



# THE 2016-2020 STRATEGIC PLAN

**Approved by the Committee of 200 Board of Directors**

June 16, 2016

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# The 2016-2020 Strategic Plan

**VISION** The Committee of 200 is the preeminent global organization for women business leaders and is publicly recognized for making a profound impact on the advancement of women in business

**MISSION** To foster, celebrate and advance women's leadership in business

## CORE VALUES & SHARED BELIEFS

### *Trust and Support*

- We value the relationships we build with one another
- We honor confidentiality
- We create a safe environment to share, learn and grow
- We are welcoming and strive to engage all members

### *Grow and Inspire*

- We gain wisdom and inspiration from each other
- We learn from each other's perspectives and experiences
- We willingly open doors for one another

### *Foster and Advance*

- We sponsor future women business leaders
- We advance women in business

### *Celebrate and Have Fun*

- We are grateful for the experiences we share together
- We enjoy spending time in one-of-a-kind experiences
- We make having fun a priority

### *Peer Community and Engagement*

- We greatly value our peer community, especially during periods of transition
- We believe it is a priority to take care of our members
- We engage members through all their career and life stages
- We are a life-long membership organization

### *Exclusivity of Member Criteria*

- We value P&L responsibility as an important criterion to create a community of peers
- We value the intentional balance of entrepreneurs and corporate members

### *Changing the Face of Business Leadership*

- We make an impact on the future of women leaders in business
- We multiply our impact through collaborations
- We are known for our expertise in business
- We are looked to as role models for the success of women in business

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## THE PEER COMMUNITY

The C200 community is a sanctuary for the world's most successful women business leaders and a resource to enrich each other and our businesses. Members are passionately supportive of each other and honor confidentiality. C200 members are highly satisfied and value the opportunities offered by the organization to connect, share wisdom, inspire, learn, celebrate and have fun.

### **Key Goals – Approved by Board June 14, 2016**

- 1.1 The peer community includes women who share core values and beliefs, have P&L responsibility, are the most senior women in their companies and are committed to advancing women in business
- 1.2 Membership standards are clearly articulated, well understood by internal and external audiences
- 1.3 Engagement opportunities are strategically designed to draw members into the peer community and retain them as life-long engaged members

### **Key Metrics - Approved by Board June 14, 2016**

Annual	75% of members agree with membership criteria and believe our criteria results in members who are peers
Annual	75% of members understand the membership criteria and process
Annual	65% of members are engaged with 3 touch points annually, resulting in annual retention rate of 95%

### **Additional goals & key metrics not in board approval document but developed by Engagement Task Force**

- Goal Increase new member applications
- Annual metric 90% of members who nominate a candidate are satisfied with the process
- Annual metric 80% of all members understand how to nominate a prospective new member
- Annual metric 90% of new member applications include activities for advancing women in business

### **Immediate Tasks and Timeline**

Q3 2016	Define peer, review membership criteria materials to insure consistency
Q3 2016	Include demonstration of interest / ability to advance women in business in nomination
Q3 2016	Define behaviors expected within Peer Community and communicate to all members
Q3 2016	Include demonstration of core values and shared beliefs in nomination
Q4 2016	Review and clarify definition of P&L responsibility, including CFO and non-profit criteria
Q4 2016	Review financial benchmarks reflecting standards of preeminence (\$250 / \$20 MM)
Q4 2016	Review three-year look-back rule
Q4 2016	Review family business ownership requirement, assess new category of membership
Q4 2016	Review international membership criteria, assess alternative requirements
Q4 2016	Review and recommend revised industry criteria, as appropriate

### **2016-2017 Current Programs and In-Process Tactics**

- Campaign to encourage members to update their profile with the new website
- Annual membership recruiting goals to ensure balance and diversity
- Programming which allows all members to feel they are part of a community of peers
- Data and demographics of current membership
- Data needed to identify prospective members

## ***2016-2017 Current Programs and In-Process Tactics (continued)***

- On-boarding programs to quickly assimilate new members into Peer Community
- Intentional plan to connect with, include and engage all new members
- Engagement for new members, at risk members, legacy members
- Protocol to alert region chairs when a member has a life change (i.e., move) to enhance engagement
- Member knowledge and access to council participation

