

## POSITION AND CANDIDATE SPECIFICATION

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**The National Minority Supplier Development Council, Inc. (NMSDC®)**

**President**

**Position Title:** President  
**Reporting To:** NMSDC Board Members  
**Location:** New York, NY



The National Minority Supplier Development Council, Inc. (NMSDC®) seeks a dynamic and talented President to lead this national business membership organization. This individual will take the helm of a 45-year-old organization serving corporate America and minority-owned businesses. This is a unique opportunity for an exceptional leader and manager to have a substantial impact on innovative programs that help increase corporate member purchases from minority-owned businesses.

The president position will be opening due to the impending retirement of the incumbent president, Ms. Harriet R. Michel, who has served with notable distinction for the past 21 years.

Since 1972, the NMSDC, a 501(c)(3), has transformed prospects for minority businesses in the U.S. by creating programs to assist corporate members in improving their minority supplier development processes, offering valuable training for supplier development professionals and providing thousands of minority business owners with the opportunity to compete for corporate contracts.

**Mission:**

Providing a direct link between corporate America and minority-owned businesses is the primary objective of the National Minority Supplier Development Council, one of the country's leading corporate membership organizations. It was chartered in 1972 to provide increased procurement and business opportunities for minority businesses of all sizes.

The NMSDC Network includes a National Office in New York and 37 regional councils across the country. There are 3,500 corporate members throughout the network, including most of America's largest publicly owned, privately-owned and foreign-owned companies, as well as universities, hospitals and other buying institutions. The regional councils certify and match more than 15,000 minority-owned businesses (Asian, Black, Hispanic, and Native American) with member corporations that want to purchase their goods and services.

Details about NMSDC can be accessed at [www.nmsdc.org](http://www.nmsdc.org).

**The President**

The President will provide leadership to this network and be responsible for the development of a clear strategy and business plan for the organization. S/he will report to the board, direct a widely respected and talented staff and coordinate with constituent regional affiliates and advisory boards.

The president will represent the organization to a host of corporate executives of U.S.-based and international public and private corporations, as well as entrepreneurs. S/he will help to articulate a persuasive agenda and craft new strategies and programs consistent with NMSDC's mission. S/he will be measured on her/his ability to effectively serve corporate members through galvanizing an ever-growing source of U.S. and international minority business enterprises (MBEs). S/he must help maintain NMSDC's reputation for creative thinking, action and impact.

To realize such potential, the president will need to move to build upon the organization's foundation in the areas of planning, relationships, resources and infrastructure. Specifically, the president will be expected to focus in the following arenas:

### **Sustaining programs for national impact and scaling for international expansion**

The president will sustain and strengthen existing programmatic links between members and MBEs. This will sustain productivity, creativity and efficiency of each program, as well as the organization as a whole. The new president will also lead the organization in making strategic decisions about continuing the incremental international expansion and determining metrics to measure effectiveness and impact.

### **Forging Cooperative Relationships**

The president will be expected to be the hub of a growing, effective network of business executives, corporate members and MBEs, domestically and internationally. S/he will need to keep current with business needs for a responsive supply chain, with the goal of gaining greater partnerships and engagement nationally and internationally.

S/he will also be responsible for communicating the organization's achievements and ambitions through print and electronic media, and for serving as a public advocate for the overall mission of the organization.

### **Attracting Financial Resources**

Building on the existing momentum, the president will be expected to grow existing revenue sources, specifically, membership, the annual conference and business opportunity fair and other events and programs. S/he will support revenue growth through significant personal involvement and by helping to formulate and galvanize board, volunteer and staff efforts.

### **Building Organizational Infrastructure and Performance**

#### **Staff and Office Culture**

The president will directly supervise 3 Vice Presidents: Finance and Administration; Development; and Programs and Field Operations. The other 19 NMSDC staff members include directors, managers and assistants. This lean, efficient team values their collegial culture, characterized by organizational

transparency, genuine collaboration, respectful and timely communications, keen attention to detail and a high quality of organizational performance.

The president will preserve this sense of shared purpose throughout the organization; working closely with the senior staff to sustain the ethos of rigorous planning and outcome evaluation, while preserving the entrepreneurial and innovative spirit in all aspects of NMSDC's work. Building on the recent independent study of the organizational infrastructure, s/he will work closely with the senior staff to establish an appropriate, effective, and flexible leadership team, organizational structure and model of partnership between board and staff.

### **The Ideal Candidate**

This position provides a rare opportunity to lead a national initiative with an enviable legacy for significant impact on the success of corporate America's work with MBEs. The role requires a leader with vision and entrepreneurial talent, a solid understanding of the aspirations of minority business owners, the complexity of the corporate supply chain environment, as well as the power of building wealth in minority communities.

