



Join Forces. Succeed Together.

November Board Book

**Board of Directors Meeting
Washington Marriott
Room: Dupont Ballroom
Washington, DC**

November 14, 2013

All materials for this and future Board meetings are available to all Board members at the private Board Intranet site <http://www.wbenc.org/auth/login.asp?id=253>

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**Women's Business Enterprise National Council
Board of Directors Meeting
November 14, 2013—9:00 am-12:00 pm
Washington Marriott - Room: Dupont Ballroom
1221 22nd Street NW, Washington, DC 20037**

****NOTE:** Breakfast will be available in the meeting room from 8:00 am – 9:00 am

AGENDA

9:00 AM BOARD CHAIR'S REPORT LAURA TAYLOR

A. Welcome

B. Approval of Minutes from the June 25, 2013 meeting

C. Nominating Committee Report **DIANE PINKNEY**

Corporate Resignations of Existing Board seats

- Greg Tibbles, Chevron, term ends 12/2014
- Nicole Peterson, The Home Depot, term ends 12/2015

Corporate Nominations for Existing Board seats

- Jacqueline Rosa, JPMorgan Chase, replacing Thasunda Duckett, term ends 12/2014
- Elizabeth Hosick, Chevron, replacing Greg Tibbles, term ends 12/2014
- Fernando Hernandez, Microsoft, replacing Cecelia Porto, term ends 12/2016

Corporate Renominations for Expiring Board seats

New corporate terms end 12/2016

- Lynn Boccio – Avis Budget Group
- Barbara Carbone – KPMG
- Nancy Creuziger – Manpower Group, Inc
- Kathy Homeyer – UPS
- Beverly Jennings – Johnson & Johnson
- Barbara Kubicki-Hicks – Bank of America
- Carla Preston – Ford Motor Co.
- Linda Sexton – ExxonMobil Global Services Co.
- Lisa Stenglein – Motorola Solutions, Inc
- Marianne Strobel – AT&T
- Laura Taylor – Pitney Bowes, Inc
- Kathleen Trimble – Robert Half International

Leadership Council Resignation of existing Board Seat

- Carol Dougal, WBDC- Chicago, term ends 12/2014

Leadership Council Nomination for Existing Board seat

- Blanca Robinson, WBEC-South (will assume Carol Dougal's seat), term ends 12/2014

Leadership Council Nominations

New Leadership Council terms end 12/2016

- Roz Lewis - GWBC
- Michelle Richard - WBEC-Great Lakes
- Rea Waldon - ORVWBC

Forum Nomination new term ends 12/2016

- Julie Copeland - Arbill
- Cheryl Snead – Banneker Industries Inc.
- Patricia Rodriguez-Christian – CRC Group, Inc.
- Keeli Jernigan – Trans-Expedite, Inc.

Executive Committee Nomination new terms end 12/2015

Slate is presented for confirmation

- Chair
- 1st Vice-Chair
- 2nd Vice-Chair
- Secretary
- Treasurer

D. Report of the Chair (June, 2013-November, 2013) **LAURA TAYLOR**

9:30 AM PRESIDENT’S REPORT PAMELA PRINCE-EASON

9:45 AM TREASURER-FINANCE COMMITTEE REPORT KATHY HOMEYER
A. 2013 WBENC Budget recommended by Finance and Executive Committees
(Resolution included)
B. Year-to-Date Financial Update

10:05 AM LEADERSHIP COUNCIL DEBBIE HURST

10:20AM WOMEN’S LEADERSHIP FORUM TARA ABRAHAM

ROADMAP FOR GROWTH & SUSTAINABILITY UPDATE

10:35 AM REVENUE GENERATION TEAM PROGRESS BARBARA KUBICKI-HICKS

11:20 AM U.S. SERVICES & PROGRAMS COMMITTEE UPDATE RUBY MCCLEARY

11:30 AM MARKETING COMMITTEE UPDATE BEVERLY JENNINGS

11:40 AM CERTIFICATION COMMITTEE UPDATE NANCY CONNER

11:50 AM RECOGNITION DEBRA JENNINGS-JOHNSON

12:00 PM CLOSING - MEETING ADJOURNS LAURA TAYLOR

June Meeting Minutes

**Women's Business Enterprise National Council
Board of Directors Meeting
June 25, 2013—9:00 am - 11:00 am
Hilton Minneapolis - Room: Duluth
1001 Marquette Avenue, Minneapolis, MN 55403**

Meeting Roster			
1. Chair	Laura Taylor, Pitney Bowes	Present	
2. President	Pamela Prince-Eason, WBENC	Present	
3. Counsel	Jorge Romero, K&L Gates	Present	
Corporation		Corporate Members	
4. Accenture	Al Williams	Present	
5. Alcatel-Lucent	Mark Artigues	Present	
6. Altria	Diane Pinkney	Present	
7. AT&T	Marianne Strobel	Absent	
8. Avis Budget Group	Lynn Boccio	Absent	
9. Bank of America	Barbara Kubicki-Hicks	Present	
10. BP America	Debra Jennings-Johnson	Present	
11. Chevron	Greg Tibbles	Absent/Resigned	
12. Dell Inc	Kimberly Brown	Present	
13. Energy Future Holdings	Cheryl Stevens	*Absent	
14. Ernst & Young	Theresa Harrison	Present	
15. ExxonMobil Global Services	Linda Sexton	Present	
16. Ford Motor Company	Carla Preston	Present	
17. IBM	Michael Robinson	Present	
18. Johnson & Johnson	Beverly Jennings	Present	
19. Johnson Controls	Shelly Brown	Absent	
20. JP Morgan Chase	VACANT		
21. KPMG	Barbara Carbone	Present	
22. Macy's	Howard Thompson	Present	
23. Manpower	Nancy Creuziger	Present	
24. Marriott	Dominica Groom	Present	
25. Microsoft	VACANT		*
26. Motorola	Lisa Stenglein	Present	
27. Office Depot	Shari Francis	Present	
28. PepsiCo	Larry Caldwell	Present	
29. Pfizer	Mike Hoffman	Present	
30. Procter & Gamble	Rick Hughes	Present	
31. Raytheon	Benita Fortner	Present	
32. Shell	Debra Stewart	Present	
33. Robert Half & Co.	Kathleen Trimble	Present	
34. The Coca Cola Co.	Eyvon Austin	Present	
35. The Home Depot	Nicole Peterson	Absent/Resigned	
36. Time Warner	Greta Davis	Present	
37. United Airlines	Ruby McCleary	Present	
38. UPS	Kathy Homeyer	Present	
39. Verizon	Donna Weaver-Erhardt	Present	

40.W.W. Grainger	Nancy Conner	Present	
41.Walmart	Patricia Snyder	*Absent	
Leadership Council Members			
42.Center for Women and Enterprise	Susan Rittscher	Present	
43. GWBC	Roz Lewis	Present	
44. Ohio River Valley Women's	Rea Waldon	Present	
45. WBC- Florida	Nancy Allen	Present	
46. WBC Southwest	Debbie Hurst	Present	
47. WBDC Chicago	Carol Dougal	Present	
48. WBEC PA, DL, sNJ	Geri Swift	Present	
49. WBEC- South	Blanca Robinson	Present	
50. WBEC West	Pam Williamson	Present	
Forum Members			
51.A10 Clinical Solutions Inc	Leah Brown	Absent	
52.Accel, Inc	Tara Abraham	Present	
53.Arbill	Julie Copeland	Present	
54.Banneker Industries	Cheryl Snead	Present	
55. Corporate Fitness Works	Brenda Loube	Present	
56.ADP-LLC	Patricia Rodriguez Christian	Present	
57. Hired by Matrix	Sharon Olzerowicz	Present	
58.ICON	Pamela O'Rourke	Present	
59.OLSA Resources	Olsa Martini	Present	
60.Superior Workforce Solutions	Lynne Marie Finn	Present	
Expert Members			
61.Romneycom, L.L.C.	Lynthia Romney	Present	
62.Bristol Meyers Squibb	Farryn Melton	Present	
63.Expert Seat 3	VACANT		
WBENC Staff			
Director of Finance	Valerie Bunns	Absent	
VP, Marketing	Pat Birmingham	Present	
Chief of Staff, Certification & Program Operations	Candace Waterman	Present	
Senior Director Development & Corporate Relations	Paige Adams-Dear	Present	
Manager, Marketing and Communications	Helen Avery [minutes]	Present	
WBENC Consultant	Jean Poling [minutes]	Present	
Regional Partner Organization			
ASTRA-AWBA	Diane McClelland	Present	
WBEA- South	April Day	Present	
WBEC Great Lakes	Michelle Richards	Present	
WPEO-DC	Sandra Eberhard	Present	
WPEO-NY	Marsha Firestone	Present	
Board of Director Guests & Representatives (*)			
*Energy Future Holdings	Rob Lister	Present	
*Microsoft Representative	Fernando Hernandez	Present	
*Walmart	Mikaela Wardlaw-Lemmon	Present	
WBDC Chicago	Emilia DiMenco	Present	
WBENC – Sr. Manager, Strategic Programs	Vaughn Farris	Section Presenter	
The Special Events Company (Event RFP)	Sally Webb	Section Presenter	
The Special Events Company (Event RFP)	Rachel Thompson	Section Presenter	
Total Events Resources (Event RFP)	Kathy Miller	Section Presenter	

CALL TO ORDER: Board Chair, Laura Taylor, called the meeting to order at 9:06 a.m.

