

WBENC

WOMEN'S BUSINESS ENTERPRISE
NATIONAL COUNCIL

JOIN FORCES. SUCCEED TOGETHER.

DECEMBER 2022 BOARD BOOK

BOARD OF DIRECTORS MEETING
VIRTUAL ZOOM MEETING

DECEMBER 7, 2022

All materials for this and future Board meetings are available to all Board members at the private Board Extranet
site: <http://www.wbenc.org/extranet-Board>

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ESG Note: A listing of all RPO partners and WBENC staff are provided each meeting for your reference but are not utilized in the Board Meetings. If printing this, you may choose to print without those pages in consideration of the environment.

AGENDA

2:00 PM	BOARD CHAIR'S REPORT <ul style="list-style-type: none">• APPROVAL OF MEETING MINUTES (SEPTEMBER 2022)	BARBARA KUBICKI-HICKS
2:10 PM	NOMINATING AND GOVERNANCE COMMITTEE REPORT	CLINT GRIMES
2:30 PM	PRESIDENT'S REPORT	PAMELA PRINCE-EASON
3:10 PM	TREASURER'S REPORT	THERESA HARRISON
4:00PM	FORUM UPDATE	PATTI MASSEY
4:10 PM	LEADERSHIP COUNCIL UPDATE	PHALA MIRE
4:20 PM	SUMMARY AND CLOSE	

**Minutes of the September 8, 2022
WBENC Board Meeting**

**Submitted for Approval
During the December 2022
Board Meeting**

Women's Business Enterprise National Council
Board of Directors Meeting
September 8, 2022 – 2:00pm- 4:30pm ET
Teleconference

Meeting Roster		
1. Board Chair	Barbara Kubicki-Hicks, Wells Fargo	Present
2. President and CEO	Pamela Prince-Eason, WBENC	Present
3. Counsel	Jorge Romero, K&L Gates	Absent
Corporation	Corporate Members	
4. AARP	VACANT	Vacant
5. Accenture	Nedra Dickson	Authorized Designee
6. Allstate	Cheryl Harris	Present
7. AT&T	Jalayna Bolden	Absent
8. Avis Budget Group, Inc.	VACANT	Vacant
9. Bank of America	VACANT	Vacant
10. BP America	Kimberly Thornton	Absent
11. Capital One	Clint Grimes	Present
12. Chevron	Stephanie Beveridge	Notified Absent
13. Comcast NBC Universal	Ajamu Johnson	Present
14. D.W. Morgan	David Morgan	Absent
15. Dell Inc.	VACANT	Vacant
18. ExxonMobil Corporation	Doug Fisher	Present
17. EY	Theresa Harrison	Notified Absent
18. FedEx	Sue Spence	Absent
19. Ford Motor Company	Jacklyn Watt	Present
20. GM	Reggie Humphrey	Present
21. IBM Corporation	VACANT	Vacant
22. Intel	Jackie Sturm	Absent
23. Johnson & Johnson	Jennifer Curley	Present
24. JP Morgan Chase & Co.	William Kapfer	Absent
25. Kellogg	Michele Van Treeck	Present
26. KPMG LLP	Jennie Friedman	Absent

27. Kroger	Ryan Verbecken	Notified Absent
28. Lowe's	Stefani McLean	Present
29. Macy's, Inc.	Diana Pon	Present
30. ManpowerGroup	Ron Needham	Notified Absent
31. Marriott International, Inc.	VACANT	Vacant
32. Microsoft Corporation	VACANT	Vacant
33. Nationwide Inc.	Kimberly Proffitt	Present
34. Office Depot/Office Max	Karen Miller	Absent
35. PepsiCo, Inc.	Mary McEvoy	Present
36. Pfizer Inc	VACANT	Vacant
37. Procter & Gamble	Andy Butler	Notified Absent
38 Robert Half	Sharon Black	Present
39. Shell Oil Company	Tony Almeida	Present
40. The Coca-Cola Company	Fernando Hernandez	Notified Absent
41. The Walt Disney Company	Claudia Splichal	Present
42. Toyota North America	Chris Garramone	Present
43. Twitter	VACANT	Vacant
44. United Airlines	Suzi Cabo	Present
45. UPS	Kris Oswald	Present
46. Verizon	VACANT	Vacant
47. VISTRA	Phil Seidler	Present
48. Walmart Stores, Inc.	VACANT	Vacant
Leadership Council Members		
49. WBEC West	Pamela Williamson	Absent
50. WBEC-South	Phala Mire	Present
51. WBEC-East	Liz Walsh	Present
52. WBDC Florida	Nancy Allen	Present
53. WBDC Midwest	Emilia DiMenco	Present
54. GWBC	Roz Lewis	Present
55. WBEA	April Day	Absent
56. GLWBC	Michelle Richards	Present
57. CWE	Gaby King Morse	Notified Absent

58. WBEC-Pacific	Janice Greene	Present
59. WBEC Greater DMV & NY	Sandra Eberhard	Present
Forum Members		
60. CRC Group, Inc.	Patricia Rodriguez-Christian	Present
61. M Davis, Inc.	Peggy Del Fabbro	Present
62. MYCA	Patti Massey	Present
63. Bocci Engineering, Inc.	Lianne Lami	Present
64. Ampcus	Ann Ramakumaran	Present
65. IMAGEN	Joan LaGrasse	Present
66. Magnum Group	Vivian Isaak	Present
67. Savoca Enterprises	Sharon Savoca-Mahin	Present
68. DevMar Products	Sharon Reynolds	Absent
69. SeeHerWork	Jane Henry	Present
70. Kaygen	Rashmi Charturvedi	Present
Expert Members		
71. Bristol-Myers Squibb	Farryn Melton	Present
72. Past Chair Emeritus	Cheryl Stevens	Absent
73. ACT-1 Group	Janice Bryant-Howroyd	Absent
74. Past First Vice Chair (Retired BP)	Debra Jennings-Johnson	Absent
WBENC Staff		
Chief Operating Officer	Jill Sasso	Present
Senior VP, Marketing & Technology	Pat Birmingham	Present
Senior VP, Strategic Financial Services & WBE Engagement	Laura Taylor	Present
VP, Business Development & Engagement	Mia Delano	Present
VP, Certification	LaKesha White	Present
Assistant Controller	Lauren Herman	Present
Regional Partner Organizations		
WBEC-ORV	Sheila Mixon	Absent
WBEC West	Pamela Williamson, Ph.D.	Present
WBCS	Bliss Coulter	Present

Board of Director Guests & Representatives		
Accenture	Sesley Brown	Present
Shell Oil Co.	Brian Hall	Present
WBENC	Cheri Butler (Simmons)	Present

WBENC BOARD OF DIRECTORS' MEETING – September 8, 2022

CALL TO ORDER: Board Chair Ms. Barbara Kubicki-Hicks called the meeting to order at 2:05pm ET.

A Quorum was established – see Attendance Sheet.

BOARD CHAIR'S REPORT

BARBARA KUBICKI-HICKS

- Ms. Barbara Kubicki-Hicks welcomed everyone to the meeting.
- Reminded everyone that all materials related to the Board Meeting are confidential and only intended for WBENC Board Members
- Congratulated the WBENC team for raising the bar with programming and events for WBEs and Corporate Members
- Commended the WBENC team for a successful National Conference in June 2022
 - One of the most well-attended conferences WBENC has held
 - Record number of sponsorships
 - Great recognition of WBE Stars and Top Corporations
 - Thanked the WBENC team, RPO Host Council, and all RPO's for the 25th anniversary year celebration
 - Thanked Conference Co-Chairs and sponsors for their support in creating a successful National Conference
- Reviewed meeting agenda
- Ms. Kubicki-Hicks asked if there were any updates or corrections to the April 2022 Board Meeting minutes.
 - Ms. Bliss Coulter noted a correction to WBCS Leadership Council Member vacant seat.
 - Ms. Jill Sasso commented that the notation of the vacancy was correct since the new member had not been voted in yet.
 - Ms. Peggy Del Fabbro stated that the Forum section of the minutes should read second vice-chair for the global team and second vice-chair for the domestic team.

Following a motion by Mr. Reggie Humphrey and a second by Mr. Clint Grimes, the meeting minutes for the April 2022 Board Meeting were accepted and unanimously approved. There was no opposition, no further discussion.

NOMINATING & GOVERNANCE COMMITTEE REPORT

CLINT GRIMES

Full details can be found in the September 2022 Board Book and PowerPoint slide deck.

- Mr. Clint Grimes stated that there was one (1) nomination for an existing corporate board seat to consider.
 - The candidate nominated for an existing board seat is Mr. Sirsij Peshin with Pfizer.

Following a motion made by Ms. Kris Oswald and a second by Ms. Sharon Black, the Committee's recommendations for board seat nominations were unanimously approved; no opposition; no abstentions or further discussion.

