

# EMBRACING THE FUTURE

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COURAGE. TRANSPARENCY. STRATEGIC DISRUPTION

## INTRODUCTION

The year 2021-22 was a year of evolution for SCMAO (then operating as Supply Chain Canada, Ontario Institute). The paradigm shifts in the supply chain landscape have changed the way organizations perceive the role of supply chain. This shift has warranted the need for us, your association, to transform into the association that you need us to be in the future – a vibrant, leading-edge and future-ready community of supply chain professionals.

The role of supply chain in an organization's strategic framework is about to become more important than ever and as your association, we are proud to be the home you can come back to, as you navigate this new trajectory for supply chains of the future.

Anchored by a legacy of 35 years and fuelled by a vision that has the future of supply chain at its core, **SCMAO is built by supply chain professionals, for supply chain professionals.** This is where you belong. We continue to be focused on our member-first approach as the North Star. With this annual report, you will see that last year was emblematic of how we delivered in the short-term, while continuing to strengthen the foundation for the long-term.

**AL-AZHAR KHALFAN**  
President & CEO,  
Supply Chain Management  
Association Ontario (SCMAO)

# 2021-22 THE YEAR OF STRATEGIC DISRUPTION

SCMAO has been steady-fast in its member-first approach and the choice to drive change last year was anchored by the need to deliver increased member-value.

## 2019-2021

BEFORE THE  
PERIOD OF  
STRATEGIC  
DISRUPTION

### November 2019 - February 2021

Conception of the "Delivering Member Value Project" by Federation Council (FC) – an initiative fully supported by SCMAO Board.

### February 2021 – June 2021

Development of the Master Merger Plan with the end result being a failure to pass the plan, as the FC voted against proceeding further.

## 2021-2022

THE YEAR OF  
STRATEGIC  
DISRUPTION

### July 2021

SCMAO Board Ready with Plan B

### July 2021

SCMAO Board's Plan B turned down by the FC.

### August 2021

Creation of the Executive Working Group (EWG) by FC to agree on a path forward to address the Roles and Responsibilities and the Funding Model within the existing Federation Agreement – Supported by SCMAO.

### December 2021

EWG recommendations rejected by FC. Instead, FC approved 3 project charters – Supported by SCMAO but ready with an alternative plan should the charters fail.

### January 2022

SCMAO Board presented the alternative plan at the Special Members Meeting to SCMAO members who attended – the plan to disassociate from the Federation.

### March 2022

FC rejected the suggested change to Voting Structure, and Project charters were NOT completed.

### April 2022

The SCMAO Board weighed the evidence and results from the FC, as well as the merits of the Operational Plan as it relates to delivering value to members in a sustainable way, in order to make their recommendation for disassociation from the Federation.

## 2022-2023

WHAT HAPPENS  
NEXT

### May 2022

Over two-thirds of the members present at the Special Meeting of Members voted in favour of disassociation from the Federation.


### July 2022


SCMAO took the first step towards building its operations, independent of the Federation – Launch of SCMAO branding, website and Customer Relationship Management (CRM) platform.

# IMPACT MAP


We are delighted to share with you the results of the collective efforts of our volunteers, staff, and our Board of Directors. Below are our key operational metrics, over the last four fiscal years.

REFLECTED BELOW, YOU WILL SEE RESULTS THAT DEMONSTRATE HOW WE CONTINUOUSLY DELIVER SHORT TERM RESULTS WHILE STRENGTHENING THE FOUNDATION FOR THE LONG TERM STRATEGY.