The ideal candidate will be equal parts evangelist, capitalist, facilitator and manager. Candidates may come from a variety of backgrounds, but must bring a keen interest and commitment to the vitality of minority supplier development, and a track record of successful leadership of complex initiatives.

The successful candidate will possess many of the following professional qualifications and personal attributes.

### **Qualifications and personal attributes within each category are listed in rank order.**

#### **Education**

- At minimum an earned Master's degree, preferably in Business Administration, or equivalency gained through commensurate experience.

#### **Capacity**

- \*A strong intellect. A genuine interest in new ideas and the transfer of ideas into action.
- \*A powerful attraction and commitment to the mission and values of NMSDC, and an understanding and sensitivity to the racial, economic and power dynamics inherent to this type of endeavor.
- Keen diplomatic instincts, proven ability to open doors, forge alliances, generate enthusiasm and build collaboration among diverse enterprises and individuals.
- The ability to define, articulate and implement an action agenda.
- A leader of stature who brings a strong profile and existing relationships in the business sector.

## **Experience**

- \*Possess 12-15 years of senior management experience leading a complex and diverse enterprise (industrial or non-profit), especially one with local, national and/or international operations and priorities. Experience setting and implementing organizational strategy, managing through growth and change, and exercising strategic financial management.
- A record of successful revenue generation or fundraising. The talent and drive to develop a rapport with a wide variety of people, and an ability to gain the confidence and
- motivate prospective funders and donors. A commitment to extensive travel for speaking and
- fundraising purposes is necessary.
- Experience working in a leadership role to successfully guide significant public/private initiatives. The ability and savvy to win the respect of political, corporate, community and institutional leaders.
- Familiarity, engagement and strength in business practices and skills, especially as demonstrated by a successful track record of leading a very large organization.
- A record of attracting, retaining and developing an excellent and diverse staff, delegating effectively to them, and purposefully developing them to their highest potential.

## **Style**

- \*Superb judgment, integrity and an unerring instinct for the high road, resilience and stamina for the task at hand, personal grace in dealing with a broad spectrum of personalities and good humor in leading the day-to-day work of the organization.
- \*Public presence and outstanding communication skills. The ability to operate in the spotlight as well as share it with board members and other staff in order to promote successes of the organization and its partners.
- An accessible, engaged and engaging style as a leader and colleague; the inclination to circulate, listen and learn; a bias for action and an orientation towards results. A naturally consultative and participative demeanor coupled with the willingness to act decisively when consensus is elusive.
- An assertive style which, when in tough conversations or confronted by doubters, inspires consensus.

## **\* Top 5 most important qualifications**

## **History**

The NMSDC® grew out of an effort that started in 1968 when three Chicago organizations came together to introduce that city's first minority business opportunity showcase, The Suppliers Opportunity Fair. They were the Chicago Association of Commerce and Industry, Chicago Economic Development Corporation (CEDC), and the Chicago Urban League.

The one-day event was so successful that 1969 saw its incorporation as the Chicago Business Opportunity Fair, with 14 guarantor companies becoming the Fair's sustaining force and the Chicago Cosmopolitan

Chamber of Commerce becoming its fourth sponsor. That year, the Fair attracted 600 representatives of minority-owned businesses who met with 200 representatives of large Chicago firms.

Inspired by the obvious success of Chicago's initiative on behalf of the minority business community, a number of other cities began prototype programs. At the same time, the U.S. Department of Commerce, Office of Minority Business Enterprise, with local offices in a number of cities, was seeking ways to beef up its program to promote minority business development in the private sector.

Recognizing the need for a national organization to coordinate, nurture and give momentum to this minority business development activity, the National Minority Purchasing Council was organized in 1972 and incorporated the following year. Later, the name was changed to National Minority Supplier Development Council (NMSDC).

In 1974, the Office of Minority Business Enterprise entered into a contract with NMSDC "to pursue the single objective of encouraging major corporations to adopt and implement programs to increase their purchases of goods and services from minority businesses." This resulted in the establishment and funding of a network of Regional Minority Supplier Development Councils (RMSDCs).

The relationship initiated in 1974 with the Office of Minority Business Enterprise was renewed each fiscal year through 1987, when growing support from the private sector for the NMSDC network, led by mutual agreement, to the discontinuation of government funding.

The amount of purchases by NMSDC corporate members from minority businesses has grown from an estimated \$86 million in 1972 to \$100.5 billion in 2008.