## ***Measures and Reporting for Future Consideration***

- Identify benchmarks and sources to identify the top women in business, identify prospects
- Membership Committee to review criteria every two years
- Within five years of joining, XX% of new members have advanced a woman in business
- 80% of new members believe they have joined a community of peers
- XX% of members believe the organization is [too big / too small / the right size]
- New member retention rate in first year, in first five years
- Entrepreneur retention rate
- Legacy member retention rate
- 80% of new members feel deeply connected to C200 and have participated in 3 events
- [80%] of new members feel deeply connected to C200 / participated in 3 events
- [50%] of new members have participated in a Fun-Raiser or Best Ticket in Town
- % of members who express an interest in joining a council are in a council
- % of members who are in councils are highly satisfied with their council experience
- # new councils are formed annually

## ***Tactics for Future Consideration***

- Recognize and celebrate legacy members
- Create public recognition for legacy members
- Develop formal program with a goal of fostering professional networking among members
- Create programming that meets members' current needs and fosters peer connections
- Create and enhance virtual and in-person engagement opportunities for members to connect
- Create virtual C200 programming, enhanced LinkedIn participation
- Develop mobile app for database, event registration and other communications
- Expand and enhance theme-based "salon series" events
- Annually offer two to four Best Ticket in Town events, two fun-raisers, one international program
- Create a Luminary Awards event as a stand-alone foundation fundraiser each year
- Assess viability of change in dues for legacy members aligned with program needs and costs
- Assess viability of legacy member dues transition to foundation contribution

## ADVANCING MEMBERS

C200 members catapult their personal and professional advancement through unique access to members' inspiration, wisdom, and the peer community. C200 members offer exceptional expertise and experience, connecting with each other and are a resource for each member's relevant information along their career and through life stages. Member achievements are widely communicated and celebrated through the community.

### **Key Goals— Approved by Board June 14, 2016**

- 2.1 Members achieve their personal definition of advancement and credit C200 connections for that success
- 2.2 Foster a culture of peer support, with members making meaningful introductions for one another
- 2.3 Member advances are recognized internally and externally

### **Key Metrics – Approved by Board June 14, 2016**

- |        |   |
|--------|---|
| Annual | ≥ 50% of members advance within two years   |
| Annual | ≥ 90% of members advance within four years  |
| Annual | ≥ 50% of members report being meaningfully connected within two years                                   |
| Annual | ≥ 90% of members report being meaningfully connected within four years                                  |
| Annual | ≥50% of members report that they have made a meaningful connection for another member within two years  |
| Annual | ≥90% of members report that they have made a meaningful connection for another member within four years |
| Annual | Stories are published on ≥ 10% of members highlighting successes and contributions                      |

### **2016 - 2017 Current Programs and In-Process Tactics**

- Adding “advancement” field to the member profile page, define advancement, add to annual survey
- Creating campaign for members to update their profiles including skills, talent and expertise
- Asking members to state their personal and professional advancement goals
- Creating member communications to tell stories of member connections that advance members
- Using annual member survey to assess progress toward goals

### **Measures and Reporting for Future Consideration**

- Track number of members on or seeking for-profit corporate boards, celebrate new board seats
- Track member connections which helped advance a member, celebrate successes
- Track number of member connections in aggregate and by member

### **Tactics for Future Consideration**

- Create a concierge service to advance member connections (staff, member advisory board)
- Consider a member-to-member mentoring program
- Develop tools, content and educational support for members interested in for-profit board roles
- Leverage various databases to get C200 member board resumes into circulation with search firms
- Create public-facing roundtable events featuring C200 members as business thought leaders
- Create member curriculum to further advance members
- Create business showcases to present member products / services at annual or regional events
- Create easy ability for member connections and support and mentoring

### *Tactics for Future Consideration (continued)*

- Make Best Business Book virtual and searchable, use as vehicle to promote members' businesses
- Create internal webpage where members can link to organizations / content for women on boards
- Create a mechanism for qualified and member-approved groups to access C200 board directory
- "Based on Your Request" report back to members regularly on successful connections
- "Great Connections" field on the website and in member profiles
- Add Primary Industry, Additional Professional Expertise, Personal Interests to member profiles
- "When Jane Met Sally" articles for quarterly newsletter for members to tell their story of support
- "Members Connect" on website to publish testimonials, written stories, video stories
- "Who You Want To Meet" survey for annual conference
- Huffington Post C200 By Line for members' contributions
- Create C200 Blog [following name change]
- Create a marketing campaign to promote members' accomplishments internally and externally
- Include mention of members who contribute to other members' successes

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## ADVANCING WOMEN IN BUSINESS

C200 is recognized for measurably impacting the advancement of women business leaders. C200's impact is credited to the members' expertise in business, vast network of resources, openly sharing, relating to factors which impact women's success, and providing support at critical junctures in the continuum of a business women's career.

