

EEC & Board Update

C3 Task-Force on Committee Structure

January 13, 2009 Laurie Acreman

Printed: 1/13/2009

Contents

- 1. Task-Force Summary
- 2. Re-connect with previous EEC Discussion
- 3. Task-Force Process
- 4. Output Model Structure
- 5. Preliminary Recommendations & Next Steps

Project Summary – Task Force on WBENC Committee Structure

Opportunity: Action item from C3 Committee Meeting in Atlanta (6/08): Establish a task-force to consider "How should we organize ourselves and our work to deliver the Strategic Plan as endorsed by the Board"

> This group to consider the scope, boundaries, rules of engagement and operating parameters of the Board, the WBENC President, WBENC Staff, RPO's, and Committees.

This is consistent with concerns raised about committee structure and communication at our Board retreat. Additionally, we are trying to migrate to a point where the WBENC Board provides oversight rather than direct operating expertise and resources. Operations responsibility should transition to WBENC Staff Organization as WBENC grows and matures.

Note: The issue of Board Governance, Board Selection, Board Tenure, and By-Laws is also one that has to be addressed. However, these issues are out of scope for this Task-Force..

Sponsors:

President WBENC – Linda Denny

Chair of the Board – Cheryl Stevens

Task-Force

Laurie Acreman - Chair

Debbie Hurst – Co Chair (Michelle Richards' designee)

Nancy Williams – Co Chair (or designee)

Debra Jennings-Johnson

Barbara Carbone

Pamela Eason

Harvey Butler

Benita Fortner

Nancy Conner

Theresa Harrison

Jorge Romero Ex Officio

Barriers to Progress/Success: (As reported November, 2008)

Issue	Description	Action to Address
Availability of TF members to participate in Meetings and Interviews	TaskForce Members are all very busy people, with REAL jobs that need full-time focus. The current turn in the economy has already increased workloads considerably for all middle and senior management. Thanksgiving and holiday season is approaching. It is tough to find times that suit all committee members for action items such as interviewing key stakeholders and/or Committee chairs.	TF Chair (LFA) will interview stakeholders and CC's and will document key inputs and emerging issues. Utilization of Interview Template and Record. TF will meet for workshop to work solutions in concentrated timeframe.
Availability of Stakeholders to participate in Interviews	We are hoping to conduct 14 interviews with specific key individuals. Only 3 completed to date. Scheduling 14 interviews involving several TF Members, Sponsors etc is a messy and mammoth task. Again, the availability of folk is very limited.	LFA's to schedule interviews with each of the remaining 11 parties, over the period though Dec 19th. Other TF members will be advised and may attend by Conference Call. I strongly encourage it but we will progress the interviews and document concerns, input, emerging issues.
Need for TF/Sponsor "buy-in" to recommended solution	With limited involvement of TF members/Sponsors in the data collection and input phase of the project, there is a risk that there will be only limited acceptance of the recommended solution. It's imperative that all TF members and Sponsors are involved in solution development.	Propose a workshop, in mid-January, probably 1.5 days, involving at least 80% of TF Members and both sponsors. This is a must-do activity and the future project timeline is set by our ability to prepare for, and execute, this workshop.
Range of Strawmodel Structures for consideration - Expert input	We all bring our personal baggage to organizational design projects. Very few of us have formal training in Organizational Design. Each CC has significant investment in their committee's scope and autonomy. We need to ensure we have an optimal solution based upon sound concepts and knowledge of our business, strategic goals, priorities, and governance requirements.	We need to select a strong facilitator for the January Workshop. Someone we trust and respect, and who has skills in Organizational Design. I believe EM will cover the cost of the facilitator for 2 days. We need to identify a WBE to fill this role.

Task-Force Workshop – January 13/14, 2009

Workshop Approach

Task-Force Attendees: Linda Denny Cheryl Stevens

Laurie Acreman Harvey Butler
Debbie Hurst Benita Fortner
Nancy Williams Barbara Carbone

Facilitation: Donna Hegdahl (The TransSynergy Group), a Certified WBE

Alignment:

- Reviewed existing committee roles/responsibilities based on WBENC By-Laws, Committee G&O's, Board Meeting Report-outs. Responsibilities were detailed on charts.
- An assigned champion reported out to the group on each Committee.
- Reviewed output from the interviews with Committee Chairs and other Stakeholders. Concerns, emerging issues, keep/stop/start review.
- Brainstormed additional/omitted roles of various committees.
- Reviewed Strawman 1, a model based upon re-alignment of existing committees to the C O R strategic goals.
- Broad discussion on potential design philosophies and approaches.

