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)
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: Nnomination 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  

Peter G. Smith, FAIA  
President and CEO  

For professional licensure, visit bwbr.com/licenses-registrations
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.

Michelle led the company’s transition to a vertical market-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 JgL dna (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/APX Coordinators, one member of the AIA Strategic Council, and hundreds of civic and community volunteers.

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.
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

<table>
<thead>
<tr>
<th>Company</th>
<th>Role</th>
<th>Location</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>JLG Architects</td>
<td>CEO</td>
<td>Minneapolis, MN (11 offices in ND, SD, MN &amp; MA)</td>
<td>2004-Current</td>
</tr>
<tr>
<td>JLG Architects</td>
<td>Board of Directors</td>
<td></td>
<td>2019-2021</td>
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<td>JLG Architects</td>
<td>Project Architect</td>
<td>Grand Forks, ND</td>
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<td>North Dakota State University</td>
<td>Architecture Department Teaching Assistant</td>
<td>Fargo, ND</td>
<td>1992-1993</td>
</tr>
</tbody>
</table>

EDUCATION & AFFILIATIONS

- Bachelor of Architecture, North Dakota State University, Fargo, North Dakota 1993
- LEED-Accredited Professional, 2010-Current
- Licensed Architect, ND, MN, WI, IA 1999-Current
- American Institute of Architects | Member 1993-Current

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

### PRESENTATIONS AND ENGAGEMENTS

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>St. Cloud Forum of Executive Women</td>
<td>Values: Aligning Purpose, Path, and Pay</td>
</tr>
<tr>
<td>NCEO Employee-ownership Conference</td>
<td>Developing Leadership and Employee Engagement</td>
</tr>
<tr>
<td>AIA Minnesota</td>
<td>Pragmatism, Agility, and Well-Being: Business and Personal Resiliency for Leadership</td>
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<tr>
<td>AIA Minneapolis</td>
<td>Leading an Architectural Firm in 2020</td>
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<tr>
<td>The Growth Mindset Webinar</td>
<td>Aligning Company and Culture to Future Scenarios</td>
</tr>
<tr>
<td>PSMJ HR Summit</td>
<td>Connection and Mentoring Roadmap for a Remote World</td>
</tr>
<tr>
<td>PSMJ</td>
<td>Senior Executive Briefing</td>
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<tr>
<td>Survive and Thrive Webinar</td>
<td>Stabilizing Today to Thrive in the Month’s to Come</td>
</tr>
<tr>
<td>NCEO Employee-ownership Conference</td>
<td>ESOs in Challenging Times: Leveraging Lessons Learned</td>
</tr>
<tr>
<td>Minnesota Architects Political Action Committee/MAPAC</td>
<td>AIA MN Member Congress Address</td>
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<tr>
<td>AIA Minnesota Conference</td>
<td>Navigating Through the Leadership Pipeline</td>
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<tr>
<td>AIA National, Women’s Leadership Conference</td>
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<tr>
<td>AIA Western Mountain Region Convention</td>
<td>Are You as an Architect a Rising Leader?</td>
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<tr>
<td>AIA National Women’s Leadership Summit</td>
<td>Reclaim, the Power of Potential</td>
</tr>
<tr>
<td>ENR Mountain States</td>
<td>Design Awards – Best Projects 2019</td>
</tr>
<tr>
<td>MN/Dakotas ESOP Association</td>
<td>Managing Expectations During an Economic Boom</td>
</tr>
<tr>
<td>AIA Minnesota</td>
<td>Contracts 101: Why and When You Need Them</td>
</tr>
<tr>
<td>A/E Advisors CEO Forum</td>
<td>HR’s Value to Your Firm – Changing from Transactional to Strategic</td>
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<tr>
<td>AIA Minnesota Council of Firms</td>
<td>Inflection Points</td>
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<tr>
<td>A/E Advisors Conference</td>
<td>Thinking Like a Start-up</td>
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<tr>
<td>AIA Minnesota Member Congress</td>
<td>Presidential Address: There is Nothing So Stable As Change</td>
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<tr>
<td>PSMJ Summit</td>
<td>Navigating Change in a Growing Firm</td>
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<tr>
<td>INC Magazine</td>
<td>Best Places to Work Feature with Michael McDermott</td>
</tr>
<tr>
<td>MSP Business Journal</td>
<td>Table of Experts: Design/Build Panel Discussion</td>
</tr>
<tr>
<td>Minnesota Construction Association</td>
<td>Design Awards</td>
</tr>
<tr>
<td>American Council of Engineering Companies (ACEC)</td>
<td>Design Awards</td>
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<tr>
<td>AIA Minnesota Member Congress</td>
<td>Presidential Address</td>
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<tr>
<td>AIA Montana Fall Conference</td>
<td>Navigating Change in a Growing Firm</td>
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<td>AIA Minnesota Council of Firms</td>
<td>One-Firm Model</td>
</tr>
<tr>
<td>AIA Minnesota Annual Convention</td>
<td>Establishing the Business Case for Women in Architecture</td>
</tr>
</tbody>
</table>
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.