 MORE BUNDLING AND SPECIAL PACKAGE PRICING

 MORE TOPICS BEYOND TRADITIONAL SUPPLY CHAIN

 MORE PROFESSIONAL DEVELOPMENT (PD) EVENTS

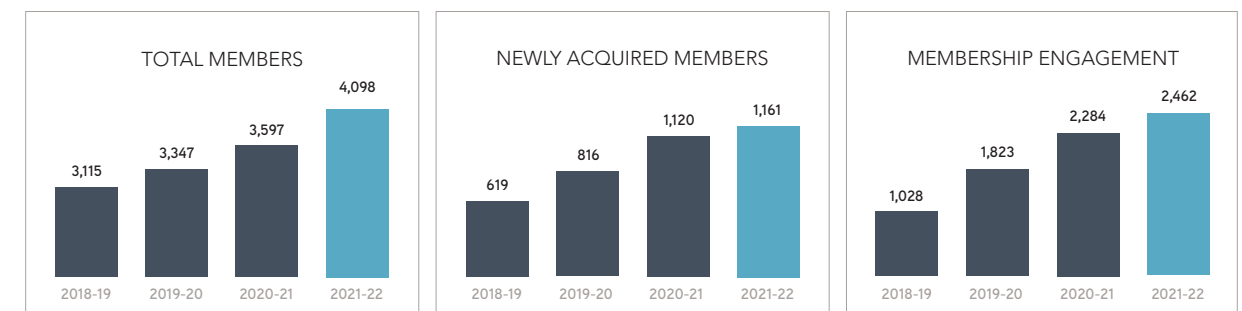
 DIFFERENT EVENT FORMATS TO CHOOSE FROM

KPIs	2018-19	2019-20	2020-21	2021-22	Growth Since FY19
Membership Growth	3,115	3,347	3,597	4,098	↑ 32%
New Members who joined	619	816	1,120	1,161	↑ 88%
Member Events	7	29	35	31	↑ 342%
Total Number of Members Engaged	1,028	1,823	2,284	2,462	↑ 139%
Total Revenue	\$3.10M	\$3.26M	\$3.74M	\$3.25M	↑ 5%
Total Expense	\$3.47M	\$3.21M	\$3.18M	\$3.14M	↓ 10%
Net Income	\$(371)K	\$45K	\$564K	\$113K	\$723 K (reversed deficit)

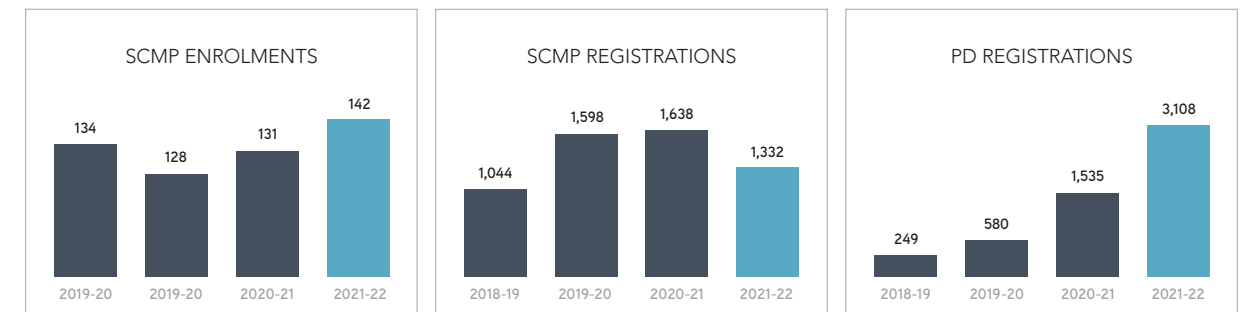
# FY19-22

BREAKDOWN BY KEY INITIATIVES

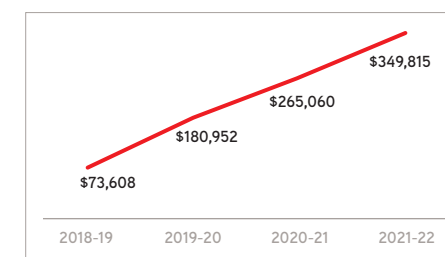
## MEMBERSHIP



## EDUCATION & PROFESSIONAL DEVELOPMENT



## CORPORATE ENGAGEMENT



## PARTNERSHIPS IN 2021-2022



# MESSAGE FROM THE BOARD CHAIR AND CEO

Dear Members,

We're moving towards the future with confidence and optimism as we build Canada's go-to community for supply chain professionals – one that is powered by a member-first approach, excellence in supply chain learning and anchored by the purpose of elevating the supply chain profession.

The supply chain community we serve has turned a corner in the past two years to playing a strategic role in enterprise decisions. Now more than ever before, we are focused on delivering exceptional member value and supporting members in building on the momentum the profession has gained.

The past year has been a year of making some very difficult but important choices for SCMAO. We chose to move forward to be future-ready for our members. The progress that we have made in the last 4 years has helped us build the foundation for a stronger future.

**Key highlights include:**

1. As of April 30, 2022, our total membership was at 4,098. A growth of 32% over the last 4 years.
2. Over 1,100 new members joined the association in the past year and this is consistent with our previous year's new member growth.
3. We continued to grow participation and engagement of our members with 2,458 members participating in at least one event.
4. Our larger supply chain community (consisting of members and non-members) has grown from 7,000+ in the year prior to 10,000+ in 2021-2022, thereby extending greater opportunity to grow your network across the country.