- Mr. Clint Grimes stated that there was one (1) change to the board seat currently held by Twitter to consider. Due to the seat now being empty, the recommendation is to redeploy the seat to Google with a term expiring in 2025.
- Mr. Grimes asked if there were any questions about the seat change.
 - Ms. Kimberly Proffitt asked if the board is concerned about losing participation from Twitter by changing the seat.
 - Ms. Pamela Prince-Eason commented that the recommendation to change the seat is a result of the board member leaving Twitter, and the lack of resources currently deployed for the board seat. In addition, Google has made a commitment to a longer-term plan to support the WBENC network and women’s businesses. Should Twitter make a concerted effort to become more involved, WBENC would want to bring them back to the board as well.
 - Mr. Reggie Humphrey asked if the balance and effectiveness among industries represented on the WBENC Board had been researched, and how that impacts the ten (10) vacant board seats.
 - Ms. Jill Sasso commented that the corporate renomination process is currently underway and before the last board meeting of each calendar year, a full demographic survey of the board is completed. There is an expectation that the December 2022 Board Meeting will include voting for candidates for many of the vacant board seats.

Following a motion made by Mr. Reggie Humphrey and a second by Ms. Cheryl Harris, the Committee’s recommendation for the reassignment of the Twitter board seat to Google was unanimously approved; no opposition; no abstentions or further discussion.

PRESIDENT’S REPORT

PAMELA PRINCE-EASON

Full details can be found in the September 2022 Board Book and PowerPoint slide deck.

- Ms. Pamela Prince-Eason opened by providing her appreciation for the board members who offered to help fill vacant seats.
- Ms. Prince-Eason thanked all board members who provided their support upon learning of the passing of Mr. Eugene Campbell.
 - Ms. Cheryl Harris commented that all are committed to making sure Eugene’s memory lives on.
 - Ms. Prince-Eason thanked Ms. Harris for her leadership as part of the Board.
- Ms. Prince-Eason stated that the full President’s Report can be found on pages 19-22 of the Board Book.
- Ms. Prince-Eason stated that WBENC is reviewing all aspects of governance.
- Ms. Prince-Eason stated that WBENC is planning working sessions on topics where full board input is needed.
 - Will review topics from the corporate member, WBE, and RPO perspectives.
 - This activity will ensure that WBENC’s strategic plan is aligned to meet the needs of all its constituents.
- The new WBENC and RPO 3-year Service Agreement is in process
 - WBENC values its RPOs and the strength of RPOs and a strong national office and anticipates that the formal agreement will be in place by the end of 2022.
- Ms. Prince-Eason stated that Ms. Pat Birmingham has notified WBENC of her retirement and recognized her for her dedication to WBENC and for her leadership within the organization.

- Ms. Birmingham will participate in the November 2022 event, the March 2023 National Conference, and will work with WBENC on a limited basis in 2023.
- Thanked the sponsors of the 2023 National Conference.
- Stated that anyone who would like a turn-key booth for the 2023 National Conference should contact Ms. Joan LaGrasse, CEO of Imagen who is WBENC's partner for turn-key booths for the March event.
- Capital One has made it possible to take the current WBENC program, Thriving with Capital One, outside of the WBENC network and into the broader community through the Capital One Cafés.
 - Mr. Clint Grimes commented that Capital One's partnership with WBENC is working well and is the type of community engagement they want to participate in.
 - Ms. Prince-Eason asked the board to inform WBENC if there are opportunities to partner and reach broader communities with valuable programming across the United States.
- Recognized Ms. Cheryl Harris for helping to introduce Florida A&M University to WBENC as they are a partner in the Women of Color Program.
 - Ms. Harris commented that 35 women will be accepted into the program. The activity is aligned with the university's priorities, and WBENC's program is a great fit.
 - Ms. Prince-Eason stated that this activity is in line with the work happening with collegiate incubators.
 - Asked the board if they are an alumnus of an HBCU (Historically Black College or University) or have relationships with any, please let WBENC know if there could be opportunities to partner.
 - Mr. Reggie Humphrey offered to provide help toward partnering with HBCU's.
- Planet Mogul Student Future Ready Day underway and will occur 9/22/22. Thanked Bristol Myers Squibb for their support.
- The November 2022 meeting is a VIP event and participation is invitation-only.
 - WBENC changed the location for the event from Philadelphia to Washington, DC to align with the NGLCC event during Unity Week. Will work with NGLCC to have the event in Philadelphia in 2023.
- Recognized Ms. Janice Bryant-Howroyd for her work with other women entrepreneurs on the "Women of Wallstreet" television program. Ms. Prince-Eason spoke to the producers of the television show about WBENC Certification. The value of WBENC Certification was recognized by the television show's producers.
- Stated that several RPO's have had successful virtual events. Recognized the WBEC-Pacific virtual event.
- Stated that Ms. Sheila Mixon, President of RPO WBEC-ORV, announced her retirement.
 - Recognized the Sheila A. Mixon Entrepreneurial Start-up Fund for women-owned businesses.
 - Thanked Ms. Mixon for her leadership.
- There is ongoing involvement with other organizations' events such as USPACC and NGLCC; WBENC and its RPOs will have a booth at the NMSDC Conference.
- WBENC's 2023 National Conference and Business Fair will happen March 20-23, 2023.
 - Recognized and thanked the 2023 Conference lead sponsors: Bristol Myers Squibb, DuPont, EY, Nissan, Act-One, Ampcus and M. Davis.

TREASURER'S REPORT

PAMELA PRINCE-EASON / LAUREN HERMAN/ MICHELE VANTREECK

Full details can be found in the September 2022 PowerPoint slide deck.

- Ms. Prince-Eason opened by recognizing that Ms. Theresa Harrison runs the Finance Committee meetings and provided her full support of the information in the slide deck.
- Ms. Lauren Herman stated that as of August 31, 2022, WBENC has total available cash of \$12M.
 - The high cash amount is due to growth in Corporate Membership, timely payment by members, a successful conference in Atlanta, an increased focus on virtual instead of in-person offerings, and incredible investment by Corporate Members in customer-driven and value-added programs.
- Ms. Herman stated that as of June 30, 2022, revenue was \$12,524,297.
 - Total revenue was \$1,959,297 above budget
 - Exceeded the 2022 membership revenue budget by \$712,775.
 - Gained 108 new members so far in 2022.
 - Sponsorship revenue is \$737,001 above budget.
 - All sponsorship revenue from National Conference.
 - Will meet the contributions budget by the end of the year. There are funds in restricted revenue that will be released by the end of the year.
 - Registration fees revenue is \$108,424 above budget.
 - Obtained forgiveness for second PPP loan, however, the use of the revenue is restricted by the SBA.
 - WBENC takes in most of its revenue in the first six (6) months of the year, so it is unlikely to increase substantially in the second half.
 - The first distribution to RPO's is performance-based and will occur in August. The distribution calculation is required to be based on budgeted revenue, but Ms. Prince-Eason decided to distribute the RPO payment based on the actual revenue which is higher than the budgeted revenue to ensure RPOs are afforded more revenue than planned and so it can be distributed earlier than planned. The normal time for such a true-up would be in February of the following year.
 - Ms. Kimberly Proffitt asked if there is still money outstanding in any of the reported revenue categories.
 - Ms. Prince-Eason stated that the year-end forecast will be completed in early September and the revenue numbers updated at that time. In addition, this is the first time in WBENC's history that the RPO allocation has been distributed in the way described above.
 - Ms. Sharon Black stated that she agreed with the decision to make the higher than budgeted allocation to the RPOs and asked where the RPO KPIs that are required to be met can be found.
 - Ms. Herman stated that the KPIs are not published publicly since they are part of WBENC's contract with the RPOs, but that 70% of the allocation is based on the number of certification files processed in the prior year, and 30% is based on how much participation each RPO brings to the current year's National Conference.
 - Ms. Prince-Eason stated that WBENC will bring the new service agreement terms to the December Board Meeting, so all members understand the allocation model.
- Ms. Prince-Eason stated that technology replacements are in process.
 - New accounting system for finance, and new Customer Relationship Management system for Business Development.
- Ms. Prince-Eason thanked everyone for their support in executing a successful National Conference.

- Ms. Herman read a question from Ms. Lami from the online chat which asked if WBENC has an investment strategy.
 - Ms. Herman stated that prior to the pandemic WBENC had an investment account, and when interest rates dropped in 2020 the cost to keep the account open exceeded the interest being made on the account, so the account was closed. The plan is to now reopen the account. In addition, WBENC has an investment account open with PNC Bank.
- Ms. Herman proposed a resolution to keep scholarship funds in a separate bank account for improved management.
 - One-time scholarships up to \$11,000 for certified WBEs to attend Executive Education programs.
 - Parameters outlined on website
 - Interested WBEs submits application, Program Manager reviews applications and submits eligible WBE information, and Ms. Prince-Eason approves the awards.
 - The amount given is based on how many eligible WBEs there are and the fund balance.
 - This is the standard process that has always been followed, but it is now being formalized per auditor comments.
 - Asked if there were any questions about the resolution.

Following a motion made by Ms. Phala Mire and a second by Ms. Ann Ramakumaran, the resolution regarding the management of scholarship funds was unanimously approved; no opposition; no abstentions or further discussion.

WOMEN'S ENTERPRISE FORUM REPORT

PATTI MASSEY

Full details can be found in the September 2022 Board Book.