**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

**AL PALMER VISITOR CENTER**
Grand Forks, North Dakota
Pop. 56,500
CEO, Director of Design
2021 AIA North Dakota, Juror’s Choice 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

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

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

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”
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.
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
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.

SECTION 2.1 | SIGNIFICANT WORK

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, formulating 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 Caryell | 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**
SECTION 2.2 | AWARDS & HONORS

HONORS
Finance & Commerce | Top Women in Construction Finalist ................................................................. 2021
AIA Minnesota | Presidential Citation (Recognition for service on Executive VP Search Committee) ................................................................. 2015
AIA Minnesota | Presidential Citation (Recognition for service as Convention Chair) ................................................................. 2012
Prairie Business Magazine | Outstanding Woman Manager ........................................................................... 2011
Fargo Diocese | Bishop’s Service Award .................................................................................................. 2007
Alpha Rho Chi Medal | Recipient ......................................................................................................................... 1993
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 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
Inc Magazine | 50 Best Places to Work in America ...................................................................................................... 2016
Inc Magazine | Top 5000 Fastest-Growing Privately-Held Companies in the US ......................................................... 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
SECTION 2.2 | AWARDS & HONORS

AIA PROJECT AWARDS

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

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

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Location</th>
<th>LEED Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of North Dakota, Gorecki Alumni Center</td>
<td>Grand Forks, North Dakota</td>
<td>LEED Platinum</td>
</tr>
<tr>
<td>Black Gold Corporate Headquarters</td>
<td>Grand Forks, North Dakota</td>
<td>LEED Gold</td>
</tr>
<tr>
<td>US Bank Stadium</td>
<td>Minneapolis, Minnesota</td>
<td>LEED Gold</td>
</tr>
<tr>
<td>South Dakota State University, Ness School of Management &amp; Economics</td>
<td>Brookings, South Dakota</td>
<td>LEED Gold</td>
</tr>
<tr>
<td>Mountair-Williams Electric Cooperative</td>
<td>Williston, North Dakota</td>
<td>LEED Gold</td>
</tr>
<tr>
<td>University of North Dakota, Education Building</td>
<td>Grand Forks, North Dakota</td>
<td>LEED Silver</td>
</tr>
<tr>
<td>Twin Buttes Elementary School</td>
<td>Halliday, North Dakota</td>
<td>LEED Silver</td>
</tr>
<tr>
<td>Alexandria High School</td>
<td>Alexandria, Minnesota</td>
<td>LEED Silver</td>
</tr>
<tr>
<td>GFK International Airport Terminal</td>
<td>Grand Forks, North Dakota</td>
<td>LEED Silver</td>
</tr>
<tr>
<td>Sanford Union Clinic</td>
<td>Mayville, North Dakota</td>
<td>LEED Silver</td>
</tr>
<tr>
<td>Cascade Creek Apartments</td>
<td>Rochester, Minnesota</td>
<td>LEED Silver</td>
</tr>
<tr>
<td>University of Minnesota-Morris, Research &amp; Outreach Center</td>
<td>Morris, Minnesota</td>
<td>LEED Silver</td>
</tr>
<tr>
<td>Camp Ripley UASOF</td>
<td>Little Falls, Minnesota</td>
<td>LEED Silver</td>
