the familiar, and transform the traditional landscape. She led the client to embrace a rural vernacular parti. This included successfully convincing the client to install a red roof – creating drama against the open prairie – in lieu of the expected green. She created a scaled model at the building site that fully demonstrated the more dynamic impact of bold and unexpected choices.

Despite earlier reluctance, the client readily embraced the modern agrarian concept, allowing Michelle's team to design a building devised of varying forms, capturing the character of an original farmhouse with structures added as families grew. Collectively, these forms served to protect against the harsh weather of the open North Dakota landscape and provided for a wind-sheltered patio and dining area.

THE OUTCOMES

Michelle's design exalts the familiar agrarian influence with architectural intention, accentuating the landscape's native

grasses and rolling knolls to capture and uplift the essence of the prairie. By redefining preconceived notions of rural design, the clubhouse has since experienced enormous popularity in all four seasons; serving golfers, dining visitors, family gatherings, and special events. Pushing past the boundaries of traditional Midwestern palettes, Michelle demonstrated how a conservative budget and bold choices can lead to a transformational environment, generating impact far beyond its walls.

- The design expresses a regional agricultural sense of place with references such as split-stone walls, steep and shingled roofs, and divided window lites
- The clean white lap siding, simple roof planes, and large windows tie to the prairie-style course, coming together to create a clubhouse visible from any place on the links
- Four eight-foot square windows express the scale of traditional barn doors
- The extended canopies add shelter to building entrances, while their wooden brackets and "visor" roofs evoke traditional hayloft access doors
- The interior is rich in daylight, provides a soaring split stone fireplace for year-round warmth

I have personal knowledge that the nominee was largely responsible for the design of the exhibit listed here.

*Brian Westlund, Former Park Board President
Grand Forks Park District | Client*


SECTION 3 | EXHIBIT 5 FARMHOUSE BISTRO & BAR SPEARFISH, SOUTH DAKOTA

Catering to a small community, Farmhouse Bistro brings raw architectural design, with an unexpected twist of refinement that redefines the familiar. The extraordinary structure establishes a new precedent in rural design, offering enhanced gathering experiences that celebrate Spearfish Creek's unique landscape and local materials – drawing visitors with a skeletal pergola inspired by the region's agrarian structures.

ARCHITECT OF RECORD JLG Architects
DESIGN FIRM JLG Architects
COMPLETION DATE 2019

ROLE OF NOMINEE CEO, Acting Director of Design

AWARDS  AIA South Dakota, Merit Award

 AIA South Dakota, People's Choice Award



THE CHALLENGES

The Bistro needed to create a farmhouse domestic sense of scale and welcome, while also meeting modern accessibility needs and restaurant codes and standards. The owner requested a variety of indoor and outdoor dining environments that could accommodate groups large and small. This required skillful solutions for transitions and circulation, all completed for a budget that was considered “farmhouse frugal.” Michelle needed to advise a cost-effective design solution that would push the boundaries of rural design, rippling outward to create a destination that would draw visitors from around the region.

THE ROLE

Michelle's early work set the culture of design at JLG to respect the region, often tying into local vernacular, to incorporate the landscape and utilize familiar materials that reflect those commonly seen in Midwestern rural communities. The Farmhouse Bistro was a prime opportunity to surprise, exalt, and elevate a rural region that would benefit from a more impactful solution. Michelle worked side-by-side with the project team led by JLG's former Director of Design to push forward efficient design solutions that would give the community a more dynamic destination that would draw patrons from around the region.

THE OUTCOMES

With roots in the rural Midwest, Michelle understood the value of an impactful approach for both the Bistro and the community. With a population of just over 11,000, the success of the Farmhouse Bistro & Bar weighed heavily on its ability to become a destination that would attract patrons from both Spearfish and throughout the entire region. JLG exalted the familiar by elevating regional agrarian forms, local materials, and artifacts that supported and connected

the unexpected element of a skeletal barn; creating an extraordinary outdoor destination patrons won't find anywhere else.

