



Executive Recruiting Consultants

*Atlanta • Chicago • New York
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CONFIDENTIAL

Draft Position Specification

Executive Director

THE ORGANIZATION

Founded in 1895, the National Medical Association (NMA; www.nmanet.org) is a 501(c) (3) national professional and scientific organization representing the interests of more than 30,000 African American physicians and the patients they serve. The NMA is committed to improving the quality of health among minorities and disadvantaged people through its membership, professional development, community health education, advocacy, research, and partnerships with federal and private agencies. Throughout its history the NMA has focused primarily on health issues related to African Americans and medically underserved populations; however, its principles, goals, initiatives and philosophy encompass all ethnic groups. Specifically, the NMA is committed to: 1) preventing the diseases, disabilities, and adverse health conditions that disproportionately or differentially impact persons of African descent and underserved populations; 2) supporting efforts that improve the quality and availability of health care to underserved populations; and 3) increasing the representation, preservation and contribution(s) of persons of African descent in medicine.

The organizational structure of the NMA provides an established national network of affiliated community-based organizations with a powerful reach within African American communities across the nation. NMA has 33 state and 98 local affiliated medical societies with a ratio of approximately one (1) NMA society for every 259,000 African Americans across the nation (based on 1997 U.S. census data). The NMA state society presidents not only represent the interest of the physician membership at the state level, but also can serve as the conduit to impart information at the local society level. All of the states with large minority populations, especially African Americans, are represented within this NMA network of societies. The state and local societies are segmented into six geographic NMA regions, each represented by a Region Chair.

The NMA provides the following services to its membership and the larger African American healthcare community:

Professional Education: The NMA is dedicated to keeping its members abreast of the many rapidly occurring advances across the various medical specialties and the changes affecting medical practice. The NMA is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to sponsor continuing medical education for physicians. The NMA provides continuing

THE ORGANIZATION (cont'd.)

medical education for physicians at the national, state, and regional levels. The NMA Annual Convention and Scientific Assembly has been recognized as one of the best national forums on African American health and medicine.

Science and Scholarly Exchange: The NMA strives to advance scientific and clinical knowledge to promote new directions in medicine. *The Journal of the National Medical Association* is the vehicle in which the Association uses to get such information into the public arena. It has been published since 1909.

Public Health: The NMA is steadfast in its commitment to the elimination of health disparities and the promotion of healthy lifestyles among African Americans and other underserved populations. The NMA conducts national consumer education programs on cancer, cardiovascular disease and stroke, HIV/AIDS, women's health, asthma, smoking cessation, immunization, traffic safety, breastfeeding, clinical trials, as well as other issues that impact the lives of African Americans.

Health Policy: As the nation's only organization devoted to the needs of African American physicians, health professionals and their patients, the NMA serves as the conscience of the medical profession in the ongoing fight to eliminate health disparities in the nation's health care delivery system. The NMA has historically been an unwavering advocate for health policies that improve the quality and availability of health care of African Americans and other underserved populations. For instance, the NMA was the force behind such landmark reforms as Medicare and Medicaid. Today, the NMA continues to provide leadership in shaping the national health policy agenda through continued involvement in a variety of critical policy matters.

Medical Education: The NMA is committed to increasing the number of African Americans and other underrepresented groups participating in the medical field. Annually, the NMA provides thousands of dollars in scholarships to deserving medical students based on academic merit and financial need. These scholarships are supported by the generous contributions of NMA members, corporations, private philanthropic organizations, and proceeds from scholarship benefit efforts.

Recognition: The National Medical Association honors outstanding members and other professionals who have made major contributions in medicine and toward the work of the NMA itself.

LOCATION

Washington, D.C.

BASIC FUNCTION

The Executive Director oversees the effective management, operation and growth of the NMA; advises and makes recommendations to the Board of Trustees, President and other officers regarding the formulation of the Association's overall objectives, policies and plans; and performs other duties as outlined by the NMA's Constitution and By-Laws.

REPORTING RELATIONSHIP

The Executive Director reports directly to the Chairman of the Board of Trustees (Board) for the NMA. He/She leads an overall staff of 40.

MAJOR RESPONSIBILITIES

The Executive Director will serve as a leader, facilitator, administrator and visionary. Working closely with the President, he/she will lead and drive the strategic planning process while shaping the NMA's message, defining organizational objectives, policies and operating plans to ensure goals are achieved. In functional terms, the Executive Director will:

- Serve as a member of the NMA's Leadership Team and be responsible for reporting to the Board.
- Possess the authority and responsibility to implement policy as decided by the NMA's House of Delegates and the Board.
- Be responsible for all personnel decisions (consistent with the approved Association budget), including: benefits and compensation; hiring and terminations; disciplinary actions; promotions; work assignments; and employee relations.
- Help drive development efforts, including the upcoming capital campaign and ongoing grant-related activities.
- In collaboration with the President of the NMA (who is the primary spokesperson) serve as a spokesperson for and representative of the NMA.
- Review all official written communication from the NMA's elected officials prior to finalization and/or publication.
- Serve as a co-chair (with the NMA President) at the NMA's annual meeting.
- Participate in the formulation and administration of policies and implementation of the Association's strategic plan.
- Aid and assist all elected and appointed officers of the NMA and carry out all assignments delegated by the Chairman of the Board.

EXPERIENCE

The ideal candidate will possess a minimum of 10 years in management of a nonprofit organization (ideally another membership-driven environment) that has successfully achieved its goals, with a minimum of five years of senior leadership experience. The Executive Director also will have demonstrated success in strategic planning and leading an organization through change and growth. His/her background will encompass managing multiple functions/departments, coaching and developing people, and managing large budgets.

EDUCATION

A Bachelor's degree is required; an advanced degree is preferred.

PERSONAL CHARACTERISTICS

The ideal candidate is an intelligent self-starter who has self-confidence and outstanding executive presence. He/She will be an accomplished leader who possesses a results-orientation along with a demonstrated ability to develop and manage an integrated culture and operating plan.

Additionally, the ideal candidate will be:

- A strategic, analytical, “big picture” thinker and visionary. At the same time, a “hands-on” manager who inspires confidence at all levels of the organization. Additionally, this person will possess excellent analytical and problem solving skills.
- An articulate, succinct and persuasive oral and written communicator who can effectively communicate with the Board of Trustees, affiliates, members, and staff at all levels. This person must have the ability to inspire and motivate others.
- An information seeker and continuous learner who is committed and persistent in regards to furthering the long-term growth and development of the Association.
- Collaborative and highly adept at building both internal and external relationships, as well as strong teams within an organization.
- A person of utmost personal and professional integrity, compassion and standards of excellence.

SUMMARY

The Executive Director will work with the NMA leadership, local affiliates and members on important, broad-based issues related to attaining a high-quality healthcare system for all U.S. citizens, to disaster preparedness, ensuring access to care, increasing the pipeline for minority physicians, promoting cultural competence, and eliminating racial and ethnic health disparities. The selected candidate must build on the NMA's remarkable legacy of service and maximize the extraordinary potential of the NMA.

APPLICATIONS

The Hollins Group Inc. invites inquiries, nominations and applications; all communication will be held in absolute confidence. Applications must be sent directly to The Hollins Group Inc. (those sent to the NMA will not be considered) and include a current CV; a letter of interest outlining relevant experience based on the position criteria; and the names, telephone numbers and e-mail addresses of five (5) references.

All materials and inquiries should be sent via e-mail to: NMA@thehollinsgroup.com

Or regular mail to: The Hollins Group Inc.
 225 West Wacker Drive, Suite 1575
 Chicago, IL 60606-1274