</tr>
<tr>
<td>Minot Air Force Base FY10 Dormitory</td>
<td>Minot, North Dakota</td>
<td>LEED Silver</td>
</tr>
<tr>
<td>Minot Air Force Base FY12 Dormitory</td>
<td>Minot, North Dakota</td>
<td>LEED Silver</td>
</tr>
<tr>
<td>North Dakota State College of Science, Horton Hall</td>
<td>Wahpeton, North Dakota</td>
<td>LEED Certified</td>
</tr>
<tr>
<td>Valley City State University, Rhoades Science Center</td>
<td>Valley City, North Dakota</td>
<td>LEED Certified</td>
</tr>
<tr>
<td>Parts Central</td>
<td>Rapid City, South Dakota</td>
<td>LEED Certified</td>
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<tr>
<td>Theodore Roosevelt Presidential Library</td>
<td>Medora, North Dakota</td>
<td>Seeking Living Building Certification</td>
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<tr>
<td>Joint Operations Center</td>
<td>Thief River Falls, Minnesota</td>
<td>Minnesota B3</td>
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<tr>
<td>University of Minnesota-Crookston, Lysaker Wellness Center</td>
<td>Crookston, Minnesota</td>
<td>Minnesota Best of B3</td>
</tr>
<tr>
<td>University of Minnesota, East Bank Recreation Center</td>
<td>Minneapolis, Minnesota</td>
<td>Minnesota Best of B3</td>
</tr>
<tr>
<td>University of Minnesota, Clinics &amp; Surgery Center</td>
<td>Minneapolis, Minnesota</td>
<td>Minnesota B3</td>
</tr>
<tr>
<td>University of Minnesota-Morris, WCROC</td>
<td>Morris, Minnesota</td>
<td>Minnesota B3</td>
</tr>
<tr>
<td>Minnesota State, Transportation Center</td>
<td>Moorhead, Minnesota</td>
<td>Minnesota B3</td>
</tr>
<tr>
<td>Phillips Aquatics Center</td>
<td>Minneapolis, Minnesota</td>
<td>Minnesota B3</td>
</tr>
<tr>
<td>Frogtown Community Center</td>
<td>St. Paul, Minnesota</td>
<td>Minnesota B3</td>
</tr>
<tr>
<td>JLG Office</td>
<td>Grand Forks, North Dakota</td>
<td>Seeking Net Zero Energy Target</td>
</tr>
</tbody>
</table>
SECTION 2.3 | PUBLICATIONS

SELECT PUBLICATIONS

Mastering Midsize | Driving Midsized Growth: People by Robert Sher .......................................................... September 2021

Prairie Business Magazine | Sustainable Architecture .................................................................................. August 2021

Trimble | How Architects Can Embed Sustainable Design into Every Design Project .................. August 2021

AIA.org | A’21: Tips for Building an Exceptional Sustainable Practice ............................................. July 2021

Minnesota Physician | The Future of Rural Healthcare .................................................................................. June 2021

Fargo INC | JLG Architects’ 15-Year Impact on the Fargo Community .................................................. May 2021

Center for the Built Environment | Explorers of Design Excellence, Community Engagement, and Quality of Life ...... May 2021

Friedman Files | Confronting Loss in Your A/E/C Firm ............................................................................. April 2021

The Bridge | Prioritizing Strategic Planning in Times of Uncertainty .................................................. February 2021

National Center for Employee-ownership | Prioritizing Strategic Planning in Times of Turbulence .................................................. September 2020

Forbes | How Midsize Companies Grow Their Own Talent Right Out of College ......................... January 2020

Prairie Business Magazine | ESOPS, A Heartland Specialty, Turn Workers Into Owners .................................... June 2018

The Zweig Group | JLG Could Draw Interest As Market Heats Up, Industry Sources Say .............................. January 2018

Planning for Higher Education Journal | Changing the Future of Health Care .................................................................. September 2017