- Ms. Patti Massey gave an update on the activities of the Women's Enterprise Forum:
 - Congratulated the Forum leadership team for keeping all WBEs in the Forum engaged
 - Regularly scheduled all Forum calls – one held in May, another scheduled for September
 - Helps members of the Forum to better engage with WBENC and Corporate Members
 - The Forum Marketing Team launched a blog called "WBE Champions" that highlights women part of the community that support one another
 - 96 Forum Members attended WBENC National Conference
 - Building Personal and Professional Capacity through Educational Programming is a goal of the Forum, and each sub-team of the Forum held sessions featuring experts in different areas.
 - Enhanced Governance and Communications is a goal of the Forum
 - Held the Listen and Connect Series in May and July – shared successes and provided peer-to-peer feedback
 - Self-nominations now available for leadership positions within the Forum – asked Board Members who know WBEs who would like to be more involved to encourage them to apply.
 - The Forum is a group of WBEs who were appointed by a Corporate Member or RPO, but all Forum events and activities are open to all WBEs in the WBENC Network to build collaboration among WBE businesses.

RPO LEADERSHIP COUNCIL REPORT

PHALA MIRE

Full details can be found in the September 2022 Board Book.

- Ms. Phala Mire provided the following highlights from the Regional Partner Organizations:
 - Have seen a 2% increase in the number of certified WBEs.
 - All RPOs exhibited together at WBENC's National Conference which increased engagement between all 14 organizations and their staffs.
 - This will be a permanent activity at National Conferences going forward.
 - Operational Excellence
 - Conducting final meetings to review the new RPO Service Agreement
 - Thanked Ms. Sandra Eberhard for representing the RPOs during the WBENC SBA Audit
 - Ms. Elizabeth Walsh from WBEC-East now serving on the National Certification Committee following the retirement of Ms. Debbie Hurst.
 - Recognized Ms. Sheila Mixon's retirement and thanked her for her work with WBEC-ORV.

NEW BUSINESS

PAMELA PRINCE-EASON

- Ms. Prince-Eason stated that the Certification Committee is addressing activity that NMSDC brought to WBENC's attention regarding the future of certification and looking ahead to the next few years.
- Recognize other activities that are beginning that we are asked to be involved in.
- Would like to get the Board's input on how WBENC should proceed.
- Thanked Ms. Phala Mire and Ms. Kelly Hinman from the WBENC staff for attending a recent meeting on NMSDC Certification modernization.
- Some of the activity being discussed is naturally aligned with what WBENC already does like minimizing the number of required documents to streamline the process.
- Will look to further understand the process of Certification between WBENC and the RPO's.
- WBENC's relationship with the RPO's is what allows it to service the network well.
 - Certification fees go to the RPO's.
 - Money WBENC allocates to RPOs allows us to service the network appropriately.
- Requesting input from the Board for the National Certification Committee to create a roadmap moving forward and to understand the Board's expectations.
- Ms. Laura Taylor led a discussion about a Women-Controlled Enterprise Designation during a June Board breakout session.
 - Concern that the designation could dilute Certification or create competition to certified WBEs.
 - Data doesn't exist to estimate the number of WBEs this could impact.
 - Questioned if creating the designation would be beneficial.
 - Surveyed the Board and had very few companies said they were losing suppliers because ownership fell under 51%.
 - Questioned if other action should be taken to grow and impact women owned businesses.

- Ms. Jill Sasso and Ms. Pamela Prince-Eason led a breakout group discussion about a common database tool during a June Board breakout session.
 - This would be one point of entry for a business who wants to be certified by many different organizations.
 - Discussed if there is a business case to consider a common database.
 - Explored whether there would be value for WBEs and Corporate Members.
 - Feedback was that this solution would be very positive because it would remove barriers to get as many businesses certified as possible.
 - The discussion noted that it would be important to keep the certifying business' experience as a top priority of the process.
 - Will need to separate the decision-making on certification considering the potential of differing requirements among organizations.
 - Could help corporate members create supply bases that look like the communities they serve.
 - Identified challenges included the workload and ownership of a common database. Also will need to be careful not to dilute the effectiveness and value delivery for each organization.
 - A question was also raised about the risk of doing nothing.
 - Unanimous agreement that the conversation and exploration of the topic should continue.
- Asked for input and questions on both topics discussed during June Board breakout sessions.
 - Ms. Patricia Rodriguez-Christian commented that WBEs have to disclose a large amount of data and asked who would control the data and protect the data.
 - Ms. Sasso replied that data security would be a top priority in the planning process.
 - Ms. Suzi Cabo asked if other certifying organizations considering a common database as well.
 - Ms. Kris Oswald commented that she participated in conversations with other organizations and stated that there is an interest among them to create some sort of common process. Each organization is still trying to determine what their next steps should be.
 - Ms. Farryn Melton stated that there is a need to have more consistency and simplicity among certifying organizations to make the certification more efficient. Regarding the women-controlled designation, women owned businesses are having trouble growing due to the lack of access to capital.
 - Ms. Jane Henry suggested that in determining the requirements for a woman-controlled designation, there could be guidelines around how operational agreements are structured for companies who take on capital investors.
 - Ms. Cheryl Harris stated that in consideration of a women-controlled designation, there should be an understanding of what problem is being solved so there is not a diluting of WBENC Certification for Corporate Members and WBEs who are already certified.
 - Ms. Harris also stated that there is a need for Corporates to support the change in definition of who can be certified.
 - Ms. Phala Mire stated that there should be an awareness of how changes to certification processes and requirements could impact local councils and RPOs. Certification drives local programming. The ability of RPOs to help grow and develop WBEs could be impacted by decisions made in regard to the certification process.
 - Ms. Sharon Savoca-Mahin stated that there could be a benefit from the collaboration of majority-owned and minority-owned companies to grow capacity.
 - Ms. Lianne Lami stated that the discussion should address the main issue which is providing access to capital and growing WBEs.

- Mr. Doug Fisher stated that the network should focus on making it easy for buyers to find diverse suppliers with a common database; continued streamlining of the front end to make it easier for diverse suppliers to obtain multiple certifications. The integrity of the WBENC Certification process is the gold standard. One of the largest threats is a low-cost, low document requirement certification with high visibility. Supports efforts to limit risk posed by alternate certifications.
- Ms. Barbara Kubicki-Hicks opened the discussion up for final comments.
 - Ms. Patricia Birmingham stated that she has been honored to work on the WBENC team for the past ten years as she prepares for her retirement and thanked the Board for their support and well wishes.

MEETING ADJOURNMENT

Following a motion by Ms. Kubicki-Hicks and a second by Ms. Phala Mire, the meeting was adjourned.

The meeting ended at 4:35 PM ET.

**Materials for December 7, 2022
WBENC Board of Directors Meeting**

Nominating and Governance Committee Report

Women’s Business Enterprise National Council
 Report to the WBENC Board of Directors
 December 7, 2022

GOAL 1: Based upon the needs of WBENC and input from the Executive Committee, we will provide a slate of qualified Board of Director candidates to the Executive Committee and Board of Directors.

2022 Progress to Goal		
April 2022	September 2022	December 2022
<ul style="list-style-type: none"> Reviewed open corporate seats and candidates. Provided four (4) recommendations for open corporate board seats and one (1) recommendation for an open Leadership Council seat for board consideration and elections at April 28, 2022, meeting. 	<ul style="list-style-type: none"> Reviewed open corporate seats and candidates. Provided recommendation for open corporate seat for board consideration and election at September 8, 2022, meeting. 	<ul style="list-style-type: none"> Reviewed fourteen (14) expiring corporate seats and collected information to complete scorecards for each seat. Provided recommendations for re-nominations. Approved Leadership Council and Forum seat nominations for board vote. Analyzed eleven (11) open corporate board seats and approved candidates for six (6) seats for board vote.

GOAL 2: We will review, validate and update (as required) documents supporting the nomination and governance processes, and collect required documents annually.

- | | |
|---------------------------------|-------------------------|
| a) By-laws | d) Committee Timeline |
| b) Committee Charters | e) Code of Ethics |
| c) New Board Member Application | f) Conflict of Interest |

2022 Progress to Goal		
April 2022	September 2022	December 2022
<ul style="list-style-type: none"> Reviewed existing New Board Member Application and made updates to align with current board practices and information needed for board candidates. 	<ul style="list-style-type: none"> No updates for Q3 2022. 	<ul style="list-style-type: none"> Began process of collecting 2022 Conflict of Interest and Code of Ethics forms from all board members in Q3. All forms are due no later than 12/31/22.

GOAL 3: We will develop metrics that track board member attributes and Committee performance.

- a) Corporate Scorecard
- b) Board Matrix

2022 Progress to Goal		
April 2022	September 2022	December 2022
<ul style="list-style-type: none"> • No updates for Q1 2022 	<ul style="list-style-type: none"> • Corporate Directors with seats up for renomination in Q4 2022 were notified in August. 	<ul style="list-style-type: none"> • Data collected to facilitate corporate renomination process from corporate board members and RPO leaders to complete scorecards. • Board Demographics completed and reviewed by committee at 11/16/22 meeting as part of overall board nominations. Demographics will be shared with board at the 12/7/22 board meeting.

WBENC By-laws Reference: Article V, Section 5.2

Nominating Governance Committee: Board Elections

Corporate Re-nominations for Existing Board Seats (14)

(Term Ending 2025)

AT&T	Jalayna Bolden
Avis	VACANT
Bank of America	VACANT
DW Morgan	(Not Renewing)
ExxonMobil	Doug Fisher
Ford	Jackie Watt
Intel	Jackie Sturm
Johnson & Johnson	Jennifer Curley **
Kellogg	Shelly Van Treeck
KPMG	Jennie Friedman
ManpowerGroup	Ron Needham
Microsoft	VACANT
Robert Half	Sharon Black
UPS	Kris Oswald

**Board members in seat less than 1 year. Per the Nominating Governance Committee directives, a scorecard is not completed for directors in a corporate seat for less than 1 year or vacant seats.