We ended the year strong with a clear indication of progress.

KPIs	2018-19 (FY19)	2019-20 (FY20)	2020-21 (FY21)	2021-22 (FY22)	Growth since FY19
Membership Growth	3,115	3,347	3,597	4,098	32%
Total Number of Members Engaged	1,028	1,823	2,284	2,462	139%
Net Income	\$ (371)K	\$45K	\$564K	\$135K	\$723K (Reversed Deficit)

Now is the time to harness the momentum from the progress we have made and to unlock new opportunities for greater success of our supply chain community.

The year 2021-2022 was a year of strategic disruption for our organization. After a year of discussions with the Federation Council (see page 2) that led to no outcome, on May 31st, 2022, a special meeting of SCMAO members was held to consider a resolution to disassociate from the Federation, as presented by the SCMAO Board, and supported by the SCMAO committee members and all our Volunteer Regional Ambassadors (VRAs). Over two-thirds voted in favour of disassociation of SCMAO from the Federation of the National Association and the other provincial/territorial Institutes in accordance with the Federation Agreement. The notice period is effective for 12 months and the disassociation will take effect on June 2nd, 2023.

Change is never easy! There will be challenges, but our quest for continued transformation and innovation will ensure that together we overcome the challenges and continue on the path in service of our mission, which is to elevate the supply chain profession.

Anchored in our mission, we are driven by our strategic priorities for growth, strengthened by our focus on value-creation to our members, guided by our values to create a foundation of trust and transparency with our stakeholders, and leading the delivery of excellence in supply chain education.

We would like to thank our members, partners, volunteers, Board Directors and Committee Members for choosing to be part of our growing Association. We look forward to making this the home you can come back to as you navigate the new path for supply chains of the future.

Yours in service,



**AL-AZHAR KHALFAN**  
President and CEO, SCMAO



**BERNIE UHLICH**  
Chair, Board of Directors, SCMAO

# KEY PERFORMANCE INDICATORS

(CUMULATIVE AS OF APRIL 30, 2022)

## MEMBERSHIP

MEMBERSHIP COUNT	2021-2022	2020-2021	2019-2020	2018-2019
	<b>4,098</b>	3,597	3,347	3,115

NEWLY ACQUIRED MEMBERS	2021-2022	2020-2021	2019-2020	2018-2019
	<b>1,161</b>	1,120	816	619

NUMBER OF MEMBERS ENGAGED <small>Registered for 1 or more events</small>	2021-2022	2020-2021	2019-2020	2018-2019
	<b>2,462</b>	2,284	1,823	1,028

MEMBER EVENTS <small>Our focus was more on the quality and relevancy of the events.</small>	2021-2022	2020-2021	2019-2020	2018-2019
	<b>31</b>	35	29	7

(CUMULATIVE AS OF APRIL 30, 2022)

## EDUCATION

SCMP REGISTRATIONS <small>The fall in SCMP Registrations is due to the declining registrations and lack of growth in the Designation, in non-Ontario Institutes.</small>	2021-2022	2020-2021	2019-2020	2018-2019
	<b>1,332</b>	1,639	1,598	1,044

NEW SCMP ENROLLMENTS IN ONTARIO	2021-2022	2020-2021	2019-2020	2018-2019
	<b>142</b>	131	128	134

PROFESSIONAL DEVELOPMENT (PD) SESSIONS	2021-2022	2020-2021	2019-2020	2018-2019
	<b>16</b>	16	12	8

PD REGISTRATIONS	2021-2022	2020-2021	2019-2020	2018-2019
	<b>3,108</b>	1,535	580	249

# KEY IMPACTS FROM 2021/22

## CONTINUING ON 3 OPERATIONAL TENETS CURRENCY, SPEED, ACCESSIBILITY

### CURRENCY

Introduction of 3 Leadership Series installments: Healthcare Supply Chain, Supply Chain in Public Sector, Supplier Diversity

Live Chats and PDs

Partnerships

In 2021-2022, the addition of Leadership Series installments such as Healthcare Supply Chain, Supply Chain in Public Sector and Supplier Diversity has further expanded the breadth of our flagship offering. With 3,600+ attendees and 120+ speakers last year, the Leadership Series has grown exponentially in attendance and thought leadership over the last 4 years.

