

Position and Candidate Specification



President and Chief Executive Officer

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November, 2021
Assignment: 61380-005

OVERVIEW OF THE NATIONAL RESTAURANT ASSOCIATION AND THE NATIONAL RESTAURANT ASSOCIATION EDUCATIONAL FOUNDATION

Founded in 1919, the National Restaurant Association is the leading business association for the \$790 billion restaurant industry. Together with the National Restaurant Association Educational Foundation, the Association's mission is to advance and protect America's restaurant and foodservice industry that is comprised of nearly one million restaurant and foodservice outlets employing more than 14 million people.

The National Restaurant Association membership is comprised of all facets of the industry, from table service and quick service restaurant operators, casual dining, chains, franchisees and independents to allied members such as suppliers and distributors, as well as students, faculty and consultants in the education field. Working with State Restaurant Associations, the Association serves its diverse membership at the local, state and national levels through a variety of programs and services, operating in partnership with ONE voice.

Restaurant Representation/Advocacy

Restaurants need a powerful voice before Congress and federal regulatory agencies. The National Restaurant Association promotes a pro-restaurant agenda on critical priorities which include tax and wage issues, workforce development, food safety and joint employer reform. Through the Restaurant PAC and the Restaurant Advocacy Fund, the Association works to help elect pro-restaurant candidates and advance pro-restaurant initiatives. As more of these issues play out at the local and state levels, the Association partners closely with the 52 State Restaurant Associations (all states, plus Puerto Rico and DC) to advance the industry's agenda through a Unified Partnership Agreement.

In 2017, the Association launched the Restaurant Law Center, a separate but complimentary organization designed to provide legal advocacy on behalf of the restaurant industry. Since its inception, the Law Center has had several legal and regulatory victories, as it works through the courts to promote pro-growth laws and regulations that will help create jobs and grow the economy.

Research and Information

The National Restaurant Association and the Educational Foundation promote the industry in areas related to workforce development, operational metrics, industry data, and culinary trends. They highlight the restaurant industry's impact on the economy and local communities and publicize the industry's commitment to food safety.

Training and Certification

The National Restaurant Association delivers world-class training and certification to restaurant and foodservice professionals through its industry leading ServSafe brand (more than 8 million individuals are currently ServSafe Certified). In addition, through its AHLEI and Registry brands, it also serves the hospitality, educational and retail markets for food safety related training and certification. The Association is launching a series of credentialing programs for Restaurant Professionals and Restaurant Managers. Total training and certification revenues are roughly \$70M in 2021, with new programs being piloted and added to the curriculum regularly.

Winsight

In May of 2021, the Association became the majority shareholder of Winsight, a leading media, data & insights and event provider to the Foodservice and Retail sectors. Winsight's mission is to educate, connect and inspire the food, beverage and allied retail industries through unparalleled industry events, actionable insights, and insightful media.

Winsight is a tremendous asset to the National Restaurant Association and its Educational Foundation as it provides significant industry insights, connections, and benefits to the Association's many members. The National Restaurant Association CEO sits on the Winsight Board of Directors, and along with fellow board members, will be responsible for the oversight of this important venture.

Workforce Development

The work of the Foundation is devoted to attracting, retaining, and advancing talent in the industry, one which will grow by 1.6M jobs over the next decade. The Foundation's signature program, ProStart, provides culinary and restaurant management education in 1,900 high schools in all 50 states, culminating in competitions held at the state and national levels. In addition, the Foundation conducts programs with all branches of the US

Military to help transition those exiting the military into the restaurant industry and is piloting programs for "Opportunity Youth" in underserved communities. Additionally, with the support of the US Department of Labor, the Foundation has launched a registered apprenticeship program to offer apprenticeships in hospitality management.

The Foundation also enables the work of the Multicultural Foodservice & Hospitality Alliance (MFHA), whose mission is to bring the economic benefits of diversity and inclusion to the food and hospitality industry by building bridges and delivering cultural intelligence-based products, content and solutions.