### **Key Goals– Approved by Board June 14, 2016**

- 3.1 Members support undergraduate/graduate women with significant and recognized impact on young women's perceptions of business
- 3.2 Members have significant and recognized impact on women entrepreneurs growing their business
- 3.3 Members have a positive impact on corporate women ready to take on P&L responsibility roles
- 3.4 Members support the advancement of women in business

### **Key Metrics – Approved by Board June 14, 2016**

Survey	50% of Reach-Out attendees report they are inspired to focus on business careers
Annual	40% of Scholars report the C200 investment positively influenced their business careers
By 2020	500 women entrepreneurs report increased success and credit C200
By 2020	500 corporate women decide to track toward a P&L role and credit C200
By 2020	50% of C200 members report supporting the advancement of one or more women in business, increasing to 90% over four years

### **Additional key metric not in board approval document but developed by Engagement Task Force**

- Annual Increase in event attendees' perceptions / focus on business careers (survey at event + 3 years)

### **2016-2017 Current Programs and In-Process Tactics**

- Piloting corporate women's development program for sponsors
- Enhancing program for new Protégé cohort including Mentor Council
- Exploring select regional collaborations to leverage impact of C200 members on young women
- Create and report results for Annual Scholar Survey

### **3.1 Goal, Measures and Tactics to Advance Women on the Educational Continuum**

C200 members, programs and partnerships supporting women throughout the educational continuum and have a significant positive impact on young women's perceptions of business as a career opportunity and inspire them to pursue business leadership roles. C200 members receive valuable opportunities to enhance member connections and advance women together. Integrate marketing and communications plan to recognize C200 members and impact of events.

4Q 2016	Assess 1 undergraduate, 1 graduate Reach-Out in each region, five-year commitment
4Q 2016	Clarify expectations for the C200 Scholar Network, develop metrics to determine ROI
4Q 2016	Establish baseline and goals for YOY growth in member participation in Reach-Outs
2017	Consider technology resources to connect Scholars and (opt in) Members



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### **3.1 Goal, Measures and Tactics to Advance Women on the Educational Continuum (continued)**

2017	Develop appropriate Reach-Out assessment tool to track participants over time
2017	Integrate content on the importance of supporting other women in the workplace
2017	Explore collaborations with organizations and universities chosen by regional selection

### **3.2 Goal, Measures and Tactics to Advance Women Entrepreneurs**

C200 members and programs will directly mentor and support high potential women entrepreneurs in growing their businesses through the Protégé Program. C200 members will act as mentors with an external educator to provide best-in-class programming. Through marketing the programs and collaborations, C200 will be known as a key resource for women entrepreneurs.

Annual	Within 5 years of C200 program participation, Protégés qualify for C200 membership
2017	Evaluate and finalize metrics based on industry and business segment
2017	Revise and enhance curriculum based on first cohort of protégés
2017	Enhance Protégé Program with the C200 Mentor Council to support the cohort
2017	Invite Mentor Council to participate in select curriculum
2017	Launch communications campaign to highlight C200 member impact on entrepreneurs
2017	Launch technology solutions (“e-mentor”) to broadcast webinars, expand reach
2018	Collaborate with (2) organizations which also support early stage women entrepreneurs
2018	Research collaboration with Women’s Business Development Center in Chicago
2018	Place C200 members as mentors or speakers at collaborative events

### **3.3 Goal, Measures and Tactics to Advance Women on the Corporate Continuum**

C200 will influence an increasing number of corporate women each year to take on roles that can lead to P&L responsibility through C200 programs, collaborations and mentoring networks thereby developing a pipeline of women who may someday be C-Suite level, C200 members and serve on corporate boards. C200 programs increase women’s participation in middle management of C200 member companies. C200 reach and impact are broadened through strategic partnerships focused on increasing women with P&L responsibility and on corporate board seats.