Nominations for Existing Corporate Board Seats (6)

Dell	Kristopher Clark	(term exp 2024)
Google	Siofra Harnett	(term exp 2025)
IBM	Jennifer Turner	(term exp 2024)
Marriott	Bianca Ortega	(term exp 2023)
Procter & Gamble	Jo Haight	(term exp 2023)
Verizon	Sandy Nielsen	(term exp 2024)

Nominations for New/Replacement Corporate Board Seats (3)

Amazon	Carla Preston	Replacing AARP
Corteva	Tamra Pawloski	Replacing DW Morgan
Raytheon	Andrea Desaulniers	Replacing Microsoft

Forum Nominations (4)

Ann Ramakumaran, Ampcus	(term exp 2025) <i>Renomination</i>
Hannah Kain, ALOM	(term exp 2025)
Kanchana Raman, Avacend	(term exp 2025)
Caren Schweitzer, Creative Resources	(term exp 2025)

Leadership Council Nominations (3)

Liz Walsh, WBEC-East	(term exp 2025) <i>Renomination</i>
Janice Greene, WBEC-Pacific	(term exp 2025) <i>Renomination</i>
Bliss Coulter, WBCS	(term exp 2025)

Nominating Governance Committee: Executive Committee Appointments

Board Chair

Nedra Dickson, Accenture (term exp 2024)

Leadership Council

Chair: Sandra Eberhard, WBEC Greater NY and DMV (term exp 2024)

Vice Chair: Liz Walsh, WBEC East (term exp 2024)

Forum

Chair: Peggy Del Fabbro, M Davis (term exp 2024)

1st Vice Chair: Hannah Kain, ALOM (term exp 2024)



Kristofer Clark
Senior Director, Global Operations
Dell Technologies

Kris Clark currently leads the Supply Chain Assurance organization at Dell Technologies. In this role, he oversees Dell's efforts to deliver a trusted, responsible, and resilient global supply chain for our customers and workers alike.

Kris is an accomplished foreign policy leader, veteran diplomat, and military officer. Prior to joining Dell, he served at the White House as a Director for Africa on the National Security Council. Over the course of more than a decade at the Department of State, Kris served in a variety of positions, including in Washington as Special Assistant and Policy Advisor to the Deputy Secretary of State, and overseas on diplomatic assignment in Latin America, the Middle East, and South Asia.

As a Lieutenant Commander and intelligence officer in the U.S. Navy Reserve, Kris has led, directed, and fused intelligence operations on multiple deployments to meet U.S. and Coalition special operations requirements. He continues to serve at the Pentagon in support of the Joint Staff's intelligence and crisis operational objectives.

Before joining the U.S. government, Kris consulted on privatization initiatives, taught economics, and worked as a private wealth advisor. He has studied at Columbia University, the U.S. Naval War College, and the University of Miami. He maintains affiliations with the Council on Foreign Relations and the Aspen Institute.



Siofra Harnett
Director, Supplier Diversity & Inclusion
Google

Síofra Harnett leads the Supplier Diversity program at Google. Under Siofra's leadership, Google was inducted in the Billion Dollar Roundtable earlier this year and has committed to achieving 2.5 Billion in Diverse Spend in 2022.

Síofra grew up in Ireland and earned a Bachelor of Science in Financial Mathematics and Economics from the National University of Ireland, Galway. She then earned a Masters of Finance from the National College of Ireland. Síofra held several Senior Management Roles in banking before joining Google, most recently in Financial Model Risk at the Allied Irish Banks.



Jennifer Turner
IBM Cloud Strategic Sourcing Manager
IBM

Highly accomplished, results-oriented, extremely organized Agile Leader with over 25 years of expertise in supply chain management, procurement, data analysis, education and communications. Managed global cross-functional

teams and billion dollar budgets in IT and communications industries. Dedicated people manager who works well with professionals and volunteers at all levels, including senior executives. Easily adapts in any environment, and one of her passions is to seek out challenge to produce unprecedented business results.

Exemplary communication skills that convey messages with clarity and impact. Brings high energy and a positive attitude to each new challenge.

Jennifer earned her BA, Cum Laude in Communications & Business and her MBA in General Management from Howard University in Washington, DC. She was named 2021 IBM Buyer of the Year and in 2019 she was granted the Black Engineer of the Year Industry Award. Jennifer has also received the US President's Service Award from 2010-present.



Bianca Ortega
Senior Director, Global Supplier Diversity
Marriott

Bianca recently joined Marriott as Senior Director, Global Supplier Diversity. Bianca previously worked for Centene Corporation where she established the company's path to reach the Billion Dollar Roundtable.

Bianca received an MBA from Lindenwood University. She started her career in vendor management at Pfizer and was also a Procurement Sourcing Manager before moving to Supplier Diversity in 2016 where she revamped Cigna's supplier diversity program. Ortega was honored by Diversity Plus Magazine as a Top 25 Women in Power Impacting Diversity in 2018.

In Bianca's new role, she will lead the day-to-day strategy, program development, and implementation for supplier diversity around the world. As the program surpasses its 25th year within Marriott, Bianca will engage key stakeholders throughout the organization to expand on existing success and continue to grow the program for decades more.



Jo Haight
Senior Director, Supplier Citizenship
Procter & Gamble

Experienced Purchasing Professional with a demonstrated history of working in the consumer goods industry. Strong operations leader skilled in Negotiation, Consumer Products, Strategic Sourcing, Management, and Supply Management. Currently in a broadening assignment in Corporate Communications focused on Product Supply.

Jo has been with Procter & Gamble for 22 years, progressing in roles and responsibilities from Purchasing Manager to Senior Director, Global Product Supply & Purchasing Communications. She was promoted to her current role as Senior Director, Supplier Citizenship in March 2022.



Sandy Nielsen
Global Head of Supplier Diversity
Verizon

As Global Head of Supplier Diversity, Sandy is tasked with developing the strategies, actions and programs that create access and opportunities for diverse businesses. She is responsible for working in partnership with others through a shared responsibility model that strengthens engagements with diverse suppliers, expands opportunities for diverse businesses to thrive and fosters economic inclusion and equity in our communities.

Sandy has over 20 years' experience with Verizon and has held multiple strategic leadership positions in the areas of sourcing, customer service, marketing and sales.

Sandy attended Farleigh Dickinson University, successfully completed the Wharton Business School Executive Leadership Program and is CDP certified by The Society for Diversity, Inc.



Carla Preston
Director Global Corporate Procurement Supplier Diversity and Inclusion
Amazon

Carla Traci Preston has amassed extensive leadership and expertise in supply chain management and product development with assignments in manufacturing operations, quality, product planning, strategy and business planning, global purchasing and supplier diversity, development and risk.

As Amazon.com Services LLC's (Amazon) is currently the Director Global Corporate Procurement Supplier Diversity and Inclusion (SD&I). In this newly created position at Amazon, Carla leads the development as well as successfully launch and manage Amazon's SD&I initiative. This role and the SD&I Team is an integral component of Amazon's commitment to foster diversity and inclusion as well as to identify ways to amplify underrepresented voices and empower the diverse communities which we work, live and do business.

Prior to joining Amazon, Carla was the Vice President Global Supply Chain Management at Stanley Black and Decker (SBD). Carla led the strategic sourcing enterprise-wide for Global Transportation (all modes) Commodities (raw materials) and Packaging to deliver the company's vision. Carla was responsible for overseeing \$2+ Billion of spend as well as Total Cost of Ownership (TCO) value creation through a combination of productivity, working capital, synergy, tariff mitigation, supplier risk, reduced lead-time, etc.

Corporate Nominations



Tamra Palowski
Global Director Indirect Procurement
Corteva Agriscience

Tamra is a dynamic and innovative leader with more than 20 years of progressive experience spanning asset management, purchasing and procurement, strategic sourcing and contracting within the corporate and professional services industries. She has proven success in negotiating, uncovering and capturing efficiencies, driving process improvement and reducing costs and risks while increasing quality.

Tamra has been recognized for consistently training, mentoring and cultivating individuals and globally distributed teams of Commodity Managers, Analysts and others to achieve peak performance and productivity. She is valued as a program manager with a mastery of the metrics, KPIs and drivers essential to finding and capturing efficiencies and savings across direct/indirect spend and vendor base throughout the global enterprise. Tamra is also able to build productive, collaborative, long-term relationships with internal stakeholders, suppliers and vendors to better translate annual project plans and forecasts into specific needs and requirements.

She and her team are responsible for 76% of Corteva Agriscience diverse spend. She is also passionate about supplier diversity within technology.



Andrea Desaulniers
Director of Supply Chain Strategic Initiatives
Raytheon Technologies

Andrea is the Director of Supply Chain Strategic Initiatives for Raytheon Technologies (RTX) based in Farmington, CT. She is responsible for leading RTX Corporate initiatives and programs including Supplier Diversity, the Enterprise Strategic Sourcing Process, Supply Chain Learning, Supplier Sustainability, Conflict Minerals, and is a partner with HR on the RTX Operations and Supply Chain Leadership Development Program (OSCLDP).