PDs and Live Chats continued to be the focus of our continuing education and knowledge sharing. PDs were developed based on carefully curated topics that addressed building the key competencies and skill sets that organizations are asking for. We delivered 16 PDs in 2021-2022.

We also delivered 18 Live Chats/Member events, which were complimentary or under \$10. As a result, the number of members who participated in at least one event with us increased from 2,284 to 2,462.

Sponsorship of \$297,000 versus \$144,333 year prior. We accomplished this increase by introducing several new approaches and opportunities:

- Offered sponsorship opportunities on selected professional development sessions, webinars, and the annual Holiday Event.
- Some of our new partners this year were Plexxus, CDW, Avetta, CT Global, George Weston Schulich, Kyndryl, SAP, The Story Group, Cardinal Health, HealthPro, OECM, RBC, OPG, Staples, EY, Amazon Business and more

### SPEED

Focus on Indigenous Procurement

Focus on Diversity, Equity and Inclusion (DEI)

Frank Rochon, CEO, Supply Ontario at the Leadership Series: Public Sector

We launched our Indigenous Procurement initiative with Ontario Power Generation, as organizations focused on bringing more awareness to the history of The Indigenous Peoples and the government mandated 5% of total value of public sector contracts to be held by Indigenous businesses. Our Live Chats focused on bringing together experts in Indigenous procurement, Indigenous business owners, and Indigenous business consultants.

As organizations, regardless of their industry, recognized the importance of implementing DEI within their teams, we delivered our first complimentary member-exclusive workshop in collaboration with EY that addressed unconscious bias, micro-aggressions and other workplace biases. This topic continues to be top-of-mind for forward thinking organizations and we are excited to be ahead of the game when organizations need more awareness of this issue.

When Ontario's new centralized procurement agency, Supply Ontario, hired its very first CEO – Frank Rochon, we invited him to speak at the Leadership Series: Public Sector in June, 2021. Frank's keynote delivery to address the short-term and long-term plans of Supply Ontario, provided valuable insights to all who attended.

### ACCESSIBILITY

Renewals made easier through the Leadership Passport – A way to give back to our community for their support

Welcomed new members into the community by removing barriers to access

Amplified focus on increasing the number of members engaged

Featured renowned Harvard Happiness Researcher at our Holiday Event

In 2021-2022 for the very first time, we launched the Leadership Passport as way to show our appreciation for members who supported us during the year. By virtue of this passport, members who renewed prior to January 28, 2022 had complimentary access to all four installments of the Leadership Series 3.0, namely, Digital Transformation in Supply Chain, Sustainable Supply Chain, Women in Supply Chain and Supplier Diversity. Access to all four installments of the Leadership Series was complimentary, and was included with early renewal.

During the time that the Leadership Passport was offered, there were 713 renewals. Six new organizations also joined as corporate group members during this time. Early renewals went up by 6% compared to year prior.

We focused on making our content accessible to non-members, and making membership more attainable through:

- Continued bundling efforts with PD events and Corporate Training
- Bundled membership with Leadership Series, which was attended by 3,600+ supply chain professionals, of which 396 were non-members and were offered membership.
- Piloting introductory membership pricing of \$215 + HST

All of the above efforts culminated in 1,161 new members in this fiscal year – our highest number ever.

More Relevant Events, More Opportunities, More Participation – With the growing membership, we focused on increasing the number of members we engaged through amplification of our offerings:

- Expanding the Leadership Series, its speakers and attendees from across the country, thereby increasing registration by 140% over last year.
- Offering complimentary webinars and live discussions on current topics such as DEI, Indigenous Procurement, Healthcare Disruptions among others, demonstrated the increased focus on enhancing member awareness of current topics.

Our association considered the personal well-being of our members, in addition to their professional development by bringing in Amy Blankson to speak about "Personal Resilience" based on Harvard research.

# MESSAGE FROM THE AUDIT CHAIR

## ADDRESSING OUR FINANCIAL POSITION

SCMAO had been operating under an approved deficit budget until 2018-19. But I am happy to report that after a transformative FY20 and FY21, in the year 2021-22, (a year of strategic disruption for SCMAO), the association reported a surplus of \$112,836.