2017	Pilot Mentor Network / Corporate Reach-Outs for women in Silicon Valley or other geographies or industries
2017	Consider expansion of corporate Reach-Outs regionally for key growth industries
2017	Pilot Corporate Protégé Program for C200 member companies
2017	Determine selection process for member companies’ program
2018	Add virtual programming and networks for Corporate Protégé Program
Metric	Participants have advanced in their careers within 2 years of a C200 program
Metric	Increase # of women in first-line, middle-manager, and executive positions
TBD	Add metric on revenue
TBD	Determine ability to report on revenue metric

### HOW WE ARE KNOWN

C200 is recognized for its unparalleled peer community of women entrepreneurs and corporate executives and for significantly impacting the advancement of women in business. Known for business expertise, C200 members are sought out as thought leaders in a variety of industries. Women business leaders aspire to join C200.

*The mission statement for How We Are Known was approved by the board on June 14, 2016 as an imperative as part of the 2016 - 2020 Strategic Plan with a focus of reviewing the brand of the organization and recommending a revised brand strategy; devising a strategy to increase awareness and recognition of the organization, its members and its purpose and achievements; as well as integrating with the Communications Committee to setting the strategy and tactics to support the organization's strategic imperatives. Brand strategy recommendations will be presented to the Board and Key Goals and Metrics will be presented to the Strategic Plan Management Committee and Executive Committee for approval and integrated into tracking reports.*

## APPENDIX I. GOALS AND METRICS QUARTERLY REPORTING TEMPLATE

### ***Purpose***

In order to achieve the C200 vision and mission, a five-year strategic plan has been developed through significant member input and approved by the board in June 2016. The plan is intended to be used to set direction and priorities, focus energy and resources, and establish clear goals and measurements.

The plan will be updated on an annual basis by the strategic imperative committees and reviewed by the Strategic Plan Management Committee as a critical element to defining the activities of the organization each year as well as projecting the annual budget of resources required. The final plan will be approved annually by the Board according to the annual budgeting process defined.

### ***Quarterly Progress Update***

The Strategic Plan Management Committee is responsible for monitoring and presenting the progress of the organization against the goals that have been defined to the Board on a quarterly basis.

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**APPENDIX II. COMMITTEES** – Certain committees are established as part of the organization’s by-laws (Executive Committee, Finance Committee, Investment Committee, Membership Committee, Communications Committee, Governance Committee, Program Committee, Nominating Committee and Annual Conference). Other committees may be created by the Board of Directors. The purpose of each committee is described below. Chairs and liaisons of each committee is noted as of September 1, 2016 and will be updated at least annually, distributed to membership and included in the Board Handbook.

Committee	Purpose
<b>Peer Community Membership</b>	
<p><b>Co-Chair</b> – Jennifer Smith  <b>Co-Chair</b> – LuAnn Via  <b>Staff</b> – Director of Membership  <b>Exec Co Liaison</b> – Secretary</p>	<p>Formerly the Membership Committee, the Peer Community Membership Committee has responsibility for implementation of one of the organization’s strategic imperatives and will report quarterly to the board of directors on Key Goals and Key Metrics.</p> <p>The committee recommends and implements membership criteria, evaluates all membership applications, interview candidates and recommends candidates to the full Board for approval. The committee reviews procedures for recruiting and integrating new members. The committee also develops and recommends new or revised membership criteria consistent with the peer community, to create improved clarity, and reflective of industry trends. Important intersections are to implement recruitment activities with region leadership, establish and oversee ad hoc sub-committees to review criteria for specific industries, and refer engagement program ideas for new members to the Peer Community Programs Committee.</p>
<b>Peer Community Programs</b>	
<p><b>Chair</b> – Kimber Maderazzo  <b>Staff</b> – Director of Programs,  Director of Membership,  Foundation Staff  <b>Members</b> – Region Chairs (or designees), the Councils Chair, a Foundation Board Member, Advancing Members Chair (or designee)  <b>Exec Co Liaison</b> – Secretary</p>	<p>Formerly Programs Committee, the Peer Community Program Committee has responsibility has responsibility for implementation of one of the organization’s strategic imperatives and will report quarterly to the board of directors on Key Goals and Key Metrics.</p> <p>The committee recommends and oversees engagement opportunities including Best Ticket in Town, Fun Raisers, Councils, regionally-organized events and dinners, holiday parties, as well as other new program tactics to meet the peer community engagement goals. Important intersections are with the Peer Community Membership Committee to help integrate new members effectively; with the Advancing Women Committee to implement program ideas which support the advancement of women in education and business; and with the Advancing Members Committee to implement programs which create support, connectivity and business opportunities among members.</p>