- The Farmhouse Bistro & Bar is an intriguing, familiar, and unexpectedly refined destination with six different indoor and outdoor dining environments that will keep patrons returning
- Using the landscape as inspiration, the Bistro unites the community, boosts the local economy, and celebrates Spearfish Creek's unique beauty
- The skeletal barn form plays to the rich history of the region's deteriorating agrarian structures, while functioning as a pergola and creating an unforgettable outdoor dining experience.
- The intimate mezzanine level offers private dining with floor-to-ceiling glass and panoramic views embracing the valley and Spearfish Creek
- An outdoor deck provides a sense of enclosure, connecting to the skeletal “barn” and providing another environment for optimal views
- A public pathway connects the site to the opposite side of Spearfish Creek where JLG preserved and displayed authentic farm artifacts such as a plow, metal feed bin, and large milk containers
- To reflect the natural landscape and accentuate the architectural forms, JLG planted aspen trees, chosen for their light and lacey texture

I have personal knowledge that the nominee's firm executed the project in the exhibit listed here.

Jeff Steiner, AIA | JLG Architects | Former Director of Design



SECTION 3 | EXHIBIT 6 GRAND FORKS REGIONAL WATER TREATMENT PLANT

GRAND FORKS, NORTH DAKOTA

GFRWTP transformed traditional, industrial design and leveraged the opportunity to create a more vibrant civic presence that elevates its function and the surrounding community. Its design supports a more efficient hybrid technology, infrastructure for future growth, fosters employee wellness, and inspires the pursuit of regional education in resource stewardship.

ARCHITECT OF RECORD JLG Architects
DESIGN FIRM JLG Architects
COMPLETION DATE 2020

ROLE OF NOMINEE CEO, Acting Director of Design

AWARDS  AIA North Dakota, Honor Award
Sherwin-Williams Water and Wastewater Impact Award



THE CHALLENGES

The flood of 1997 ravaged the city of Grand Forks, ND, leaving a path of destruction and flood-damaged structures, including the City's water treatment plant which was in close proximity to the river. In the aftermath of disaster, city administrators and plant operators spent two decades trying to sustain the damaged structure, but ultimately knew it was time for a more permanent and efficient solution. AE2S's engineers recruited Michelle and the JLG team to design a facility to support new plant operations while addressing the City's growth concerns – specifically, the building's location, infrastructure, and long-term sustainability. The prior treatment plant was a windowless brick structure with an outdated working environment and inefficient treatment process. The building lacked access to natural daylighting, connection to community, amenities for its 24/7/365 occupants, and an operational plan to avoid future flooding and support future population growth.

THE ROLE

Michelle's team worked closely with engineers, city administrators, and plant operators, collaborating on a plan to relocate a new plant outside of the flood plain, and present an exterior that would challenge industrial convention with a solution that is boldly modern and refined, housing a new hybrid water treatment process that uses both conventional technology and a state-of-the-art ultrafiltration membrane.

With Michelle's focus on redefining civic architecture, the building embraces a more vibrant, daylit work environment, better suited to the diverse needs of employees who work in a setting that's always in motion. The 216,000 sf footprint needed to accommodate three levels of heavy equipment, while providing daily use amenities for employees, and an inviting educational pathway for student tourgoers and community stakeholders.



THE OUTCOMES

Plant and City administrators achieved their goal of implementing a cleaner and more efficient hybrid water treatment system, while also enjoying energized work environment, vibrant educational tours, and future (flood-proof) expansion. Instead of traditional, industrial design, JLG worked alongside the City to leverage the opportunity to redefine civic architecture, presenting a more dynamic structure that would enhance the City's new industrial park and inspire employee wellness.

- The new plant is designed with an optimized control room and panoramic view of the major water treatment areas, as well as a light and bright office environment with a workout room, sleep rooms, and locker rooms. The wellness-driven design also includes a training room with kitchen that doubles as a social/gathering space, and a balcony that provides secure outdoor access to fresh air and a gas grill.
- As a contribution to community and education, the racetrack-style tour path takes visitors on an engineering journey through the treatment process, designed with colorful supergraphics that offer a microscopic view of each step of the treatment process. Michelle's leadership and JLG's creative collaboration helped solidify the plant's community outreach, aimed at educating the region on environmental stewardship through efficiencies in water treatment and usage.
- Outside, the plant's striking exterior is concentrated on a cantilevered, weathering steel structure, predominantly highlighting the public spaces with expansive windows – a straightforward design that makes an architectural statement in an unorthodox setting. Michelle also led the team to a design incorporating subtle references to the water's origin, treatment process, and materials that are altered by water – including a river rock basin and cor-ten steel for natural corrosion resistance. Along the exterior concrete walls is heavy texture where the river water enters, then a transition to a lighter, less textured concrete – a design that signifies the treatment process from raw river water to pure drinking water.
- JLG also helped the administrators plan for the future of their growing city, creating a solution that could adapt and expand its footprint north and south. Today, the treatment plant runs nearly 14 million gallons of water through its system each day, but it is designed to accommodate 20 million. The Grand Forks Regional Water Treatment Plant became the largest building construction project in Grand Forks' history – successfully redefining civic architecture and providing a brighter 24/7/365 workplace environment that fosters community-shared personal, professional, and educational growth.