BOARD CHAIR REPORT:

LAURA TAYLOR

Ms. Taylor:

- Opened the meeting welcoming all
- Announced Key Topics for Board Meeting:
 - New Meeting Planning Partners for NCBF 2014-2016 will deliver presentation
 - Revenue Generation Team will provide update on accomplishments
 - Award Recipients:
 - Applause Award:
 - Tara Abraham, CEO, Accel, Inc.
 - Barbara Kubicki-Hicks, Sr. VP Supplier Development, Bank of America
 - Ruby McCleary, Director Supplier Diversity, United Airlines
 - Alcorn Award:
 - Geri Swift, President, Women's Business Enterprise Council PA-DE-sNJ
 - 2012/2013 Code of Ethics and Conflict of Interest Forms: requested that all Board Members complete and submit forms to Helen Avery/WBENC
- March 13, 2013 Board of Directors meeting minutes: Requested Approval:

Resolution: Tara Abraham moved and Barbara Kubicki-Hicks seconded the motion to accept the minutes from the March 13, 2013 Board meeting. There were no oppositions; no further discussion. Minutes were unanimously approved.

NOMINATING COMMITTEE REPORT:

DIANE PINKNEY

Board Seat Status:

- Corporate Board Seats listed below are presently open. A proposal will be prepared and recommendations will be presented to the Board at November, 2013 Board Meeting
 - JP Morgan Chase
 - Microsoft
 - The Home Depot
- Accomplishments:
 - Two Face-to-Face Meetings have been conducted during which committee reviewed Goals and The Nominating Committee Charter along with corresponding materials
 - Reviewed By-Laws and will propose updates resulting from changes to the Nominating Committee Charter
 - Reviewed current metrics and identified additional attributes for Board member scorecard tracking
 - Committee will review completed documents with EEC Committee and prepare to present to the Board during the November, 2013 Board Meeting

PRESIDENT'S REPORT:**PAMELA PRINCE-EASON**

Ms. Prince-Eason:

- Welcomed Board member substitutes for Walmart and Microsoft
- Referred Board members to email distributed to all on June 15th highlighting items included in the June Board Report which jointly presented activities achieved by the Board Chair (Laura Taylor) and Board President (Pamela Prince-Eason) during 2nd Quarter.
 - Board Members were asked to review report and pose questions to Laura and/or Pamela as needed
- Provided overview of Board Meeting presenters:
 - Theresa Harrison, EY /Board Member/ REVENUE GENERATION Committee Chair: Progress and Plans on Revenue Streams
 - 2014-2016 Meeting Planning Partners:
 - Sally Webb; Rachel Thompson: The Special Events Company
 - Kathy Miller: Total Events Resources
 - Vaughn Farris, WBENC, Sr. Manager, Strategic Programs: INSIGHTS Program

TREASURER-FINANCE COMMITTEE REPORT:**KATHY HOMEYER**

Kathy Homeyer reported on the 2013 YTD financials:

- March and June Events: substantial revenue generating activities take place
 - During 1st 6 Months: yields 92% of annual revenue
 - As of May 1st: have achieved 91% of annual revenue
 - September Event: Go For the Green – will contribute to revenue. As of May 31, 2013 Go For the Greens revenue at 70% of 2013 revenue budget
 - Surplus will be reduced throughout the year as monthly expenses exceed our monthly revenue during the last 6 months of the year
- Event Achievements/Expectations:
 - 2013 Summit and Salute:
 - Largest attendance to date of over 1200 attendees
 - Final Net Income aligned with expectations: \$410K
 - 2013 NCBF:
 - Actual as of May 31st: Income @ \$3,028K; Expenses @ \$479K
 - Majority of invoices and expenses for conference will be incurred in June
 - Anticipated additional income:
 - \$50,000 in-kind sponsorship
 - June pre-Conference registrations; preliminary amount is approx. \$105k
 - June on-site Conference registrations
 - Silent Auction

-Remaining sponsorship pledges that must be finalized and invoiced

- Met 2013 Membership Budget: YTD May 2013 Membership revenue exceeded 2013 Membership budget by \$11,000
- Balance Sheet as of May 31st:
 - Cash: \$4.8M
 - Net Liquid Current Assets: \$5.7M (Cash + Accounts Receivable/ Accounts Payable/Accrued Expenses)
 - \$40K improvement over 5/31/2012
 - Net Working Capital: \$5.8 M (Current Assets – Current Liabilities)
 - \$202K improvement over 5/31/12
 - Accounts Receivable: \$1.4 M
 - \$77K higher than 5/31/12
 - Collected \$379K as of June 21, 2013

LEADERSHIP COUNCIL REPORT:

DEBBIE HURST

Debbie Hurst, Chair of the Leadership Council, reported that activities and collaboration amongst 14 RPOs remains busy with monthly meetings along with face to face opportunities that arise. A meeting is scheduled for today (June 25th) with Leadership Team and Pam Eason to bring everyone up to date on activities and accomplishments. The Leadership Council is scheduled to host two workshops at NCBF as well as provide opportunities for new and longtime WBEs to network.

WOMEN'S LEADERSHIP FORUM REPORT:

TARA ABRAHAM

Tara Abraham, Chair of the Women's Leadership Forum, reported on the progress of the Forum and the fantastic day shared by all Forum attendees yesterday (Monday, June 24th) at Conference:

- 100+ Forum members attended Monday's program
- 300+ NCBF attendees attended Todd Cohen's keynote presentation: "Everyone's in Sales" which was outstanding
 - Special thank you to Theresa Harrison on behalf of Ernst and Young for their generosity in providing this experience to all
- Acknowledgements were extended to several Women's Leadership Forum members who participated in/conducted NCBF related workshops/webinars for cohorts:
 - Lynn Marie Finn presented webinar: "Getting the Most out of the WBENC Conference"
 - Brenda Loube facilitated workshop: "Let's Move"
 - Julie Copeland and Michelle Robinson, Michael Robinson's wife, lead a session on the importance of *giving back*: "Social Entrepreneurship: A venture that aims to achieve a particular social goal in addition to profit."
 - Ranjini Poddar and Cassandra Sanford facilitated a panel discussion: "*Living Proof* – WBE Stories of Winning Business with Corporations"

Tara also announced her retirement as the Women's Leadership Forum Chair in November, 2013 as her tenure is up.

**ROADMAP FOR GROWTH AND SUSTAINABILITY UPDATE:
REVENUE GENERATION RFP UPDATE AND TEAM PROGRESS**

THERESA HARRISON

Theresa Harrison reported on the progress and plans to advance the committee's work around current revenue streams as well as new ones that should be included. Detailed PowerPoint presentations were delivered during the June meeting. The presentation is available on the Intranet Board Site: *Rev Generation Team Progress as of June 25 2013*.

- Sources of Revenue:
 - Goal is for all constituents to be sustainable
 - Committee has worked hard to narrow down the scope of what needs to be done from a funding perspective. Theresa identified three areas of focus:
 1. Strategies:
 - Build feasibility and additional funding models to include grants: what, where, from whom
 - Membership Stream
 - Look at other organizational models for ideas
 2. Develop Alternate Revenue Streams:
 - Look at what we have; conduct a corresponding evaluation and report findings
 - Conclude if it is sustainable
 - Determine “next steps”
 3. Identify potential partners:
 - Evaluate viability
 - Ensure that a “partner” will meet the mission, vision and overall objective of the organization
 - Committee looked at “changing our mindset” to being strategy focused:
 - Slide reflecting “From”/ “To” scenarios was presented to board (included in PowerPoint presentation referenced above)
 - Recognized a critical need to bring knowledge into the organization in order to proceed to next steps which also necessitates establishing a formal decision structure which needs to be followed
 - The project has been a considerable learning process from which complexities have surfaced
 - Reviewed the whole process chart which includes funding, requirements, etc...
 - We need to decide what we want to “do” including key funding considerations which is a vital decision process for WBENC
 - Laura Taylor asked what additional help is needed from the Board
 - Identify Foundations: Who are the contacts?
 - Identify Corporate Matching Fund opportunities for donations to WBENC
 - Support the committee's efforts and help build relationships to achieve “our” goals
 - Identify opportunities and people who do grant writing

- The current model has the potential of creating competition for funds between local and national organizations. The goal is to identify solutions that will benefit both with a commitment to strong and open communication and information exchange
 - An RFP has been sent out resulting in two finalists. The committee continues to assess them to determine how to move forward
 - Assess the values of various models
 - Determine how to measure achievements
 - Look at organizations similar to WBENC to understand who is giving to them and determine how we can create similar relationships to be a consideration in their giving process
- Develop and adhere to a “Decision Matrix”
- “WBENC’s Footprint” is being created to show current presence of Certified WBEs, Corporate Members and their headquarters across the U.S. map
 - Define where we “ARE” and where we “WANT TO BE”
 - Identify what is viable
 - Determine if we have the right model and resources
 - Define what needs to be created
- Goal is to report to the Board on the findings, details and progress at the November, 2013 Board Meeting
- “What We Know” handout was distributed; a corresponding overview was provided by Theresa. Analysis includes: Revenue Sources/ Pros and Cons/ Environmental Concerns. Focus areas which are incorporated include:
 - Revenue Sources:
 - Contributed Restricted Revenue – Grants and Gifts
 - Unrestricted Revenue – Corporate Sources; Government Sources; Foundation Sources; WBEs as a Source; Hybrid Sources
- Reviewed “Next Steps”: included in PPT presentation
 - Address RPOs
 - Matrix: Complete decision tree as to what the organization needs to consider and assess:
 - How it should look
 - What it means – interpretation
 - Make decisions for everyone within the network
- Theresa encouraged Board Members to investigate opportunities for WBENC to be considered as part of corporate United Way Campaigns
- Tara Abraham questioned whether WBENC has considered sharing donations with another women’s organizations

