



The First Source for Nonprofit Leaders SINCE 1963



POSITION GUIDE

ORGANIZATION:	Michigan Manufacturers Association
POSITION:	President & CEO
REPORTS TO:	Board of Directors
LOCATION:	Lansing, MI

MISSION AND VALUES STATEMENT

The Michigan Manufacturers Association (MMA) is the state's leading advocate focused solely on securing a prosperous future for Michigan manufacturers through effective advocacy, meaningful education and strategic business services.

Recognized as the go-to organization for Michigan manufacturers, MMA remains committed to its standing values of trust, leadership, knowledge, influence, and relationship building — all for the continued success of the state's largest and most vital industry.

ABOUT THE MMA

Founded in 1902, Michigan Manufacturers Association (MMA) exists as a non-profit voluntary association incorporated under Michigan laws and represents the interests and needs of nearly 2,000-member companies. Recognized as the voice of Michigan industry, MMA has strived to meet the changing needs of its member companies who embody one of the largest manufacturing states in the country. Michigan manufacturers encompasses several subsectors of the Michigan economy — automotive (largest in the country), metals, machinery, food & beverage, plastics, rubber, bioscience, furniture, chemical products, computer and electronics and defense — and MMA includes among its membership every facet of the industry — companies ranging from small manufacturers to the world's largest and most well-known corporations.

MMA's major emphasis is governmental affairs. Most large corporations have established, from necessity, in-house public or government affairs departments. Small and medium size companies do not have the resources or personnel to monitor government actions or to influence decisions being made in the public sector which

affect their ability to operate effectively. By joining MMA, each member has access to a competent and experienced staff member that provides information, facts and, most importantly, action and representation on vital issues, such as the victorious personal property tax repeal, which saves \$576 million annually for manufacturers. Members with government affairs teams also gain important advantages through working with MMA staff. This partnership allows them to increase their impact in Lansing and to provide a public lead on issues which individual corporations may want to work on in a non-public way.

MMA provides a united, strong, and active voice that creates a business climate in Michigan that is conducive to the creation, retention, and expansion of jobs for its citizens. The organization remains committed to and actively involved in working with other organizations and coalitions on critical issues among the industry: tax policy, employer issues, talent management, health care policy, regulatory policy, environmental policy, and energy policy. MMA offers members the opportunity to participate in a variety of manufacturing-focused and member-driven policy committees which develop policy direction for the association and provide opportunities for members to interact with policymakers and other members of the regulated manufacturing community.

Additionally, MMA is a leader in promoting programs for talent development. Formerly the Skilled Trades Training Fund, the [Going PRO Talent Fund](#) is one of the state's most effective resources to combat manufacturing's talent crisis. Since its inception in 2014, the Going PRO Talent Fund has helped manufacturers leverage nearly \$1 billion in funding for talent and workforce development programs. The nearly \$30,000,000 in employer Going PRO Talent Fund grants for Fiscal Year 2019 represents the second consecutive year where so much talent funding was available to local manufacturers.

MMA members also benefit from professional development and networking events that are held across the state and focus on the latest emerging issues that impact manufacturers. MFG Forum, Lobby Day, and the MFG Excellence Awards are the major events produced annually by MMA and are created with businesses of all sizes in mind and offer applicable take-aways and real-world best practices.

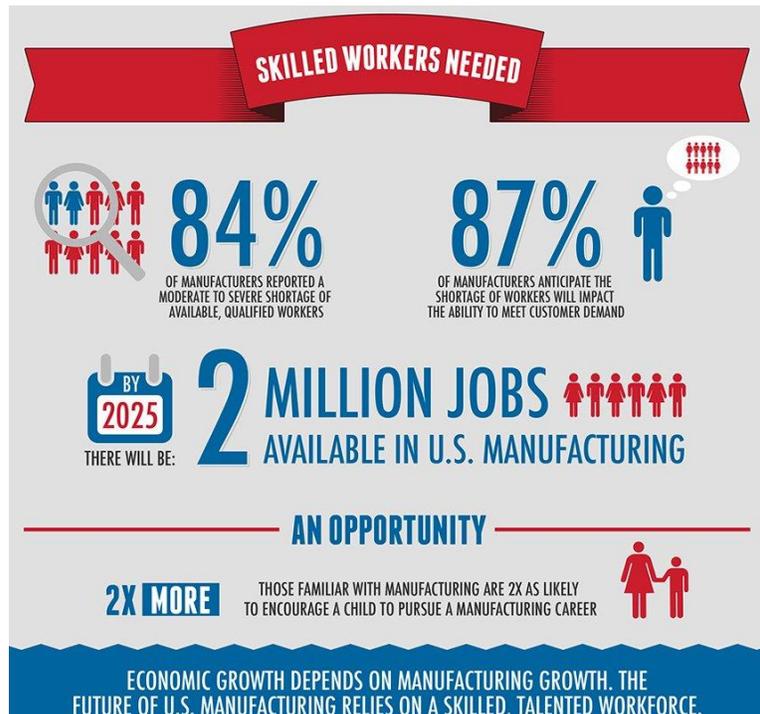
The MMA has a staff of 21 full-time employees and has an operating budget of approximately \$4.5 million. The MMA Board of Directors is an elected entity featuring 27 highly professional and committed industry leaders poised to enhance manufacturing's growth and longevity.

