



## **EEC & Board Update**

### **C3 Task-Force on Committee Structure**

**January 13, 2009  
Laurie Acreman**

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# Project Summary – Task Force on WBENC Committee Structure

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**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	Harvey Butler
Debbie Hurst – Co Chair (Michelle Richards’ designee)	Benita Fortner
Nancy Williams – Co Chair (or designee)	Nancy Conner
Debra Jennings-Johnson	Theresa Harrison
Barbara Carbone	Jorge Romero Ex Officio
Pamela Eason	

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

Issue	Description	Action to Address
<b>Availability of TF members to participate in Meetings and Interviews</b>	<p>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.</p>	<p>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.</p>
<b>Availability of Stakeholders to participate in Interviews</b>	<p>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.</p>	<p>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.</p>
<b>Need for TF/Sponsor "buy-in" to recommended solution</b>	<p>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.</p>	<p>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.</p>
<b>Range of Strawmodel Structures for consideration - Expert input</b>	<p>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.</p>	<p>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.</p>

# Task-Force Workshop – January 13/14, 2009

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## Workshop Approach

<b>Task-Force Attendees:</b>	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:**

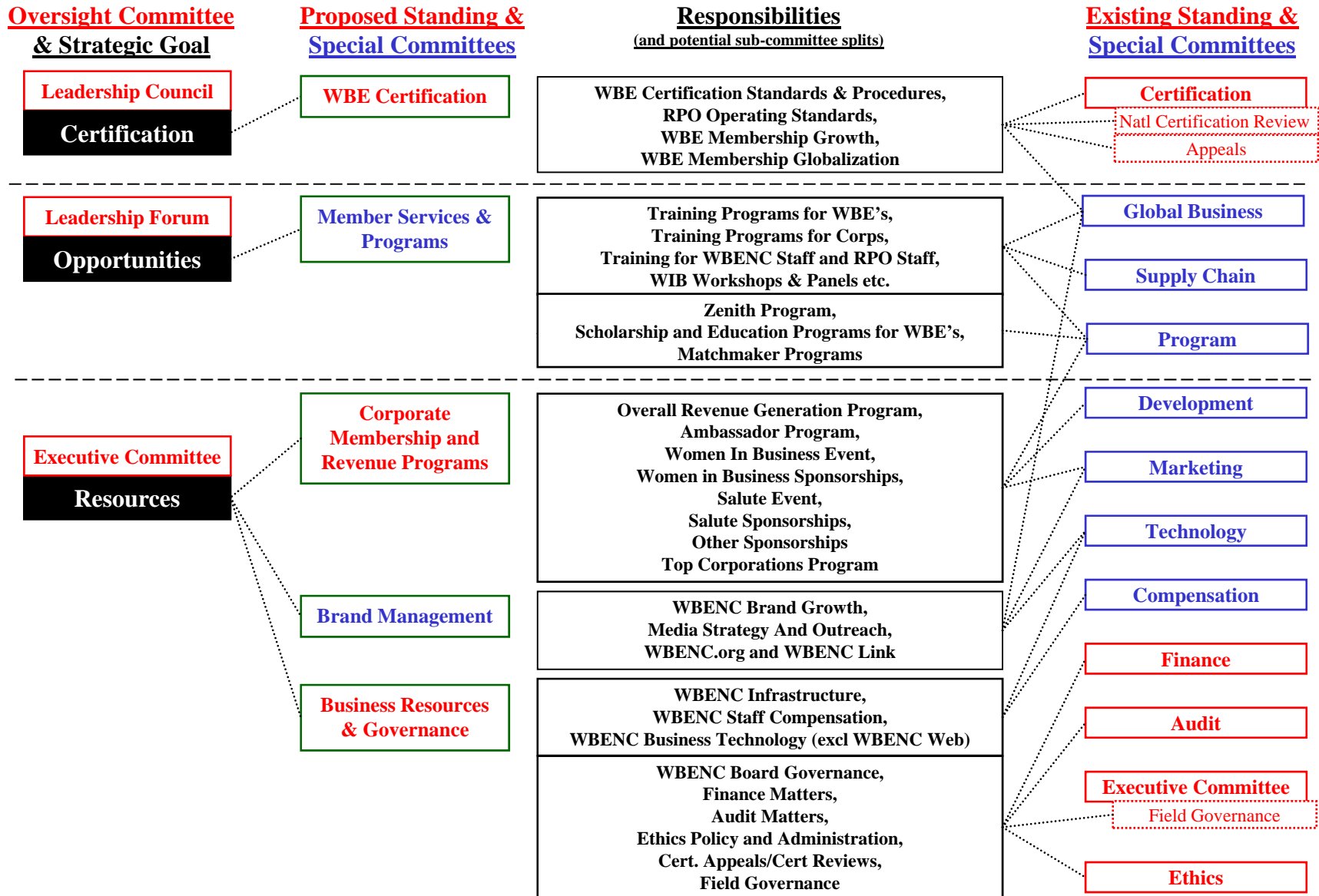
- Group developed new model based upon building from the ground up

