SPP LEADERSHIP STRUCTURE AND RESPONSIBILITIES

Approved: October 12, 2011
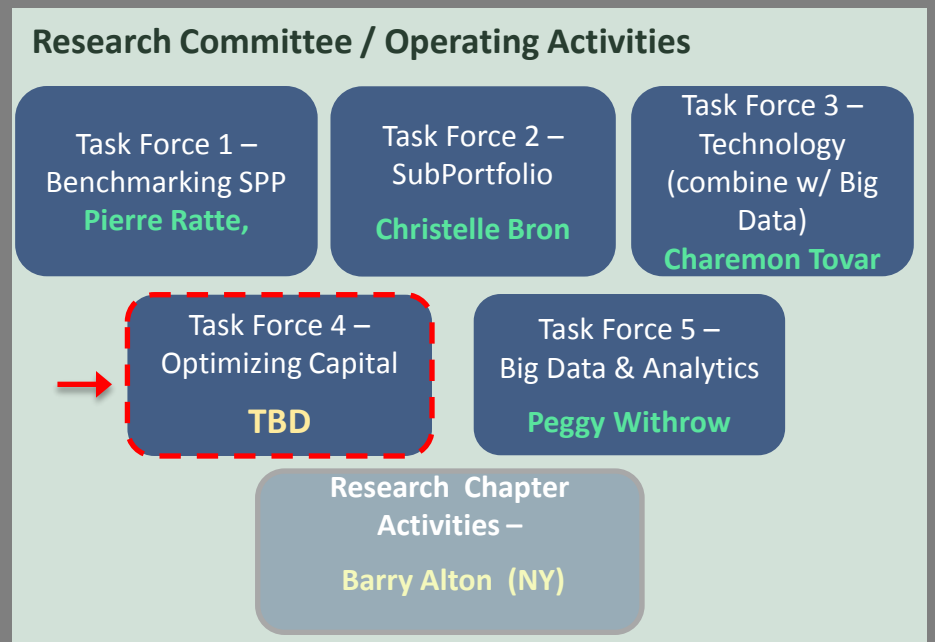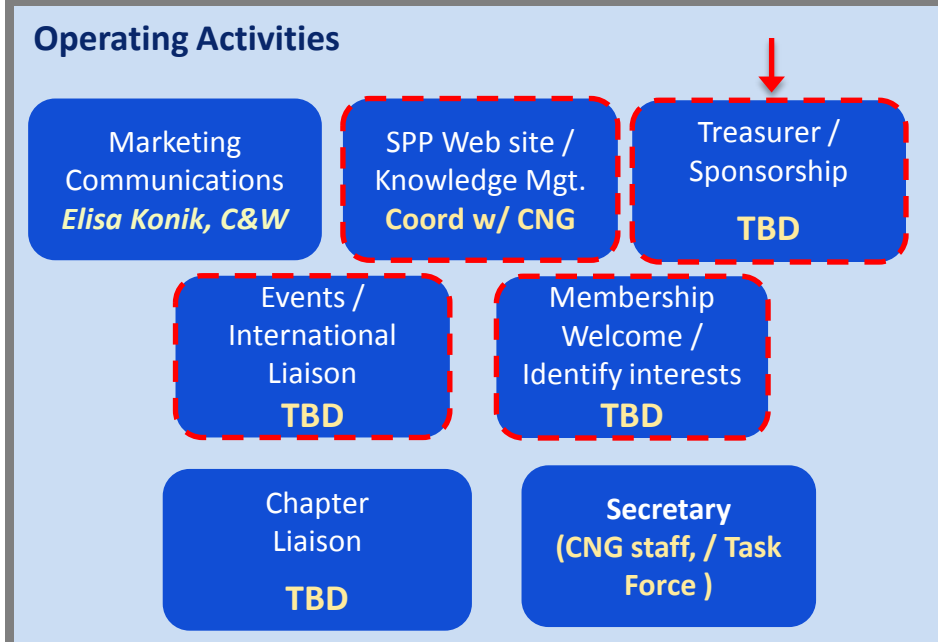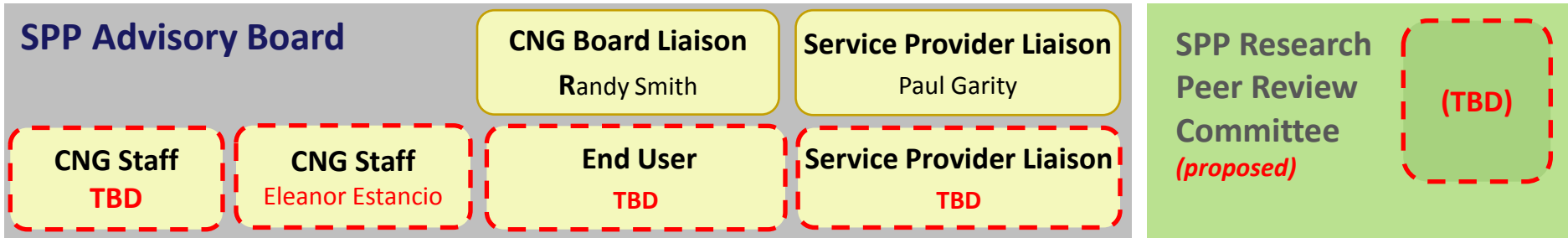Revised: August 6, 2012 based on SPP Operating Board decisions

