A custom executive program offered by the National Minority Supplier Development Council, Inc.
NMSDC would like to thank the following sponsors of 2013 scholarships for the Advanced Management Education Program (AMEP):

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- Southern California Minority Supplier Development Council
- Technology Industry Group (TIG)
- Toyota Motor Engineering and Manufacturing North America, Inc.
- U.S. Bank
- Wells Fargo & Company
- Western Pennsylvania Minority Supplier Development Council.
For more than 15 years, NMSDC has collaborated with the prestigious J.L. Kellogg School of Management to present the Advanced Management Education Program (AMEP)—jointly created expressly for Asian, Black, Hispanic and Native American suppliers. Rigorously researched, this enduring program is a work-in-progress developed by James H. Lowry, a nationally-known and respected consultant and a former Kellogg faculty member. Since its inception, Kellogg’s stellar faculty and constantly evolving curriculum have helped nearly 500 NMSDC-certified minority business CEOs turn new ideas into bigger business opportunities.

In our continuing effort to promote the growth and development of minority business enterprises (MBEs) nationwide, we are proud to present the 2014 session of our Advanced Management Education Program. This executive education program is uniquely designed to address the issues and goals of growth-oriented minority businesses.

Business management has never been more complex or multifaceted—often requiring professional learning environments where entrepreneurs can extend their skills. MBEs consistently report that we deliver a comprehensive program that combines talents and resources in a way that positively impacts performance and prospects.

Central to our confidence in the success of the program: the powerful combination of NMSDC’s 41-plus years of national experience with MBEs and corporations, the executive education resources at the top-ranked Kellogg School of Management, and a select group of high-potential minority business owners.

Key to this collaboration is the faculty—who are also working executives and professionals. They provide real-world, up-to-the-minute information that program participants can apply to their businesses to achieve greater success.

Indeed, as a hallmark of both NMSDC and Kellogg, the Advanced Management Education Program is customized to suit the needs of each class of minority business CEOs. Whether through group study, guest speaker presentations or case studies, the curriculum is aligned with the MBEs’ educational needs and the current business climate.

Explore new directions in today’s fast-changing business world and put this dynamic program on your calendar now. Join us.

Joset Wright-Lacy
President
National Minority Supplier Development Council, Inc.
The National Minority Supplier Development Council is the global leader in advancing business opportunities for certified Asian, Black, Hispanic and Native American business enterprises and connecting them to corporate members. One of the country's leading corporate membership organizations, NMSDC was chartered in 1972 to provide increased procurement and business opportunities for minority businesses of all sizes.

“The Advanced Management Education Program is the cornerstone of our development opportunities for certified Asian, Black, Hispanic and Native American business owners. The world of business is increasingly global and technology-driven. Embracing that reality, this program uses the expertise of Kellogg's outstanding faculty to guide participants to the next level of business success.”

Joset Wright-Lacy
President
National Minority Supplier Development Council, Inc.*

The NMSDC Network includes a national office in New York and regional councils across the country. There are 1,700 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 12,000 minority-owned businesses with member corporations that want to purchase their products, services and solutions.

Our corporate members report that they contract more than $100 billion in products and/or services with minority-owned businesses annually.

Thank you for considering the 2014 Advanced Management Education Program at the Kellogg School of Management at Northwestern University. Continuing our tradition of excellence in executive education, we are delighted to offer this customized program once again through our partnership with the National Minority Supplier Development Council.

I am confident that there is no better place than Kellogg for deepening your knowledge of markets, management and the broader challenges facing business executives in the 21st century. I invite you to experience our pioneering approach to management education. By choosing Kellogg, you'll share in our intellectual energy, our passion for collaboration, and our belief in the transformative power of markets — the cornerstones of our unique culture.

And, you'll participate in an exciting exchange of ideas from the James L. Allen Center, our state-of-the-art hub for executive education.

We will equip you, educate you and inspire you to build better, stronger organizations and to make a lasting impact on markets and communities. Come learn with us.

Best wishes,

Sally Blount '92
Dean, Kellogg School of Management
Northwestern University
This program is designed to provide certified, established, expansion-oriented MBEs with the tools and skills needed to achieve and sustain accelerated growth. Combining NMSDC’s knowledge of MBEs with Kellogg’s world-class ability to develop and deliver leading-edge executive education, this four-day management program is unique. It will help high-potential MBEs achieve the next level of business success.

The program distills NMSDC’s institutional knowledge, as well as countless interviews with corporate buyers and MBEs, into a curriculum that is focused on the most managerially relevant topics to MBEs. In the tradition that made Kellogg a world-renowned business school, this curriculum uses interactive, team-based study.

