

Approved: September 1, 2011

The Center for Strategic Supply Leadership (CSSL) was founded in 2004 to explore the supply management horizon and translating it into robust, strategic development programs designed for executives and their direct reports.

Intent: The CSSL's attention is focused on closing the gap between growing expectations of CEOs and the results delivered by their organizations' supply partners. Its focus is beyond current day skills, practices, field and profession benchmarks. It seeks to develop thought leadership toward two to four year horizons of what will be important to, and possible, by large company and organization CPOs in the near and long terms.

Memberships and Attendees: The CSSL focuses upon the needs, challenges, and opportunities of CPOs at \$2 billion and above companies and organizations. It seeks memberships and forum attendees for its activities, and it continually looks for ways to create network linkages among its members. Additionally, ISM corporate program member companies are invited to participate in forum events.

CSSL Organization: The CSSL is a body within the Institute for Supply Management, and its ultimate reporting is to the ISM's CEO. Total financial responsibility rests with the ISM. The CSSL operates with a CSSL Vice President (VP), typically a VP or SVP of the ISM, who is ultimately responsible for its directions, forums, budgets, and initiatives. The scope and purview of the CSSL board of trustees follows.

Board of Trustees (BOT): The CSSL is guided by a Board of Trustees whose primary purposes is to guide future forum content, provide champions of specific forums, promote membership, and contribute to its overall field of thought leadership.

The CSSL board of trustees consists of (a) up to 15 voting industry members, (b) voting sponsor member(s), (c) nonvoting ISM CEO and (d) nonvoting advisor(s), if any. The BOT shall seek to include membership across a diverse industry base. The BOT will have a rotating two-year chairperson and vice-chair. Other members have no term.

Each industry BOT member contributes at the Leadership Level of membership. The contribution is available to the company in the form of eight "enrollment credits" to be used to attend the Center's or other ISM events.

BOT members are expected to participate in at least seventy-five percent (75%) of annual BOT work, including conference calls and meetings. (Note: The BOT meets up to twice each year before or after a forum event.)

The BOT is responsible for managing the process to recruit new members and for rotating off existing members. Consideration is given to balancing a cross section of industries and ensuring each existing BOT member has input about possible conflicts due to business or other relationships.

Sponsorship: The ISM seeks collaborative relationships for CSSL with one or more corporate sponsors who provide funding and may provide advisory roles in the creation and direction of CSSL forums and activities. In exchange for this, the sponsor's name may be directly tied to the CSSL's title.

Primary Activities: CSSL's primary activity is to hold executive level forums at varying locations and times of the year. It captures the discoveries and discussion of the forums and exclusively reports these back to the attendees and members of the Board of Trustees.

Operational Processes and Expectations: The CSSL primarily designs and delivers its forums as follows:

1. CSSL staff and BOT identify the coming year's forum theme topics;
2. CSSL VP identifies dates and locations, with BOT input;
3. CSSL VP leads forum design and selects faculty contributors with assistance and advisement from the CSSL sponsor and BOT member(s);
4. Primary forum marketing is managed CSSL staff;
5. CSSL sponsor is expected to market the name and activities of CSSL among its contacts;
6. CSSL Sponsor is expected to solicit new CSSL members and fee-paying forum participants;
7. CSSL Sponsor may provide sites and the logistics of one or more forums each year; and
8. CSSL Sponsor may identify a fixed number of qualified persons to attend individual forums as agreed in exchange for its financial contribution.

CSSL Measures: The CSSL and Sponsors recognize that in any field and profession, there are a limited number of executive future-focused, thought leaders. This presents challenges of identifying imperative topics of interest to a wide audience of members and attendees. Within these contexts, the CSSL's performance will be evaluated by one or more of the following:

- Forum revenue
- Number of CSSL members, corporate program members and nonmembers involved
- CSSL total membership
- Sponsor(s)

The ISM Corporate Program includes an option allowing participating companies to purchase additional forum seats. Companies exercising this option are eligible to serve on the CSSL BOT. The requirement of contributing at the Leadership level of CSSL membership is waived for these companies provided they renew participation in the ISM Corporate Program annually. All other requirements remain the same.