U.S SERVICES & PROGRAMS COMMITTEE

RUBY MCCLEARY

Ruby McCleary, Chair of the U.S. Services & Programs Committee, reported on the committee’s progress and activities:

- NCBF Conference participation expectations:
 - Last count of attendance which does not include on-site registration: 2800+
 - Matchmaker Meetings: 800+
 - Exhibitors: 300+
- Opportunities that have been identified:
 - 2012 Summit and Salute Surveys/Focus Groups: Helped committee to understanding needs which were expressed using these resources
 - Triggered on-line investigation of other external organizations that could potentially be utilized to fulfill needs expressed (i.e.: ISM, DIR, etc...)
 - Talked with all constituent groups and conducted detailed gap analysis
 - Established understanding of what RPOs deliver and what WBEs need which helped committee to identify program gaps
 - Developed straw man and segmented finding into buckets
 - Incorporated gap findings into NCBF workshops/programming as well as identified the need to utilize external organizations to fill gaps for constituents, which would direct them to appropriate programming
 - Examples offered to WBEs include: NMSDC; ISM; NAWBO, etc.
 - Refer to “presentation” for additional details

MARKETING COMMITTEE

BEVERLY JENNINGS

Beverly Jennings, Chair of the Marketing Committee, reported on the committee’s progress and activities:

- Committee make-up and focus have been reformed to incorporate consistency in “key messaging”, brand image, character and key values, ensuring that all align with WBENC’s C.O.R.E. values/branding/theme
- Three areas of focus/anchor goals:
 1. Targeted Marketing / Outreach: events with the focus groups being New WBEs/New recruits:
 - WBENC Visibility
 - Value Proposition
 - Accessibility
 2. Great Brand Recognition aligned with theme:
 - Committee is doing well with more left to accomplish regarding action requirements throughout the year to support and make branding key
 3. Year-round Engagement:
 - Focus on WBEs in RPOs
 - Developing great marketing campaign which will touch others

Information will be available short term to share with Pam and Laura. This remains to be a “WIP” (Work-In-Progress) as the committee continues to work on ways to translate goals into messaging and to understand how to move forward, both which will drive the 2014 Marketing Committee Kick-Off Plan.

- Marketing Committee remains in full collaboration with the U.S. Services and Programs Committee in order to maintain congruency to ensure that “best practices” are being shared. Alignment of these committees, along with all of C.O.R.E. will be bundled to create a “Marketing Dashboard”.
 - Shari Francis (Office Depot) inquired about locating this information
 - Cheryl Snead (Banneker) suggested that a “cloud” be created as a repository in which information could be collected
 - In an effort to prepare/present options prior to the November Board Meeting, Laura Taylor proposed a work flow strategy to the committee to:
 - Present options to the EEC requesting input
 - Present subsequently refined options to The Ambassador Committee
 - Present FINAL proposal at November Board Meeting
 - Laura Taylor also refreshed Board members of prior dialogue which included a “phased” approach to fulfill IT gaps which are key points discussed by the Technology Committee (Benita Fortner, Committee Chair)
 - Phase I: Close media gaps which includes implementation of CRM in 2013
 - Phase II: Offer cloud based solutions and digitizing the process around certification

INSIGHTS SERIES

VAUGHN FARRIS

Vaughn Farris, Sr. Manager, Strategic Programs, reported on WBENC’s INSIGHTS Series progress and activities:

- INSIGHTS is an educational resource, providing WBENC Certified Women Business Enterprises and Corporate Members information on the marketplace, best practices, and business development intended to be a “one-stop-shop” for users. Information on select industries will be featured throughout the year and can be distributed and surveyed using multi-media methods.
 - Information offers industry overview including industry trends, education, learning, sharing, segment information, info-graphics, emerging markets and relevant videos as well as ways to do business with specific organizations within those industries
 - Offers the ability to create “white papers” which may include hyperlinks that navigate to relevant organizations’ websites (i.e.: SBA.gov) to obtain additional information
 - Enables survey tools to be created and conducted with constituents using “infographics”
- MobilePaks, a Micro-learning technology that deploys educational information across platforms, and used for INSIGHTS will be test by WBENC for 1 year

NCBF EVENT PLANNING RFP/SUPPLIER

**SALLY WEBB, KATHY MILLER,
RACHAEL THOMPSON**

Sally Webb and Rachael Thompson of The Special Event Company and Kathy Miller of Total Events Resources presented an overview of their combined talents and capabilities relative to their RFP response. The NCBF RFI/RFP sought WBE Certified Suppliers to be WBENC's NCBF, 2014 – 2016 Meeting Planning Partner.

- Of 384 invitations that were extended, they were amongst three finalists who presented to WBENC leaders and board member representatives, culminating the RFI/RFP process that was conducted Q4, 2012 – Q2, 2013. They were unanimously identified as being the preferred supplier for 2014-2016 NCBF. The intent of this Board presentation was to reveal their capabilities as future service providers/meeting planning partners.
- Presentation included information on their histories, longevity in the business, awards, accomplishments and examples of past events intending to share experiences which they have delivered in venues of comparable size and complexity throughout their years in event planning.
- They expressed involvement with their respective RPOs.
- They shared 5 Keystones which surfaced from their SWOT analysis with the goal being to help WBENC evolve, not focus on what may be broken:
 - Strategic
 - Creative
 - Logistics
 - Production
 - Exhibition
- Presentation incorporated an overview of Goals, Objectives and Opportunities which center on entrepreneurs and exchange/networking opportunities
- Staff from each company was in full attendance throughout the 2013 NCBF to observe all event activities first hand in order to ensure complete understanding of the expectations to manage future NCBF events. A review meeting to discuss their observations, assessments and understanding of expectations was scheduled for Friday, June 28th with WBENC leaders.
- Their Speaker resources and ability to obtain exceptional speakers which both support branding opportunities for WBENC sponsors as well as act as mentors who will help people to succeed is excellent. When asked about costs associated with signing this caliber of speakers, the Event Planners advised that it is reasonable to assume that great speakers are affordable for WBENC and will work within the designated budget.

CLOSING-MEETING ADJOURNMENT:

LAURA TAYLOR

Ms. Taylor offered closing statements:

- Thanked all members of the Board for their support with special thanks to all Chairs and Vice-Chairs.
- Thanked Carol Dougal and WBDC Host Committee for their NCBF contributions with special recognition extended to Carol for all that she has done during her role as

President of WBDC Chicago to influence change for WBENC and Women Owned Businesses.

- Shari Francis and Geri Swift offered additional accolades to Carol for her contributions as being one of the first RPOs and mentoring many other RPOs to succeed.
- Carol Dougal is retiring this year/2013.
- Reminded all about the next WBENC event: Go-For-The Greens Conference, encouraging participation. Laura advised that Pam will reach out personally with additional information.
- Opened floor to questions: none were posed.

ADJOURNMENT:

There being no further business, Ms. Taylor adjourned the meeting at 11:06 a.m.

Nominating Committee

Women's Business Enterprise National Council

Board of Directors Meeting

November 14, 2013

Nominating Committee

Third Quarter Goals and Accomplishments

Goal: Based upon the needs of WBNC 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

Accomplishments:

- Initiated the yearly re-nomination process:
 - There are 12 corporate board members with expiring terms
 - At this time, there are no open corporate board seats

Goal: We will review, validate and document processes, policies and procedures to govern the corporate board nomination process.

- **Goals**
- **Charter**
- **Board Application & Supporting Documentation**

Accomplishments:

- Held one face-to-face Committee meeting to review and update the Nominating Committee Charter
- Will finalize the changes in an upcoming face to face meeting and submit to the Executive Committee for review and approval

Goal: We will develop metrics that track board member attributes:

Accomplishments:

- Finalized recommendations for additional attributes for board member scorecard tracking

Metrics will be presented to the Executive Committee for review and approval once updates to the Charter have been completed.

Board Elections

Corporate Resignations



Greg Tibbles
General Manager,
Procurement

Corporate Procurement
Chevron Corporation
6101 Bollinger Canyon Road
San Ramon, CA 94583
Phone: 1-925-790-3966

Laura Taylor
Board Chair
Women's Business Enterprise National Council
1120 Connecticut Avenue, NW
Suite 1000
Washington, DC 20033

Dear Ms. Taylor:

Please accept this letter as official notice of my intention to resign as a member of the WBENC Board of Directors effective July 1, 2013. My resignation from the Board corresponds with my election to retire from Chevron, effective July 5, 2013, after 35 years of service to the company.

It has been an honor to serve as a board member of WBENC, the nation's leading advocate of women-owned businesses, whose commitment to advancing the success of its members is matched by the dedication of my fellow board members and staff with whom I've had the pleasure of working for the past two years.

