



Join Forces. Succeed Together.

March Board Book

**Board of Directors Meeting
Baltimore Hilton
Baltimore, Maryland**

March 13, 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>

Table of Contents

Meeting Agenda	3
November Meeting	
Attendance Sheet	4
Meeting Minutes	6
Board Elections	
Corporate Resignations	13
Corporate Nominations	14
Board Chair Report	15
President and CEO Report	17
Committee Reports	
Treasurer's/ Finance	20
Audit	22
Corporate Revenue & Revenue Generation	23
Leadership Council	26
Leadership Forum	28
U.S Services & Programs	30
National Certification, Review and Appeals	32
Marketing, Communications, & Brand Management	34
Nominating	36
WBENC Officers	37
Regional Partner Organizations (RPOs)	38
WBENC Staff	40

**Women’s Business Enterprise National Council
Board of Directors Meeting
March 13, 2013—4:00 pm-6:00 pm
Baltimore Hilton- Room: Peale
401 West Pratt Street, Baltimore, Maryland 21201**

AGENDA

- 4:00 PM BOARD CHAIR’S REPORT LAURA TAYLOR**
A. Welcome
B. Approval of Minutes from the November 13, 2012 meeting
C. Nominating Committee Report **DIANE PINKNEY**
 Corporate Resignations of Existing Board seats
 - Thasunda Brown Duckett, JPMorgan Chase, term ends 12/2014

 Corporate Nominations for Existing Board seats
 - Dominica Groom, Marriott, term ends 12/2014

D. Report of the Chair (December 2012-February 2013) **LAURA TAYLOR**
- 4:20 PM PRESIDENT’S REPORT PAMELA PRINCE-EASON**
- 4:35 PM TREASURER-FINANCE COMMITTEE REPORT KATHY HOMEYER**
A. 2012 End of Year Results

B. 2013 Year to Date Status

COMMITTEE UPDATES:

- 4:50 PM WBENC’S ROADMAP FOR GROWTH AND SUSTAINABILITY LAURA TAYLOR**
- 5:40 PM LEADERSHIP COUNCIL DEBBIE HURST**
- 5:47 PM WOMEN’S LEADERSHIP FORUM TARA ABRAHAM**
- 5:54 PM CORPORATE MEMBERSHIP & REVENUE GENERATION THERESA HARRISON**
A. Event Update
- 6:00 PM CLOSING - MEETING ADJOURNS LAURA TAYLOR**

OTHER MATERIALS:

All Board Materials can be found on the private Board Intranet site.

Women's Business Enterprise National Council
Board of Directors Meeting
Attendance List—Baltimore 3-5
GAYLORD NATIONAL HOTEL, NATIONAL HARBOR, MARYLAND
November 13, 2012-9:00am–12:00pm

Meeting Roster		
Chair	Laura Taylor, Pitney Bowes	
President	Pamela Prince-Eason, WBENC	
Counsel	Jorge Romero, K&L Gates	
Corporation	Corporate Members	Present / Absent
Accenture	Al Williams	Absent
Alcatel-Lucent	Mark Artigues	Present
Altria	Diane Pinkney	Present
AT&T	Marianne Strobel	Present
Avis Budget Group	Lynn Boccio	Absent
Bank of America	Barbara Kubicki-Hicks	Present
BP America	Debra Jennings-Johnson	Present
Chevron	Greg Tibbles	Absent
Dell Inc	Kimberly Brown	Present
Energy Future Holdings	Cheryl Stevens	Present
Ernst & Young	Theresa Harrison	Absent
ExxonMobil Global Services	Bridget Snooks-Kostelnik	Present
Ford Motor Company	Carla Preston	Present
IBM	Michael Robinson	Present
JC Penney	<i>OPEN</i>	
Johnson & Johnson	Beverly Jennings	Present
Johnson Controls	Shelly Brown	Present
JP Morgan Chase	Thasunda Brown-Duckett	Absent
KPMG	Barbara Carbone	Absent
Macy's	Howard Thompson	Present
Manpower	Nancy Creuziger	Present
Marriott	<i>OPEN</i>	Absent
Microsoft	<i>OPEN</i>	Absent
Motorola	Lisa Stenglein	Absent
Office Depot	Shari Francis	Absent
PepsiCo	Larry Caldwell	Absent
Pfizer	<i>OPEN</i>	
Raytheon	Benita Fortner	Absent
Shell	Debra Stewart	Present
The Coca Cola Co.	Eyvon Austin	Absent
The Home Depot	Nicole Peterson	Present
Time Warner	Greta Davis	Present
United Airlines	Ruby McCleary	Absent
UPS	Kathy Homeyer	Present
Wal-Mart	Patricia Snyder	Present
W.W. Grainger	Nancy Conner	Present
Verizon	Donna Erhardt	Present
Leadership Council Members		Present / Absent