In April of 2020, United Technologies (UTC) merged with The Raytheon Company, forming Raytheon Technologies.

Andrea returned to United Technologies (now RTX) in January 2019 from Sikorsky Aircraft, (acquired by Lockheed Martin in 2017), where she was the Manager of Finance Leadership Development, responsible for all employee development, hiring, continuous improvement, communications, employee engagement, and Lockheed Martin integration within finance.

Prior to Sikorsky, Andrea held positions of increasing responsibility at Pratt & Whitney and UTC Corporate Headquarters including Program Manager, ACE Certification (ACE was UTC's Continuous Improvement Operating System), Manager, Financial Planning & Analysis, Manager, Strategy & Development, Commercial & Military Operations Product Line Manager, and began her career as an associate in the Manufacturing Engineering Development Program at Pratt & Whitney.

Andrea holds a Bachelor of Science degree in Industrial Engineering & Operations Research from University of Massachusetts.

Board Chair & President's Report

Women's Business Enterprise National Council
Report to the WBENC Board of Directors
December 7, 2022

The Board Chair & President's report will be delivered via a PowerPoint presentation during the board meeting.

Finance Committee Report

Women’s Business Enterprise National Council
Report to the WBENC Board of Directors
December 7, 2022

GOAL 1: Oversee the monthly and yearly financial reporting process and increase the awareness of the Board of Directors with regards to WBENC’s financial position. The Finance Committee meets as needed and specific meeting highlights are noted below:

2022 Progress to Goal		
April 2022	September 2022	December 2022
<ul style="list-style-type: none"> • Year-end 2021 close, advanced preparation for the 2021 annual audit and Jan/Feb 2022 monthly financial close processes have all run more efficiently and effectively than previous years due to strong staffing and better understanding of revenue reporting guidelines. Pamela Prince-Eason would like to thank Lauren Herman and Kelly Klomparens for their strong performance throughout 2021 and early 2022. Additionally, all staff members have been timely in their reporting and use of new technologies to track expenses and time worked on programs. • The Finance Committee will be reviewing financial results in June 2022 due to the timing of this year’s annual audit. 	<ul style="list-style-type: none"> • Throughout 2022, WBENC’s CEO, Pamela Prince-Eason, has been keeping the Board Chair, Barbara Kubicki-Hicks, and the Board Treasurer, Theresa Harrison, apprised of WBENC’s financial status. • The Finance Committee will be meeting on September 1st to review the July 31, 2022, financial statements. • WBENC is in an excellent financial position. • Highlights: <ul style="list-style-type: none"> ○ Cash balance remains high due to strong revenue and judicious management of spending. ○ Corporate Membership has grown significantly, and membership revenue has passed the \$6.0mm mark. ○ National Conference was very successful and had higher than expected attendance. ○ As of 6/30/2022, WBENC surpassed its budgeted unrestricted revenue goal for the year. 	<ul style="list-style-type: none"> • WBENC’s CEO, Pamela Prince-Eason, stays in close contact with the Board Chair, Barbara Kubicki-Hicks, and the Board Treasurer, Theresa Harrison, regarding the status of WBENC’s finances. • WBENC is having a fantastic year financially. Highlights include: <ul style="list-style-type: none"> ○ Cash remains very high due to high revenue, strong collections, and careful management of spending. ○ As of August 31, 2022, WBENC surpassed \$13mm in unrestricted revenue – the highest amount in WBENC’s 25-year history. ○ WBENC is on track to post a sizable net income for 2022, when it was originally projected to be a breakeven year. <p>As mentioned on the Audit Committee Update, WBENC is replacing its ERP and CRM systems in 2023. In doing so, WBENC will gain significant operating efficiency due to the automation of many processes that are currently performed manually.</p>

GOAL 2: Build a 2022 Financial Plan that supports WBENC’s short-term and long-term strategic goals.

2022 Progress to Goal		
April 2022	September 2022	December 2022
<ul style="list-style-type: none"> • In 2022 we are tracking details of events and programs to ensure they are supporting the yearly projections made in the December 2021 Board Finance Presentation for 2022 Performance. The 2022 budget we are tracking involves 1 “in person” National Event (planned June 2022), 1 “in person” Tuck Educational Program (in October 2022) and 1 “in person” boutique event (planned November 2022.) Support of our virtual offerings continues throughout 2022 in support of developing WBEs to address innovation and new supply chain needs. • Cash position is at highest point as of April 1, 2022. Level of expenses will increase throughout the remainder of 2022 due to: <ul style="list-style-type: none"> ○ “In person” events having a higher level of expense ○ Several virtual education sessions executing for a full year in 2022 ○ Staffing returning to full staff level • Membership (see committee report) has greatly exceeded all projections and new targets continue to be set. <ul style="list-style-type: none"> ○ Continued high member retention level, ○ Higher than projected new membership additions and ○ Targeted solicitation via industry strategies continue to lead to success in this area. • WBENC has received notification of forgiveness for funds from a second PPP loan. Cash was received in 2021 but recognized as unrestricted 	<ul style="list-style-type: none"> • In September, WBENC management will forecast 2022 revenue and expenses through the end of the year. Once the forecast is complete, WBENC will use it as a basis for creating the 2023 Budget. The draft budget will be presented to the Finance Committee for initial approval. Once the Finance Committee approves it, it will be presented to the Board for final approval. 	<ul style="list-style-type: none"> • WBENC leadership has produced a recommended 2023 budget which will be presented to the Board of Directors at the December 7th meeting.

<p>contribution revenue in 2022 due to accounting requirements.</p> <ul style="list-style-type: none"> • All programs are on target to meet their original projection. • I am pleased to share that we were able to make a payment in 1Q-2022 to the RPOs that provided them with their portion of our excess profits. WBENC remains committed to ensuring the highest allocation that can be afforded in 2022 and feel that we will have another positive year. 		
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GOAL 3: Continue to invest and grow WBENC’s unrestricted net assets reserve to enhance WBENC’s overall financial position.

2022 Progress to Goal		
April 2022	September 2022	December 2022
<ul style="list-style-type: none"> • During 2020 and 2021, WBENC carefully managed treasury operations to ensure that all “in-flows” and “out-flows” were carefully understood and that expenses were kept in line with anticipated income quarterly and annually. • Previously excess cash in the amount of \$1 million was invested in a CD Ladder at PNC. This was able to be maintained during the pandemic time frame. • Due to excellent financial management and strategic planning of 2020 and 2021 programming, WBENC’s cash position is approaching \$10 million. For this reason, we have exceeded our previous Unrestricted Net Asset (UNA) Reserve target and are currently holding 1 year of funding in cash. WBENC and the Finance Committee will monitor financial results during 2022 and recommend an updated UNA Reserve target for 2023 and the years following. This will allow us to assess what the “new normal” for operating funds will be and identify appropriate targets for reduction should a future emergency occur. I anticipate that information being finalized in 1Q-2023. 	<ul style="list-style-type: none"> • WBENC is thrilled to report that the unrestricted net assets balance grew significantly in 2021, as the draft audit report reflects. This growth has more than compensated for the loss that occurred in 2020 due to the pandemic. • WBENC continues to keep approximately \$1.1mm invested in a CD ladder at PNC bank. • Now that interest rates have rebounded, WBENC management is planning to reopen an interest-bearing savings account in which to keep excess cash of approximately \$2.0mm. • In the coming months, WBENC management will recalculate the targeted unrestricted net assets reserve amount since operations are now different as a result of the pandemic. 	<ul style="list-style-type: none"> • Since 2022 has turned out to be an incredibly strong financial year, the unrestricted net assets balance has grown significantly. • WBENC leadership is evaluating different financial institutions to find the best option for reopening an interest-bearing savings account in which to house excess cash.

WBENC By-laws Reference: Article V, Section 5.1, F

Audit Committee Report

Women’s Business Enterprise National Council
Report to the WBENC Board of Directors
December 7, 2022

GOAL 1: Oversee completion of the annual audit.

2022 Progress to Goal		
April 2022	September 2022	December 2022
<ul style="list-style-type: none"> An Audit Committee meeting was held on April 19th to kick off the 2021 audit. The meeting included Holly Caporale, Audit Partner, and Sally Hudson, Audit Manager, from audit firm Councilor, Buchanan & Mitchell. WBENC’s 2021 financial statement audit fieldwork commenced on April 25th, 2022. Lauren Herman, Assistant Controller, and Kelly Klomparens, Senior Accountant, are the primary WBENC employees supporting the audit. A draft of the 2021 audit report is expected to be received from the auditors by the third quarter. 	<ul style="list-style-type: none"> The 2021 audit is nearing completion. The draft of the 2021 audit report was provided to WBENC on August 22nd and the Audit Committee held a meeting to review it on August 24th. The draft audit report reflects an unmodified (clean) opinion on WBENC’s 2021 financial statements and no adjusting journal entries. The final audit report is expected to be issued no later than mid-September. 	<ul style="list-style-type: none"> 2021 Audited Financials were issued by WBENC’s independent auditor, CBM, on September 12, 2022. WBENC received an unmodified (clean) opinion and there were no adjusting journal entries. Interim work for the 2022 financial statement audit begins the first week of December. Audit fieldwork for the 2022 audit will occur in late April or early May 2023. The timing is still being finalized with CBM.