I have personal knowledge that the nominee's firm executed the project in the exhibit listed here.

*Todd Feland, City Administrator
City of Grand Forks | Client*

SECTION 3 | EXHIBIT 7
FIRST WESTERN BANK & TRUST
BISMARCK, NORTH DAKOTA

Inspired by a parti to reflect the past, present, and future of the client, while uniting Bismarck's segmented downtown – Michelle challenged expectations of traditional commercial architecture on Main Street. The Bank makes a bold and futuristic statement, yet responds to Midwestern sensibilities, setting a new precedent as a “gateway” between neighborhoods, once divided by the railway.

ARCHITECT OF RECORD JLG Architects
DESIGN FIRM JLG Architects
COMPLETION DATE 2018
ROLE OF NOMINEE CEO

AWARDS  AIA North Dakota, Merit Award



THE CHALLENGES

Bismarck is a regional rail hub, business center, and the Capitol of North Dakota, yet much of its downtown was separated by rail lines and distance from the Capitol buildings. With consideration of the surrounding landscape, the bank's design needed to act as a visual “gateway” between south Bismarck and downtown, helping to activate the street-level pedestrian traffic further out from the downtown core. The client wanted the building to be a reflection of Bismarck, as well as their own past, but ultimately desired to enrich the downtown area with a nod of what is to come. Simply put, it needed to set a new precedent for commercial architecture in downtown Bismarck, one that would connect once-fragmented neighborhoods, and offer a lasting influence on its surroundings.

THE ROLE

Michelle's passion for design solutions that build community and elevate the everyday is deeply ingrained into JLG's architectural sensibilities. This vision drove the team to elevate and engage the people of downtown Bismarck and the staff of First Western Bank, challenging the underwhelming commercial precedent on this downtown rail-adjacent site and creating a modern example of redevelopment on Main Street.

*“This is our home and our community,
and we want to see it succeed; which
is why the bank opted to make the
investment in the four-story black
steel and slate building.”*

—The Bismarck Tribune, Dec 3, 2018



THE OUTCOMES

With discovery into past, present, and future, Michelle used local materiality and symbolic forms to celebrate First Western Bank and the City, setting a new precedent in Midwestern Main Street architecture. Using materials that complement nearby industrial and masonry structures, the bank's solid and vertical form help define downtown's railway corridor, creating a strong gateway and public greenspace on a formerly blighted site. High in the sky, the addition of a rooftop terrace and full kitchen, create an outdoor gathering space for neighborhoods to unite, and views to be captured – transforming an industrial area with dynamic architecture infused with Midwestern sensibility.

- The bank's exterior is clad with natural slate and blackened steel panels, a refined nod to the area's industrial roots
- The rooftop terrace is now a popular regional destination, offering a full kitchen and space for events, centered around skyline views of the University of Mary, the Cathedral of the Holy Spirit, and the Capitol
- Large expanses of glass and open floors draw natural light through the entire building. With public green space at its front door, the site design brings a serene park environment to one of downtown's busiest corners
- A glass two-story conference center on the second and third floor, reaches out over the public plaza to accentuate the main entry
- Wood laminated construction creates a tactile sense of warmth, both inside and out, and pays homage to the rail ties that laid the foundation of this Western North Dakota community

I have personal knowledge that the nominee's firm executed the project in the exhibit listed here.

Jennifer Burke Jackson, AIA
JLG Architects | Principal/Project Manager






SECTION 3 | EXHIBIT 8
GORECKI ALUMNI CENTER
 UNIVERSITY OF NORTH DAKOTA

To create the first LEED Platinum building in North Dakota, Michelle challenged the University to support a living example of sustainable design, presenting a concept that would respect its history while embracing modern, ecological advancement. With seven years of stringent evaluation, wary donors now have verified proof of long-term performance – provoking radical change that has inspired both donors and students to be proactive in the transformation of our state.