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Advancing Members Committee	
<p><b>Chair</b> – Julie Fasone Holder  <b>Staff</b> – Managing Director, and Associate Director of Foundation  <b>Members</b> – TBD  <b>Exec Co Liaison</b> – Board Chair</p>	<p>The Advancing Members Committee has responsibility for implementation of one of the organization’s strategic imperatives and will report quarterly to the board of directors on Key Goals and Key Metrics.</p> <p>The committee vets and recommends such engagement opportunities as education series, international trips, webinars, and board readiness programs, as well as determines best practices such as new technology solutions to better connect members to each other for their personal advancement.</p>
Advancing Women in Business Committee	
<p><b>Chair</b> – Pam Craig  <b>Staff</b> – Director and Associate Director of the Foundation  <b>Members</b> – Chairs of the Education Sub-Committee, Entrepreneurs Sub-Committee, and Corporate Sub-Committee  <b>Exec Co Liaison</b> – Foundation Chair (or designee)</p>	<p>The Advancing Women in Business Committee has responsibility for implementation of one of the organization’s strategic imperatives and will report quarterly to the board of directors on Key Goals and Key Metrics. The committee will be comprised of three sub-committees – Education Sub-Committee, Entrepreneurs Sub-Committee, and Corporate Sub-Committee.</p>
Education Sub-Committee	
<p><b>Chair</b> – TBD  <b>Staff</b> – Director and Associate Director of Foundation  <b>Members</b> – Lynne Marie Finn, Karen Greenbaum, Diane McCue, Robin Ross  <b>Exec Co Liaison</b> – Foundation Chair (or designee)</p>	<p>The Advancing Women in Business – Education Sub-Committee has responsibility for one of the goals of the organization’s strategic imperatives and will report quarterly to the board of directors on its Key Goal and Key Metric.</p> <p>The sub-committee will create, vet, recommend and oversee activities including Educational Reach-Outs, the Scholar Network, and other new initiatives and collaborations focusing on the advancement of women in business during their period of graduate and undergraduate education.</p>
Entrepreneurs Sub-Committee	
<p><b>Chair</b> – Kim Sharan  <b>Staff</b> – Director and Associate Director of Foundation  <b>Members</b> – Lilli Hall, Martha Wilke Murray, Marilyn Skony Stamm  <b>Exec Co Liaison</b> – Foundation Chair (or designee)</p>	<p>The Advancing Women in Business – Entrepreneurs Sub-Committee has responsibility for one of the goals of the organization’s strategic imperatives and will report quarterly to the board of directors on its Key Goal and Key Metric.</p> <p>The sub-committee will create, analyze, recommend and oversee activities including the Protégé Program to advance women entrepreneurs.</p>

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Corporate Sub-Committee	
<p><b>Chair</b> – Donna Troy  <b>Staff</b> – Director and Associate Director of Foundation  <b>Members</b> – Cindy Kent, Eugenia Ulasewicz  <b>Exec Co Liaison</b> – Foundation Chair (or designee)</p>	<p>The Advancing Women in Business – Corporate Sub-Committee has responsibility for one of the goals of the organization’s strategic imperatives and will report quarterly to the board of directors on its Key Goal and Key Metric.</p> <p>The sub-committee will create, vet, recommend and oversee activities and collaborations to advance corporate women, including a Corporate Pipeline Program to increase women taking on P&amp;L responsibility and increase the number of women on corporate boards.</p>
Communications Committee	
<p><b>Chair</b> – Susan Packard  <b>HWAK Chair</b> – Jan Muhleman  <b>Staff</b> – Director of Marketing and Communications, Managing Director  <b>Members</b> – C200 Members with communications, public relations and/or marketing expertise  <b>Exec Co Liaison</b> – Board Chair (or designee)</p>	<p>The Communications Committee and How We Are Known (HWAK) Task Force have responsibility for one of the organization’s strategic imperatives and will report quarterly to the board of directors on its Key Goals and Key Metrics.</p> <p>The committee incorporates the “How We Are Known” task force and will recommend to the Board of Directors on overall strategy, policies and procedures to protect and enhance the C200 brand. The committee will oversee the finalization and implementation of the brand strategy, as well as the communications tactics to support the brand strategy and the development of a new webpage for the organization. The committee will oversee the implementation of all internal and external communications and marketing tactics in support of the strategic imperatives.</p>
Strategic Plan Management Committee	
<p><b>Chair</b> – Maryann Bruce  <b>Staff</b> – Managing Director  <b>Members</b> – Diana Peninger, Diana Reid, and Chairs of Peer Community Membership, Peer Community Programs, Advancing Members, Advancing Women, Communications  <b>Exec Co Liaison</b> – Board Chair (or designee)</p>	<p>The Strategic Plan Management Committee is a newly formed committee that has the responsibility to oversee the implementation of the strategic plan by reporting progress on Key Goals and Key Metrics, reviewing and recommendation any new initiatives in alignment with the strategic plan, overseeing the Annual Member Survey and reporting to the Board on a quarterly basis. The committee will also work with the Finance Committee to annually aggregate committee goals and tactics into an annual plan and budget.</p>