SPP Organization Structure

CORENET GLOBAL
STRATEGY & PORTFOLIO
PLANNING COMMUNITY

Approved Structure

→ Indicates "must fill" positions currently vacant

SPP Advisory Board

CNG Board Liaison	Service Provider Liaison
Randy Smith	Paul Garity

CNG Staff	CNG Staff	End User	Service Provider Liaison
TBD	Eleanor Estancio	**TBD**	**TBD**

SPP Research Peer Review Committee *(proposed)*

(TBD)

SPP Operating Board

(Acting) Co-Chair End User	(Acting) Co-Chair Service Provider
→ **Robert Schuur**	**Peggy Withrow** ←

Operating Activities

Marketing Communications	SPP Web site / Knowledge Mgt.	Treasurer / Sponsorship
Elisa Konik, C&W	**Coord w/ CNG**	**TBD**

Events / International Liaison	Membership Welcome / Identify interests
TBD	**TBD**

Chapter Liaison	Secretary (CNG staff, / Task Force)
TBD	

Research Committee / Operating Activities

Task Force 1 – Benchmarking SPP	Task Force 2 – SubPortfolio	Task Force 3 – Technology (combine w/ Big Data)
Pierre Ratte,	Christelle Bron	Charemon Tovar

Task Force 4 – Optimizing Capital	Task Force 5 – Big Data & Analytics
→ **TBD**	Peggy Withrow

Research Chapter Activities –

Barry Alton (NY)

SPP High-level Responsibilities

	MOTIVATION AND RESPONSIBILITIES FOR ORGANIZATION ENTITY	MEETING FREQUENCY AND ATTENDANCE REQUIREMENTS
Operating Board	As a volunteer organization, the traditional structure where a board can set direction for those who are paid to do the work won't work. The Operating Board should include people responsible for operating activities and a representative from each Research Task Force. Why "Operating Board" rather than "Executive Committee"? • Executive committees are generally smaller • A board reflects shared decision-making rather than a hierarchy	Meetings once a month or every other month, depending on needs. All members must attend ¾ of meetings Non-research task force board members, must attend at least 1 task force or Research Committee meeting a quarter (month?) Anticipated time commitment : 4 - 8 hours per month
Advisory Board	Advise on SPP Community direction, governance and interface with end users, service providers and CoreNet Staff and Board. Include Kathy Godwin, CoreNet Director – Member & Component Relations, North & Latin America on Advisory Board	Meet quarterly with Operating Board. Members welcome at other Operating Board meetings. Members must attend 3 of the quarterly meetings.
Research Committee	Composed of all research task force leaders. Coordinates task force research, sets policy and direction for research activities, approves proposals for new task forces.	Once every other month (proposed, might be less) One representative from each Research Task Force must attend each Research Committee meeting
Research Task Forces	Develop information to be shared at Summits, in webinars, on the website and through articles. Provide a forum for SPP Community members to share insights on important SPP topics.	Monthly meetings which are open to all CoreNet members. Must host a meeting in at least 8 of 12 months each year.