ARCHITECT OF RECORD JLG Architects
DESIGN FIRM JLG Architects
COMPLETION DATE 2012

ROLE OF NOMINEE COO of the Firm

AWARDS  AIA North Dakota, Merit Award
 American School & University Citation,
 Post-Secondary Category
 UC Berkley Center for the Built Environment
 Livable Building National Finalist



THE CHALLENGES

After exploring sites for 12 years, the University of North Dakota (UND) commissioned Michelle and JLG to design their new alumni center. As the signature piece of a \$300 million capital campaign, the Center needed to serve as both a campus “front door” and an inspiration for donor support. The University was also considering a more sustainable design solution, but a potential rise in construction costs was a concern that would be difficult to communicate to donors. Another area of concern was the building’s architectural style. Since its founding, UND’s campus has been defined by a traditional red brick in a Collegiate Georgian/Gothic-Revival style. After JLG was selected, many wondered whether this historical precedent would continue with the Alumni Center – sparking debate over architectural approach.

THE ROLE

JLG had the daring vision to make UND’s Gorecki Alumni Center the first LEED Platinum Building in North Dakota in order to educate future generations on sustainability practices, as well as engage a new generation of younger, more socially-conscious donors. Michelle helped to persuade the client that contemporary modernism would complement the existing campus and signal a bold connection to the future, and then guided the JLG team in crafting a solution that would literally and metaphorically change the landscape of the campus.



THE OUTCOMES

Michelle's team forwarded a design that:

- Serves as a welcoming community destination and "front door" to the campus with a focus on indoor/outdoor connectivity and student inclusivity
- Provides a timeless transition between the campus' traditional collegiate gothic style and the future focus of the nearby technology centers
- Employs a compact floor plan, presenting a 33% building footprint reduction which granted more space for landscaping, eliminated 15% of required parking, and reduced total cost of ownership
- Provides 100% of the building's heating and cooling via a highly efficient, first-of-its-kind ground source heat pump system that saves UND approximately \$38,000 in annual energy costs
- Enjoys a 54% energy use reduction, 38% water use reduction, and a corresponding CO2 emission reduction, compared to standard buildings in climates like North Dakota
- Provides 25% more outside air exchange than typical buildings, using 60% less energy to do so, resulting in an average 15% higher productivity with fewer sick days
- Harvests natural light with floor-to-ceiling windows, reducing the need for artificial light by 16 percent; combined with exterior shading and vertical louvers, the trio reduces heat, interior glare, and solar gain in the summer, while utilizing the lower sun to heat the interior in the winter
- Gorecki Alumni Center has been identified as a top scorer in the Center for the Built Environment's (CBE) Occupant Indoor Environmental Quality Survey conducted in 2020, based on positive feedback from occupants; this qualifies the building as a finalist for CBE's Annual Livable Buildings Award, recognizing structures that exhibit exceptional performance in occupant satisfaction, resource efficiency, and overall design excellence



I have personal knowledge that the nominee's firm executed the project in the exhibit listed here.

Tim O'Keefe, CEO

UND Alumni Association & Foundation | Client

SECTION 3 | EXHIBIT 9

ROUGH RIDER CENTER & HIGH SCHOOL

WATFORD CITY, NORTH DAKOTA


As a small town in Western North Dakota, Watford City needed a design solution to address their rapid population growth and overcrowded schools. JLG met the challenge by designing an innovative and sustainable facility that combined a community wellness and recreation center with a 21st Century collaborative learning environment.

ARCHITECT OF RECORD JLG Architects

DESIGN FIRM JLG Architects

COMPLETION DATE 2016

ROLE OF NOMINEE COO of the Firm

AWARDS  AIA North Dakota, Honor Award
Trailblazer Award for Tourism Innovation



THE CHALLENGES

Western North Dakota's oil boom created a surge of population growth from 2,000 to 7,000 in just three years – posing an array of new and urgent problems. The small town lacked the infrastructure and amenities to meet the needs of newcomers and existing families, and schools were overcrowded. While newcomers were arriving for quick income in the oil industry, local leaders discussed the need to present a community worthy of planting their roots, while also taking into consideration the potential instability of their growth. JLG was tasked with finding a cost-efficient solution to solve the City's growing needs, while bringing design excellence to a small community wary of change.

THE ROLE

As Chief Operating Officer, Michelle directed the planning and project management of the JLG design team. In collaboration with JLG's CEO, she worked with civic leaders to embrace the region's population growth, promote design excellence, and focus on connecting the community with a destination where all are welcome. These ideas manifested a state-of-the-art community events center shared with a 21st century high school atop a western bluff – creating one of North Dakota's most innovative joint public facilities.