### **Validation & Follow-Up:**

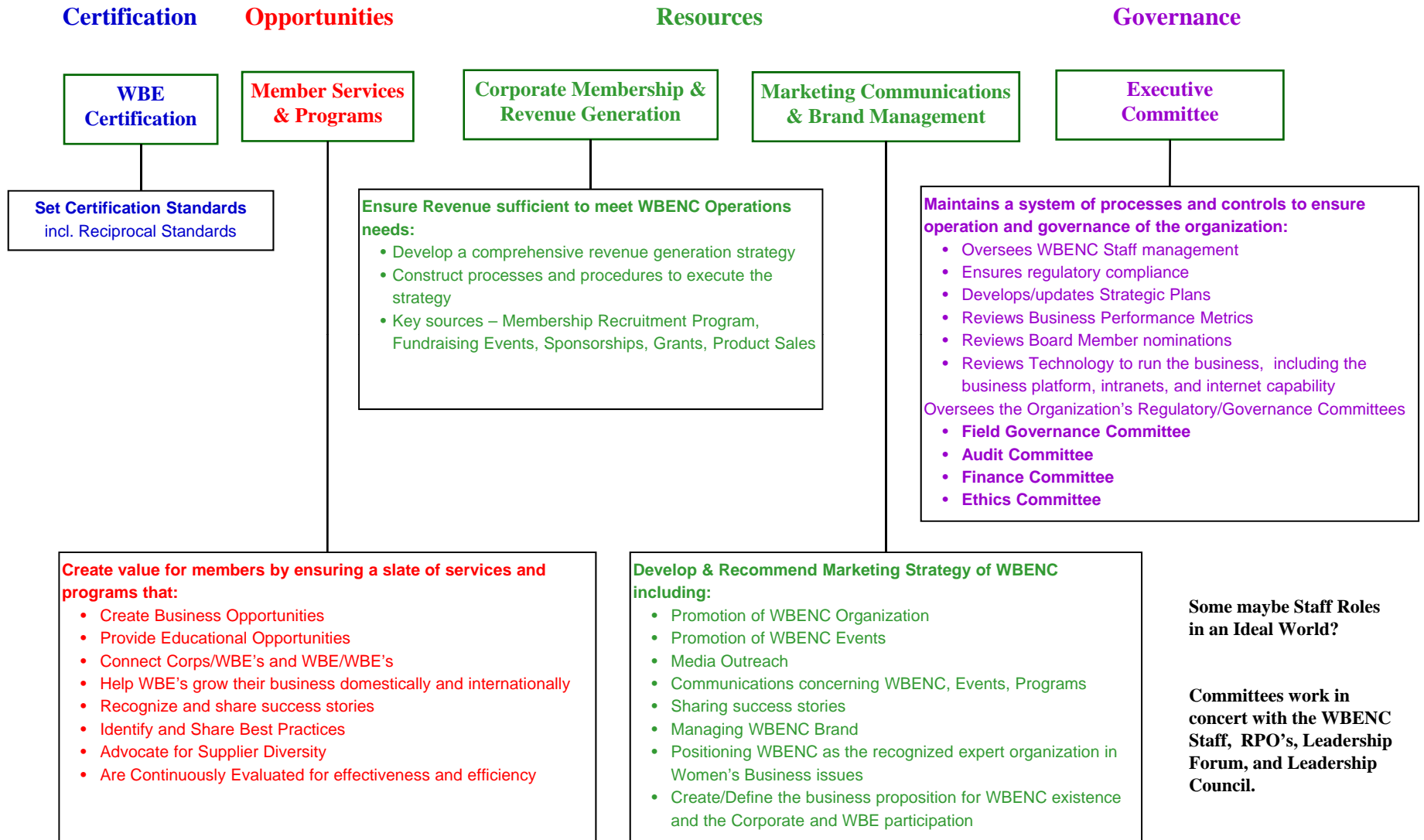
- Reviewed against earlier inputs/existing structures/Pro's& Con's
- Developed list of affected parties requiring further follow-up discussion
- Established and agreed next steps

EXAMPLE ONLY

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



# Preliminary Recommendation – “Built from Scratch”



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**DRAFT ONLY**  
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# Recommendation Summary & Next Steps

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## 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:
  - Committee composition
  - Identified representation of WBENC Staff, Leadership Forum & Leadership Council on each Committee
  - Formal Agenda's and Minutes for distribution across committees
  - 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.