Center for Women and Enterprise	Susan Rittscher	Present	
WBC Southwest	Debbie Hurst	Present	
WBDC Chicago	Carol Dougal	Present	
WBEC- South	Blanca Robinson	Present	
WBEC PA, DL, sNJ	Geri Swift	Present	
WPEO-NY	Marsha Firestone	Present	
Ohio River Valley Women's	Rea Waldon	Present	
WBEC West	Pam Williamson	Present	
Forum Members			
A10 Clinical Solutions Inc	Leah Brown	Present	
Accel, inc	Tara Abraham	Present	
Arbill	Julie Copeland	Present	
Artech Information Systems	Ranjini Poddar		Absent
Banneker Industries	Cheryl Snead	Present	
CRC Group	Patricia Rodriguez Christian	Present	
ICON	Pamela O'Rourke		Absent
OLSA Resources	Olsa Martini	Present	
Superior Staffing	Lynne Marie Finn	Present	
Vacancy			
Expert Members			
Romneycom, L.L.C.	Lynthia Romney	Present	
Bristol Meyers Squibb	Farryn Melton	Present	
Vacancy			
WBENC Staff			
Chief Financial Officer	Lynn Quinn	Present	
VP, Marketing	Pat Birmingham	Present	
Chief of Staff/ Certifications, Program Operations	Candace Waterman	Present	
Senior Director Development & Corporate Relations	Paige Adams-Dear	Present	
Project Manager	Helen Avery [minutes]	Present	
Regional Partner Organization			
ASTRA-AWBA	Diane McClelland	Present	
GWBC	Roz Lewis	Present	
WBC- Florida	Nancy Allen		Absent
WBEA- South	April Day		Absent
WBEC Great Lakes	Michelle Richards	Present	
WPEO-DC	Sandra Eberhard		Absent
Board of Director Guests & Representatives			
ExxonMobil	Linda Sexton	Present	
WBEC- PA, DE, sNJ	Tracy White	Present	
Microsoft	Fernando Hernandez	Present	

CALL TO ORDER: Board Chair, Laura Taylor, called the meeting to order at 9:03 a.m.

JUNE 19, 2012 MEETING MINUTES:

Ms. Taylor asked for a motion to approve the minutes of the Board of Directors meeting held June 19, 2012.

Resolution: Cheryl Stevens moved and Barbara Kubicki seconded the motion to accept the minutes from the June 19, 2012 Board meeting. There being no further discussion, the motion passed unanimously.

NOMINATING COMMITTEE REPORT:

Board Resignations:

Diane Pinkney, Chair of the Nominating Committee, announced the **Corporate Board resignations** of Cecelia Porto, Microsoft; Rosemarie Schmidt, Marriott; Mary Tacher, JC Penney; Bridget Kostelnik, ExxonMobil; and Donna Donato, Pfizer. Ms. Pinkney recognized them for their service and thanked them for their support.

Ms. Pinkney also announced the resignation of Sharon Robart of the Robart Companies from the **Women's Leadership Forum**, term to expire December 2012.

Board Nominations:

Ms. Pinkney presented the following **Corporate Board nominations for existing board seats**:

- Linda Sexton to fill seat vacated by Bridget Kostelnik for ExxonMobil, term to expire December 2013.
- Mike Hoffman to fill the seat vacated by Donna Donato for Pfizer, term to expire December 2014.

Resolution: Tara Abraham moved and Kathy Homeyer seconded the motion to accept the board nominations of Linda Sexton of ExxonMobil to the Board, replacing Bridget Kostelnik, term expiring December 2013; and to accept the nomination of Mike Hoffman of Pfizer, replacing Donna Donato, term expiring December 2014. There being no further discussion, the motion passed unanimously.

Ms. Pinkney then presented the following **Corporate Board nominations for new board seats**, replacing seats previously held by JC Penney and Staples:

- Kathleen Trimble of Robert Half International, term to expire December 2013.
- Rick Hughes of Proctor & Gamble to the Board, term to expire December 2014.

Resolution: Geri Swift moved and Beverly Jennings seconded the motion to accept the board nominations of Kathleen Trimble of Robert Half International, term expiring December 2013; and Rick Hughes of Proctor & Gamble, term expiring December 2014. There being no further discussion, the motion passed unanimously.

Ms. Pinkney then presented the slate of **re-nominated Corporate Board Members**, for a new three-year term expiring December 2015:

- Mark Artigues, Alcatel Lucent
- Kim Brown, Dell
- Larry Caldwell, PepsiCo

- Donna Erhardt, Verizon
- Benita Fortner, Raytheon
- Shari Francis, Office Depot
- Michael Robinson, IBM
- Howard Thompson, Macy's
- Nicole Peterson, Home Depot

Resolution: Kathy Homeyer moved and Patricia Rodriguez-Christian seconded the motion to accept the re-nomination of Mark Artigues, Alcatel Lucent; Kim Brown, Dell; Larry Caldwell, PepsiCo; Donna Erhardt, Verizon; Benita Fortner, Raytheon; Shari Francis, Office Depot; Michael Robinson, IBM; Howard Thompson, Macy's; and Nicole Peterson, Home Depot are re-nominated to the Board for a new three-year term to expire December 2015. There being no further discussion, the motion passed unanimously.

Ms. Pinkney presented the board candidates from the **Leadership Council** for a new three-year expiring December 2015:

- Debbie Hurst of the Women's Business Enterprise Council-Southwest
- Roz Lewis of the Greater Women's Business Council
- Susan Rittscher of the Center for Women & Enterprise
- Nancy Allen of Women's Business Enterprise Council, Florida

Debbie Hurst will assume the role as Chair of the Leadership Council, beginning January 1, 2013, replacing Geri Swift of WBEC PA, DE, southern NJ. This role also serves on the Executive Committee.