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Executive Committee	
<p><b>Chair</b> – Laura Grondin  <b>Vice-Chair / Foundation Chair</b> – Roz Alford  <b>Secretary</b> – Kimber Maderazzo  <b>Treasurer</b> – Sue McLaughlin</p>	<p>The responsibilities of the Executive Committee are to carry out the direction and policy agenda as established by the Board of Directors, to act on behalf of the Board of Directors in between board meetings, and to set the agenda for the board meetings. The Committee also works to provide ongoing support to the C200 Staff in the fulfillment of the goals and objectives of the organization. The Committee is made up of the Board Chair, Vice Chair, Treasurer, Secretary, and Chair-Elect. The Committee meets via conference call between six and eight times during the year.</p>
Annual Conference Committee	
<p><b>2016 Chair</b> – Margarita Farmer  <b>2017 Co-Chair</b> – Roz Alford  <b>2017 Co-Chair</b> – LuAnn Via  <b>Staff</b> – Director of Programs  <b>2017 Members</b> – Julie Fasone Holder, Kimber Maderazzo, Marcia Meyer, Pamela O’Rourke, Marcie Zlotnik  <b>Exec Co Liaison</b> – Secretary</p>	<p>An Annual Conference Committee is formed for each annual conference 18 months prior to the conference. The responsibilities of the Annual Conference Chair are to develop the program and off-site activities, select the site, oversee creation of the theme, recruit the speakers and moderators, decide on attendee gifts and promote member attendance. All responsibilities are joint with C200 Staff except for recruitment of speakers and moderators. The Chair assists with sponsorship solicitation and adherence to budget along with promotional materials, logistical remarks and scripting.</p>
Advisory Council	
<p><b>Chair</b> – Immediate Past Chair  <b>Members</b> – All Past Board Chairs  <b>Exec Co Liaison</b> – Board Chair  <b>Staff</b> – Managing Director</p>	<p>The Advisory Council will be comprised of all former governing and foundation board chairs, and will provide advice and counsel to the current Chair and Exec Co on critical issues of the organization. Past Governing Board Chairs are: Gay Gaddis (Immediate Past Governing Board Chair), Kathryn Swintek, Barbara Talbott, Alison Winter, Christine Toretti, S. Diane Graham, Connie Duckworth, Judith Haberkorn, Victoria Jackson, Michele Hooper, Carolee Friedlander, Linnet Deily, Mylle Bell Mangum, Ellen Gordon, Susan Bird, Julia Thomas, Ruth Smith, Patricia Mary Cloherty. Past Foundation Board Chairs are: Lorraine Segil, Herta von Stiegel, Agnieszka Windkler, Nancy Sanders Peterson, Carolee Friedlander, Judy Mello, Dianne Patterson, Judith Haberkorn, Linda Paresky, Jacqueline McCurdy, Mylle Bell Mangum, Ellen Gordon, Marjorie Allen.</p>