I know that Chevron, fellow corporate members, and thousands of women's business enterprises will continue to benefit from WBENC. The relationships that have been fostered through our participation have been critical in developing business opportunities benefitting corporations, WBE's, and the communities where we all live and work.

As I leave the Board, I would like to extend my appreciation for your support and leadership and my best wishes to the entire Board of Directors for their continued success on behalf of WBENC.

Sincerely,

A handwritten signature in black ink, appearing to read "Greg Tibbles", written in a cursive style.

Greg Tibbles



June 19, 2013

Pamela A. Prince-Eason

President and CEO

Women's Business Enterprise National Council

1120 Connecticut Avenue, NW

Suite 1000

Washington, DC 20036

Hi Pam – I am no longer the Senior Director for Supplier Diversity and have moved to another position within The Home Depot. I am submitting this letter of resignation from the Board of the Women's Business Enterprise National Council (WBENC) as well as my resignation from the Finance Committee.

Once my position is backfilled by The Home Depot we will be submitting a replacement for our Board seat and this will be communicated to you by Karen Love, Supplier Diversity Specialist. Please let me know if you have any questions.

Thanks, Nicole

Corporate Nomination



Jacqueline L. Rosa
Managing Director
Head of Corporate Supplier Diversity
JPMorgan Chase & Co.

Jacqueline Rosa is Managing Director and head of Corporate Supplier Diversity at JPMorgan Chase. Prior to joining the firm in 2011, she spent 12 years at Morgan Stanley, first as head of their Supplier Diversity Program and later expanding her responsibilities to include Global Diversity and Work-Life initiatives.

Before 1999, Ms. Rosa was a marketing manager for Creative Games International (CGI), an affiliate of GTECH – a global gaming company. During her eight years at CGI, Ms. Rosa negotiated gaming contracts for governments internationally and traveled the world, living in a number of countries, including Mexico, Japan and Russia.

A native of Spanish Harlem and the Bronx, Ms. Rosa was a recipient of A Better Chance scholarship. She attended The Taft Preparatory School in Watertown, Connecticut and Fordham University in New York City, majoring in Communications and Journalism.



Chevron Corporation
1400 Smith Street
Houston, TX 77002
www.chevron.com

Corporate Nomination

Biographical Information



Betsy Hosick
General Manager, Procurement – Downstream, Technology & Services

Betsy Hosick is General Manager, Procurement – Downstream, Technology & Services (DT&S), for Chevron Corporation. DT&S is a Corporate Procurement function that provides stewardship for the embedded procurement departments within the Downstream & Chemicals Business Units, Technology Companies, and Corporate Groups. The DT&S function executes the following activities:

- Functional Reporting
- Process and Strategic Advisory Services
- Organizational and Personnel Development of DT&S Procurement Professionals

Her 30+-year career in the convenience and petroleum industry has spanned many aspects of the business. She has held positions in Human Resources, Field Operations, Marketing, Merchandising, Distribution, and Procurement/Supply Chain Management. It is because of this vast experience that she can bring a unique perspective to challenging business environments.

Betsy joined Chevron in August 1996. She assumed her current position in July 2013. Her prior positions with Chevron include General Manager Strategic Capability, General Manager Midstream Procurement, Manager of C-Store Retailing, VP Foodini's Inc., and Global Group Category Manager Marketing. During her career with Chevron, Betsy has received numerous awards, including the coveted "Chairman's Award" recognizing her as "Better than the Best." She has also received Industry awards recognizing her as an innovative leader in Category Management. She is highly regarded in the Industry for category management skills, influence skills, people development, supplier relationships, and the Win-Win attitude that delivers value to the customer and brings competitive advantage to Chevron.

Betsy has a Bachelor of Science degree in Integrated Supply Chain from the University of Phoenix and a Supply Chain Certificate from Arizona State University.

Corporate Nomination



Fernando J. Hernandez

Title: Director Supplier Diversity
Company: Microsoft Corporation

Mr. Hernandez serves as Supplier Diversity Director for Microsoft Corporation. In this capacity, he drives Microsoft's strategies to achieve supplier diversity objectives. He is responsible for Microsoft's \$2 Billion annual Supplier Diversity initiative.

Prior to joining Microsoft, Mr. Hernandez served as Senior Vice President of Multicultural Marketing Strategy for Washington Mutual Bank where he established, developed, and implemented comprehensive multicultural marketing initiatives.

He formerly served as Executive Director of Multicultural Marketing with AT&T. Mr. Hernandez was the first to establish and implement multicultural business to business and consumer marketing (Hispanic, African-American, and Asian) at AT&T in 1991. This resulted in the creation of a \$3 billion market segment.

He holds a degree in Accounting from Saint Peter's College and his Masters in Information Systems from Stevens Institute of Technology. He studied at the Wharton School of Business.

2011 Ellis Island Medal of Honor recipient

2006 Hispanic Magazine 100 most influential Hispanics in America

American Marketing Association recognized him for his leadership in multicultural marketing

Report of the Chair

Women's Business Enterprise National Council Board of Directors Meeting November 14, 2013

Report of the WBENC Board Chair to the WBENC Board of Directors

Activities since June 25, 2013: *Additional information can be found in Individual Committee reports.*

Board Management and Strategic Focus:

- Focused on Board Chair succession
 - Met with Nominating Committee Chair and Vice Chair to review scorecards, open Board seats, and officer slating process
 - Continued discussions with First Vice Chair regarding succession planning
 - Furthered work on enhancements to board governance
- Budget input and review with special focus on budgeting for National Conference and Business Fair 3rd party services (transitioning in 2014)
- Oversight and input to first WBENC Operating Plan following the Strategic Plan approval in March
- Continued guidance to Strategic Planning teams with particular focus on Resources Team (Membership and Revenue Generation)
- Led all Executive Committee & Extended Executive Committee Meetings during July, August, September, including October's EEC planning retreat.
- Partnered with Board 1st Vice Chair, Benita Fortner, and WBENC President to plan Extended Executive Committee planning retreat in October
- Participated in Ambassador Meetings.
- Provided direction on agenda, board book and materials for upcoming November Committee meetings and Board Meeting.

Operational Excellence:

- Participated in Finance Committee Meetings with focus on 2014 Budget Planning, 2013 Finance Budget versus Actual tracking, and 2013 Annual forecast.
- Participated in Strategic Planning session regarding 2014 NCBF sponsorships. Additional sponsorship opportunities identified and included in sponsorship brochure.

WBENC Events and Awards:

- Hosted WPEO in Connecticut - "How to do Business with Corporations"
- Attended WBDC of CT Awards Breakfast and served on Honorary Host Committee

Public Representation of WBENC:

- Media interviews :
 - Interview provided to MBE Connect at NCBF.

President's Report

Women's Business Enterprise National Council Board of Directors Meeting November 14, 2013

Report of the WBENC President to the Board of Directors

Activities since June 25, 2013: *Additional information can be found in Individual Committee reports.*

Board Management and Strategic Focus:

- Prepared agenda, board book and participated in creating update materials for upcoming November Committee meetings and Board Meeting.
- Participated in all Executive Committee & Extended Executive Committee Meetings during July, August, September and October, 2013 including annual planning retreat in October.
- Participated in Finance Committee Meetings in 2013 due to change of Finance staff. Concentration during this time period was on 2014 Budget Planning, 2013 Finance Budget vs. Actual tracking and 2012 Audit finalization.
- Participated in Ambassador Meetings.
- New INSIGHTS capability continues to progress quickly providing WBENC with more advanced research and industry trends/information for the advancement of success of WBEs in key Corporate Member and Government Industries.
- Continued collaborative discussions with WBDC Chicago and the Kansas City Central Exchange.

Operational Excellence:

- In preparation for 2014 Summit & Salute, WBENC staff is working closely with local planners, Accent, and is collaborating with WBEC South to deliver an exciting and meaningful 2014 Summit & Salute which will be held in New Orleans, March 18-20, 2014.
- Substantial budgeting and transition planning continues to incorporate recommended candidates to support 2014-2016 National Conference & Business Fair Meeting Management activities. Contracting delayed due to management of risk in executing the work. Hargrove will provide Trade Fair services, Stovell will provide Experient Registration services and room coordination and our new planner will provide all other event services. Contracting is anticipated to be completed by December 20, 2013.
- Strategic Planning session continues regarding 2014 NCBF sponsorships. Marketing brochure created to ensure better representation of value for each sponsorship.
- Updated America's Top Corporation process explained and in progress.

- Advanced and supported work of various Strategic Planning teams with major focus on Revenue Generation Team and Nominating Committee process improvements to be enabled.
- Implemented all final actions required for IT system improvements resulting in planned infrastructure to support future now being in place; CRM ready for membership processing; and upgrade of Great Plains Financial Software in place and supporting the organization.
- Research is currently underway for on-going system support services model to be updated.

WBENC Events and Awards:

- Debriefings of 2013 National Conference & Business Fair completed. Successful event with learnings being incorporated in the 2014 NCBF model. Special thanks to lead sponsors: Artech, Kelly Mitchell, Target Corporation, The Coca-Cola Company and to all Sponsors and presenters. Major support pledged (over \$1M) through first right of refusal process for 2014 sponsorships.
- Successful collaboration with Go for the Greens non-profit organization to deliver WBENC's newest event that reinforced business growth, promoted understanding of sustainability and provided unique matchmaking opportunities. Significant support from E&Y, UPS, Dell, Office Depot, Energy Future Holdings and Shell. Debriefing of the event yielded a positive first event with lessons learned that will allow us to provide a stronger program in September, 2014.