Development of Preferred Solution:

• Group developed new model based upon building from the ground up

Validation & Follow-Up:

- Reviewed against earlier inputs/existing structures/Pro's& Con's
- Developed list of affected parties requiring further follow-up discussion
- Established and agreed next steps

EXAMPLE ONLY

StrawModel #1 Committee Structure – "Re-Aligned" by Strategic Goals

& Strategic Goal Special	ed Standing & I Committees	Responsibilities (and potential sub-committee splits)		Existing Standing & Special Committees
Leadership Council Certification WBE	Certification	WBE Certification Standards & Procedures, RPO Operating Standards, WBE Membership Growth, WBE Membership Globalization		Natl Certification Review Appeals
	er Services & cograms	Training Programs for WBE's, Training Programs for Corps, Training for WBENC Staff and RPO Staff, WIB Workshops & Panels etc.		Global Business Supply Chain
		Zenith Program, Scholarship and Education Programs for WBE's, Matchmaker Programs		Program
Meml	orporate bership and ue Programs	Overall Revenue Generation Program, Ambassador Program, Women In Business Event, Women in Business Sponsorships, Salute Event,	1	Development Marketing
		Salute Sponsorships, Other Sponsorships Top Corporations Program		Technology
Brand	Management	WBENC Brand Growth, Media Strategy And Outreach, WBENC.org and WBENC Link		Compensation Finance
1	ss Resources overnance	WBENC Infrastructure, WBENC Staff Compensation, WBENC Business Technology (excl WBENC Web)		Audit
		WBENC Board Governance, Finance Matters, Audit Matters, Ethics Policy and Administration, Cert. Appeals/Cert Reviews, Field Governance		Executive Committee Field Governance Ethics

Preliminary Recommendation – "Built from Scratch"

Certification Opportunities Governance Resources **Corporate Membership &** Member Services **Marketing Communications Executive** WBE & Programs **Revenue Generation** Committee & Brand Management Certification Maintains a system of processes and controls to ensure Ensure Revenue sufficient to meet WBENC Operations Set Certification Standards operation and governance of the organization: needs: incl. Reciprocal Standards · Oversees WBENC Staff management • Develop a comprehensive revenue generation strategy · Ensures regulatory compliance • Construct processes and procedures to execute the • Develops/updates Strategic Plans strategy Reviews Business Performance Metrics • Key sources - Membership Recruitment Program, · Reviews Board Member nominations Fundraising Events, Sponsorships, Grants, Product Sales • Reviews Technology to run the business, including the business platform, intranets, and internet capability Oversees the Organization's Regulatory/Governance Committees Field Governance Committee Audit Committee Finance Committee Ethics Committee Create value for members by ensuring a slate of services and **Develop & Recommend Marketing Strategy of WBENC** programs that: including: Some maybe Staff Roles Create Business Opportunities Promotion of WBENC Organization in an Ideal World? · Promotion of WBENC Events Provide Educational Opportunities Connect Corps/WBE's and WBE/WBE's Media Outreach

- Help WBE's grow their business domestically and internationally
- · Recognize and share success stories
- · Identify and Share Best Practices
- Advocate for Supplier Diversity
- · Are Continuously Evaluated for effectiveness and efficiency

- Communications concerning WBENC, Events, Programs
- Sharing success stories
- · Managing WBENC Brand
- Positioning WBENC as the recognized expert organization in Women's Business issues
- Create/Define the business proposition for WBENC existence and the Corporate and WBE participation

Committees work in concert with the WBENC Staff, RPO's, Leadership Forum, and Leadership Council.

DRAFT ONLY

Recommendation Summary & Next Steps

Recommendations:

- Preliminary design of revised Committee Structure to be tested with Extended Executive Committee in March, 2009
- Progress Report to be provided to the WBENC Board at March Board Meeting
- Statutory compliance requirements to be tested with legal counsel by April, 2009
- Input to be solicited from affected parties, especially Committee Chairs whose roles are possibly integrated/rationalized. These include Supply Chain, Development, Technology, Global Business, and Technology. Other committees such as Programs, Marketing are substantially revised.
- Committee Operating Guidelines to be developed establishing preferred practices regarding:
 - o Committee composition
 - o Identified representation of WBENC Staff, Leadership Forum & Leadership Council on each Committee
 - o Formal Agenda's and Minutes for distribution across committees
 - o Staff support in logistics, administration, and connectivity to WBENC Staff.
- Further consideration to increasing the role of WBENC staff (pending available resources and budget) to enable development and implementation of services, programs, events etc. Committees would focus more on the strategy development and compliance with vision and mission, rather than operational execution issues.
- Target review, revisions, and detailed design program to enable implementation in 4Q09

Next Steps:

There remains much work to be done:

- EEC to provide guidance on staged approval of the organizational design, and the level of detail required at each stage
- EEC to assign resources to the Task-force for the completion of development and design
- Board Chair (Cheryl) to review recommendations with affected Committee Chairs, WBENC President, and Legal Counsel
- Board Chair to advise go-forward approval process for final recommendations.