Roz Lewis will assume the role as Vice Chair of the Leadership Council, beginning January 1, 2013, replacing Blanca Robinson of WBEC South. This role also serves on the Extended Executive Committee.

Resolution: Cheryl Snead moved and Lynne Marie Finn seconded the motion to accept the nomination of Debbie Hurst of the Women's Business Enterprise Council-Southwest; Roz Lewis of the Greater Women's Business Council; Susan Rittscher of the Center for Women & Enterprise; Nancy Allen of Women's Business Enterprise Council, Florida There being no further discussion, the motion passed unanimously.

Ms. Pinkney presented the following board candidates from the **Women's Leadership Forum**, for a new term to expire December 2014:

- Lynne Marie Finn of Superior Staff Resources continuing in her role as vice chair of the Leadership Forum.
- Sharon Olzerowicz of Hired by Matrix
- Brenda Loube of Corporate Fitness Works

Resolution: Kathy Homeyer moved and Patricia Rodriguez Christian seconded the motion to pass the renomination of Lynne Marie Finn of Superior Staff Resources and the nomination of Sharon Olzerowicz of Hired by Matrix and Brenda Loube of

Corporate Fitness Works. These terms are to expire December 2014. There being no further discussion, the motion passed unanimously.

Ms. Pinkney presented the nomination of Kim Brown of Dell, Inc. to fill the **Secretary of the Board**, replacing Mary Tacher of JC Penney. The Secretary is also responsible for chairing the Ethics and Governance Committees.

Resolution: Debbie Hurst moved and Cheryl Stevens seconded the motion to pass the nomination of Kim Brown of Dell, Inc as Secretary of the Executive Committee. There being no further discussion, the motion passed unanimously.

WOMEN'S LEADERSHIP FORUM REPORT:

Tara Abraham, Chair of the Women's Leadership Forum, reported on the progress of the Forum. The Forum Leadership Team (FLT) is currently working on a strategy with the Leadership Council to ensure alignment and collaboration. During a joint Forum/Leadership Council meeting prior to this board meeting, both groups discussed how the Forum and WBEs can assist with programming for Summit & Salute and National Conference & Business Fair, and how to identify areas where the Forum can support the goals and to identify champions for promoting the RPOs and WBENC.

LEADERSHIP COUNCIL REPORT:

Geri Swift, Chair of the Leadership Council, reported on the goals of certification. The Leadership Council goal for 2012 was to increase the amount of certified women-owned businesses by 8 to 10%. The actual increase is expected to be 12%. There are currently 555 WBEs with WOSB certification. As of November 2012 the Regional Partner Organizations have had 380 events, and a total of 25,000 attendees.

REPORT OF THE CHAIR:

Board Chair, Laura Taylor, highlighted activities since June 2012:

- Conducted monthly Extended Executive Committee meetings that primarily focused on strategic planning, including an annual October retreat held in Minneapolis, site of the 2013 National Conference & Business Fair.
- The retreat was focused on in-depth review of the 2013 budget, thorough vetting of the board nominations, and strategic planning. In addition, the Women's Leadership Forum guidelines, which are aligned with the direction of the organization, were completed.

PRESIDENT'S REPORT:

President and CEO, Pamela Prince-Eason, began her report with a video that showed the renovated Washington, DC office space, which has enabled WBENC to expand its presence and display its history.

Other report highlights:

- Engaged in strategic discussions with Nielsen regarding collaboration to support WBENC's Insights series, including meaningful external data and information regarding the impact of women on buying decisions.
- Acquisition of membership in BoardSource, an organization that provides resources for nonprofit policies and governance.

- Pat Birmingham, Vice President of Marketing, has developed a comprehensive editorial calendar, encompassing the President’s Report process integrated with deadlines for 2013 Summit & Salute and National Conference & Business Fair.
- Participation of Ms. Prince-Eason and Ms. Taylor as Tuck Program speakers. To Michael Robinson and the IBM, Ms. Prince-Eason expressed her continued gratefulness for IBM’s support as an important resource.
- Ms. Prince-Eason, Candace Waterman, and Ms. Birmingham attended the Billion Dollar Roundtable hosted by Johnson & Johnson in August 2012, which focused on improving group productivity.
- Ms. Prince Eason has been in talks with the host of the annual “Go for the Greens” Florida event (next event will take place September 2013) to possibly participate in the event by holding an adjunct VIP-level day-long program for WBENC Corporate Members and WBEs.
- Events attended in support of Corporate Members and Regional Partner Organizations included:
 - WBEC-West conference in September attended by Ms. Prince-Eason and Ms. Waterman
 - Women’s Business Council Southwest “Harvesting Partners” event in September attended by Paige Adams
 - WBDC-Chicago attended Ms. Prince-Eason, who was recognized with WBENC for leadership in advancing women and business
 - CWE event attended by Ms. Birmingham
 - WBEC – Great Lakes event attended by Ms. Prince-Eason
 - Upcoming partner events include
 - WBEC-South December holiday luncheon and new WBEs town hall session
 - January 2013 WBEA visit with new Executive Director/President April Day
- Corporate Events attended:
 - The Coca-Cola Company awards celebration of supplier diversity partnerships attended by Ms. Prince-Eason and Ms. Adams
 - Wal-Mart Women’s 360 initiative attended by Ms. Prince-Eason in her role as a member of Wal-Mart’s Women’s Advisory Council.
 - Visit to Best Buy by Ms. Prince-Eason and Ms. Adams to discuss participation in the 2013 National Conference & Business Fair.
 - Ms. Birmingham presented the benefits of WBENC and certification to the new group of 2012 Winning Women during Ernst &Young’s orientation for the Winning Women program.
- Reported on the continued collaboration with Ms. Quinn and Steven Sudler to progress work on WBENC’s technology architecture and the plan support of the technology requirements of the WBENC Roadmap strategies.