## 2021-2022 AUDIT REPORT

Our auditors, KPMG, conducted the audit for the fiscal year ended April 30, 2022, assessing the statement of financial position, the statement of operations, the statement of changes in net assets and the statement of cash flows. They found that the statements presented fairly the financial position of the organization as of April 30, 2022 in accordance with Canadian accounting standards for not-for-profit organizations. In their findings, the auditors also noted that they are independent of the Institute and that they did not identify any control deficiencies in internal controls over financial reporting nor any fraud or significant issues of any kind. The Board of Directors has approved the allocation of \$1,691,070 of the net assets into Restricted Funds for Contingency and Strategic purposes, with the balance \$391,598 being classified as Unrestricted Funds.

## A COMMITMENT TO MANAGING SUPPLY CHAIN MANAGEMENT ASSOCIATION ONTARIO (SCMAO) PORTFOLIO

The Finance and Audit Committee is responsible for the management of the institute's investment portfolio. The funds continue to adhere to the investment policy. For this fiscal year, the funds delivered a positive return of 1.3% and since the inception of the fund, it has generated a return of 5.7% against the target of CPI + 2% = 4.6%. As of April 30th, 2022, our investment portfolio was valued at \$2,792,204.



**LAURA COCUZZI**

Chair, Finance & Audit Committee,  
Supply Chain Management Association Ontario

*"SCMAO had been operating under approved deficit budget for 3 consecutive years until 2018-19. But I am happy to report that in the last 4 years, the association has reported a cumulative surplus of almost \$723,443."*

# ANNUAL FINANCIAL REVIEW

## Statement of Operations

Year ended April 30, 2022, with comparative information for 2021.

	2022	2021
<b>Revenue:</b>		
Professional development and education	\$ 2,054,554	\$ 2,058,746
Membership dues	941,523	861,543
Other Income (subsidies/rent etc.)	193,520	462,718
Other marketing and membership (events/on-site training)	58,571	130,966
Investment income	2,017	231,098
	<b>3,250,185</b>	<b>3,745,071</b>
<b>Expenses:</b>		
Management and administration	1,601,984	1,588,384
SCMA National assessment fees	677,122	684,679
Professional development and education	659,435	695,457
Information technology	70,008	76,589
Governance	59,515	49,534
Other marketing and membership	44,862	60,904
Amortization of capital assets	24,423	24,712
	<b>3,137,349</b>	<b>3,180,259</b>
Excess of revenue over expenses	<b>\$ 112,836</b>	<b>\$ 564,812</b>

# OUR VOLUNTEERS

Our Association is built for supply chain professionals by supply chain professionals. Our impact would not have been the same without all of our volunteers. In 2021-2022, we celebrated and acknowledged the many members, volunteers and participants who have contributed to the growth of our association. We would like to thank all of our volunteers.

## OUR 2021-2022 VOLUNTEERS

- |                               |                                      |
|-------------------------------|--------------------------------------|
| Joanne Au, CSCMP              | James Lin                            |
| LouAnn Birkett, CSCMP         | Neville Madan, CSCMP                 |
| Patrick Cain                  | Ross Mason                           |
| Todd Campbell, CSCMP          | Arpit Modi, CSCMP                    |
| Sanja Cancar-Todorovic        | Katie Oestebo                        |
| Laura Cocuzzi, CSCMP          | Elis Oh, CSCMP                       |
| Christopher Farinaccio, CSCMP | Neil Sarginson, CSCMP                |
| Bryan Felber, CSCMP           | Brenda Sharp, CSCMP                  |
| Karen Fritz                   | Jason Smith, CSCMP                   |
| Rupa Gill, CSCMP              | Sheri Spinks, CSCMP                  |
| Chris Hasson, CSCMP           | Bernie Uhlich, CSCMP                 |
| Matthew Jackson               | Rashpal Uppal-Assi, CSCMP            |
| Ksenia Kleyn, CSCMP           | Dorina Vendramin, CSCMP              |
| Leopold Koff, CSCMP           | Adriana Villasenor-Bustamante, CSCMP |
| Taras Korec, CSCMP            | Jackie Wang                          |
| Sandeep Kumar, CSCMP          | Lorilei White, CSCMP                 |
| Hillary Laughren, CSCMP       |                                      |

## OUR MEMBERS

Our long-term members are often stepping forward to be speakers, mentors, VRA's and instructors. This year, we celebrated 443 members during the holiday event, in our e-connect newsletter and in our social media. We thanked our 40 year and up members by making them Honorary Life members. We thanked all of our members who have committed to our association over the years. Did you know that of our total membership of 4,000+ supply chain professionals last year, we have had the following who celebrated anniversaries last year:

