

## Senior Vice President



September 2022

The MMAC has partnered with Spano Pratt Executive Search to identify the Senior Vice President. Executive search firm interviews are being conducted over a 6-week period beginning September 6, 2022. Cover letter with resume or nominations may be sent directly to [rspano@spanopratt.com](mailto:rspano@spanopratt.com). Or to schedule a confidential conversation, please contact:

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## **Mission**

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Our mission is to improve metro Milwaukee as a place to invest capital, grow business and create jobs.

## **About The Organization**

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Background. The Metropolitan Milwaukee Association of Commerce (MMAC) was founded in 1861 to promote Milwaukee and represent the interests of its business community. Today, MMAC is the leading business association in the state with nearly 2,000 dues-paying members of all sizes and industries. Collectively, those companies employ 300,000 in the greater Milwaukee area.

The MMAC is governed by a board of 80 business leaders -- CEOs and founders -- elected by the membership. The membership is supported by a staff of 35, operating on an annual budget of \$8M. The Association and its affiliates oversee a balance sheet of \$35M in assets.

**Vision:** A globally competitive region that fosters high-value employment to sustain a vibrant quality of life for all.

**Mission:** To improve metro Milwaukee as a place to invest capital, create jobs and grow businesses.

**Purpose:** To serve as the pro-business advocate, lead effective collaborations that helps grow the region's economy, and provide members with business and professional development opportunities.

**Strategic Pillars:** The organization executes on four strategies to sustain and grow Milwaukee as a top 25 U.S. metro measured by per capita income. They are:

- Collaborate to prepare, attract, and advance the **talent** employers need to thrive.
- Facilitate corporate expansion, attraction, and entrepreneurship to fuel **growth**.
- Foster **equity** in educational attainment, employment, and business development
- Advocate for investment in the assets that enhance the **livability** of the region.

**Structure.** The MMAC is organized as a 501c6 under the IRS code, which provides a nonprofit designation allowing the organization to lobby on behalf of its membership. Several organizations are legal affiliates:

**MMAC Community Support Foundation** is a 501c3 that accepts charitable/philanthropic donations from corporations and individuals that are earmarked for projects to improve the community. Examples range from providing internet connectivity to students during Covid and supporting computer science curriculum in high schools that lack the offering, to funding for the RNC/DNC conventions.

**Milwaukee Development Corporation (MDC)** is a 501c3 evergreen fund investing in catalytic real estate projects to improve the quality of life in the community. MDC can provide financing, co-develop, or initiate its own projects. Ownership examples include Library Hill and Kilbourn apartments. Co-development examples are the Kenilworth Building in conjunction with UW-Milwaukee (apartments, retail, UW Peck School of the Arts). Financing examples include

rehabbing homes and purchasing land to hold for the location of the new Milwaukee Public Museum.

**Milwaukee Urban Strategic Investment Corporation** is a separate development arm of MDC (for tax purposes). This organization also works on a range of projects, including helping finance two charter schools and the purchase of land for the Milwaukee Symphony Orchestra and FISERV Forum.

*\*Milwaukee 7 Partnership for Economic Development.* M7 does not operate as a separate entity, its staff is integrated into MMAC, but it does have dedicated funding. Funds are raised separately through 3-year campaigns. The current campaign is funding corporate attraction and expansion, equity and inclusion work (“Making Milwaukee a Region of Choice”) and an in-depth analysis of the region’s challenges, strengths and opportunities. The MMAC Board and the initiative’s co-chairs oversee its strategies.

**Governance Structure.** The MMAC board (currently 80 members) is elected annually by the membership, which in turn elects the officers. The Chair serves a two-year term. Formal board committees include Nominating, Audit, Budget, and Investment; committee members are appointed by the Chair. In addition, the board appoints the boards of the Community Support Foundation and MDC. The President works directly with the Chair and reports to the board. Cathy Jacobson, Froedtert Health, serves through November 2023. Austin Ramirez, HUSCO, will be nominated to serve as Chair for 2023-'25.



**Financial Overview.** MMAC operates on a \$8M annual budget, inclusive of all staff from MMAC, MDC and M7. Top revenue sources:

- Member dues
- M7 contributions
- United Healthcare affinity program fees
- An annual, fixed draw from invested reserves of 4.25%
- Program fees, sponsorship, and advertising

Major expenses include:

- Staffing/benefits
- Rent
- Program operating costs

MMAC/MDC have net assets of roughly \$20M, not including \$1-2M separately funded for issue advocacy. The frozen defined benefit plan accounts for the only liability at \$1.6M.

**Cultural Indicators.** MMAC places its employees and members at the center of its mission. The organization strives to provide a culture that supports mutual respect and equity, bold ideas, innovation, and results.

**The MMAC Value Proposition.** The MMAC membership encompasses small and midsize employers, large multi-national and headquarter companies. The ability to identify and adapt the organization to the strengths, weaknesses, threats, and opportunities that determine the region's ability to compete for jobs and capital investment is the heart of what makes MMAC uniquely valuable.

MMAC delivers value to its members in two primary ways: serving those who invest for transactional benefits (grow your business) and those who invest for transformational benefits (grow/improve the region).