- Announced that the book “*Breaking Through*” written by WBENC’s first President, Susan Bari which continues to be in high demand, will be updated to reflect the business world of today and incorporate the influence of technology.

Action Item>> Need highly active board members to offer quotations to include in the new edition of “*Breaking Through*.”

TREASURER’S REPORT:

Kathy Homeyer reported on the financial results from September 2012 compared to the budget and the annual forecast.

Ms. Homeyer presented the 2013 budget recommended by the Finance and Executive Committees and responded to questions raised. Highlights included the budget review process; the 2013 budget compared to the 2012 forecast and the related changes in income and expenses; new investments recommended in technology and west coast staffing for sustainability and growth; and the impact of these investments on achieving the unrestricted net asset goal of 33.33% of expenses by 2015.

Action Item>> Ms. Strobel volunteered to serve as the corporate support of the West Coast presence, by offering the education and training, resources, office space, and contacts.

Resolution: Cheryl Stevens moved and Leah Brown seconded the motion to pass approve the 2013 Budget as recommended by the Finance and Executive Committees:

Income:	\$8,592,700
Expenses:	<u>8,809,452</u>
Net Deficit	(\$216,752)

There being no further discussion, the motion passed unanimously.

STRATEGIC PLANNING ROADMAP FOR GROWTH AND SUSTAINABILITY:

Cheryl Stevens presented an overview of WBENC Strategic Plan development process and timeline. The Core Steering Committee was formed leading to the development of the CORE (Certification, Opportunities, Resources, Engagement and Recognition) Teams. Susan Rittscher was recently brought in to knit the team plans together. Ms Stevens indicated that there will be a working document for review in March 2013.

Ms. Stevens reported on the progress of the each of the CORE Teams.

Certification

The Certification Team’s strategies to-date have been to position WBENC for scalable growth in certification and recertification, with a focus on green practices and sustainable processes; to refine standards and processes for certification implementation; to deliver certification standards and processes that are consistent and supported with appropriate tools, technology and resources.

Next Steps: Nancy Conner reported that the Certification Team will implement a pilot program to test the re-certification application process. Four or five RPOS will be asked participate in the pilot that will last about four to five months, with the outcome of a standardized process.

Opportunities

The Opportunities Team, chaired by Ruby McCleary, is accelerating the development of opportunities for our constituencies by delivering world-class programming to enhance growth and development. The strategy has been to align program strategy to CORE mission and objectives; develop operating guidelines for programs, delivery, design and development by utilizing best practices for program development; leverage available tools, partners and resources to develop and enhance programs; develop methodology to measure effectiveness of programming: continuous improvement, relevancy, and ROI.

Next Steps: Ms. Birmingham reported on behalf of Ruby McCleary that the team will perform a gap analysis: available opportunities compared to desired opportunities.

Resources

The Resources Team, chaired by Theresa Harrison, is working to develop a diversified funding stream that will promote sustainable growth for the WBENC network. The team's strategy is to grow and strengthen existing revenue streams and develop alternative revenue streams for WBENC.

Next Steps: Barbara Kubicki reported on behalf of Theresa Harrison that there are dependencies on the work of other teams. The Resources Team will continue to look at the non-profit model to understand existing programs/models. The team will work from a top ten list that covers short- and long- term revenue-generating goals, including speaker fees, foundations and other grants, increased sponsorships from the WBEs. The team plans to retain a consultant for feasibility work.

Recognition and Engagement

Debra Jennings-Johnson presented the progress of the proposed WBE awards. The purpose of the team is to increase the engagement of current and potential WBENC constituents through a robust recognition program that celebrates success and excellence of businesses and individuals. Their strategy will promote the success of key constituents in WBENC; influence the behavior of key constituencies by inspiring them to achieve higher standards and performance; advocate for and promote doing business with women, which positively impacts the economy; and enhance the WBENC brand through engagement and recognition.

Next Steps: The recognition/ engagement team will implement the WBE to WBE Awards program.

Technology

Ms. Prince-Eason, on behalf of Benita Fortner, provided an overview of the phases of the technology assessment at the WBENC Headquarters. The Technology Team has defined the technological capabilities required to support the delivery of service and growth objectives. In order to accomplish this, the Technology Team has assessed the current needs and the requirements for closing the gap, as a base for future technology enhancements that will facilitate implementation of the WBENC Strategic Plan.