Public Representation of WBENC:

- Media interviews :
 - Substantial media partner (MI Newspaper and Business Magazines, MBE Connect, DiverstiyBusiness.com, WE USA, and Women's Radio) coverage of NCBF and post event articles.
 - July 2013 TV airing of WBENC/Pam Eason/WBEs by "To the Contrary with Bonnie Erbe" on PBS stations.
 - Interviewed by Bill Schiller of Business World Magazine in order to provide a meaningful article regarding support for women entrepreneurs in their end of year issue.
- Meetings and Events:
 - Attended Partner events:
 1. Attended August BDR session and moderated Supplier Diversity panel included in the programming.
 2. Attended Women's Business Council Southwest's "Harvesting Partners" event and delivered keynote message on "Join Forces. Succeed Together." Additional special morning session with Debbie Hurst to

discuss WBENC and “value of certification and participation” with select WBE members.

3. Attended WBEC PA-DE-sNJ’s October Annual Meeting and Trade Fair. Delivered keynote message on “Join Forces. Succeed Together.” Additionally participated with Geri Swift in the council’s Board Meeting where 2014 NCBF roles and sponsorship opportunities were discussed.
4. Attended Pennsylvania Conference for Women with Geri Swift. Hillary Clinton was the keynote speaker and many organizations participating in the event trade fair are good supporting organizations for the 2014 NCBF.
5. Due to conflicting events, Candace Waterman attended the annual events of WBDC Chicago, WBEC-West and WBEC Great Lakes. All 3 events were very well attended and extremely successful.

Meetings & Events with WBENC Members:

- Allstate – Attended and participated as a panelist in the Allstate Supplier Diversity Exchange led by Cheryl Harris. Excellent participation by President and all levels of the Allstate team.
- AT&T – Attended communications business meeting led by AT&T leaders Tim Harden and Marianne Strobel. AT&T shared strategic direction with key MWBE companies and with leadership from WBENC, NMSDC, USHCC and several local organizations. There was significant insight provided to current suppliers so that they can continue to evolve delivery to meet AT&T business needs.
- Manpower – Multi-day Manpower Diversity event focused on advancing knowledge and skills of MWBE suppliers and created tremendous forum for Manpower colleagues to collaborate with prime and MWBE suppliers who are Tier 1 or Tier II suppliers. The event had tremendous leadership support throughout the event including an exciting “game show” with the Manpower President acting as the lead participant.
- MGM – Inaugural meeting of MGM International Diversity Advisory Group brought together key Diversity organizations in order to understand MGM’s direction with overall diversity and solicit input and comments for direction. Significant support by President and key leadership colleagues.
- The Coca-Cola Company – Working sessions with Eyvon Austin and other TCC colleagues to advance content for important 5X20 Program to advance resources available to Women Entrepreneurs in the United States.
- Walmart – Continued support by Pam Eason and Paige Adams via Women-owned Business Advisory Council. Paige Adams attended the August meeting and Pam attended the November WOBAC meeting.

- Toyota – I have provided a taped message for airing on November 11 to the attendees of Toyota’s Opportunity Exchange where they will be increasing the participation of Women in the Toyota Supply Chain.
- E&Y – Pat Birmingham attended the E&Y 2013 Winning Women work session for Pam Eason due to conflicting schedules.

Treasurer-Finance Committee Reports

**Women's Business Enterprise National Council
Board of Directors Meeting
November 14, 2013
Treasurer-Finance Committee
Third Quarter 2013 Goals and Accomplishments (as of October 10, 2013)**

Goal: Define target level of net assets.

Accomplishments

- WBENC's audited financial statements for the fiscal year ended December 31, 2012 report unrestricted net assets of \$20,000.
- Based on the 2012 audited financials with a net income of \$20,000, WBENC have restored the unrestricted net-asset (reserves) position to a balance of \$1,796,000 on December 31, 2012, which represents 21.2% of expenses.
 - In June 2010, the Finance Committee developed and adopted a plan to replenish the unrestricted net asset balance to 33.33% of expenses by the end of 2015. This exceeds the original December 31, 2012 plan target of \$1,413,000, or 17.14% of expenses, by \$383,000.

Goal: Provide meaningful financial reports to the board of directors; increase the board's literacy with regard to WBENC financial statements and performance.

Accomplishments:

- During the June Board of Directors' meeting, Ms. Homeyer reported on May 31, 2013 financial results and June 2013 progress. Highlights:
 - May 31, 2013 unrestricted net income was higher than May 31, 2013 budget by \$42,000 and \$610,000 higher than a year earlier. The larger variance between the years was due to a time difference in billing.
 - Early indicators for 2013 Summit & Salute showed that we were to exceed the revenue budget. June 2013 progress showed revenue was \$987,000 compared to 2013 Summit & Salute budget of \$930,000.
 - Interest in 2013 National Conference & Business Fair continued to develop and commitments continued to gain momentum. May 31, 2013 revenue was reported at \$3,028,000 compared to 2013 National Conference & Business Fair budget of \$3,373,000. As reported at the Board of Directors meeting, we have received \$2,000,000 in sponsorship commitment (this includes silent auction and student entrepreneur program).
- The Finance Committee reviewed the year-to-date June 30, 2013 actual results compared to the year-to-date June 30, 2013 budget and year-to-date June 30, 2012 actual results during its August 19, 2013 conference call. Highlights:
 - Unrestricted net income (Change in net assets) surpassed the June 30, 2013 budget by \$283,000 and year-to-date June 30 2012 actual by 411,000. This positive variance between the years was due to timely billing.

- Year-to-date June 30, 2013 Summit & Salute revenue was \$53,000 higher than June 30, 2013 budget and \$20,000 higher than June 30, 2012 actual results.
- Year-to-date June 30, 2013 Membership revenue was \$34,000 higher than June 30, 2013 budget and \$214,000 higher than June 30, 2012. This large variance from 2012 was due to timing difference in billing.
- Year-to-date June 30, 2013 National Conference & Business Fair revenue was \$29,000 higher than June 30, 2013 budget and \$176,000 higher than June 30, 2012.
 - We met the challenge and exceed the sponsorship revenue. The grand total for sponsorship revenue was \$2,004,000. This total amount includes sponsorship revenue for Silent Auction and Student Entrepreneur Program.
- The Finance Committee reviewed the year-to-date July 31, 2013 actual results compared to the year-to-date July 31, 2013 budget and year-to-date July 31, 2012 actual results during its September 30, 2013 conference call. Highlights:
 - Unrestricted net income (Change in net assets) was higher than the July 31, 2013 budget by \$400,000 and higher than year-to-date July 31, 2012 actual by \$438,000.
 - 2013 Summit & Salute concluded with July 31, 2013 revenue exceeded the budget by \$56,000 and outpaced a year earlier by \$1,000. Expenses were projected to be slightly higher than the budget. July 31, 2013 expenses were higher than budget by \$60,000.
 - Year-to-date July 31, 2013 Membership revenue was higher than year-today budget by \$84,000. As of this report, we have made up this variance and are on track to meet the membership budget.
 - Interest in 2013 National Conference & Business Fair continued to develop. Year-to-date July 31, 2013 sponsorship revenue was slightly lower than budget by \$323,000. As of this report, we expect to exceed the sponsorship revenue budget and have commitments of approximately \$2,000,000.
- Statement of Position (Balance Sheet) as of July 31, 2013 continues to remain strong. In July we continued to post slightly higher cash balance than the previous year. As the year proceeds, our monthly expenses will reduce our cash balance as cash flow ‘out’ exceeds cash flow ‘in’. Accounts receivable as of July 31, 2013 were \$512,000 higher than the year-earlier balance. This \$512,000 variance was primarily due to billing in July for 2013 Summit & Salute (\$100,000) and 2013 NCBF (\$85,000), in addition to receiving early commitments for future year events (\$150,000) and represents timely billing/collection for 2013 revenue. As of the Finance Committee conference call on September 30, \$300,000 has been received.
- During the November 2013 Board of Director’s meeting, Ms. Homeyer will report on the most recent year-to-date financial results.

Goal: Continue programs and services reviews. Ensure that all programs, initiatives, policies and processes are evaluated based on sound, fact-based business plans and *return on investment* for all constituencies; programs, initiatives, and policies and processes should be able to demonstrate financial viability: margin, cost/benefit as deemed appropriate for the program, initiative, policy or process under review.

Accomplishments:

- No program reviews conducted since the last report.

Goal: Review and recommend 2014 budget to the board of directors.

Accomplishments:

- The Chair and Vice Chair of the Finance Committee conducted an in-depth review of the proposed 2014 budget with WBENC Staff on September 18.
- The Finance Committee and Chair of the Board received the 2014 proposed budget on September 30. The committee discussed the overall plan for 2014.
- Next steps:
 - The Finance Committee will review the 2014 proposed budget on October 15 and submit any adjustments by October 17.
 - The Executive Committee will receive the recommended budget from the Finance Committee the week of October 21.
 - The 2014 budget recommended by the Executive Committee will be distributed to the Board for review in advance of the November 14 meeting.
 - Board action required at the November 14, 2013 meeting: deliberation and approval of the 2014 recommended budget.