OTHER KEY FACTS

With a combined annual operating budget of \$120 million, the Association/Foundation has approximately 324 full time employees in offices in Washington, DC, Chicago, IL, Orlando, FL, and Lansing, MI. These professionals represent and serve more than 44,000 members and their nearly 600,000 locations.

To learn more about the National Restaurant Association and the National Restaurant Association Educational Foundation, please visit [Restaurant.org](https://www.restaurant.org).

Working with the Association and Foundation Boards and staff, the President and Chief Executive Officer is responsible for implementing and evolving a strategic vision that maintains and builds upon the Association's position as the national voice of and the premier trade association for the restaurant industry, the premier insights provider and convener of the industry through its Winsight division and the go-to source of training and certification for restaurants, restaurateurs and allied members and their employees. This leader has responsibility and accountability for the financial, administrative, and programmatic activities of the Association, its operating divisions and its subsidiaries. The President and CEO is a public face of the Association, serving as a chief advocate and a primary spokesperson for the restaurant industry, both at the national level and in partnership with the 52 state restaurant associations.

KEY RELATIONSHIPS

Reports to The Association Board of Directors through the Association Executive Committee and the Board's Chair
The Foundation Board of Trustees through the Foundation Executive Committee and the Board's Chair

Direct reports Chief Financial and People Officer
Chief Collaboration Officer & EVP, Internal Affairs
EVP, & General Counsel
EVP, & Chief Technology Officer
President, Educational Foundation & MFHA
Executive Vice President, Public Affairs
EVP, Enterprise Marketing & Communications
EVP, Training & Certification

Other key relationships Association Board of Directors
Foundation Board of Trustees
Council of State Restaurant Association Board
Winsight Media
State Restaurant Association Executives Current and prospective members
Other related national trade associations
Relevant NGOs and other external stakeholder groups
Relevant legislators and regulators
Key restaurateurs, including CEOs of major US restaurant companies

DESIRED OUTCOMES

- Execution (and, where appropriate over time, enhancement) of the Association's strategic plan to achieve growth, build reputation and expand influence by:
 - delivering effective advocacy, member engagement, core business growth, new business development and strategic investment identification and implementation.
 - ensuring a sustained financial model that supports and enhances the Association's advocacy agenda and an efficient and appropriate infrastructure.

- promoting the industry to multiple stakeholders, including members, prospective members, industry leaders and allies, government representatives, media, and consumers. And
 - supporting the Training and Certification and Winsight businesses to deliver consistent financial growth to support the mission of the Association and Foundation.
- Execution (and, where appropriate over time, enhancement) of the Foundation’s strategic plan to attract, empower and advance today’s and tomorrow’s restaurant and foodservice leaders by leading the multi-level workforce development initiatives for the industry, including
 - Teaching life and job skills that translate to meaningful jobs.
 - Provide training and growth opportunities to develop workers in the industry.
 - Connect future workers and underserved individuals to employment.
 - Change perception of the restaurant industry.
- Retention, development and, as needed, attraction of extraordinary talent. Enhance the diversity, equity, and inclusion of the organizations’ staff and board with the goal of having the Association match the makeup of the industry, which is one of the most diverse. Build upon the Association’s strong culture of hospitality.
- Working with State Restaurant Associations, continue to build the unified leadership and representation of the industry through the ONE Voice initiative.

IDEAL EXPERIENCE

Senior management experience; strong business acumen

A track record of success driving the financial sustainability of an organization of comparable scale, scope, and complexity

Association (or equivalent) leadership experience

Leadership experience in a membership organization context, resulting in the ability to proactively galvanize diverse groups of stakeholders with sometimes disparate views and interests around an agenda

Political savvy/political acumen

Experience/knowledge of the political process, with established relationships and credibility at the highest levels in Washington, DC and other spheres of government, legislative and political leadership. Understands and appreciates many voices and points of view; can synthesize and ultimately galvanize support with stakeholders across the geographic, economic and political spectrum.