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Governance Committee	
<p><b>Chair</b> – TBD  <b>Members</b> – Current Board Chair Laura Grondin, Current Foundation Chair Roz Alford</p>	<p>The Governance Committee is responsible for conducting periodic reviews of the organization’s By-Laws and Policies including the Board of Directors Handbook, and recommending any appropriate amendments to the Board of Directors. The committee reviews the policies and procedures following by C200 and its Board, Committees and Officers to ensure legal compliance and best practices. The Governance Committee is charged with conducting the annual Board Self-Evaluation and with preparing the Board Needs Matrix and Profile Summary. These two activities will help inform the Nominating Committee of the skills and qualities that should be sought to fill open positions, in addition to tracking geographic distribution and corporate/entrepreneur guidelines.</p>
Finance Committee	
<p><b>Chair</b> – Sue McLaughlin  <b>Staff</b> – Director of Finance  <b>Members</b> – Laura Grondin, Roz Alford, Maryann Bruce, Kimber Maderazzo, Pam Craig, Martha Goss, Anne-Lee Verville  <b>Exec Co Liaison</b> – Treasurer</p>	<p>The Finance Committee will review the annual budget, financial reports to the Board, oversee the financial practices of the organization, advising the Board on financial policy and overseeing investments of Association funds. It is made up of the Governing Board Chair, Foundation Board Chair, Treasurer, Foundation Treasurer and up to four C200 members. The Committee meets four times a year and otherwise as-needed. This committee is also responsible for approving decisions regarding the appointment, remuneration, and removal of the external auditors.</p>
Investment Committee	
<p><b>Chair</b> – Maryann Bruce  <b>Staff</b> – Director of Finance  <b>Members</b> – Eileen O’Neill Odum, Marcia Page, Robin Ross, Alice Schroeder, Kim Sharan  <b>Exec Co Liaison</b> – Treasurer</p>	<p>The responsibilities of the Investment Committee include establishment of Investment Policy Statements and Annual Investment Plans for the C200 Operating Fund Portfolio and the C200 Foundation Portfolio, delegation of investment implementation to a third party investment manager, investment oversight and monitoring of the portfolios and the third party manager, review and reporting of asset allocation, investment strategies and results for each portfolio relative to achieving their respective goals and objectives, and compliance with legal and regulatory requirements.</p> <p>The committee’s primary goal for each portfolio is the active management of investment risk in order to protect and to prudently grow C200 and C200 Foundation investment assets. Regular portfolio performance reports are provided to the Boards of Directors.</p>



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Nominating Committee	
<p><b>Chair</b> – Laura Grondin  <b>Staff</b> – Board Liaison  <b>Members</b> – Rochelle Bartholomew, Susan Nethero, Pam Craig, Ana Dutra, Renee Pepys Lowe, and Liz Musch  <b>Exec Co Liaison</b> – Board Chair</p>	<p>The responsibilities of the Nominating Committee are to annually solicit nominations for open Board positions, verify the qualifications and eligibility of each candidate and prepare the ballot. The committee is made up of six Region representatives (one from each region) and is chaired by the Chair Emerita in the year this position is filled and by the Chair-Elect in the year that this position is filled.</p>
Fundraising Committee	
<p><b>Chair</b> – Roz Alford  <b>Staff</b> – Director of the Foundation and Managing Director  <b>Members</b> – Gina Diez Barroso De Franklin, Candace Duncan, Sally Guthrie, Diane McCue, Nina McLemore, Kathryn Swintek, Marcy Syms, Roberta Sydney  <b>Exec Co Liaison</b> – Vice Chair/Foundation Chair</p>	<p>The Fundraising Committee is responsible for overseeing strategic initiatives to secure financial and in-kind support from individuals and sponsors.</p>

## APPENDIX III. BOARD PRE-APPROVAL SOCIALIZATION TEMPLATE FOR NEW INITIATIVES

### Background

As we implement the strategic plan, new ideas and collaborations will be brought forward for board discussion and approval. In order to facilitate a good discussion at board meetings where we have very limited time, it is important to improve our preparation and be very fast with a clear protocol for how new ideas are introduced and vetted prior to being brought to the board for a decision vote.

### Purpose

To structure a process by which the C200 Board can appropriately preview, evaluate, dialogue and make decisions regarding matters that require board approval. The template is designed to ensure that, by the time the board is asked to approve a new proposal, board members have been fully briefed and have had a reasonable amount of time to review and gain a full understanding of the subject before voting. With the right preparation materials, the discussion could then be focused on proposal alignment to C200 core values and strategic imperatives, a robust review of the benefits and risks to the organization and its members and a clear outline of the timeline and resources that will be needed to implement.