Goal: Ensure compliance with new Form 990 requirements.

Accomplishments:

- The 2012 Form 990, which will be due on November 15 (with IRS-granted six-month extension), will be completed by WBENC's audit firm, reviewed by the WBENC staff, and by the Audit Committee by the week ending November 9. The process of having the Audit Committee review the Form 990 before submission to the IRS satisfies the best practice/compliance element of having the Board of Directors review the Form 990 before the organization files the return. The 2012 Form 990 that is filed with the IRS will then be posted to the Board intranet.

**Women's Business Enterprise National Council
Board of Directors Meeting
November 14, 2013**

Resolution to Approve the 2014 Budget Recommended by the Finance Committee

WHEREAS, the Finance Committee has reviewed and adopted the 2014 budget and recommended its acceptance by the Executive Committee;

WHEREAS, the Executive Committee has reviewed and accepted the 2014 budget recommended by the Finance Committee;

NOW THEREFORE, be it RESOLVED that the Board of Directors approves the 2014 budget recommended by the Finance Committee:

Income	\$9,169,750
Expenses	<u>\$9,254,428</u>
Net Deficit	<u>(\$94,678)</u>

**Women's Business Enterprise National Council
Board of Directors Meeting
November 14, 2013
Audit Committee
Third Quarter 2013 Goals and Accomplishments (as of October 10, 2013)**

Goal: Oversee completion of the 2012 audit.

Accomplishments:

- Completed in September 2013.
- The Audit Committee met with the audit partner, Holly Caporale, on September 26, 2013 to review and discuss the draft of the Audited Financial Statements and the auditor's Management Comment Letter. The committee received an overview of the Audited Financial Statements and discussed the Management Comment Letter including WBENC's management responses to the comment letter. The Audit Committee, without WBENC Staff, met in Executive Session with the audit partner.

Goal: Ensure WBENC has the appropriate level of internal controls.

Accomplishments:

- Completed through the 2012 audit report review in September 2013.

Goal: Completion of 2012 IRS Form 990.

Accomplishments:

- The 2012 Form 990, which will be due on November 15 (with IRS-granted six-month extension), will be completed by WBENC's audit firm, reviewed by the WBENC staff, and by the Audit Committee by the week ending November 9. The process of having the Audit Committee review the Form 990 before submission to the IRS satisfies the best practice/compliance element of having the Board of Directors review the Form 990 before the organization files the return. The 2012 Form 990 that is filed with the IRS will then be posted to the Board intranet.

Goal: Oversee implementation and execution of the WBENC Whistleblower Policy.

Accomplishments:

- Nothing to report this period.

Leadership Council

**Women's Business Enterprise National Council
Board of Directors Meeting
November 14, 2013
Leadership Council
Third Quarter Goals and Accomplishments**

By-Law Excerpt:
Leadership Council

RESOLVED, that a WBENC Leadership Council ("the Council") is constituted. The membership of the Council shall consist of top executives from WBENC's women's business organization partners, or RPO. Each RPO shall designate one person to serve as its representative on the Council, provided that said representative shall be its chief executive officer, its chief operating officer or, subject to the Executive Committee's approval another officer or board member. FURTHER RESOLVED, the Council shall, in consultation with the Certification Committee, provide recommendations and advice to the Board on the effective implementation of WBENC's WBE certification standards and procedures nationally, and serve as a conduit for identifying and disseminating best practices in business development and procurement for women-owned business.

WBENC Strategic Plan – Goal 1: WBENC will provide a universally accepted Certification for Women's Business Enterprises (WBEs).

Leadership Council Goal 1: to further the business case for WBE Supplier Diversity

- Objective: To increase number of Certified WBEs by at least 12% (stretch goal 15%).
 - **Accomplishment:** As of 10-8-2013, increased the number of certified WBEs by 7 ½ %.
- Objective: To work with the WOSB Task Force and other appropriate parties to ensure delivery of a successful WOSB Certification Program. Additionally document the growth of new and recertification files using 2012 as a basis year.
 - **Accomplishment:** As of 10-8-2013, there are 1285 certified WOSB firms.
- Objective: Document the growth of "dues paying" corporate & government members at the regional level.
- Objective: To measure the formal RPO MoU's with government & quasi-government agencies that recognize/accept WBENC Certification.
- Objective: To develop best practices plan for growth and development of the Councils.
- Objective: To develop a mechanism for obtaining & memorializing an RPO Playbook for Operational Excellence.
 - **Accomplishment:** As of 2-17-2013, a Task Force has been identified to begin the initial framework which will be expanded by group input throughout the year.

WBENC Strategic Plan – Goal 2: WBENC will be a catalyst for business Opportunities and strategic business relationships among and between key stakeholders.

Leadership Council Goal 2: To be a catalyst for business opportunities and strategic business relationships between WBEs and purchasing programs.

- Objective: To provide and document matchmaking and procurement opportunities for WBEs and purchasing representatives.
- Objective: To provide education and training for WBE business growth in the current environment
 - **Accomplishment:** As of 8-30-2013, the RPOs held 271 events across the country, with an aggregate of 16154 participants.

WBENC Strategic Plan – Goal 3: Ensure the organizational capacity and governance will support attainment of the strategic plan and maintain routine business operations through appropriate Resources.

Leadership Council Goal 3: To collaborate with WBENC in developing and implementing its' Strategic Plan: Roadmap to Growth & Sustainability.

- Objective: Be actively engaged on each Strategic Planning Committee: Certification, Opportunities, Resources, Recognition and Technology.
 - **Accomplishment:** There is Leadership Council representation on each Strategic Planning Committee who provides input and information representative of the entire group.
- Objective: Ensure each RPO has a Succession Plan/Emergency Plan. Each RPO shall utilize the WBENC provided resources for Sustainable Business processes/practices (such as Succession Planning & Emergency Planning).
 - **Accomplishment:** The LC engaged in a Succession Planning session in 2012 and continue to update and refine the plan in their respective councils and share best practices and tools with each other.
- Objective: Be actively engaged in vetting new revenue generating ideas and their sustainability and profitability as it relates to both WBENC and the RPOs.
 - **Accomplishment:** The LC has been actively engaged with the Revenue Generation Committee as a comprehensive overview is being conducted.

Women's Leadership Forum

Women's Business Enterprise National Council
Board of Directors Meeting
November 14, 2013

Women's Enterprise Leadership Forum
Third Quarter Goals and Accomplishments

Goal: Increasing WBE Engagement and Participation

- Track increase in WBENC Summit & Salute attendance
- Track increase in National Conference and Business Fair attendance
- Track participation and level of activity for Committees
- Encourage Forum members to share their stories via Speaking Engagements

Accomplishment: The Forum Government Committee successfully held 2 webinars (July & August) focused on Government Contracting & Effective Outreach Campaigns facilitated by Judy Bradt.

Accomplishment: Included WBEs & Corporate Members in the Forum hosted National Conference and Business Fair programming.

- Rebecca Boenigk served on the Government Contracting Panel
- Cassandra Sanford co-presented with Target during the "Living Proof" panel

Goal: Alignment of Forum efforts with RPO efforts

- Meet with RPOs to identify areas where Forum can better support their goals
- FCR/FLT members meet with RPOs to identify Champions for promoting RPO/WBENC
- Assist in planning and/or promoting RPO events as agreed

Accomplishment: The Forum currently meets with the RPO Leadership council 3 times per year (March, June & November) and is working in alignment to reach the goals of both groups.

Accomplishment: During each Forum meeting WBEs provide an overview of activities in each region to galvanize support for the RPOs across the country.

Goal: Increase engagement of WBEs and Corporate/Government Members

- **FLT members will be instrumental in:**
 - Identifying and educating New WBEs
 - Sponsorship of WBENC National Events (in-kind or financial)
 - Attending events of other women's organizations to discuss and actively promote WBENC

Accomplishment: Julie Copeland, Arbill and Karen Primak, IPAK, will serve as WBE Co-Chairs for the 2014 National Conference and Business Fair being held in Philadelphia.

Accomplishment: A Government Panel featuring Magdalah Silva, Women Impacting Public Policy, Anie Borja, National Women's Business Council, and WBE Rebecca Boenigk, Neutral Posture was held at the 2013 National Conference and Business Fair in Minneapolis.

Goal: Educational Programming

- FLT members will secure or recommend speakers for events
- Assist with Forum programming for Summit & Salute and National Conference and Business Fair
- VIP Sessions – Assist in programming and/or hosting creative programming ideas
- Sponsor, host or assist with a luncheon/event in their area to promote RPO/WBENC as agreed upon

Accomplishment: Hosted Todd Cohen, renowned Author of “Everyone’s In Sales” during the Forum Day at the National Conference and Business Fair.

- Additionally Todd Cohen held a second VIP session for the Forum Leadership Team (FLT) sponsored by Ernst & Young.

Accomplishment: Successfully held a Corporate Procurement Panel featuring Best Buy, Cargill, General Mills and Target at the 2013 June National Conference and Business Fair.