For maximum results, each class will be limited to 40 participants and the curriculum will be custom tailored to the needs of that class. This dynamic course design is achieved by surveying the class and structuring the course content accordingly.

"AMEP is customized to suit the needs of each class of minority business CEOs."

**Program Objectives**

To position high-potential MBEs for accelerated growth, this program helps CEOs:

- Develop a growth-oriented strategy that identifies and charts profitable new business opportunities
- Develop an understanding of the links between business strategy and successful marketing
- Learn techniques for analyzing and appraising marketing strategies
- Improve leadership and management skills and implement a company- and self-assessment process
- Develop an organizational capability plan to support growth objectives
- Understand the latest socioeconomic, corporate and public policy trends and their impact on MBE prospects and strategies
- Form valuable working relationships with other successful minority executives

**Participants**

The program is designed for minority men and women CEOs/owners of NMSDC-certified businesses who have demonstrated sustained levels of solid performance and are ready and interested in accelerating their growth.

Businesses should be at least three years old, with sales greater than $5 million for manufacturing and distribution firms and at least $3 million for service firms.

Firms must also be recommended by an NMSDC national corporate member or a local member in conjunction with the regional council to be considered for the limited seats in each class.
Dynamic Course Design—Specific course content will be adapted based on surveying the interests and needs of the participants in each AMEP class.

Format

Rigorous program sessions are led by a team: faculty members of Northwestern University’s J.L. Kellogg School of Management; corporate buyers; finance and other functional specialists; and independent business consultants. Preparatory case work, discussions, case studies and exercises ensure maximum preparation and involvement. Each evening after dinner, studies continue and participants work in study groups to prepare exercises and projects for class discussion. MBEs also spend time during the program analyzing the strategies of their firms. Each participant receives a comprehensive reference manual of readings and course materials that serve as resources for the future.

Curriculum Topics

What determines whether or not a minority business stays profitable — and grows depends on the MBEs’ knowledge-based capabilities. The Advanced Management Education Program (AMEP) is designed to assist participants in focusing on growth strategies—specifically, to build capacity and sustainability for the future.

Managing Strategic Change in the 21st Century
- Managing Growth in Entrepreneurial Firms
- The Five Stages of Growth
- The Seven Types of Organizational DNA

Capital Markets
- Abridged Guidelines for Successful Access to Capital
  - Capital Structure
  - Cash Flow
  - Enterprise Life Cycle

Intellectual Capital Managements for Entrepreneurs
- What is Innovation
- Intellectual Capital of a Firm
- Valuation

Business Plan Development
- Writing a Business Plan
- Essential Elements of a Business Plan

Crisis Management
- Reputation Management Beyond the Obvious
- Defending Your Brand
- Reputational Terrain
- Reputational Risk

Growing Businesses of size
- A changing Global Economy and a New Agenda for Minority Business

Entrepreneurial Finance
- Acquiring a Business
- Access to Capital
- Investment Criteria - The Shifting Process
The 2013 graduates of NMSDC’s AMEP join a distinguished group of program alumni.

““The NMSDC Advanced Management Education Program was thought provoking, goal confirming and designed for progressive minority business owners who desire the tools to touch their dreams.”

Angelo Perryman
Chief Executive Officer
Perryman Building

““The Advanced Management Education Program sponsored by the NMSDC is one of the best programs I have attended. The workshops topics were comprehensive and contained depth of experience. I benefited from my classmates’ unique entrepreneurial perspectives and experiences. It was uplifting to be around folks that have walked similar paths and have an unending passion for making a difference and succeeding despite all obstacles. Our shared experiences and perspectives created a family bond. Knowing that we could pull together to create new dreams and new experiences that our customers have yet to dream of created a bond of potential possibilities. I highly recommend this class to all minority business owners.”

Betty Manetta
President and Chief Executive Officer
Argent Associates, Inc.

“I walked away with one key message: Strategy. Take time to create a strategy – vendor strategy, marketing strategy, corporate strategy. Think partnership and leveraging costs by creating business opportunities with others to supply transformational solutions for your clients. I am thankful to all of the instructors. Their words are embedded in me for life. The lifetime relationships I developed with some pretty extraordinary people are priceless. Our group has committed to weekly AMEP conference calls every Friday. It doesn’t get better than that.”

Amelia Rodriguez
Chief Executive Officer
Vocalink Language Services

“It was an honor to be among such an accomplished group of entrepreneurs at the 2013 AMEP session. The Professors were on point, challenging us to think and live outside the box. Our guest lecturers were amazing. It was inspiring to have two entrepreneurs with billion-dollar companies as guest lecturers. I want to thank all involved for making this possible for Mosaic Global Transportation. I left Kellogg thinking about different ways to better my company, prepare for expansion and growth, and find creative ways to acquire companies for growth. As an AMEP graduate, I have a band of new friends who I can consider my virtual Board of Directors. We are committed to helping each other grow our businesses. It doesn’t get better than that!”