GOAL 2: Oversee completion of the annual Form 990.

2022 Progress to Goal		
April 2022	September 2022	December 2022
<ul style="list-style-type: none"> The 2020 Form 990 was completed by WBENC’s audit firm, reviewed by WBENC leadership, and then reviewed by the Audit Committee before submission to the IRS in November 2021. This satisfies the compliance element of having the Board of Directors review the Form 990 before the organization files the return. Work on the 2021 Form 990 will occur after completion of the audit. It will be filed in advance of the November 15th, 2022, deadline. 	<ul style="list-style-type: none"> Once the final 2021 audit report is issued, WBENC staff and the external auditors, Councilor, Buchanan, and Mitchell (CBM) will commence work on the 2021 Form 990. It will be filed in advance of the November 15th deadline. 	<ul style="list-style-type: none"> The 2021 Form 990 was compiled by CBM with assistance from WBENC staff. It was filed with the IRS prior to the November 15th deadline. Prior to filing, the draft was reviewed in detail by WBENC leadership and provided to the Audit Committee.

GOAL 3: Ensure WBENC has the appropriate level of internal controls.

2022 Progress to Goal		
April 2022	September 2022	December 2022
<ul style="list-style-type: none"> • Each year, as a component of WBENC’s financial statement audit, WBENC’s auditors will assess WBENC’s internal controls surrounding financial reporting and will provide recommendations to management. The recommendations will be reviewed by management and the Audit Committee and will be implemented accordingly. • WBENC continues to have strong internal controls, but always seeks improvement. WBENC intends to hire a third accounting employee in 2022 which will allow for further segregation of duties and better workload management. 	<ul style="list-style-type: none"> • In July, WBENC hired a third accounting employee, Christine Raney, as a Senior Revenue Accountant. Ms. Raney’s focus is on customer invoicing and reconciliation of records with Business Development. This allows WBENC’s other Senior Accountant, Kelly Klomparens, to focus on collections, month-end close procedures, and the audit. The increased separation of duties and better workload management has strengthened WBENC’s internal controls. • In August, WBENC began the RFP process for a new accounting system. The goal is to implement a new accounting solution in Q2 and Q3 of 2023. A more modern accounting system will increase operating efficiency and improve workflow, thus strengthening internal controls. • As a component of WBENC’s 2021 financial statement audit, WBENC’s auditors will provide internal controls improvement recommendations in the final audit report. The recommendations will be reviewed by management and the Audit Committee and will be implemented accordingly. 	<ul style="list-style-type: none"> • In the Management Comment Letter, which CBM provided in conjunction with the 2021 Audited Financials, CBM identified two areas where WBENC should consider strengthening its internal controls. One area involves the revision of the RPO service agreement, which is already being worked on for 2023. The second area involves contracting with hotels, and WBENC leadership is working to address this as well. • Throughout Q3 and into Q4, WBENC has continued the RFP process for a new ERP system and a new CRM system. In mid-November, the RFP finalists presented their solutions to WBENC leadership. WBENC’s goal is to have a contract finalized by the end of 2022 for implementation in mid-2023.

Leadership Council Report

Women's Business Enterprise National Council
Report to the WBENC Board of Directors
December 7, 2022

GOAL 1: GROWTH - To further the business case for WBE Supplier Diversity

2022 Progress to Goal					
April 2022		September 2022		December 2022	
<ul style="list-style-type: none"> 758 regional events hosted by RPOs in 2021 with over 21,186 total attendees Increase in the number of certified WBE & WOSB firms 		<ul style="list-style-type: none"> In Q2 2022, the RPOs held 197 events with a total of 5282 attendees. In the 1st half of 2022, RPOs have hosted over 400 events with over 11,000 attendees (11,214). Increase in the number of certified WBE and WOSB firms 		<ul style="list-style-type: none"> From July 1st – October 31st the RPOs held 253 events with over 7800 attendees. Increase in the number of certified WBE and WOSB firms remains steady: 	
	12/31/2020	12/31/2021	Growth		
WBE	18,103	18,151	.3%		
WOSB	6,302	8,301	32%		
	12/31/2021	6/30/2022	Growth since end of 2021		
WBE	18,151	18,530	2%		
WOSB	8,301	8,325	.2%		
	12/31/2021	10/31/2022	Growth since end of 2021		
WBE	18,151	18,590	2%		
WOSB	8,301	8,108	-2%		

GOAL 2: ENGAGEMENT - To be a catalyst for business opportunities and strategic business relationships among and between key stakeholders

2022 Progress to Goal		
April 2022	September 2022	December 2022
<ul style="list-style-type: none"> WBENC extended an invitation for Regional Corporate Members to sponsor and exhibit at the 2022 National Conference in celebration of WBENC's 25th Anniversary. The 2022 WBENC Pitch Program will be executed at the national and regional level to maximize the number of WBEs participating. WBENC shared program information and branding for RPOs to execute outreach 	<ul style="list-style-type: none"> GWBC and WBEC ORV served as the Host Councils for the National Conference All 14 RPOs collaborated on a booth for the 2022 National Conference in Atlanta which served as a hub for attendees to learn more about the RPO Network. 	<ul style="list-style-type: none"> The group discussed and agreed to move forward with the W Marketplace pilot in Q4 which included WBEs submitted by RPO leaders who had a significant contribution to prior gift boxes. Several RPO leaders participated in hosting a WBENC booth at the NMSDC conference 10/30/22-11/2/22 in New Orleans, LA.

<p>programs Women of Color, Women & Pride and NextGen at the regional level to further increase the pipeline of WBEs into the network and will also support and collaborate on programming moving forward.</p>	<ul style="list-style-type: none"> • Staff members from each RPO also attended conference and participated as super-volunteers throughout the week. 	<ul style="list-style-type: none"> • The WBENC Pitch Finals were held in Washington, D.C. 11/15/22. The finals were the culmination of the network wide WBENC Pitch collaboration, highlighting innovative WBEs across the WBENC network. • WBENC and the RPOs are working closely on the 2023 National Conference to help WBEs identify and participate with their RPO groups throughout the week.
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GOAL 3: OPERATIONAL EXCELLENCE - To collaborate with WBENC in evaluating and proposing changes to the RPO Service Agreement and Allocations Methodology.

2022 Progress to Goal		
April 2022	September 2022	December 2022
<ul style="list-style-type: none"> • The Leadership Council met for an in-person working meeting March 10-11th in New Orleans, LA to begin work on the 2023 Service Agreement and Allocation Model that will go into effect in 2023. Excellent progress was made towards the 2023 Service Agreement and the RPO Proposed Goals and new Allocation Model was unanimously approved. • Another meeting is scheduled in August to continue work on the 2023 Service Agreement with a focus on governance. 	<ul style="list-style-type: none"> • The Leadership Council met again in August for an in-person working meeting in Las Vegas, NV to continue work on the 2023 Service Agreement. A full review of the Service Agreement was completed, and input will be incorporate din the 2023 version of the agreement. • The group will meet again one final time in Seattle, WA 9/15/22-9/16/22 for a final review of the updated 2023 Service Agreement as well as other agenda items. 	<ul style="list-style-type: none"> • The Council met in person 9/15/22-9/16/22 to finalize the 2023 Service Agreement, which includes a new allocation model. The final version was shared on 9/30/22 for RPO leaders to share with their boards and complete by 12/31/22.

GOAL 4: GOVERNANCE - Maintain Leadership Council Governance and Compliance to WBENC Agreement

<i>2022 Progress to Goal</i>		
April 2022	September 2022	December 2022
<ul style="list-style-type: none"> • Dr. Pamela Williamson, President & CEO of WBEC West, was appointed to the open Leadership Council Board Seat vacated by Debbie Hurst at the end of 2021 due to her retirement. • Completed annual documentation and process assessment request, February 2022. 	<ul style="list-style-type: none"> • Liz Walsh, President of WBEC East was appointed to the National Certification Committee as a Leadership Council representative. • The SBA performed audits of two RPOs for the WOSB Certification process: WBDC-Midwest on 7/14/22 and WBEC-Greater DMV on 8/16/22. WBENC is awaiting the final report for the audits but expects a favorable outcome. 	<ul style="list-style-type: none"> • Sandra Eberhard, President & CEO of WBEC Greater DMV and WBEC Metro NY will move into the Leadership Council Chair on 1/1/23, replacing Phala Mire, President & CEO of WBEC South, at the end of her term. • The Leadership Council unanimously approved Liz Walsh, President of WBEC East, as the new Leadership Council Vice Chair during the 10/19/22 meeting.

WBENC By-laws Reference: Article V, Section 5.1, B

Women’s Enterprise Forum Report

Women’s Business Enterprise National Council
Report to the WBENC Board of Directors
December 7, 2022

GOAL 1: Increase Forum Engagement.