THE OUTCOMES

By combining a community wellness and recreation center with the high school, the Watford City campus adds up to a greater whole – redefining rural Main Street and presenting sustainable design excellence that has helped stabilize growth and solve school capacity issues. By fostering inclusivity through health and wellness, as well as life-long learning, arts, performance, and community gathering, the Rough Rider Center encourages newcomers to call this “small town” their new permanent home.

- As the regional oil industry waxes and wanes, the county’s population has stabilized
- The new high school facilitates 21st Century collaborative learning environments and flexible spaces for future grade shifts and teaching approaches
- An open, light-filled concourse serves as an organizing “street” connecting all parts of the school
- The large, light-filled cafeteria is designed to serve the entire community, with flexible space for student dining, lectures, and community events – with minimal disruption
- A state-of-the-art theater at the heart of the school enhances access to the arts and community gathering
- The entire campus is designed to promote health and wellness with extensive day lighting to lift the mood of occupants all winter long

I have personal knowledge that the nominee’s firm executed the project in the exhibit listed here.

*Brent Sanford, Lt. Governor
State of North Dakota | Client*



SECTION 3 | EXHIBIT 10
THEODORE ROOSEVELT
PRESIDENTIAL LIBRARY
MEDORA, NORTH DAKOTA

The interpretation of the Presidential Library pays homage to the father of American Conservation, delicately carving out modern, sustainable architecture within the Badlands landscape and a historically significant site. With a breathtaking presence, the sweeping library mimics the rolling hills, capturing the 26th President's appetite for knowledge beyond the horizon, and safeguarding the artifacts and ephemera of his bold exploration of the Old West frontier.

ARCHITECT OF RECORD JLG Architects
DESIGN FIRM Snøhetta
COMPLETION DATE 2024-2025

ROLE OF NOMINEE CEO of the Architect of Record,
Acting Director of Design



THE CHALLENGES

The state client requested an architecturally significant destination that would restore and savor the splendor of the Badlands through sustainable design. Medora, North Dakota, was the ideal location due to the strong relationship that Roosevelt developed with the area, starting with his first journey in 1883. Michelle was challenged with aligning JLG's team for expertise in a depth of fields – those with intimate knowledge of the landscape, immersive storytelling, global design, and Western North Dakota culture. Overcoming federal guidelines for new construction in a historic national park was challenging, but Congressional provisions allowed the sale of federal land, and Michelle ensured zoning and other land use requirements were met, with no loss of grazing. The goal was to make a visual and emotional connection with nature, but not compete with its dynamic.

THE ROLE

With Michelle at the helm, JLG entered a partnership as the Architect of Record with global design firm, Snøhetta. To advise the project, Snøhetta required proven, localized expertise with a depth of national leverage; stimulating JLG's broad range of experience, local relationships, and extensive talent pool. While JLG sourced forms and materials to fit contextually with the Badlands landscape, Michelle worked with Snøhetta, state, and federal agencies to elevate the project with historical research and cultural framework. Michelle also played an active role in helping the Foundation achieve their goals to interpret, celebrate, and animate the legacy of Roosevelt for a modern audience – adhering to three Pillar Principles that embody his core values: conservation, leadership, and citizenship. Upon completion, Michelle's firm will be spearheading the project's long-term commitment, poised to advance the Library's integrated design processes and ongoing community connection.

THE OUTCOMES

Championed as the "front door" to the state, TRPL is already exceeding expectations on project value alignment, integrated design, and long-term operations. Michelle is leading the charge to bring design excellence and conservation that will transform rural North Dakota's landscapes with a depth of local expertise, national leverage, and global design – embodying Roosevelt's values to think boldly, live passionately, dare greatly, and care deeply.

- TRPL is currently seeking full Living Building Challenge certification; going beyond the set standard with deep site ecology and a biophilic design that will lower the total cost of ownership; the structure will make more energy than it consumes, clean the air with net positive carbon, restore the ecology of the setting, achieve water balance, and renew water resources.
- With a sweeping architectural form that plays to the prairie, the Presidential Library is destined to empower exploration through interpretive exhibits, indoor and outdoor event spaces, academic spaces, and meditation areas; Michelle has created a partnership that connects history with cultural intimacy, national expertise, and global vision – presenting an alluring destination that lends new strength to the storytelling of Theodore Roosevelt as the author of his own life's adventures.

I have personal knowledge that the nominee's firm executed the project in the exhibit listed here.

Ed O'Keefe, CEO

*Theodore Roosevelt Presidential Library Foundation
Principal-in-Charge*