Goals: Communications

- Create online webinar training for new members to include Forum Overview and Choir Sheet
- Create membership directory and welcome letter

Accomplishment: The Forum Executive Leadership Team developed an onboarding package containing a welcome letter & a comprehensive Forum overview which is provided to all new Forum member. A welcome letter was created by the Forum Executive Leadership Team to be included with other onboarding materials sent out to incoming WBEs to the Forum.

Accomplishment: Created a hardcopy roster containing capability statements of all Forum members which was disseminated in June. The binders and printing were sourced using Forum WBEs, Hallie Satz, HighRoad Press and Julie Levi, Progressive Promotions.

Corporate Membership & Revenue Generation

**Women's Business Enterprise National Council
Board of Directors Meeting
November 14, 2013
Corporate Membership & Revenue Generation Committee
3Q4Q 2013 Goals and Accomplishments**

Goal Category: Membership Growth and Retention

Objectives:

- 1) Review and revise Ambassadors program to align with strategic member recruitment and retention goals.

Ambassadors Program Update

- As a group, the Ambassadors have referred more than 60 prospects since the inception of the program. Ambassador efforts have opened doors to a number of companies that have now moved from prospect to existing member. Recently, Ciena Corporation joined through a referral by Donna Weaver-Erhardt of Verizon, and Dupont joined after being referred by Kathy Homeyer of UPS.

Debra Jennings-Johnson who succeeded Laura Taylor as the corporate leader of the group, worked with staff to add a best practices element to the monthly Ambassadors meeting. During the meeting, a subject matter expert will discuss a relevant business topic. Featured Expert segments since June have included: Ron Rodrigues of Chevron, Supplier Qualification Process; Bev Jennings of Johnson & Johnson, Overview of Supplier Diversity & Inclusion; and MiKaela Wardlaw Lemmon of Wal-Mart, Demonstration of Supplier Academy Modules.

- An integral part of being an Ambassador is working as a Partner to engage our less active members and serve as a resource to new members who are motivated to fully leverage their WBENC membership. We're pleased to recognize the following Ambassadors and the companies they have pledged to partner with to help them get involved with WBENC: BP is partnering with AON; Robert Half is partnering with Ross Dress for Less; Alcatel-Lucent is partnering with Recall Corporation and TIAA-CREF; and UPS has partnered with Dupont.
- The Ambassadors have been assigned a challenge to introduce three or more diverse, un-certified women business owners to WBENC before the end of the year. Outreach to WBEs is another fundamental plank in the Ambassadors platform. We will track the group's progress and provide a year-end report.

- 2) Ensure numerical and revenues goals for membership are achieved

2013 New Member Goal: 32
 Actual 23
 Achieved: 55%

New Member Revenue Goal – \$325,000
 Current: \$177,125
 % of Revenue Goal Achieved: 55%

Overall Membership Revenue Goal (includes new member revenue): \$3,350,000
Membership Revenue Invoiced: \$3,458,500
% of Revenue Goal Achieved: 103%
Membership Paid: \$3,350,500

2013 New & Re-Joined Members	2013 New & Re-Joined Members Cont.
AbbVie Inc.	DuPont
Ann Inc.	Fiserv
Aon Corporation	Lenovo Inc. (US)
Board of Governors of the Federal Reserve System	Nissan
CCL Industries Corporation	Randstad USA
CenturyLink	Ross Dress For Less
Ciena Corporation	Ryder Systems
City of South Bend	Sage
ConnXus	State Compensation Insurance Fund
Consumer Financial Protection Bureau	T-Mobile US Inc.
CVM Solutions	The Federal Reserve Bank of Dallas
	Xerox Corporation

*Rejoined members are corporations whose membership had lapsed for two or more years. Now, due to improved budgets or new leadership, they have re-established their WBENC corporate membership.

Renewal efforts for 2013 began in August of 2012. At this point, the following 14 members have declined to renew: Avaya, Blue Cross Blue Shield of Massachusetts, Chubb & Sons, Cox Enterprises, Kohl’s Department Stores, Lend Lease Americas, Inc., NCIMED, Newell Rubbermaid, Purcell Systems, Inc., RBS Citizens, SciQuest, The Peabody Orlando, Unum Group, and Volt. The primary reason given is budget constraints.

3) Develop strategic recruitment outreach

In 2013, recruitment is focused on major industry areas including: Food & Beverage, Telecom, Energy, Financial Services, Utilities, Pharmaceutical. Using these industries as well as leveraging our presence in Minnesota due to the national conference, we

have identified a Top 25 list that we're pursuing. From the list, Ryder Systems and CenturyLink have joined.

- Given the West Coast location of our new Business Development Director and background with U.S. Bank, her efforts have been focused heavily on the technology, financial services, and utility sectors.
 - She is working closely with Astra and WBEC-West, attending relevant industry events, and has initiated a campaign of outreach to all existing corporate members in the West Coast area.
 - Recently, Robin represented WBENC at the USBLN conference where she presented on the benefits of certification, and met a number of prospective corporate members.
 - In November, she will continue her work with the insurance and utilities industries respectively through attendance at key summits on the future of supplier diversity in those arenas. Due to the recent legislation in California pertaining to supplier diversity in insurance companies, WBENC does expect several new members from this industry in 2014.
- It is of note that many prospects do not necessarily have money in their budget for joining in 2013; however, we are having good results in lining up new members for 2014.

4) Sustaining membership

- As part of the overall push to add value for members, WBENC has been hard at work updating and creating new resource materials just for members. The 2014 membership renewal statements were mailed to the membership with copies of the *new* Business Case for Supplier Diversity and a Food & Beverage Whitepaper, part of the launch of the *Insights* research series.

Goal: Development Sustainability

Objectives:

1) Event fundraising goals

Summit & Salute 2013 Numerical Goals:

Total Sponsorship Goal:	\$750,000
Actual as of 10/1/2013:	\$760,000
Percentage Achieved:	101%

Accenture LLP and Ernst & Young LLP were the Presenting Sponsors at the 2013 Summit & Salute. We are very pleased with the sponsorship results. Last year was our 15th Anniversary, and many people upgraded their normal giving level or gave for the first time. For 2013 where no "special" occasion is taking place, we exceeded our goal of \$750,000. This is a very positive sign for future growth at Summit & Salute in terms of expanding the sponsor base. In addition, registration numbers exceeded 1,200 which is one of the largest audiences that the Summit & Salute has ever engaged.

The challenge in 2014 when the Summit & Salute moves to New Orleans will be to ensure the region is well aware of the event in advance as we will certainly lose some of the East Coast base. Fortunately, Accenture and Ernst & Young LLP will once again be the Presenting Sponsors, and the new location allows us the opportunity to introduce the value of the Summit & Salute to a wider audience. Summit & Salute registration is expected to open in early December.

National Conference & Business Fair 2013 Numerical Goals*:

Conference Sponsorship Goal:	\$1,990,000
Actual as of 10/1/2013:	\$2,006,800
Percentage achieved:	101%

*Includes sponsorships related to the Auction and the Student Entrepreneur Program.

For 2013, our co-chairs included: Artech Information Systems LLC, KellyMitchell Group, Target, and The Coca-Cola Company. The 2013 location, Minneapolis, was an exciting change from the event's traditional residence on either the East or West Coast. Minnesota is within the 9-state region administered by WBDC-Chicago. Between this RPO and WBEC-Great Lakes, the region is rich with certified WBEs.

The hard work and use of terrific resources paid off. We had 3,061 attendees on-site which was an increase of approximately 150 from 2012. In addition, there were 320 exhibitors and a record 111 companies chose to sponsor.

2014 Conference Sponsorship Outreach:

Our 2014 NCBF Co-Chairs include: Arbill, Bristol-Myers Squibb, Ernst & Young LLP, and IPAK. The national conference & business fair sponsorship pledge form received a long overdue transformation into a sleek, graphic-filled marketing brochure. The glossy piece heavily emphasizes the branding ROI of sponsorship participation. It has been mailed to the entire corporate membership, and the response has been favorable. A report on the status of sponsorship pledges will be available at the November Board meeting.

U.S. Services & Programs

Women's Business Enterprise National Council
Board of Directors Meeting
November 14, 2013
U.S. Services & Programs Committee
Third Quarter Goals and Accomplishments

1. Align program strategy to CORE mission and objectives

A. Complete a gap analysis of existing programming versus existing needs. (2013 Q2)

- Completed data gathering – programming grid compiled to identify gaps/areas to focus on

B. Segment programming into logical and relevant subject areas. (2013 Q3)

- Finalize list of segment areas
- Assign results of gap analysis topics into segment areas

C. Tailor subject areas into appropriate industry and business size for specific audiences. (2013 Q3)

- In conjunction with B above.

2. Develop operating guidelines for programs, delivery, design and development by utilizing best practices for program development.