2022 Progress to Goal		
April 2022	September 2022	December 2022
<ul style="list-style-type: none"> Held 2022 Forum Kickoff January 26. Created Forum Marketing Team Blog Series “WBE Champions: Supporting One Another,” seven blogs planned for 2022. Forum members participated in the 5 for 25 LinkedIn Challenge and the WBENC Certification Campaign 2022. <ul style="list-style-type: none"> “Prepping for Atlanta” will be featured at the next All Forum meeting. 	<ul style="list-style-type: none"> Q2 All Forum meeting held May 11 – Focus was on the June Conference, including an overview and best practices for conference preparation. Marketing Team WBE Champions Blog Series launched in May with “In the Beginning,” July’s Blog was WBE Champions: Recruiters and featured Bill Bryant Shultz, President, and CEO of CESCO. 96 Forum members attended the 2022 WBENC Conference. 	<ul style="list-style-type: none"> Q3 All Forum meeting featured a speaker “Five tips you need to know to help recession-proof your cash flow” and breakout sessions for the five Forum Teams for networking. Marketing Team WBE Champions Blog Series featured the following WBEs in Q3/Q4: Growth & Diversity – Dee Marshall (Diverse & Engaged), Collaborators – Liz Whitehead (Diversity Masterminds® and 12PointFive), Mentors/Sister Supports - Diane Winston (Winston Strategic Partners, LLC). A Forum session open to all WBEs focused on 2023 planning was held at the Innovate with WBENC Event in November focused on 2023 planning.

GOAL 2: Building Personal and Professional Capacity through Education & Programming.

2022 Progress to Goal		
April 2022	September 2022	December 2022
<ul style="list-style-type: none"> Finalized 2022 Forum Team focus topics: <ul style="list-style-type: none"> Marketing – Doing Business in the New Normal. Global – Unleash Your Business Success. Domestic – Leveraging the WBENC Network. 	<ul style="list-style-type: none"> The Q2 Global Team call provided an opportunity for WBE’s to discuss the impact of the Ukraine war on their business and the team selected Growth, Labor, and Supply Chain as future topic areas. The Q2 Marketing Team call provided insights on Cybersecurity. 	<p>Q3 & Q4 Team Topics</p> <ul style="list-style-type: none"> Domestic - Leveraging the Network: How to work and grow businesses with WBEs. Engagement- Nurture Campaigns (to be presented at the Q4 All-Forum Meeting)

<ul style="list-style-type: none"> ○ Engagement – Conference roundtable topic activation & Nurture Campaigns During Off-Times. ○ Government - U.S. Federal Government Infrastructure Bill. 	<ul style="list-style-type: none"> ● The Q2 Government Team call included a discussion on government infrastructure initiatives. ● The Q2 Domestic Team call featured Hannah Kain, Forum 2nd Vice Chair and CEO ALOM, speaking on “Leveraging the Network: How to Secure Contracts.” ● The Engagement Team hosted the Forum Roundtable discussions on “Stages of Your Business,” at the WBENC Conference. 	<ul style="list-style-type: none"> ● Marketing - Doing Business in the New Normal: Current state of businesses, Employee Engagement and culture, Grow your Business –9 ways. ● Global – CEO Roundtable #2 featuring WeConnect and Unleash Your Business Success CEO Roundtable #3. ● Government- Infrastructure Bill updates and Share Government Team Capabilities, Open Q&A about doing business with the government and upcoming opportunities.
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GOAL 3: Enhance Governance and Communications.

2022 Progress to Goal		
April 2022	September 2022	December 2022
<ul style="list-style-type: none"> ● WBENC Listens “RPO Series” concluded in Q1 2022 with 6 sessions including CWE, WBEC Pacific, WBDC MW, WBEC FL, GWBC, WBEC West, sessions were well received with strong engagement from national and regional Forums. ● Transitioning to Forum “Listen and Connect Series,” starting in April 2022. ● Welcomed new leadership for Domestic and Global teams: <ul style="list-style-type: none"> ○ Domestic Team - Lilian Radke, Molly Zraik, and Tammy Cohen. ○ Global Team - Kelly Kolar, Rashmi Chaturvedi, and Pamela Kan. ● Thank you to outgoing leaders Joan LaGrasse (Domestic) and Imelda Alejandrino (Global). 	<ul style="list-style-type: none"> ● Listen and Connect sessions held in April and May, next one is July 21st. This is an opportunity for Forum members to connect in an informal setting to discuss issues impacting their businesses. ● In Q3 RPO leaders will nominate new Forum members for 2023. 	<ul style="list-style-type: none"> ● Listen and Connect sessions held in September, this is an opportunity for Forum members to connect in an informal setting to discuss issues impacting their businesses. ● RPO leaders have nominated new Forum members who will start in January 2023 ● In January, Peggy Delfabbro (MDavis) becomes the new Forum Chair, Hannah Kain (Alom) becomes the Forum 1st Vice Chair, and the Forum 2nd Vice Chair will be announced December 8th at the Q4 All- Forum meeting. ● Thank you to outgoing Forum Chair, Patti Massey (MYCA), for her service in leadership to the Forum.

Corporate Membership & Retention Report

Women’s Business Enterprise National Council
 Report to the WBENC Board of Directors
 December 7, 2022

GOAL 1: Value Proposition & Retention: Maintain Retention of Existing Members and Maintain 450+ Members Overall, continue to offer current and relevant benefits to National Members, and work with Programs team to achieve.

2022 Progress to Goal		
April 2022	September 2022	December 2022
<ul style="list-style-type: none"> • \$5,176,900 2022 Renewals Invoiced Commitments, 98.2% Retention *This time LY: \$4,250,750. 2021 Renewals invoiced, 95% Retention. *Which aligned with past years. *This is an increase of \$926,150 and the highest retention rate we have ever achieved this early in the year. • \$5,968,525 Total 2022 Membership Invoiced Commitments, 474 Members. *Here are our numbers from this time LY: \$4,790,500. Total 2021 Membership invoiced, 374 Members Total. *These are the highest numbers WBENC has ever achieved at this time. We will hit \$6M this year. 	<ul style="list-style-type: none"> • \$5,310,400 Renewals Invoiced Commitments, 101% Retention Funding (95% total Members) to date <i>*We hit our 2022 Membership Goal with Retention Funding alone. This retention rate is nearly unheard of and tells us that our Members find value in this relationship.</i> • \$6,255,400 Total 2022 All Membership Invoiced Commitments, 501 Members to date 	<ul style="list-style-type: none"> • \$5,340,025 Renewals Invoiced Commitments, 101% Revenue Retention (97% total Members) to date <ul style="list-style-type: none"> ○ 2023 Renewals Invoiced Commitments to date \$2,945,400 • \$6,332,400 Total 2022 ALL Membership Invoiced Commitments to date, 525 Members to date • \$2,981,900 2023 Total ALL Membership Invoiced Commitments to date

GOAL 2: Strategic Increase of Membership: Acquire New & Rejoining Members that align with current programs and service offerings from an industry-based perspective. **We hope to hit 100 New Members this year and break the 500 Total Member mark.*

2022 Progress to Goal		
April 2022	September 2022	December 2022
<ul style="list-style-type: none"> 75 New Members, \$755,125 2022 New Member Funding <i>*This time LY: 51 New Members, \$539,750 2021 New Member Funding. *These are the highest numbers WBENC has ever achieved at this time of year. We have welcomed over 200 New Members since 2020! This momentum is not slowing down, so we are ramping up in delivery.</i> 	<ul style="list-style-type: none"> 102 New Members, \$945,000 New Member Funding to date 	<ul style="list-style-type: none"> 125 New Members, \$992,375 2022 New Member Funding to date <i>*Our momentum has remained consistent since Q3 of 2020</i> <ul style="list-style-type: none"> 5 NEW 2023 Members, \$36,500 2023 New Member Funding to date 2023 New Members: ACLU, Airbnb, Broadridge Financial Solutions, lululemon & NSS RPO

GOAL 3: Fund Diversification & Development: Increase Engagement of Members through all WBENC Sponsorships, with a focus on funds from departments outside of supplier diversity.

2022 Progress to Goal		
April 2022	September 2022	December 2022
<ul style="list-style-type: none"> 2022 Program Funding Commitments: \$1,879,852. 2022 National Conference Sponsorships to date: \$2,602,499 <i>*This number is reflective of where we were prior to the pandemic.</i> TOTAL Sponsorship Funding: \$4,482,351. 	<ul style="list-style-type: none"> 2022 Program Funding Commitments: \$2,746,152 2022 National Conference Sponsorships to date: \$3,117,499 <p>TOTAL 2022 Sponsorship Funding to date: \$5,863,651</p>	<ul style="list-style-type: none"> 2022 Program Funding Commitment: \$2,800,410 2022 National Conference Sponsorships: \$3,117,499 <p>TOTAL 2022 Sponsorship Funding to date: \$5,917,909</p> <ul style="list-style-type: none"> 2023 Program Funding Commitments to date: \$395,000 2023 National Conference Sponsorships to date: \$1,634,500 <p>TOTAL 2023 Sponsorship Funding to date: \$2,029,500</p>

WBENC By-laws Reference: Article V, Section 5.2

Marketing & Programs Committee Report

Women’s Business Enterprise National Council
 Report to the WBENC Board of Directors
 December 7, 2022

GOAL 1: Merge the existing Marketing and U.S. Programs Committees into the consolidated Marketing & Programs Committee

- a) Streamline decision making and strategic choices into one committee with an eye towards our brand, our content, and our image.
- b) Create a strong, engaged, accountable committee of corporates, RPOs and WBEs that operates via a sub-committee structure.
- c) Renew our action plan/goals to drive accountability and tracking of successes/failures.