Next Steps: Implement the defined hardware and software for the level-set WBENC technology infrastructure; define the requirements for a registration system for the major events that is integrated with the CRM database; develop the functional and then detailed requirements for the WBENCLink database; and support the strategies of the Strategic Plan CORE Teams.

OTHER BUSINESS:

Ms. Taylor provided all board members with the new WBENC Brochure title “Join Forces. Succeed Together”. She encouraged the directors to carry the brochure to involve more WBEs and potential Corporate Members.

Action Item>> WBENC to provide on the board extranet site an electronic version of the new “Join Forces. Succeed Together” brochure.

Action Item>> All Board Members are to execute and submit the Code of Ethics and Conflict of Interest Questionnaire no later than January 31, 2013.

ADJOURNMENT:

There being no further business, Ms. Taylor adjourned the meeting at 11:57a.m.

Corporate Resignations

As of February 27, 2013, Thasunda Brown-Duckett has resigned as the position representing JPMorgan Chase. Official announcement is forthcoming.

Corporate Nominations

Dominica Groom
Director, Global Supplier Diversity
Marriott International



Dominica Groom is the Director, Global Supplier Diversity at Marriott International, Inc. Within her role, she is primarily focused on the continuation and expansion of Marriott's commitment to engage and incorporate diverse suppliers within the company's global operations. Dominica recently reached her 5-year anniversary with Marriott. During her tenure, she has served in a variety of capacities within the Sales & Marketing disciplines. Her various roles have included overseeing the change management and communication efforts for high-priority, global initiatives to managing the marketing efforts for the company's 35 global airline partnerships. Prior to joining Marriott, Dominica worked within the non-profit sector in a program management capacity. She is a proud graduate of the University of Michigan – Ann Arbor with a BA in Biological Psychology & Cognitive Science with a minor in Spanish.

**Women's Business Enterprise National Council
Board of Directors Meeting
March 13, 2013
Baltimore Hilton**

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

Activities since November 2012: *See Pamela Prince-Eason's Board Report and Individual Committee reports for additional activity*

Board Governance & Management:

- Conducted EEC monthly meetings with additional follow-up on key activities:
 - Strategic Planning Core Team coordination, preparation, and meetings
 - March Board Meeting and Committee communication planning including preparation and pre-review meetings (conference calls) with Board members of Proposed Strategic Planning materials
 - 2013 Event theme planning (Join Forces. Succeed Together.)
 - Review and comment on 2012 year-end financial update, 2013 progress regarding IT system progress and status of support for Summit & Salute and National Conference & Business Fair.
 - Participated in process to fill new Business Development position based in Los Angeles and previously vacated Programs Manager role. My appreciation to Theresa Harrison, Dr. Pamela Williamson and Diane McClelland for their involvement in this process.
 - Briefed by Pam Eason on conversations with Count Me In and NAWBO regarding the potential for stronger collaboration
 - Attending December and February Ambassadors meeting

WBENC's Roadmap:

Significant time dedicated to oversight of timeline and key activities associated with Strategic Planning progress. Time also dedicated to communications between teams and to the preparation of the final deliverable materials for Board review of the proposed strategic plan document. (See Roadmap for Growth and Sustainability document provided in advance by email and Board intranet posting.)

- Following approval of strategies and goals at November board meeting, focus turned to tactics and implementation plans
- December 11, 2012 Strategic Plan Working session with Core Team and Team leads to establish tactics for launch and implementation plans

- Regular calls in January and February with Pam Eason, Susan Rittscher, Core team, and Team Leads to review progress and give feedback to team leads, refine tactics, and create strategic plan document

Public Representation of WBENC:

- Provided comments and reviewed documents and content for update to “Breaking Through – Creating Opportunities for Women-owned and Minority-owned Businesses.”
- Due to scheduling conflicts, members of my Procurement and Supplier Diversity teams participated in late fall and winter WBEC and WPEO events.
- Met with Fran Pastore, CEO WBDC Connecticut, in early March.

Other Projects:

- Due to upcoming expiration of Board Chair term (ends in December 2013), I discussed with the Executive Committee my desire to work on transition with possible Board Chairs beginning in early 2013. I solicited interest in the Board Chair role and will work closely with the Executive Committee to assess alternatives. In her role as Vice Chair, I am starting to include Benita Fortner more closely in work related to the Board Chair role. Vice Chairman, Debra Jennings Johnson, will maintain current scope as Executive Sponsor of the Ambassador Program and lead of the Recognition Strategic Plan team.
- Review of Board committee participation – ongoing

Personal Note to Board Members - Thank you for your calls, notes, and cards following the December 14th Sandy Hook School tragedy and less than a week later, the death of my father in law. I very much appreciate your concern and heartfelt words. We are truly WBENC, and I was reminded of that many times in the last two and a half months. I would like to give a special thank you to Pam Eason, Benita Fortner, Theresa Harrison, and the other members of the Executive Committee, who have provided outstanding support when I have been called away to attend to school priorities.