Today, minorities represent 28% of the United States population, but minority businesses represent only 15% of total businesses, 3% of gross receipts and 4% of total corporate purchases. Much more remains to be done.

## **Governance**

NMSDC is governed by an 80-member volunteer board of directors that includes representation from the diverse community it serves, specifically, corporate members, MBE clients and representation of regional affiliates and their boards. The national board supervises the president (primarily through the Executive Committee), establishes long-range objectives, provides direction in major policy areas and ensures financial stability. Board governance is supplemented by the existence of several non-board, advisory committees of (1) MBEs and (2) regional councils.

## **Programs and Accomplishments**

During Ms. Michel's tenure, NMSDC's corporate membership nearly quadrupled, and corporate member purchases from minority-owned businesses increased from \$10.5 billion to more than \$100 billion. The organization's staff increased from 8 to 22, and its annual budget grew from \$2 million-plus to \$16 million, which has strengthened the affiliate network, too.

Since Ms. Michel became president, nine chairmen from major corporations served as chairman of the NMSDC board, including David E. Miller (JCPenney Stores and Catalog, 1986-1988); Joseph E. Antonini (Kmart Corporation, 1988-1991); Robert C. Stempel (General Motors Corporation, 1991-1993); Arthur C. Martinez (Sears, Roebuck and Co., 1994-1997); George A. David (United Technologies Corporation, 1998-2000); Daniel P. Burnham (Raytheon Company, 2001-2003); John M. Barth (Johnson Controls, Inc. 2004-2005); and Steven S. Reinemund (PepsiCo, Inc., 2006-2007). Terry J. Lundgren, chairman, president and chief executive officer of Macy's Inc., is the current chairman.

Under Ms. Michel's leadership, the NMSDC experienced tremendous financial growth and implemented all of the core national programs available to its corporate members and MBEs today.

### **NMSDC's core programs include:**

**NMSDC's Minority Business Information Center** was created in 1994. It is the only national centralized source of information about minority business development and trends. The Center's resources include access to online databases; a vast collection of magazines, newspapers and journals with articles pertinent to minority business development; statistical data from the U.S. Bureau of the Census; books containing corporate facts and figures; information on legislation affecting minority business development; links to relevant sites for the government, media and other organizations; publications, order forms, audio and video cassettes; NMSDC Council referrals for certification; and the organization's e-Newsletter and archives.

The NMSDC established the **Corporate Plus® program** in 1995 as a national membership category for MBEs to recognize their national capabilities, bring them to the attention of more national corporate members, and expand their participation in the NMSDC network. The program currently has 87 members.

The following year, NMSDC partnered with the J.L. Kellogg School of Management at Northwestern University to offer the **Advanced Management Education Program (AMEP)**. The program is designed to provide certified, established, expansion-oriented MBEs with the tools and skills needed to achieve and sustain accelerated growth. AMEP combines NMSDC's knowledge of minority supplier development with Kellogg's ability to develop and deliver leading-edge executive education during the four-day program. It helps high potential MBEs achieve the next level of business success. To date, more than 400 MBEs have completed the program.

As business became more global, the NMSDC responded by replicating its business model outside the U.S. In 2001, the organization established its **International Program** to take the NMSDC mission abroad by establishing NMSDC counterpart organizations. Another activity has been business opportunity missions sponsored by NMSDC corporate members with a strong business presence in Australia, Brazil, Canada, China, South Africa and the United Kingdom. U.S. minority business owners participate in the missions to learn about global business opportunities and meet foreign-based business owners who could be potential business partners.

In 2005, the NMSDC created the **Centers of Excellence** program, regional business modules designed to enhance successful business relationships between corporations and MBEs by strengthening corporate minority supplier development processes. This is done through knowledge-sharing and excellence in implementing NMSDC best practices. Beginning in 2006, the program launched modules in Atlanta, Chicago, Cincinnati, New York/New Jersey and San Antonio. Each module consists of 8 to 10 locally based corporations working with 16-20 MBEs.

The organization introduced an online learning course for corporate minority supplier development professionals, as well as national and regional seminars to address challenges and trends in supplier development and supply chain transformation.

Under Ms. Michel's guidance, the organization expanded the size of its annual conference from 700 attendees in 1988 to more than 7,000. A one-day business opportunity fair was added to the conference, which is considered the nation's benchmark forum for minority supplier development.

In 1990, the NMSDC created the annual Minority Business Leadership Awards Dinner-Dance to recognize MBEs and corporations for their long-standing achievements in minority supplier development. Today, more than 1,700 guests attend the event.

*The National Minority Supplier Development Council, Inc.® is an affirmative action/equal opportunity employer.*

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