Detailed description of responsibilities and requirements is included in appendix.

APPENDIX

Description of Responsibilities:

- Advisory Board

- Co-Chairs *(current acting co-chairs Bob Schuur and Peggy Withrow)*

- Treasurer / Sponsorship

- Marketing / Communications *(filled)*

- Research Task Force Leaders (Optimizing Capital position open)

- Research Committee

- Membership

- Knowledge Management

- Events

- Chapter Liaison

- Global Liaison

- Research Peer Review Committee (proposed)

- CoreNet Liaison Advisor *(2 additional positions open)*

SPECIFIC RESPONSIBILITIES

Advisory Board		
ACTIVITY	**RESPONSIBILITY**	**COMMENTS, OPEN QUESTIONS**
Advisory Board Meetings	• Attend ¾ of quarterly advisory board meetings • Provide insights and guidance on SPP activities • Vote on co-chairs and on other issues that the Operating Board would like to have the Advisory Board vote (TBD)	Is quarterly the right frequency? Would twice a year in the non-summit quarters be sufficient. Should we have a required annual meeting at one of the summits? Based on past experience, it would be difficult to find the time.
Operating Board Meetings	• Welcome to attend the Operating Board meetings, though not required	
Selecting Advisory Board Members	• Assume any current board member who would like to participate and can make meeting requirement is welcome as Advisory Board member • Propose that sub-committee of Operating Board Members propose potential members, with input and vote from full Operating Board and current Board members.	What is the right number of members? Currently set at 6, with 3 open positions.

SPECIFIC RESPONSIBILITIES

Current acting co-chairs, Bob Schuur and Peggy Withrow, are willing to fill this position

Co-Chairs		
ACTIVITY	**RESPONSIBILITY**	**COMMENTS, OPEN QUESTIONS**
SPP Community Management	• Oversees overall affairs of SPP Community • Primary responsibility for recruiting Advisory Board, Operating Board and Peer Review Committee • Encourage and ensure that SPP board members are completing responsibilities • Exit interviews with board members who resign to understand SPP Board operations	
Board Meetings	• Set priorities for discussion and set agenda • Lead board meetings	
Outside Organizations	• Act as spokesperson and make any arrangements with organizations outside of CoreNet organizations that have been identified as valuable by SPP Community members	It is likely that Research Task Force leaders may also be involved in these discussions.
CoreNet Summit Breakout Session	• Coordinate activities for SPP Breakout Session together with Events lead	May want to include managing submissions for Summit breakout sessions here because it is such a high-visibility activity or assign to Research Committee or Event lead

SPECIFIC RESPONSIBILITIES

Treasurer / Sponsorship

ACTIVITY	RESPONSIBILITY	COMMENTS, OPEN QUESTIONS
Marketing Message	• With Communications and Knowledge Management leads, set marketing message that is consistent with SPP activities and value.	
Sponsor Communication	• Update sponsors on relevant SPP activities • Identify ways in which sponsor can contribute to SPP activities	
New Sponsors	• Identify new sponsors and communicate value and "marketing message" • Work with community members about ideas for new sponsors • Work with Research Task Force leads to identify needs for sponsor funding	Earlier document from Laura DiBacco indicates that there is a CoreNet Sponsorship Committee and includes being the liaison to this committee in responsibilities
Sponsor Value	• Revise, as appropriate, sponsorship program and value of sponsorship to sponsors • Educate SPP leadership regarding recognition in communications and activities	
Treasurer	• Provide treasurer's report at Board Meetings • Works with CoreNet Accounting Department, as appropriate	Assigned Treasurer responsibilities to Sponsorship lead since most of funds come from Sponsors

SPECIFIC RESPONSIBILITIES

Position currently filled

Marketing/ Communications

ACTIVITY	RESPONSIBILITY	COMMENTS, OPEN QUESTIONS
Marketing Message	• Primary responsibility for marketing message • Work with Knowledgement Management and Sponsorship Leads to set marketing message that is consistent with SPP activities and value. Communicate to members	
Newsletter	• Create and distribute email newsletter monthly to inform members of SPP activities and update them on SPP research • Contact Research Task Force leads to get information on Task Force activities and share with Knowledge Management lead for website • Update Constant Contact membership list to reflect eGroup membership	These activities are crucial to SPP success in that they are the primary connection between SPP activities and the membership. Yet, some may be considered to be administrative tasks. Eventually, we hope to have administrative assistance form CoreNet.
LinkedIn	• Post newsletter to relevant LinkedIn groups • Monitor SPP LinkedIn activity to ensure consistency with SPP goals.	
SPP Information sheet	• With Knowledge Management Lead, revise SPP Information Sheet before Summits and as needed before Chapter meetings.	