**Women's Business Enterprise National Council
Board of Directors Meeting
March 13, 2013
Baltimore Hilton**

Report of the President to the WBENC Board of Directors

President's Activities since November 13, 2012: *See Laura Taylor's Board Report and Individual Committee reports for additional activity.*

Board Management and Strategic Focus:

- Prepared agenda, board book and participated in creating Strategic Planning update materials for Committee updates and Board Meeting.
- Participated in all Executive Committee & Extended Executive Committee Meetings during November & December, 2012 and January, February & March 2013 (to date.)
- Participated in Ambassador Meetings.
- Quarterly "check-in session" with Diane Tomb, the President of NAWBO and Nell Merlino of Count Me In. Both organizations are interested in stronger collaboration with WBENC. Conversation will continue to determine formal commitments which will be documented and discussed with the Board and EEC before finalization.
- Participating at the request of The White House personnel office in discussions supporting the appointment of women to the new administration.
- At the request of Johnson & Johnson, I am in discussions with a representative from the Rutgers/Novation Healthcare MBA Program. They have an interest in this being a valid program for WBEs to attend with the support of a Dorothy B. Brothers scholarship.

Operational Excellence:

- Led understanding process with leadership group to identify all aspects of National Conference and Business Fair (NCBF) event planning and execution. Significant support from Denise Stovell to ensure budget tracking and supplier needs are in place to support RFP in market for event support beginning in mid-2013 to support 2014-2016 NCBF. Timeline for process created with RFI/RFP process being led and executed by Pat Birmingham, VP Marketing.
- Supported 2012 America's Top Corporation process. Fully reviewed all submitted applications, reviewed scoring and sub-team recommendation. Process working well; however, evolution of the Balanced Scorecard will begin in earnest in order to implement updated qualifications in next application.
- Supported the finalization and release of Financial Resources Funding Model RFP to WBE and Corporate Member's meeting qualifications.
- Provided oversight and decision making to substantial work to improve and/or make more efficient processes:
 - Financial forecasting
 - Matchmaking
 - Silent Auction

WBENC Events and Awards:

- WBENC supported our alliance with WIPP by hosting an Inaugural Reception at the WBENC DC office. Attendance was over 350 people in our renovated national office. Extremely

positive feedback from all and additional exposure to WBENC was achieved. Special thanks to the many members who supported the success of this event. Special recognition and thanks to Kathy Homeyer, UPS, AT&T, Home Depot, Laura Taylor, Pitney Bowes, Verizon and Susan Rittscher and CWE.

- Significant planning and action executed well in advance of previously utilized timelines through improved coordination between WBENC staff, committees, host councils, sponsors and consultants supporting 2013 Summit & Salute and 2013 National Conference & Business Fair (NCBF). A tremendous thank you to Accenture and Ernst & Young, presenting sponsors for Summit & Salute. 2013 will be the most robust programming and highest attendance to date. Overall progress underway with active sponsors for the NCBF, including Artech, Kelly Mitchell, Target and The Coca-Cola Company. Site readiness planned to take place in Minneapolis in April.
- Collaboration of Pam Eason, Pat Birmingham and Nancy Allen with executive team of Go for the Greens non-profit organization are resulting in WBENC's newest event that will reinforce business growth, promote understanding of sustainability and provide unique matchmaking opportunities. More to be provided during the meeting on the Go for the Greens 2013 opportunities.

Public Representation of WBENC:

- Media interviews :
 - Prior interview with DiversityInc. published regarding Supplier Diversity leadership.
- Meetings and Events:
 - Worked collaboratively with Susan Bari to advance the content of the 3rd version of the book "Breaking Through."
 - Represented WBENC and recognized by AIDC with Leadership Award at WBE Hall of Fame event in Dallas, TX.
 - Attended Partner events:
 1. Attended WBEC-South signature Holiday luncheon and held town hall with Blanca Robinson for key attendees.
 2. Participated in initial 2014 National Conference & Business Fair Host Council Planning Session.

Meetings & Events with WBENC Members:

- Dell – Candace Waterman and I visited Howard University College of Business with Kim Brown and Cyndi Hopkins to provide feedback to project teams presenting final team projects. Excellent mentorship provided by Dell to teams in the program.
- Target – Candace Waterman, Pat Birmingham and I met with Luke Witt regarding important panel planning for 2013 NCBF, as well as, alignment work session to achieve goals through engagement with WBENC.
- Walmart - As part of the Women's 360 Initiative – Participated in several meetings with Walmart staff and/or other members of the Women's Business Community to provide input and insights to Walmart team members planning and implementing important work to utilize additional WBEs certified by WBENC in the overall supply chain.

- JC Penney – Paige Adams and I had discussions with Supplier Diversity personnel regarding 2013 program, budgets, support needs and staffing.
- Alcatel-Lucent – Participated in discussion re staffing change and goals for Board and Committee participation.
- AT&T – Hosted Marianne Strobel and team member in WBENC-DC office. Discussed 2013 goals and support of WBENC.
- Nielsen – Pat Birmingham and I are in discussions regarding strategic support of Insights Program providing needed information and credible research regarding decision making and consumer impact of women consumers.
- Raytheon – Benita Fortner and I discussed 2013 support by Raytheon and Benita specifically.
- Sprint – I spoke with Sprint at their request to understand the Kansas City Central Exchange.
- Current Q2-2013 Corporate Member visits planned to The Coca-Cola Company, Shell and Lockheed Martin.