### Process

- All proposals requiring decisions made to the board will require this short information template
- The proposal should come to the board with the support of the appropriate strategic initiative committee and has a board “champion” who will take responsibility for leading the discussion.
- With quick, efficient decision making in mind, it is recommended that the board has the opportunity to see and discuss any critical proposal a minimum of two times before the board meeting when a decision is required

Below is an example of the template:

### How An Idea Gets to Board Approval



An idea, innovation or tactic can come from any member. Idea is first suggested to a committee, board member or staff member

Introduce to appropriate strategic imperative committee for review and discussion - If committee supports, review at C200 Staff meeting to provide early input to new proposed tactics

The member who suggests the idea is its champion and works with the appropriate committee to vet the idea as to fit, costs, benefits, risks, etc. The committee then decides:

OR

Idea does not fit and does not move forward

Idea is approved by committee, approval template prepared, move to board consideration: Executive Committee notified and template added to next set of board materials

#### Board Consideration Process:

##### At Meeting One:

- Template is submitted to board for preview and board provides feedback, questions
- The board “champion” leads discussion, gathers requests for additional information or data, and follows up with the idea champion (if not the board champion) and committee. Additional information may be communicated to the full board between meetings by the Board secretary.
- A revised approval form to be included in board meeting documents distributed in advance.
- Finance Committee engaged for financial review and approval

At Meeting Two: Highlight revisions, Board Vote

## Approval Request - Page 1



### General Description & Recommendation

- Provide details of the approval request and describe recommended action
- What is the idea / initiative
- What is the value for C200 members
- What is the impact for members or non-members
- What committee(s) will vet the idea
- Who is the individual sponsor
- Is there a collaboration partner involved
- Is there a board champion designated

### Fit and Alignment

- How the initiative supports a strategic imperative
- How the initiative is measured
- Is the initiative short-term or long-term
- What is the long-term / on-going impact
- How it fits the C200 Vision and Mission
- How it supports Core Values & Shared Beliefs
- How it supports and builds the brand

### Other options and alternatives

- Describe other options, alternatives and scenarios considered
- Example: when considering collaborations, comparison could be C200 alone vs together with a partner. Or comparing one potential partner with another.
- Additional attached risk/benefits slide 4 can be added as needed to provide the information

### Resources Needed & Timeline

- Expected member time necessary
- Expected member funding
- Expected organization funding
- Expected staff resources necessary

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## Approval Request - Page 2



### Benefits (examples)

- Supports the strategic imperative to advance members for entrepreneurial members
- Enhances member engagement for new members
- Demonstrates the brand by illustrating the industry expertise of entrepreneurial members

### Risks (examples)

- Costs not currently included in the 2017 budget
- Cost could vary from estimates by 10-15%
- May be exposure risk for public company CEO members
- Members active in regulated companies may not be able to participate

Format can also be used to describe benefits/risks in comparison to other options/alternatives considered by the strategic imperative committees to easily provide background to the Board on already considered concerns

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## ACKNOWLEDGEMENT

The Committee of 200 strategic framework was reviewed and approved by the Governing Board of Directors and Foundation Board of Directors on June 16, 2016. We acknowledge and thank all members for their valuable ideas and feedback provided during the development of this plan. We acknowledge the exceptional support from Denise Mills of Leader Fuel, Mary McLean Evans, C200 Managing Director, and the entire C200 staff for their part in the creation of this plan. We also thank the board members for their care, participation and collaboration to deliver a strategic plan to chart the path for the growth and impact of the Committee of 200.

We are grateful to the following C200 members and staff who have been a part of the strategic planning process.

### **Strategic Planning Committee**

Diana Peninger, *Co-chair*

Diana Reid, *Co-chair*

Maryann Bruce, *Incoming Chair*

### **Phase One Working Group Members (Data Collection and Analysis):**

Ginger Bailey, *Focus Groups*

Michelle Clayman, *Legacy Document Review*

Kris Manos, *Data Analysis*

Jan Muhleman, *Competitive Analysis*

Liz Musch, *Survey development and data analysis*

Tonia Shusta, *One-on-One Interviews*

### **Phase Two: Strategic Task Force Leaders and Committees**

#### **Peer Community Task Force**

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#### **Advancing Members Task Force**

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Susan McLaughlin

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## **Advancing Women Task Force**

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Roz Alford

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Eileen Odum

Lorraine Segil

Kim Sharan, *Entrepreneur Sub-committee Chair*

Martha Wilke Murray

Marilyn Skony Stamm

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Linda Mills

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## **Member Engagement Task Force (subsequently rolled into the Peer Community)**

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Kris Manos

Diane McCue

## **How We Are Known Task Force**

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## **C200 Executive Committee**

Laura Grondin, Chair

Roz Alford, Vice Chair and Chair, C200 Foundation

Sue McLaughlin, Treasurer

Kimber Maderazzo, Secretary and Programs Chair

## **C200 Staff**

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