A. Focus on the development of operating guidelines to shape future program development and delivery. (2013 Q4)

- Document process from input gathered from program committee
- Draft completed; to be presented to EEC
- Refine Draft according to feedback
- Publish guidelines to all appropriate groups

B. Identify top three program needs for WBE's and constituents and develop programs if not existing. (2013 Q4-2014 Q1)

- Utilizing feedback from 2013 events and gap analysis – produce recommendations for 2014 event programming – *in progress*
- Existing programming will be used immediately
- Programs that need to be developed will carry over into 2014

C. Design and deliver innovative capacity building services and professional development programs for constituents. (2013-2014 Q2)

- **Leverage work started with building and honing skills, capacity building and leveraging expertise tracks and Insights series – decide what needs to be enhanced**
- **Identify new programs that we can implement at 2014 conference & other events**
- **Sub-committees identified for 2014 events**
- **Top Corporation themes will be drivers for the S&S workshops (six to be held)**

3. Leverage available tools, partners and resources to develop and enhance programs.

A. Identify areas for growth that will have maximum benefit for constituents and resource development. (2013-2014 Q2)

- **Complete analysis of growth areas and make recommendations**

B. Inventory current programs and utilize partners where possible to deliver new programming through WBENC. (2013-2014Q2)

- **Incorporate partner resources into 2014 programming**
- **Develop list of programming to be developed in addition to partner programming**

4. Develop methodology to measure effectiveness of programming

A. Identify, develop, implement and track appropriate metrics. (2013-2014 Q1)

- **Program committee members evaluated NCBF workshops in addition to the attendee evaluations**
- **Dashboard was presented to Program Committee and WBENC Leadership for both 2014 events**
- **Post-event surveys were completed for both events, which included questions relevant to programming**
- **Process and relevant metrics/results will be finalized and “business as usual” for 2014 and beyond**

Global Services & Programs

**Women's Business Enterprise National Council
Board of Directors Meeting
November 14, 2013
Global Services Committee
Third Quarter Goals and Accomplishments**

Goal: Update mission, vision and charter statements to ensure alignment with WBENC strategic directions. (Action Completed)

Performance: The Global Committee's strategic direction has been defined and communicated to the team. The focus will be to identify training and education programs for the WBENC certified WBEs that plan to move their business into a global marketplace. This team will also focus on identifying the inhibitors, if any, of the WBENC corporate members in providing global opportunities to the qualified US WBEs in the countries where they have a vested interest.

Goal: Increase corporate membership/participation in order to provide Information on global supply chains, opportunities, and events to certified WBE's.

Performance: There are several new WEConnect International Corporate members that have expressed interest in joining the WBENC Global Committee. We will be reaching out to the corporations and talking to them about the mission and vision of this committee.

A survey has been prepared to assist this committee in understanding what the WBENC WBEs need in the way of education and information relative to moving into a global marketplace. The intent is to get the survey out before the end of 2013.

Goal: Update and publish a Global Committee Description as a Guideline for all committee members

Performance: A Global Committee Description has been prepared and submitted for approval.

Marketing, Communications & Brand Management Committee

**Women's Business Enterprise National Council
Board of Directors Meeting
November 14, 2013
Marketing, Communications, & Brand Management Committee
3/4 Q2013 Goals and Accomplishments**

MISSION: Convey consistent and key messages through a multi-channel marketing strategy in support of:

- **WBENC's Mission**
- **WBENC's Vision**
- **CORE Values**
 - Certification (outreach, exposure)
 - Opportunities (support events, integration of programs in marketing platforms)
 - Resources (increase brand recognition, new products, e.g. Insights)
 - Engagement (integrate Top Corps, Forum, Stars, Host Committee into marketing collateral; market new awards)
- **The Roadmap for Growth & Sustainability**
- **Theme: Join Forces. Succeed Together.**

GOAL: Align Marketing with WBENC strategic plan and support CORE strategy teams.

- Engage with CORE strategy teams to understand marketing needs and prioritize implementation of marketing plans to meet those needs.
 - Working closely with the CORE teams to develop and implement marketing plans for the evolving deliverables of these teams.
 - Updated CORE brochure to reflect finalized CORE strategy vision and goals
- Developing marketing dashboard to focus on the ROI of marketing efforts, growth and reach of WBENC; will be incorporated into WBENC executive dashboard
- Comprehensive marketing plan developed and incorporated into overall WBENC operating plan

GOAL: Establish sub-team(s) to focus on specific deliverables.

- Targeted Marketing sub team formed 2013 Q1 to define:

- Specific market data to support WBENC’s outreach efforts
 - 2013 Q1 define action plan with milestones - completed
 - 2013 Q2 engage focus groups and evaluate data - completed
 - 2013 Q3 develop action plan based on data - completed
 - 2013 Q4 present recommendations – in progress
- Focus Group held at 2013 Summit & Salute with non-certified WBEs to gain insight into WBENC’s visibility, value proposition and accessibility
- Reviewed Focus Group results with WBENC CEO
- Marketing Dashboard sub team formed 2013 Q2 to:
 - Review key performance indicators that are currently measured
 - Recommend metrics to measure ROI of marketing initiatives, growth and visibility of the organization
 - Develop format for reporting
- Each One, Reach One sub team
 - Develop and deliver outreach campaign to increase certified WBEs and engaging RPOs and Corporate Members
 - Present to EEC 3Q2013
 - Campaign to launch January 2014

GOAL: Increase brand recognition and reinforce theme “Join Forces. Succeed Together.”

- Collateral for WBENC events in 2013 is based on the theme – from a content and design perspective.
- Refresh existing collateral as appropriate to incorporate new brand guidelines and theme; develop new collateral as appropriate
 - Developed new Corporate Member renewal kit with business case for supplier diversity
 - Developed new NCBF sponsorship brochure
 - Updated CORE brochure and Certification Slim Jim

GOAL: Increase outreach to WBEs and members – focus on year-round engagement and retention.

- Targeted marketing sub-team will provide input to this goal
- Developing WBE-WBE outreach campaign to “personalize” outreach and recruitment
 - “Each One, Reach One” campaign will launch in January 2014; presented to EEC at October meeting
- Working closely with the Forum Marketing Team to:
 - Highlight Forum member’s success stories in the President’s report to demonstrate the benefits of certification, highlight WBE-WBE business relationships and growth strategies
 - Update/refresh the Forum web site
 - Incorporate knowledge base/best practices from Forum members into Insights program content
 - Developing a bulletin board feature for the President’s Report that will enable WBE-WBE outreach for recognition and opportunities
- Develop and implement social media strategy

- Increase WBENC presence on facebook, twitter and linked in – ongoing
 - Explore other potential social media outlets
 - Incorporate social media communications into editorial calendar with scheduled, relevant messaging 4Q2013 – 1Q2014
 - Measure social media response as part of dashboard
- Marketing team aligning with programming team to ensure constant outreach and marketing of events and other programming (e.g. Insights)
 - March 13th – joint committee meeting held; Joint meeting schedule for November 13th to review 2013 events; align and brainstorm on 2014 concepts and priorities

Long Term Goals:

- Build upon best practices – be a consistent “go to” source of information and resources
- Support the establishment and implementation of a WBE-WBE Tier II program
- Implement cross-sell marketing across programs and events
- Establish and maintain relevant guidelines (e.g. B2B and B2C) to promote and market to potential WBEs, engage existing WBEs and corporate members
- Market to specific industry groups – leverage existing industry base and expand to new, untapped industries
- Market to Universities – tap into budding entrepreneurs
- Have a validated, reportable marketing ROI
- Develop and communicate an effective value proposition to corporate members especially in light of the current economic environment

National Certification, Review and Appeals

Women's Business Enterprise National Council

Board of Directors Meeting

November 14, 2013

National Certification Committee (Includes Review & Appeals Committees)

Q3 Goals and Accomplishments (as of 10-8-2013)

GOAL: To collaborate with WBENC in developing and implementing its' Strategic Plan: Roadmap to Growth & Sustainability.

Accomplishments:

- Each sub-committee (New Certification, Recertification & Growth) of the Task Force is currently meeting collectively bi-monthly to work synergistically on action items relevant to the entire group.

GOAL: Continue to review criteria for the SBA-Women Owned Small Business (WOSB) Program and refine policies for processing files as an approved Third Party Certifier.

Accomplishments:

- The program was formally instituted 9-15-2011 and as of 10-8-2013 there were 1285 certified WOSB firms.

GOAL: Continue to evaluate and make recommendations for Standards and Procedures

GOAL: Continue to improve and streamline the certification process.

Accomplishments:

- Successfully vetted and gained approval to implement the 2013 Recertification Pilot Program April 1, 2013. *During April 2013-Sept 2013 the RPO Teams processed 2641 files which represent a 164 file increase over the same period in 2012.*

GOAL: Continue review of Appeals and National Certification Review applications on a timely basis.

Accomplishments:

- As of 10-8-2013, the Appeals Committee has processed 13 files of which 5 were upheld and 8 were overturned.
- As of 10-8-2013, the National Certification Review Committee has processed 8 files with an additional 2 awaiting site visits.
 - *Recertification*
 - Rodale Inc. located in PA (\$3.4 billion)
 - Bass Engineering (\$220 million)
 - 84 Lumber (\$3 billion)
 - Act1 Group (\$1 billion)
 - Ariela-Alpha (\$25 million)

- *Certified (New)*
 - SHI located in NJ (\$3 billion)
 - Morrow-Meadows located in CA (\$321 million)
 - HPM located in CA (\$400 million)

GOAL: Continue to deliver Certification Training.

Accomplishment:

- Delivered 8 LiveMeeting Sessions (January – September) 196 participants

GOAL: Continue to deliver WBENCLink Training.

Accomplishment:

- Delivered Live Meeting sessions (January – Sept) 181 participants.

GOAL: Continue to analyze certification data and report trends to constituency groups.

WBENC Governance

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