Committee Reports

**Women's Business Enterprise National Council
Board of Directors Meeting
March 13, 2013
Baltimore Hilton
Treasurer's Report/Finance Committee
First Quarter Goals and Accomplishments**

Goal: Define target level of net assets.

Accomplishments

- Based on the 2012 unaudited financials with a net income of \$82,000, it is anticipated that WBENC will have restored the unrestricted net-asset (reserves) position to a balance of about \$1,811,000 on December 31, 2012, which represents 21.6% 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 \$398,000.

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 November 2012 Board of Directors' meeting, Ms. Homeyer reported on the following financial highlights:
 - Year-to-date September 30, 2012 net income was \$25,000 lower than budgeted and \$872,000 lower than the year-earlier period.
 - Summit and Salute net income was \$116,000 higher than budgeted and \$62,000 higher than 2011 net income.
 - The 2012 National Conference and Business Fair net income as of September 30, 2012 was \$415,000 lower than budgeted and \$608,000 lower than 2011 net income.
- During the March 2013 Board of Directors' 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 2013 budget to the board of directors.

Accomplishments:

- The Treasurer and WBENC staff presented the 2013 budget recommended by the Finance Committee to the Extended Executive Committee during their October 23-24 meeting.
 - After their review, the Extended Executive Committee recommended adjustments to revenue and expense, and approved the capital expenditure for the IT system upgrade in 2012 that will impact 2013-2015 expenses.
- On November 13, 2012 the 2013 budget recommended by the Extended Executive Committee was approved by the Board.

Goal: Ensure compliance with new Form 990 requirements.

Accomplishments:

- Completed 2011 IRS Form 990. WBENC's audit firm, WBENC staff, and the Audit Committee reviewed the form on 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.

**Women's Business Enterprise National Council
Board of Directors Meeting
March 13, 2013
Baltimore Hilton
Audit Committee
First Quarter Goals and Accomplishments**

Goal: Oversee completion of the 2011 audit.

Accomplishments:

- Completed in August 2012.
- Completed 2011 IRS Form 990. WBENC's audit firm, WBENC staff, and the Audit Committee reviewed the form on 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.

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

Accomplishments:

- Nothing to report this period.

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

Accomplishments:

- Nothing to report this period.

**Women's Business Enterprise National Council
Board of Directors Meeting
March 13, 2013
Baltimore Hilton
Corporate Membership & Revenue Generation Committee
First Quarter 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

- In the 1st quarter, the Ambassadors have met twice. In addition to specific assignments, they always have the task of referring prospective corporate members. 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.
- 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. In February, Debra Stewart of Shell, presented an in-depth look at capacity development practices within her company. In addition, presentations by regional partner organization leaders focus on innovative initiatives that demonstrate creativity in recruiting new WBEs and offering additional value to corporate members.
- Ambassadors act as Partners to engage our less active members and serve as a resource to new members who are motivated to fully leverage their WBENC membership. These Partners are an integral tool in implementing the Engagement element of our CORE (Certification, Opportunities, Recognition, Engagement) identity. By engaging these groups, Ambassador Partners serve as conduits to strengthening the WBENC network and creating opportunities for both WBEs and Corporate Members.

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

2013 New Member Goal:	32
Actual	9
Achieved:	28%

New Member Revenue Goal – \$325,000	
Current:	\$107,000
% of Revenue Goal Achieved:	33%

Overall Membership Revenue Goal (includes new member revenue):	\$3,350,000
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Membership Revenue Invoiced: \$2,679,500
 % of Revenue Goal Achieved: 79%

2013 New & Re-Joined Members
AbbVie Inc.
Aon Corporation
Board of Governors of the Federal Reserve System
CCL Industries Corporation
Consumer Financial Protection Bureau
DuPont
Fiserv
Randstad USA
Ross Dress For Less

*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, there are four who have declined to renew. These include: Blue Cross Blue Shield of Massachusetts, Kohl's, Lend Lease Americas, Inc., and NCIMED.

- 3) Develop strategic recruitment outreach
- Conduct gap analysis of certified WBE capabilities by industry and commodity codes – *In progress*
 - Survey current corporate members as to what products/services they use – *TBD*
 - Survey WBEs as to what products/services they use – *TBD*

Goal : Development Sustainability

Objectives:

- 1) Event fundraising goals

Summit & Salute 2013 Numerical Goals:

Total Sponsorship Goal: \$750,000
 Actual as of 2/26/2013: \$766,500
 Percentage Achieved: 102%

Accenture LLP and Ernst & Young LLP are 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 and are approaching the anniversary record of \$782,000. This is a very positive sign for future growth at Summit & Salute in terms of expanding the sponsor base. In addition, current registration numbers indicate we will have upwards of 1,200 attendees which is one of the largest groups of participants to date.

National Conference & Business Fair 2013 Numerical Goals*:

Conference Sponsorship Goal:	\$1,990,000
Actual as of 2/26/2013:	\$1,744,500
Percentage achieved:	88%

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

For 2013, our co-chairs include: Artech Information Systems, KellyMitchell Group, Target, and The Coca-Cola Company. The 2013 location, Minneapolis, is 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 two organizations have the skills and resources to engage all of their constituents. Of our existing corporate sponsors, we already have four who have not sponsored the conference in the past who are from Minneapolis. Like Baltimore, Minneapolis is easily accessible by plane and by car.