Experience serving as a spokesperson

Effectively and credibly communicates to a range of external stakeholders, including relevant policymakers and regulators, the Boards, members, coalitions, NGOs and the media

Demonstrated success contributing to organizational diversity, equity, and inclusion goals

CRITICAL LEADERSHIP CAPABILITIES

Strategic Thinking

- Works with the Boards and the broader membership to align around the strategic plan and translates that plan into a clear direction for the team and all stakeholders. Drives its successful execution using Board-approved dashboard metrics.
- Anticipates future challenges and opportunities and proactively considers the implications of environmental dynamics and marketplace realities for current and potential members.
- Engages the State Restaurant Associations in a partnership to serve the needs of the mutual members, fostering a true business and political partnership that leverages the collective power of the industry.
- Serves as a counselor and thoughtful provocateur on questions of governance and best practices, while modeling the traits of a “servant leader” – someone who builds consensus and leads all constituencies to advance the Association and Foundation’s vision and mission.

Collaborating and Influencing

- Plays a leadership role in the industry’s overall political strategy, in consultation with the Board and the Board’s Advocacy Strategy Committee; represents and advocates for the entire industry: independent restaurants, chain restaurants, franchisees and suppliers on the Hill, with the Administration, and with key regulatory agencies.

- Nurtures the Association's political ties with the existing and future Administrations, positioning the Association to be successful in a bi-partisan environment. Partners with State Restaurant Associations to advance the industry's legislative and regulatory challenges at the state and local levels.
- Effectively navigates sometimes competing interests to drive consensus among a diverse and large group of stakeholders (members, State Restaurant Associations, relevant business partners) on the Association's and industry's priorities.
- Builds and leads coalitions with like-minded organizations as appropriate.
- Serves as a credible and compelling spokesperson before the media, policymakers, regulators, current and prospective members, advocacy organizations and other key stakeholders on behalf of the organization and the industry.
- Articulates the Association and Foundation's value in a thorough yet concise way that compels new and existing members at the highest levels to stay – or become – invested and engaged.

Business Acumen

- Accountable for the successful delivery of business results for the margin-producing portion of the enterprise that represents the preponderance of the Association's revenue base; emphasizes performance improvement, productivity and bottom-line results in line with well-thought-out multiyear business plans.
- Creates an entrepreneurial environment that fosters the development of programs, products and services that position the Association to enhance its value proposition and relevance to its members.
- Leverages technology and best business practices throughout the organization to enhance efficiencies and financial success.

OTHER PERSONAL CHARACTERISTICS

- Unquestioned integrity and ethics; an individual of strong character who will build the trust of others both within the Association and Foundation, among the member companies and across the industry.
- High energy level and a strong work ethic; driven by the mission and the fundamental societal importance of the industry.
- An exceptional and patient listener; ensures every voice is heard and respected with the ability to synthesize sometimes divergent input.
- Understands and emulates the entrepreneurial spirit that drives the industry.
- Exceptional communications skills, with the ability to educate, motivate, and influence constituencies to action, and to persuade audiences and articulately convey the mission of the Association and Foundation.
- A leader who blends charisma with humility, demonstrating a pragmatic and proactive can-do attitude.
- Bright, affable and intellectually curious, with a "soul for service." Able to be a quick study in a variety of matters impacting the industry and the organization today and tomorrow.
- Decisive, with a bias for action, while also ensuring stakeholder alignment.
- A leader who is as comfortable talking with the President of the United States as he/she is with any restaurant employee.

APPLICATIONS AND NOMINATIONS

If you wish to submit application materials or nominate someone to serve as the next President and Chief Executive Officer of the National Restaurant Association and Chief Executive Officer of the National Restaurant Association Educational Foundation, please contact NRAandNRAEF@SpencerStuart.com.