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APICS Channel Partner Webinars: 2012-2014 Strategic Priorities and Governance Changes

On August 31, 2011, APICS held two webinars, hosted by APICS Chair Eric Schaudt, CPIM, CSCP, to review recently approved strategic priorities for 2012 through 2014 and to discuss upcoming changes to the APICS governance structure. Below are questions from the channel partners who attended the webinars.

Additional questions can be sent to:

- North American chapters: chaprel@apics.org
- International associates and authorized education providers: international@apics.org

2012-2014 Strategic Priorities

Q: Why the emphasis on global?

Today operations and supply chain management issues are global our members' jobs are global as well. To ensure we are competitive and can provide competitive operations and supply chain management worldwide, we need to be as well.

This change is a continuation of what APICS began in 2006 and the governance changes in 2007.

- International and globalization were included in the strategic priorities from 2007-2009.
- In 2010, internationalization efforts were combined with other internal functions within the organization.
- In 2011, the strategic direction committee added global to the three priorities: affiliation, courseware, and certification
- In January 2011, the board of directors requested that the governance committee identify options for governance changes that addressed our stakeholders.
- In July 2011, APICS Board of Directors approved 2012-2014 strategic priorities and governance changes.

Q: Why do the strategic priorities specifically call out that IAs and AEPs are required to be active in "affiliation-related outreach" and "developing APICS products?"

Including APICS international partners in product- and affiliation-related priorities is aimed at spreading the base of individuals who develop, review, and improve our education and affiliation offerings to ensure our products and services are more competitive in the global marketplace.

Q: When will XX% data for objectives be defined?

The XX% growth in transnational corporations using APICS CPIM or CSCP as their global corporate standard as measured through education/certification sales. (Baseline to be determined by 12/31/2011)

Q: Does this globalization effort include customizing products into different languages?

Yes, we are looking into translations of materials, which will help us remain locally relevant.

Governance change

- Q: Is this just an intermediate step? If so, what is the ultimate goal for the board structure?*
The ultimate goal is to ensure APICS is an agile organization and is responsive to the needs of our channel partners, our members, and customers in the global community.
- Q: Who selects the director nominating committee? How long do members serve?*
The board of directors selects the director nominating committee members at the January board meeting. Committee member terms are for one year and may not exceed two consecutive terms.
- Q: Why is there not a requirement for equal representation by each and every district?*
The board of directors has determined that the number of board members should not increase over the current 17 members and that representation should not necessarily be based on geography. Board members should represent the future of APICS and board member qualifications should be tied to the strategic directions of the organization. The addition of 4 international districts and the new structure of the board is designed to extend our ability to call qualified leaders from around the world and align APICS governance with our strategic direction.
- Q: Will there be four global directors on the board?*
That is not a requirement. The director nominating committee will be considering candidates recommended from all districts and present the most qualified individuals to the APICS Board of Directors.
- Q: If a district candidate is not successful, can he or she be submitted as an at-large nominee?*
Yes. Anyone can submit a director-at-large nomination.
- Q: Since we are a member organization, were these changes vetted by all or some of the members before they went before the board for vote?*
The changes were considered by the board of directors who are representatives of all APICS members. APICS works to ensure its processes and governance are transparent for leaders and members. This change and other activities of the governance committee were available in the notes and talking points that are distributed on the APICS Communities of Practice as well as meeting attendance.
- Q: What is the timeline for open positions for district directors? Who can nominate directors?*
We will begin implementing this change with the 2012 nominations to the 2013 APICS Board of Directors. This is an opportunity for more involvement from districts. A calendar of events is included with the presentation. We encourage districts and partners to continue to nominate and recruit qualified candidates at the board level.
- Q: Do only districts with positions opening up next year get to nominate candidates in this structure?*
No, all districts can nominate district director candidates beginning with the 2012 nominations.
- Q: Where and when will opportunities for leadership be posted?*
The opportunities will be posted on the APICS website and on C-BOX, and will be promoted in member and leader newsletters and emails.
- Q: What is the timeframe for recommendations for new members in this new process?*
The nomination period will close in May.

Impact on partners

Q: I understand the need for international presence on the board, but won't some domestic districts lose their voice(s) in this change?

The objective is to have board members that represent all members, irrespective of where they live or work. All board members have a fiduciary responsibility to represent the best interests of APICS, which includes: members and customers, our products and services, and our financial health.

Q: I understand how this benefits APICS. How does it benefit my chapter?

By opening the APICS Board of Directors in this way, we are incorporating talented individuals with diverse perspectives, experiences, and skills to ensure APICS stays relevant.

Allowing more contributions from IAs and AEPs ensures that no group of channel partners is carrying the whole burden of courseware development and governance.

Most importantly, this change helps us be consistent with who we are as an organization. Supply chains are global—and by extension, limiting the growth of those supply chains limits an organization's ability to grow. Our aim is to enable APICS's growth and extend the reach of our community.

Q: Are staff resources going to be spent mostly on international expansion efforts or can we expect the same level of service from staff?

APICS staff will continue to dedicate resources to support all APICS partners—including chapters. An emphasis is being made on providing resources that can benefit chapters and international partners.

Q: Is this a way to eliminate districts?

Quite to the contrary. The changes *add* districts; secondly, these changes are aimed at making APICS a more agile organization with a broader content and community base. This change gives APICS and APICS districts expanded opportunities in the global marketplace.

Q: How will chapters from a district without board representation have their concerns addressed?

Board members represent all members, irrespective of where they live; accordingly, an issue can be directed to the board via any board member. Additionally, as is the case today, chapters will be able to have their concerns addressed through district managers, channel partner services and the local district field associate, APICS staff, or APICS Customer Service.

Q: How will the new structure affect the district manager's role?

District managers are responsible for supporting the chapters in their districts—this role will not change.

Q: As a chapter leader, will a district director still be available to attend all district meetings to provide APICS updates and results of the board meetings?

Yes, the intent is to have someone available for all district meetings to report activities of the board and gather input and feedback, back to the board.

Q: How do we fill the district manager role in the new districts? How is the international district manager role defined differently than the domestic role?

The district manager role is being defined with the assistance of our international channel partners, once the qualifications are developed candidates will be considered.

Q: *We don't have a formal Middle East and Africa structure. How is this going to work?*
The new structure for MEA will be developed by year end.

Q: *When the international district managers are in place, will the regional APICS offices be redundant?*

This will be determined based on the best method to serve our channel partners.

Q: *Will the international districts have district staff similar to their North American counterparts?*
We are developing a new model for the international marketplace so we can be more responsive and will work with international partners to identify the most appropriate model for staff support.

Q: *Can an authorized education provider recommend individuals to the IA for nomination to the board?*

Yes. The goal is to broaden opportunities—both IAs and AEPs would be included in that.

General

Q: *Who is making this change?*

The 2012 strategic priorities and 2012 governance changes were approved by the APICS Board of Directors at the recommendation of the strategic direction and governance committees of APICS volunteer leaders.

Q: *Who makes up the governance committee?*

The governance committee is a committee of APICS volunteer leaders, including board members and district managers. No staff members are on the governance committee.

Q: *Was this decision unanimous by the BOD?*

As expected there was significant discussion regarding the changes by the board prior to their approval. As a matter of business we do not publish the vote results beyond a motion being approved or not.