Alvis Wilson
President
Diamond Hospitality, LLC

Maurice H. Brewster
President and Chief Executive Officer
Mosaic Global Transportation & VIP Airport Shuttle
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**THE FACULTY**

The program is taught by a dynamic combination of Kellogg’s distinguished faculty members; corporate buyers; financial and other functional specialists; and business consultants well-versed in addressing the issues of MBEs.

**Derrick K. Collins**

**Dean, College of Business, Chicago State University**

Mr. Collins is a former assistant clinical professor of finance at Northwestern’s Kellogg School of Business, where he taught courses in venture capital and entrepreneurial finance. As the Dean of the College of Business at Chicago State University, he is focused on establishing the college as a leading urban institution that prepares its graduates for entrepreneurship and leadership positions in corporate and global business environs. His previous professional experience includes general partner of venture capital firm Polestar Capital Partners, L.P., presidency of Shorebank Capital Corporation, vice president of South Shore Bank of Chicago, and positions with Ameritech Corporation and Northrup Corporation.

*MBA, University of Chicago; BS, Prairie View A&M University*

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**Daniel Diermeier**

**IBM Professor of Regulation and Competitive Practice**

Mr. Diermeier is a faculty member and also holds an appointment as professor of political science at the Weinberg College of Arts and Sciences. He is the co-founder of the Northwestern Institute on Complex Systems (NICO) and the chairman of the Northwestern Global Health Foundation. He is director of the Ford Motor Company Center for Global Citizenship and academic director of the CEO Perspective Program—Kellogg’s most senior executive education program and the product of a joint venture between Kellogg and the Corporate Leadership Center. Mr. Diermeier’s work focuses on political institutions, reputation management, political and regulatory risk, crisis management and integrated strategy.

*Ph.D. candidate, Duisburg University; Ph.D., University of Rochester; MA, University of Rochester; MA, University of Munich; MA, University of Southern California*
Paul Hirsch

James L. Allen Distinguished Professor of Strategy and Organization Behavior
Noted for his teaching and research in the fields of strategy and organizational change, Mr. Hirsch’s research, writing and outside activities in recent years have focused on the human resource and managerial implications of organizational restructurings, management succession, product redefinitions and downsizings.

Ph.D., MA, University of Michigan; BA, City College of New York

James H. Lowry

AMEP Academic Director
Mr. Lowry recently retired as the head of The Boston Consulting Group’s workforce diversity, ethnic marketing and minority business development consulting practice. Previous to his position with BCG, he was president and CEO of his own firm, James H. Lowry & Associates, since 1975. He is a nationally recognized workforce and supplier diversity expert. In 2005, he authored a new study, *Realizing the New Agenda for Minority Business Development*. Mr. Lowry was honored in the inaugural class of the Minority Business Hall of Fame. Mr. Lowry serves as chairman of The City of Chicago/Durban, South Africa Sister Cities Committee; is a member of the Howard School of Business board and also serves as chairman of the Howard University Entrepreneurship Center.

PMD, Harvard Business School; MA, University of Pittsburgh; BA, Grinnell College

Gregory White

Professor
Mr. White has more than 15 years of investment, entrepreneurial and finance experience. He teaches a course entitled “Entrepreneurship and New Venture Formation” as well as courses in Kellogg’s executive education program. He is also the president and chief executive officer of the LEARN Charter School Network, a nationally-recognized network of high-performing college prep elementary schools serving low-income communities in Chicago. LEARN was recently awarded a $1 million grant from Oprah Winfrey’s Angel Network. Prior to LEARN, Mr. White was the vice president of strategy and operations for the Chicago Community Trust, a $1.8 billion community foundation that made over $155 million in grants annually.

MBA, Harvard Business School; BA, Brown University

A Unique Learning Environment

The James L. Allen Center, a facility created specifically for executive learning, offers every amenity for your comfort, from lodging, dining and classrooms, to state-of-the-art computer systems.

In the heart of Northwestern University’s Evanston campus, the Allen Center overlooks Lake Michigan and combines the benefits of a quiet, residential campus environment with proximity to downtown Chicago and O’Hare International Airport.
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ADVANCED MANAGEMENT EDUCATION PROGRAM

SUMMER SESSION
June 1-5, 2014

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For more information
National Minority Supplier Development Council, Inc.®
1359 Broadway, Suite 1000
New York, New York 10018

Phone: 212-944-2430
Fax: 212-719-9611
Email: amep@nmsdc.org
Website: www.nmsdc.org

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