- |                             |                             |
|-----------------------------|-----------------------------|
| 5 year members   <b>86</b>  | 30 year members   <b>27</b> |
| 10 year members   <b>68</b> | 35 year members   <b>22</b> |
| 15 year members   <b>88</b> | 40 year members   <b>2</b>  |
| 20 year members   <b>49</b> | 45 year members   <b>1</b>  |
| 25 year members   <b>98</b> | 55 year members   <b>2</b>  |

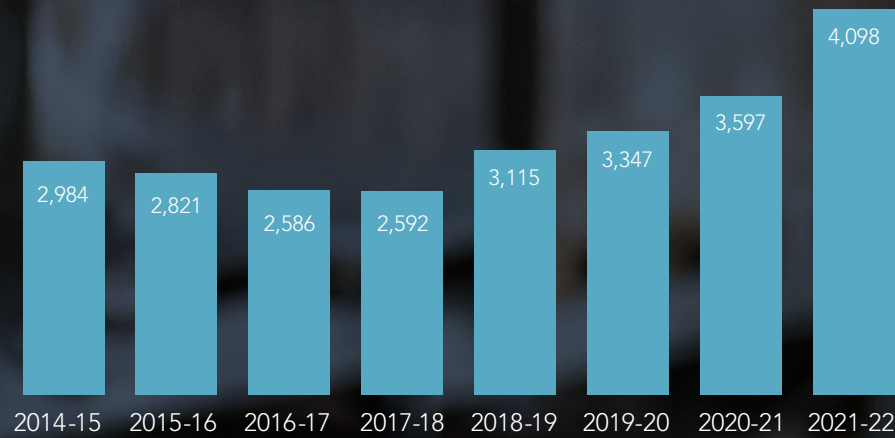
[Click Here](#) to see a list of some of our members who have been with us for 25+ years

## OUR VOLUNTEER REGIONAL AMBASSADORS (VRAS)

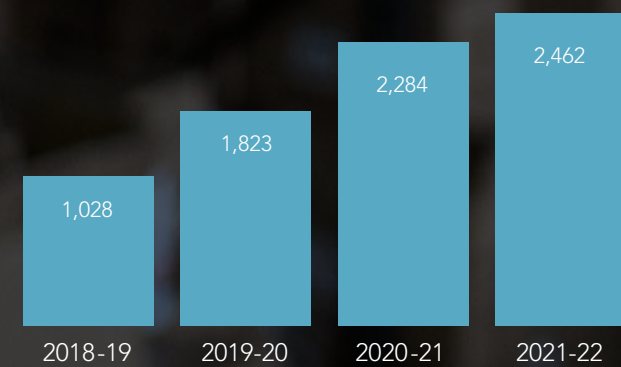
- |                                      |                             |
|--------------------------------------|-----------------------------|
| <b>ELIS OH, CSCMP</b>                | Durham                      |
| <b>BRYAN FELBER, CSCMP</b>           | Kitchener/Waterloo          |
| <b>LEOPOLD KOFF, CSCMP</b>           | Kitchener/Waterloo/Hamilton |
| <b>BRENDA SHARP, CSCMP</b>           | London                      |
| <b>ARPIT MODI, CSCMP</b>             | Mississauga/Oakville        |
| <b>JASON SMITH, CSCMP</b>            | Ottawa                      |
| <b>CHRISTOPHER FARINACCIO, CSCMP</b> | Ottawa                      |
| <b>HILLARY LAUGHREN, CSCMP</b>       | Sudbury/Timmins             |
| <b>DORINA VENDRAMIN, CSCMP</b>       | Toronto                     |



## MEMBERSHIP ACCOMPLISHMENTS



### MEMBERSHIP GROWTH



### MEMBERS ENGAGED IN THE LAST 4 YEARS

Increase in number of members engaged since FY21: 7.8%

## MEMBERSHIP AND CORPORATE ENGAGEMENT

### FOCUSED, STRATEGIC GROWTH

Building on the learning and successes of the year prior, the Association continued to focus on bringing relevant, timely and accessible content to members and non members in the supply chain community. Our member community and volunteers informed the topics and approaches that brought our events to life, as we continued to refine our offerings.

**Diversified Expansion:** Engaging our community in conversations about ESG, DEI, Indigenous Procurement, and Personal Resilience in addition to specific supply chain hard and soft skills, elevated the profession for our participants and increased our impact. Our diversification also enabled additional sponsorships and partnerships, in support of supply chain professionals driving impact. By doubling the sponsorship revenue, we created even better access for members to more free or near free content.