MMA Service Corporation (MMASC)

In addition to the nonprofit arm of MMA, the MMA Service Corporation (MMASC), established in 1980, is MMA's for-profit subsidiary. Governed by a separate Board of 8 Directors, the day-to-day operations are handled by the MMA and Service Corp's dual management teams. MMASC provides a variety of services for members in order to safeguard success, growth, and a competitive edge: human resources services, industrial services, employee discounts and insurance programs. The revenue generated from the products and services offered by the Service Corp is substantial to the financial success of the MMA and its efforts account for approximately two-thirds of the overall Association budget.

What are the issues facing Michigan manufacturing and how is the MMA helping?

After the Great Recession, Michigan manufacturing took a big hit with a loss of over 450,000 jobs. After years of slow recovery, Michigan's gross domestic product is finally above pre-Great Recession levels. Jobs are plentiful, and unemployment remains at lows not seen since the beginning of 2000. Total manufacturing output in Michigan in



2015 was \$92.55 billion and in 2016, \$52 billion in goods was exported. Manufacturing directly employs more than 600,000 people in the state and manufacturers in Michigan account for 19% of the state GDP, sixth highest in the nation.

Over the next decade, nearly 3½ million manufacturing jobs will likely be needed, and 2 million are expected to go unfilled due to the skills gap. In Michigan especially, manufacturers and pro-manufacturing organizations are working to drive up interest in

manufacturing careers and improve the future outlook for the industry, local communities and individual businesses. The Michigan Manufacturers Association is proud to lead one such effort. America's manufacturing industry faces a two-fold talent challenge: pipeline and image. With input and advice from the MMA Talent Advisory Council, MMA entered into a partnership with two nationally recognized organizations to help address both the pipeline and image challenges, the [Manufacturing Institute's Dream It Do It®](#) program and the [SME Education Foundation's Partnership Response In Manufacturing Education \(PRIME®\)](#) initiative.

THE OPPORTUNITY

MMA has built a strong reputation as the leading voice on issues relating to the manufacturing industry in the state of Michigan. It has been well known and respected over the years for its expertise and contributions via advocacy.

The next President & CEO will have the opportunity to build upon this success while working aggressively to address the Association's downward trend in membership during an 8-year upward trend in manufacturing. There are approximately 17,000 manufacturers in the state of Michigan, yet MMA's membership is reflective of only about 10% of the pool. Further opportunities exist to leverage the successes and seek out new offerings within the Service Corp. A strong, forward thinking focus on business

development is going to be key to future success of the organization. Working directly with the Board of Directors, the President & CEO will be responsible for enhancing MMA's role and profile as an advocate and positioning the Association as the leader in the field for years ahead.

POSITION SUMMARY

The President is appointed by the Board of Directors and serves as the Association's chief executive officer responsible for the general and active management of the activities of the Association. The President will see that all orders and resolutions of the Board are carried into effect.

The Board delegates to the President the ability to commit Association resources to achieve the organization's mission, goals, objectives and related policies and is responsible for their implementation. He/She will assume the duties and responsibilities of the office in accordance with the bylaws, adopted policies, direction and instruction of the Board of Directors, Executive Committee or the duly authorized representative of either.

The primary responsibilities of this position include, but are not limited to the following:

- Provide for the legal, financial, business, and ethical health of the organization(s).
- Provide necessary support for the Board of Directors of the Association and MMASC.
- Provide ongoing leadership in the operation of the Association and the MMASC.
- Provide for the development, direction and support of quality legislative activities.

CANDIDATE PROFILE

We seek a proven executive-level leader whose career in a similar-size or larger national association, or comparable business enterprise, has been noted by their ability to be an agent of change. He/she will have demonstrated ability to chart a path forward with exceptional communication skills and servant leadership style. This person must exhibit success in collaborating with and convening diverse stakeholders sharing common interests and values so that the tactics and strategic goals of the organization are pursued in a collegial, transparent and highly participatory manner. The successful candidate will exhibit boundless passion and energy, must be politically astute, and possess a strategic vision. This person will need to have deep experience in helping to reorganize organizations into a more meaningful, efficient, and cohesive structure. Direct experience in manufacturing is not required, though general knowledge of the industry is highly advantageous.

A successful candidate will have a proven record in driving revenue and diversifying said streams; building strategic advocacy and outreach efforts on behalf of an organization or association; a creative approach to marketing and branding; strong negotiation skills; and a comfort level being the face of the organization. He/she will need an awareness, understanding, and passion for the programs that MMA offers

and in turn, promote and drive them. We seek a leader who can develop and support a team of professional employees through effective delegation, professional development, and confident decision making. The qualified candidate will possess very strong organizational skills, excellent knowledge and understanding of business and financial issues, including how to manage a substantial investment fund.

This person should demonstrate an ability to both raise the profile of MMA within the state and nationally and to support the best interests of members. Experience working with diverse stakeholders to build new business relationships, partnerships, and expanded membership is highly desired. Along with these skills, the next MMA President & CEO will demonstrate personal attributes of authenticity, strategic problem-solving, proactive approaches, diplomacy, emotional intelligence, humbleness and nimbleness.

An undergraduate degree from an accredited college or university is required. An advanced degree is preferred. Demonstration of continuing professional education, accreditation in a professional field and/or board leadership at a state or national professional or trade association would be highly desirable.

To apply, please send a current resume and letter of introduction to Kittleman & Associates, LLC at <https://www.kittlemansearch.com/michigan-manufacturers-association/>

For more information about Michigan Manufacturers Association please visit <https://mimfg.org/>