AIA Minnesota Matrix | The Heart of an Architect .................................................................................. November 2016

AIA Minnesota Matrix | Outreach – Connecting with Kids Who Are Born to Be Architects .......................... September 2016

AIA Minnesota Matrix | Take a Break ............................................................................................................. July 2016

AIA Minnesota Matrix | Welcome Back – Re-engaging the Profession .................................................................. May 2016

AIA Minnesota Matrix | A Seat at the Table ..................................................................................................... March 2016

NCARB Blog | What to Wear to Work ........................................................................................................ April 2016

AIA Minnesota Matrix | Getting to Know You .......................................................................................... January 2016

INC. Magazine | The 50 Best Places to Work in 2016.................................................................................. 2016

PSMJ Circle of Excellence e-book series | The Road to Success for a First-time Circle of Excellence Member ..... November 2015

Prairie Business Magazine | Designing a Successful Expansion .................................................................. April 2015

Finance & Commerce | Making the ‘Business Case’ for More Women Architects .................................................. November 2014

The Forum | ‘Completely Invested,’ JLG Sees Long-Term Potential in Western ND .............................. November 2014

World Architects | Building of the Week .................................................................................................. August 2014

Fargo Forum | JLG ‘Rocks’ Architecture Firm Has Many Reasons to Celebrate ........................................ April 2014

The Zweig Letter | Don’t Forget to Build in Some Fun .............................................................................. April 2014

Design Book | 50 US Architects .............................................................................................................. December 2014

MICHIELLE MONGEON ALLEN, AIA | 2022 FAIA SUBMISSION | OBJECT 2: PRACTICE MANAGEMENT 17
CULTIVATING REGIONAL TALENT
- Community Engagement
- JLG Gives Back
- Vocational Programming
- University Relations
- JLGdna

BUILDING PROFESSIONAL OPPORTUNITY
- Infrastructure for growth
- High-Performance outcomes

KING’S WALK CLUBHOUSE
Grand Forks, North Dakota
Pop: 56,500
Client Grand Forks Park District
Photographer Lonnie Laffen

FARMHOUSE BISTRO & BAR
Spearfish, South Dakota
Pop: 11,547
Client Meredith Pangburn
Photographer Chad Ziemendorf

GRAND FORKS REGIONAL WATER TREATMENT PLANT
Grand Forks, North Dakota
Pop: 56,500
Client City of Grand Forks
Photographer Chad Ziemendorf

FIRST WESTERN BANK & TRUST
Bismarck, North Dakota
Pop: 72,777
Client First Western Bank & Trust
Photographer Chad Ziemendorf

UND GORECKI ALUMNI CENTER
University of North Dakota
Pop: 56,500
Client University of North Dakota Alumni Foundation
Photographer Lonnie Laffen

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

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...
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
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.

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.

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

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Joel Davy, FAIA | JLG Architects | Former Partner
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 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)

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.

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.
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 Midsized 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.

“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

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

Jim Galloway, AIA | JLG Architects | Partner and JLG Board of Directors

EXHIBIT 2 | CULTIVATING REGIONAL TALENT
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)

![One-Firm Operational Org Structure](image-url)
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% ownership, 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)

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.

FIGURE 28

ESOP Organization Structure

FIGURE 29

JLG’s ESOP VALUATION TIMELINE

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</tbody>
</table>

Michelle Mongeon Allen, AIA | 2022 FAIA SUBMISSION | OBJECT 2: PRACTICE MANAGEMENT

26
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)

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

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**Dan Miller, AIA | JLG Architects | President/Chair of the Board of Directors**
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.

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.

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.
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.

**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 lacy texture

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

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Todd Feland, City Administrator
City of Grand Forks | Client
Inspired by a parti to reflect the past, present, and future of the client, while unifying 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.

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

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

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Tim O’Keefe, CEO
UND Alumni Association & Foundation | Client
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

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

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Ed O’Keefe, CEO
Theodore Roosevelt Presidential Library Foundation
Principal-in-Charge

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.

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Ed O’Keefe, CEO
Theodore Roosevelt Presidential Library Foundation
Principal-in-Charge

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