*The transactional member* is generally looking for business development, peer to peer learning, marketing exposure, or education. Examples of MMAC offerings:

- Executive Roundtables serve small and mid-size business owners/CEOs who meet monthly with non-competitive peers. Roundtables are also organized for CFOs, operational leaders, and sales execs. 400 participants.
- FaB Wisconsin is a specific network for the food and beverage manufacturing cluster, bringing together companies to share industry best practices. 200 participating companies.
- CHRO forum, a group of large company CHROs that meets to share trends, information, policies and practices. 20 participants.
- Drop-in roundtables for international trade compliance and talent acquisition leaders Topic-driven, mostly self-led collaborations that provide a sounding board for technical topics and trends. Participation varies, 20-60 per meeting.
- Networking events and educational programs for members interested in growing their business connections and gaining information on topical issues. Attendance ranges from 50-1000 attendees, 100+ events per year.
- Marketing & Sales utilizing the Association's membership to market and sell products and services through our various communication channels.
- Access to cost savings Top example here is our partnership with United Health Care to provide a level-funded insurance plan. Current participation is 620 companies.

*Transformational members* want to improve the business climate and quality of life in the community -- today and for the future. This goal is accomplished through a collective business community agenda. Examples include:

- Advocacy and lobbying on public policy issues at the local, state, and federal levels for both broad business objectives and individual companies. (Taxes, education, infrastructure, regulatory, and quality of life)
- Business community best practices to improve the climate for doing business in the region. Employers collaborate to improve the region's competitiveness. The Region of Choice for All initiative is a prime example.
- Corporate Attraction and Expansion grows the overall economy. The M7 corporate attraction and expansion discipline is fully owned by MMAC.

## **About the Senior Vice President opportunity**

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MMAC is embarking upon a strategic succession plan and as a result is seeking to hire a Senior Vice President who will partner with the President and work closely with the senior leadership team to help the Association develop a transformational vision of a metro Milwaukee that is globally competitive, fostering high value jobs that sustain a vibrant quality of life for all. The opportunity provides a solid foundation for near term advancement.

Reporting initially to the President who works directly for and with the board of directors, this position will add to a vibrant and senior leadership team at MMAC and serve to maximize mission impact, ensure leadership continuity, and build upon the existing positive momentum. Recent accomplishments include: improving the market for talent, improving community disparities, attracting capital investment and job growth, enhancing the asset of an NBA franchise, advancing K-12 educational attainment, advocating for employers and serving as a conduit in communicating during COVID crisis.

Success indicators include:

- Working with the President to gain knowledge necessary to execute on the MMAC objectives and positively contribute to the areas of public policy, economic development, and member services.
- Assimilate amicably into the senior leadership team, working cross functionally and effectively with team members to increase mission impact.
- Influence externally on behalf of corporate and community stakeholders; develop relationships and a solid understanding of needs, challenges, opportunities and issues.
- Develop positive relationships with board directors and with members.
- Serve as the spokesperson as needed or requested in the absence of the President.

The position requires:

- Strong leadership with a proven track record of collaborating with diverse partners and constituents to achieve mutually beneficial goals and objectives.
- Success developing and advocating policy results as it relates to economic development.
- Knowledge of the Milwaukee area business community; its challenges and opportunities.
- Experience as a nonpartisan business advocate accomplishing an agenda.
- Demonstrated success with effective governance and good board relationship management.
- The ability to both lead and do within a highly collaborative team environment.
- Demonstrated success managing budgets and effectively leading a team.
- Servant leadership style: relatable, approachable, respectful, and trustworthy.
- Ability to transform vision to strategy - Experience creating and executing a strategic plan.
- Effective and strong communication skills -- both written and as a public speaker. Experience with the media as a public spokesperson effectively representing the organization.
- The ability to travel as needed to conferences and meetings.

Education

Bachelor's Degree, Master's preferred from accredited university.

## Location

The Senior Vice President position is based at MMAC headquarters in Milwaukee, where you'll find urban living and a Midwest ambiance combine to provide an ideal work-life balance for modern living. Short commute times, big city amenities, diverse and affordable neighborhoods, below average cost of living, an abundance of natural resources and a nationally recognized education system all come together during an unprecedented time of opportunity and growth.



- The Milwaukee Region is made up of five counties in southeastern Wisconsin – Milwaukee, Waukesha, Ozaukee, Washington and Racine – that have a combined population of nearly 1.8 million people.
- Mitchell International Airport (MKE) is only 10 minutes/8 miles from downtown hotels. More than 45 non-stop destinations, easy 1-stop connections to 160 cities
- Wisconsin Center: A compact, vertical convention center building with 300,000 sq. ft. of function space, conveniently connected by short skywalks to three convention hotels with a total of 1,360 hotel room
- Convention center complex also includes Miller High Life Theatre and UW-Milwaukee Panther Arena and hotel accommodations ranging from major convention hotels to branded and boutique hotels
- More than 200 restaurants in downtown area, many with private dining rooms
- World-class golf courses and urban outdoor recreation activities, including kayaking on downtown rivers, beach volleyball, biking trails, and walking along Lake Michigan
- Historic Third Ward, featuring lively Milwaukee Public Market, al fresco dining, galleries and shopping
- Magnificent, green, Lake Michigan shoreline and 3-mile RiverWalk connecting walkable neighborhoods with lively arts and a professional sports scene

For more information about Milwaukee: <https://www.visitmilwaukee.org/about-mke/>



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