**Corporate Engagement:** We appealed to and attracted more teams, as organizations sought to support the professional development and the comradery of their employees. Creating events that served executive objectives, while delivering meaningful and enjoyable learning deliverables for attendees, proved to be an effective strategy and established greater awareness of the profession within Corporate Canada.

**Member Engagement:** Expanding our referral programs, partnerships with other organizations, and our partner community, attracted a far greater number of professionals to SCMAO. Ultimately, we served more supply chain professionals than ever before, and grew our membership to exceed 4000 members!

**Increased Accessibility:** In 2021-2022 for the very first time, we launched the Leadership Passport as a way to show our appreciation for members who supported us during the year. By virtue of this passport, members who renewed prior to January 28, 2022 had complimentary access to all 4 installments of the Leadership Series 3.0, namely, Digital Transformation in Supply Chain, Sustainable Supply Chain, Women in Supply Chain and Supplier Diversity. Access to all 4 installments of the Leadership Series was complimentary and was included with early renewal through the Leadership Passport. During the time that the Leadership Passport was offered, there were 713 renewals.

With the purposeful growth in membership, we engaged more members than in any prior year **2,462 members participated in at least one event**, showing substantial improvement compared to 2,284 members in the year prior. During the 2021-2022 fiscal year, we created a steady, purposeful cadence of refinement and growth to fuel the transformational results achieved by the end of the year, and build confidence in our members for the future!

This year has been a year of strategic disruption for us. Our member-first approach has been our North Star. Next year is our first year of disassociation, a result of the courage, transparency and strategic disruption that we demonstrated in 2021-2022. While we aim to amplify member and corporate engagement through our diversified expansion next year, we are also focused on growing our community and our network manifold by making membership more accessible through competitive pricing. We strive to create an organization, which is not only a part of the supply chain ecosystem, but also plays a significant role in shaping its future.

# EDUCATION AND PROFESSIONAL DEVELOPMENT



## AMPLIFYING OUR CURRENT OFFERINGS TO DELIVER SUPPLY CHAIN EXCELLENCE

At SCMAO, our vision is to advance the profession, by ensuring global competitiveness, innovation, and elevation of the supply chain profession in Canada. Keeping that as our North Star, we continue to deliver current and accessible education attracting participants and speakers from across Canada. Our focus in 2021-2022 was to make sure we expanded the topics and broadened the breadth of knowledge for supply chain professionals.

Recognizing the growing strategic importance of supply chain within the organization, we committed to testing different offerings that addressed issues that were impacting supply chains and organizations as a whole.

We delivered sixteen professional development workshops with topics ranging from Construction Procurement to Strategic Sourcing to Data Analytics.

We expanded the scope of discussions on the Leadership Series events to become more strategic instead of tactical.

- Leadership Series grew from three events to six. The newest additions being Supplier Diversity, Healthcare Supply Chain and Public Sector Supply Chain.
- The scope of Leadership Series: Digital Transformation was further expanded to include people, process and technology.
- Leadership Series: Sustainable Supply Chain was expanded further to include circular economy and ESG.

As we head into the year of disassociation, we are ready to further amplify the initiatives we have already launched. We are also excited about our CSCMP Designation Program. In the past, SCMAO (previously known as the Ontario Institute) has been the only institute in the Federation to have consistently grown in enrollments to the program. Building awareness of the supply chain profession through the CSCMP Designation has always been our endeavour, and as we embark on our new journey, we are excited to bring this notion to fruition. Building awareness for the CSCMP Designation among Canada's leading employers is the path to the growth for the designation and at SCMAO, advocating the designation will continue being our priority.

*A few initiatives planned for next fiscal year include:*

- Continued enhancements to our flagship initiative - Leadership Series
- Expansion of our non-designation certification program – The Diploma Program and the Healthcare Certificate Program
- Redesigning our core education offerings – Diversifying the professional development sessions and expanding the breadth of content.
- Enhancing our partnerships with post-secondary institutions – We already have pathways to 15 post-secondary institutions across Ontario and plan to expand our partnerships as we make our CSCMP Designation Program more accessible to aspiring supply chain professionals of the future.