SPECIFIC RESPONSIBILITIES

Research Task Force Leaders		
ACTIVITY	**RESPONSIBILITY**	**COMMENTS, OPEN QUESTIONS**
Research Task Force Meetings	• Task force leaders will be expected to hold a conferce call in 10 of 12 months each year which will be posted on the SPP calendar and open to any SPP Community member. • Provide information on who active members are to Research Committee	SPP Research Committee had originally proposed providing information for a time line including meetings and deliverables. Collecting this information has not proved to be an easy task.
Outside Organizations and Experts	• Coordinate with organizations outside of CoreNet as appropriate for research activities. Share information with Research Committee and Operating Board • Identify academics to assist with research activities as appropriate	

Research Task Force Deliverables	• Task forces will be expected to produce some sort of deliverable every 6 months.
	• Provide research results for Summit presentations or webinars, with a goal that SPP Community will provide 2 webinars a year. Provide information that can be posted on SPP website.
	• Twice a year, provide revisions to SPP Task Force Descriptions on SPP website
	  - Mission / purpose statement
	  - Objectives, including motivation and current status on reaching objectives
	  - Planned deliverable and timing
		Based on current task forces results, we may want to changing this to once a year.
		
		Previous SPP organization documents included responsibility for a lexicon and filing hierarchy. Some task forces are completing these as part of their work. Not a formal responsibility at this time.

Many of these responsibilities were developed and approved by SPP Research Operating Committee

SPECIFIC RESPONSIBILITIES

Research Committee

ACTIVITY	RESPONSIBILITY	COMMENTS, OPEN QUESTIONS
Coordinate Research Activities	• At least one member of each research task force must attend each meeting to ensure coordination, specifically to address overlaps in research topics. • Share lessons learned in completing research and working with CoreNet and other organizations • Coordinate contacts with outside organizations, with co-chairs having final responsibilities	Research Committee meetings are to be held every other month. Original organization structure included a separate Research Operating Committee which included people who weren't research task force leaders. That committee decided that research task force leaders were the best ones to set their requirements and coordinate research.
Policies and Direction	• Set policies regarding research task force meetings and output	
Task Force Management	• Approve new leadership for Task Forces already identified. • Evaluate and approve proposals for new Research Task Forces • Once a year, assess whether we believe the current task forces are current and valuable	
Research Review	• Coordinate initial review of research activities by other task force leaders and other active task force members • Review recommendations for modifications and/or additions to MCR and SLCR class	

Many of these responsibilities were developed and approved by SPP Research Operating Committee

SPECIFIC RESPONSIBILITIES

Membership

ACTIVITY	RESPONSIBILITY	COMMENTS, OPEN QUESTIONS
Welcome new members	• Contact new members when they join to see if they would like to take an active role in SPP.	The previous organizational structure included several other responsibilities including creating a member packet and recruiting new members. Much of the work for these activities is now part of communication or knowledge management.
Understand member interests	• Identify what activities and resources are of interest to SPP Community members and share with Operating Board.	To understand member interests, do we need a survey or are conversations and participation enough?
Follow up with "members in transition"	• To ensure that we keep up-to-date information for members, membership lead will be responsible for following up with SPP members whose emails have bounced.	

SPECIFIC RESPONSIBILITIES

Knowledge Management

ACTIVITY	RESPONSIBILITY	COMMENTS, OPEN QUESTIONS
Marketing Message	• With commnunications and sponsorship lead, set marketing message that is consistent with SPP activities and value. Ensure that web-site information is consistent with marketing message	
Website - general	• Update events monthly • Update front page quarterly	Knowledge management activities have been highlighted by several board members and SPP Community members as a priority.