2022 Progress to Goal		
April 2022	September 2022	December 2022
<ul style="list-style-type: none"> • Continuing to identify and recruit additional corporate member representatives to serve on the committee and sub-committees. 	<ul style="list-style-type: none"> • Work in progress on identifying additional corporate member representatives 	<ul style="list-style-type: none"> • WBENC will revamp this committee in Q1 of 2023 to refresh the membership and the goals.

GOAL 2: Build WBENC Brand Equity, Image and Exposure with Corporate Executives and Non-Supplier Diversity Stakeholders

- a) Build a robust connection with C-Suite level executives (CEO, CMO, others), ERGs, and Public/External Relations.
- b) Create a toolkit with a clear call to action to increase two-way engagement with measurable results to influence these executives/groups.

2022 Progress to Goal		
April 2022	September 2022	December 2022
<ul style="list-style-type: none"> • Key message matrix final review; ready for distribution for next committee meeting. • Discussed various uses of the matrix and the certification campaign as well as tracking of use. • National Conference media kit distributed. 	<ul style="list-style-type: none"> • Reviewed and reinforced key message matrix Intended to be a great tool to use for promoting conference, certification, and WBENC • Very handy tool for internal teams as well • Reviewed National Conference Media kit • Did overall review of National Conference 	<ul style="list-style-type: none"> • Ongoing promotion of 2023 National Conference

3: Create a synchronized, World Class Programs Strategy

- a. Develop a holistic programs curriculum that ties together national events and corporate partnerships ensuring common branding (“Powered by WBENC”), consistency of approach, and digital connection hub of opportunities.

2022 Progress to Goal		
April 2022	September 2022	December 2022
<ul style="list-style-type: none">• No updates in Q1.	<ul style="list-style-type: none">• Subcommittee leadership has a meeting set for 9/14/22 to discuss direction for the group and a full subcommittee meeting will be set in Q4.	<ul style="list-style-type: none">• Subcommittee leaders met in September and will continue to give new direction in Q1 of 2023 to refresh the membership and subcommittee goals.

GOAL 1: Support WBE’s interested in going, or expanding globally, with education and experience from WBE’s, Member Corporations, and external experts.

2022 Progress to Goal		
April 2022	September 2022	December 2022
<ul style="list-style-type: none"> Global Forum Team hosting Unleash Your Business Success,” CEO Roundtables using the CARS** method to conduct interactive workshops on May 18, Sept 28, Dec 1 **Challenges, Actions, Results, Solutions. 	<ul style="list-style-type: none"> Global Forum Team hosted a session sharing the impact of the Ukraine war on WBE businesses. 	<ul style="list-style-type: none"> In Q3, the Global Forum Team hosted a session on Connecting Women with opportunities outside of the United States, guest speakers Ana Guevara, WeConnect Chief Development Officer and Head of Global Markets, and Julia Frense, WeConnect Certification and Development Manager led a discussion about the WeConnect network and how to connect with opportunities around the globe. The Global Team has their Q4 call on December 1st, the final in their series of CEO Roundtables on Unleash Your Business Success.

GOAL 2: Continue to obtain feedback from WBENC Corporate Members regarding their evolving individual purchasing requirements outside of the U.S. This will include areas such as geographic preference, commodities/services to be procured, how they define a successful supplier, etc.

2022 Progress to Goal		
April 2022	September 2022	December 2022
<ul style="list-style-type: none"> The committee will focus on this effort in Q3 2022 using results from 2021 RPO survey. 	<ul style="list-style-type: none"> Global Committee leadership is in transition, next meeting expected in September. 	<ul style="list-style-type: none"> Kris Oswald Vice President, Global Supplier Diversity UPS, will become the Global Committee Chair in January 2023. Due to turnover, efforts are underway to identify corporate board members for this committee, if you are interested, please contact Laura Taylor at ltaylor@wbenc.org.

GOAL 3: Continue to communicate with and educate WBEs and Corporations on the opportunities available through the strategic alliance between WBENC Global Services Committee and WEConnect International.

2022 Progress to Goal		
April 2022	September 2022	December 2022
<ul style="list-style-type: none"> Planning for Global Trade area engagement at WBENC June 2022 Conference is in process with UPS, Global Services Committee, and WEConnect. Multiple activations include Ted-talk style presentations, panels, and hosted table topics. 	<ul style="list-style-type: none"> The WBENC Conference Global Trade programming in partnership with UPS and WEConnect was well-received. Session included: <ul style="list-style-type: none"> Global Trade and Sustainability: A Great Match Resources Available from Federal and State Governments Broken Value Chains and Global Opportunities Going Global as a WBENC-Certified Women-Owned Business Roundtable - Guidance on Global Supplier Diversity & Inclusion 	<ul style="list-style-type: none"> WBENC is partnering with WeConnect to support International Day programming on March 20, 2023 in Nashville, TN.

National Certification Committee Report

Women’s Business Enterprise National Council
 Report to the WBENC Board of Directors
 December 7, 2022

GOAL 1: Continue to evaluate and make recommendations for the WBENC Standards and Procedures and ensure alignment with the WBENC Roadmap to Growth & Sustainability.

2022 Progress to Goal		
April 2022	September 2022	December 2022
<ul style="list-style-type: none"> Distributed survey associated with the Future of Certification to corporate Board members and received 50% response rate resulting the recommendation for WBENC to proceed with developing a Women Controlled Enterprise (WCE) designation. WBENC Standards Review subcommittee commenced their detailed review of the WBENC Standards with proposed completion of Q3 2022. Finalized the July 1, 2022, implementation date of the updated Virtual Site Visit policy to reinstate in person site visits, in certain instances. 	<ul style="list-style-type: none"> WBENC Standards Review subcommittee continued the review of the WBENC Standards with proposed completion of Q3 2022 Postponed the implementation of the updated Virtual Site Visit policy, reinstating in person site visits, to January 1, 2023, due to the rise in COVID cases. 	<ul style="list-style-type: none"> WBENC Standards Review subcommittee completed the review of the WBENC Standards. Edits are being synthesized for comprehensive review by the NCC. Agreed to the formation of an ad hoc committee comprised of RPO Certification team members to conduct an initial review of the Required Document list for amendment.

GOAL 2: Deliver Women Owned Small Business (WOSB) Certification in accordance with the SBA Federal Contracting Program.

2022 Progress to Goal		
April 2022	September 2022	December 2022
<ul style="list-style-type: none"> Submitted supporting documentation in response to audit of 24 WOSB companies from the SBA WOSB Team in Q1 2022. WBENC has successfully met requirements associated with SBA Third Party Certifier Compliance reviews to date. 	<ul style="list-style-type: none"> Coordinated SBA site visits of two (2) RPOs, WBDDC-Midwest and WBEC Greater DMV, to take place in July and August, respectively. WBENC has successfully met requirements associated with SBA Third Party Certifier Compliance reviews to date 	<ul style="list-style-type: none"> Received confirmation of SBA compliance in response to site visits conducted with WBDC-Midwest and WBEC Greater DMV. WBENC has successfully met requirements associated with SBA Third Party Certifier Compliance reviews to date.

GOAL 3: Review National Certification Files.

2022 Progress to Goal		
April 2022	September 2022	December 2022
<ul style="list-style-type: none"> The NCRC and NCAC supported the processing of the 70 National Certification applications (8 New, 61 recerts) and 7 appeals on a timely basis in 2021. 	<ul style="list-style-type: none"> The NCRC and NCAC supported the processing of the 4 National Certification applications (all recerts) and 2 appeals on a timely basis in Q2 2022 	<ul style="list-style-type: none"> The NCRC supported the processing of the 40 National Certification applications (all recerts) on a timely basis in Q3 2022.

GOAL 4: Deliver Certification and WBENCLink Training.

2022 Progress to Goal		
April 2022	September 2022	December 2022
<ul style="list-style-type: none"> Delivered Certification and WBENCLink Training monthly to WBEs, interested applicants, and Corporate Members. <ul style="list-style-type: none"> WBENCLink2.0 – WBEs: Trained 362 participants in 2021 & 101 in Q1 2022. WBENCLink 2.0 - Corporate Members: Trained 40 participants in 2021 & 25 in Q1 2022. Certification Training: Trained 121 volunteers/RPO staff in 2021 and 31 in Q1 2022. 	<ul style="list-style-type: none"> Delivered Certification and WBENCLink Training monthly to WBEs, interested applicants, and Corporate Members <ul style="list-style-type: none"> WBENCLink2.0 – WBEs: Trained 49 in Q2 2022 WBENCLink 2.0 - Corporate Members: Trained 34 participants in Q2 2022 Certification Training: Trained 58 volunteers/RPO staff in Q2 2022 	<ul style="list-style-type: none"> Delivered Certification and WBENCLink Training monthly to WBEs, interested applicants, and Corporate Members <ul style="list-style-type: none"> WBENCLink2.0 – WBEs: Trained 108 in Q3 2022 WBENCLink 2.0 - Corporate Members: Trained 10 participants in Q3 2022 Certification Training: Trained 81 volunteers/RPO staff in Q3 2022 Updated 2023 frequency of training to take place <ul style="list-style-type: none"> WBENCLink WBE Training will continue to be offered on a monthly basis. WBENCLink Corporate Member Training will be offered once per quarter and on an as needed basis Certification Training will be offered every other month.

WBENC By-laws Reference: Article V, Section 5.1, G

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