WBENC has met with a number of corporate entities in the area. Through a reception held in November 2012, local corporations and key WBEs were brought together to mingle and share in the powerful vision for the conference. A similar reception with an expanded audience is planned for April as an additional promotional function.

National Conference & Business Fair Actions:

- a) The Host Committee and Host Council are actively promoting the conference through regional functions.
- b) WBENC will raise awareness of the event at the 2013 ISM conference and the upcoming OSDBU conference.
- c) The conference brochure has hit mailboxes and attendance is already on the rise.

**Women's Business Enterprise National Council
Board of Directors Meeting
March 13, 2013
Baltimore Hilton
Leadership Council
First 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 2-26-2013, increased the number of certified WBEs by 4%.
- 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 2-26-2013, there are 829 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 2-7-2013, the RPOs held 34 events across the country.

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 continues 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.

Women's Business Enterprise National Council
Board of Directors Meeting
March 13, 2013
Baltimore Hilton
Women's Enterprise Leadership Forum
First 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: Included WBEs in the Forum hosted Summit and Salute programming.

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 FLT is strengthening the strategy with the Leadership Council to ensure alignment and collaboration. Additionally, the Forum & the Leadership Council meet face-to-face in March & November.

Accomplishment: RPO Forum Appointee policy has been finalized and resulted in the addition of 26 new members in 2013.

Goal: Recruitment of Corporate/Government Members and WBEs

- **Each FLT member will be instrumental in:**
 - Identifying and educating New Corporate/Government Members
 - 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: Cassandra Sanford, Kelly Mitchell Group, Inc and Ranjini Poddar, Artech Information Systems, LLC are both the 2013 NCBF WBE Co-Chairs.

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: Corporate Procurement Panel featuring DuPont, Comcast and Bristol Myers Squibb scheduled for 2013 Summit and Salute.

Goals: Communications

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

Accomplishment: Created a Forum Roster for dissemination to all current and new Forum members. The binders and printing were sourced using Forum WBEs, Hallie Satz, HighRoad Press and Julie Levi, Progressive Promotions.

**Women's Business Enterprise National Council
Board of Directors Meeting
March 13, 2013
Baltimore Hilton
U.S. Services & Programs Committee
First 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)

- Finish compiling data
- Analyze what exists with our resource partners (e.g. ISM, DIR)
- Publish gap analysis findings

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
- Produce Draft for EEC review
- 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
- 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

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)

- Process will be implemented with the 2013 events to have program committee members evaluate workshops by assignment in addition to attendee feedback
- Dashboard will be developed to incorporate results and analyze
- Process and relevant metrics/results will be finalized and “business as usual” for 2014 and beyond
- Reporting of metrics will begin with initial pilot of 2013 S&S

**Women's Business Enterprise National Council
Board of Directors Meeting
March 13, 2013
Baltimore Hilton
National Certification Committee (Includes Review & Appeals Committees)
First Quarter Goals and Accomplishments**

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 formerly instituted 9-15-2011 and as of 2-26-2013 there were 829 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.

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

Accomplishments:

- As of 2-26-2013, the Appeals Committee has processed 2 files of which 1 was upheld and 1 was overturned.
- The National Certification Committee has processed 1 file.
 - *Recertification*
 - Rodale Inc. located in PA (\$3.4 billion)
 - *Certified (New)*
 - SHI located in NJ (\$3 billion)
 - Morrow-Meadows located in CA (\$321 million)
 - *Final determination pending site visit (new)*
 - HPM located in CA (\$400 million)

GOAL: Continue to deliver Certification Training.

Accomplishment:

- Delivered 2 LiveMeeting Sessions (January – February) 60 participants

GOAL: Continue to deliver WBENCLink Training.

Accomplishment:

- Delivered Live Meeting sessions (January – February) 45 participants.

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

**Women's Business Enterprise National Council
Board of Directors Meeting
March 13, 2013
Baltimore Hilton
Marketing, Communications, & Brand Management Committee
Third/Fourth Quarter 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.
 - 2013 Q1 we have met with each CORE team lead and are engaged in supporting their marketing needs. This will be ongoing activity as their work progresses.

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
 - 2013 Q2 engage focus groups and evaluate data
 - Target audiences that WBENC wants to reach across all of our constituencies (WBEs, Corporate, Government)
 - Appropriate channels for current and future marketing needs
 - Metrics to measure and track ROI of the marketing programs

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

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

- Targeted marketing sub-team will provide input to this goal
- Marketing team aligning with programming team to ensure constant outreach and marketing of events and other programming (e.g. Insights)
 - January 29th – joint committee meeting held
 - March 13th – joint committee meeting scheduled
- Early and frequent marketing efforts for 2013 Summit & Salute resulted in a 37% increase of early bird registrations

**Women's Business Enterprise National Council
Board of Directors Meeting
March 13, 2013
Baltimore Hilton
Nominating Committee
First Quarter Goals and Accomplishments**

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

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

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

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