# SCMAO GOVERNANCE

## 2021-2022 BOARD OF DIRECTORS

SCMAO Board is composed of industry professionals, both members and non-members with diverse backgrounds. Their contribution plays a significant role in helping to strengthen our Association. All Directors are independent volunteers.



**BERNIE UHLICH**  
CHAIR



**LAURA COCUZZI**  
VICE-CHAIR & TREASURER



**TODD CAMPBELL**  
DIRECTOR



**RUPA GILL**  
DIRECTOR



**JAMES LIN**  
DIRECTOR



**RASHPAL UPPAL-ASSI**  
DIRECTOR



**JACKIE WANG**  
DIRECTOR



**AL-AZHAR KHALFAN**  
PRESIDENT & CEO

## 2021-2022 COMMITTEE COMPOSITION

The Board has a standing Audit and Finance Committee, Ethics Committee, Governance and Nominations Committee. In addition to the standing committees, the Board has composed two ad-hoc committees to assist the Board with respect to our Awards Strategy and Membership Engagement Strategy.

### AWARDS COMMITTEE

**Rupa Gill, CSCMP, Chair**  
**Joanne Au, CSCMP, Patrick Cain, Sanja Cancar-Todorovic, Ross Mason**

The Awards Committee acts as a vehicle for enhancing the Association's brand through the awards framework by engaging with stakeholders to put forward award nominations and to promote the profession, the Association Institute and its members. The Committee reviews submissions against award criteria and requirements and provides recommendations to the Board of Directors regarding award recipients.

### ETHICS COMMITTEE

**Taras Korec, CSCMP, Chair**  
**CJ Hasson, CSCMP, Sandeep Kumar, CSCMP, Ksenia Kleyn, CSCMP**

The Ethics Committee reviews and determines the appropriate response to ethical complaints received regarding SCMAO members and CSCMP designation holders in accordance with the applicable policies and procedures. This includes matters related to the discipline, suspension and expulsion of members and to defending the CSCMP (Certified Supply Chain Management Professional) designation.

### FINANCE & AUDIT COMMITTEE

**Laura Cocuzzi, CSCMP, Chair/Treasurer**  
**Todd Campbell, CSCMP, Vice Chair**  
**Neville Madan, CSCMP, Matthew Jackson, Karen Fritz, Neil Sarginson, CSCMP**

The Finance & Audit Committee assists the Board in fulfilling its obligations and oversees responsibilities relating to financial planning, the audit process, financial reporting, the system of corporate controls and risk management, and when required, to make recommendations to the Board for approval. The Committee ensures fair presentation of the financial position and results of operations in accordance with accounting principles and ensures that appropriate financial reporting systems and internal controls are maintained and are operating effectively. The Committee also ensures the protection of the Association's assets, provides oversight of SCMAO compliance with legal, regulatory and contractual obligations. The Committee is also responsible for the management and reporting of the investment portfolio on behalf of the Board.

### MEMBER ENGAGEMENT COMMITTEE

**James Lin, Chair**  
**Jason Smith, CSCMP, VRA Rep**  
**Dorina Vendramin, CSCMP, Sheri Spinks, CSCMP**

The Member Engagement Committee ensures that SCMAO develops and successfully executes a plan to achieve membership engagement goals. The Committee advises the Board of Directors and provides feedback to Management through the Board on matters relating to the Association's approach, ideas, best practices and effectiveness for the delivery and perception of member engagement programs and activities in alignment with the SCMAO Strategic Framework. The Committee also acts as a vehicle for enhancing the Association's brand and positive member perception of the value of SCMAO membership.

### GOVERNANCE & NOMINATIONS COMMITTEE

**Jackie Wang, Co-Chair**  
**Rashpal Uppal-Assi, CSCMP, Co-Chair**  
**Adriana Villasenor, CSCMP, Katie Oesteb, Lorlei White, CSCMP, LouAnn Birkett, FSCMP**

The Governance & Nominations Committee advises the Board of Directors on matters relating to the Association's governance structure and processes. The Committee also ensures that the Board fulfills its legal, ethical, and functional responsibilities through adequate governance, policy development, training programs, monitoring of board activities and evaluation of board member performance. On the nominations side, the Committee ensures that the Board of Directors and committees are composed of persons sufficiently qualified and skilled to provide effective leadership to the Association. The Committee makes all reasonable efforts to support the strategic and corporate governance objectives, including succession planning for volunteer leadership, Board development and Board skills assessments. The Committee receives Board nominations and recommends a slate of nominees to be presented at the SCMAO Annual General Meeting.