These activities are crucial to SPP success in that they are the primary connection between SPP activities and the membership. Yet, some activities may be considered to be administrative tasks. Eventually, we hope to have administrative assistance from CoreNet. |
| Website – knowledge resource | • Attend Research Committee meetings and post information from SPP Research Task Forces and Summits
• Working with CoreNet Knowledge/Research staff, develop a process to coordinate SPP Knowledge Management with CoreNet Knowledge Center
• Work with Research Task Forces and members of Peer Review Committee to solicit and post best practice articles | |
| Board notes | • If no one else volunteers, take notes from Board Meetings (or have an associate take notes) and post to the website. | |

SPECIFIC RESPONSIBILITIES

Events

ACTIVITY	RESPONSIBILITY	COMMENTS, OPEN QUESTIONS
North American Summit Events	• As appropriate, organize and coordinate Summit events and keep track of SPP breakout sessions presented by Research Task Forces • Ensure the CoreNet staff has appropriate information • Work with Communications lead to ensure that we have the materials needed for the Summit including information sheets	
International Summits	• Until an International Liaison is identified, act as contact for people interested in hosting SPP activities at International Summits	
Research Webinars	• Work with Research Task Force leads to host 2 webinars on SPP research in the quarters that do not include NA Summits	
Other Webinars	• Identify SPP Community thought leaders to present webinars for SPP community • Approve with Research Committee	Not a priority, but if interested, these would also be beneficial to the SPP Community

SPECIFIC RESPONSIBILITIES

Chapter Liaison

ACTIVITY	RESPONSIBILITY	COMMENTS, OPEN QUESTIONS
Chapter Events	• Provide other Chapters with an understanding of what kinds of SPP activities can be hosted at a chapter level. • Coordinate any SPP Global resources that are needed at Chapter events	
Best Practices	• Develop a resource base for other Chapters to use in hosting SPP events at the Chapters	

SPECIFIC RESPONSIBILITIES

Global Liaison		
ACTIVITY	**RESPONSIBILITY**	**COMMENTS, OPEN QUESTIONS**
International Events	• Contact people who have hosted international events previously to see if they are interested in hosting events at future summits. • Provide people interested in hosting events internationally with information about Summit and Chapter events that have been successful. • Coordinate any SPP International resources that are needed at International events	Given the current membership, it seems that this is not position is not a priority. If someone wanted this responsibility, we would be glad to see these activities completed.
Research Task Forces	• Act as liaison for anyone internationally that is interested in participating or working on research task forces.	
Long-Term International Plan	• Develop approach to bringing more international activities to SPP Community	

SPECIFIC RESPONSIBILITIES

Research Peer Review Committee - Proposed

ACTIVITY	RESPONSIBILITY	COMMENTS, OPEN QUESTIONS
Research Review	• Review research completed by research task forces regarding accuracy and value to their organizations at meetings to be held once a year	The goal is to provide a forum for peer review and a way to encourage other members of the CoreNet Community to adopt recommendations. As a result, we recommend that members include • One representative from each major service provider • Course instructors from MCR and SLCR courses related to SPP • Other thought leaders including both end users and consultants
Best Practice Articles and Tools	• Work with Knowledge Management lead to identify and contribute best practice articles and tools for posting on SPP website.	

SPECIFIC RESPONSIBILITIES

CoreNet Liaison Advisor

ACTIVITY	RESPONSIBILITY	COMMENTS, OPEN QUESTIONS
Work with Senior CoreNet Leadership	• Responsible for assisting co-chairs in communicating with CoreNet staff about resources, visibility and other issues. • Address issues regarding overlap of SPP and CoreNet activities, such as research sharing and coordinating access to CoreNet survey data	Must has strong connections to senior staff, been successful working with the staff in the past, and understands the politics of the organization. Considered making this an Advisory Board role, but the person needs to participate regularly in Operating Board meetings to understand issues.
New CoreNet Chapter / Community Alignment	• With Co-Chairs, provide input on best approaches for new CoreNet Chapter Alignment, which includes funds from CoreNet membership fees for Communities and CoreNet resources	
Leader magazine contact	• Work with Research Task Force leads to identify research that can lead to articles in the Leader magazine	Should this actually be part of Knowledge Management? Knowledge management has a lot of responsibilities already.