



Join Forces. Succeed Together.

NOVEMBER BOARD BOOK

Board of Directors Meeting
Gaylord National Resort & Convention Center
National Harbor, MD

November 20, 2014

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 20, 2014
9AM – 12PM
Gaylord National Resort and Convention Center**

AGENDA

8:30AM	BREAKFAST IS SERVED	ALL
9AM	BOARD CHAIR'S REPORT A. Welcome B. Approval of Minutes from the June 23, 2014 meeting	BENITA FORTNER
9:10 AM	Nominating Committee Report	DIANE PINKNEY
9:30 AM	PRESIDENT'S REPORT	PAMELA PRINCE-EASON
9:40 AM	TREASURER-FINANCE COMMITTEE REPORT A. Year-to-Date Financial Results & 2013 Audit Report B. 2015 Budget Proposal	KATHY HOMEYER
10:10 AM	COMMITTEE REPORTS <ul style="list-style-type: none">• STRATEGIC PLAN – PHASE II UPDATE• NATIONAL CERTIFICATION, REVIEW AND APPEALS• CORPORATE MEMBERSHIP & REVENUE GENERATION• MARKETING COMMUNICATIONS & BRAND MANAGEMENT• US & GLOBAL SERVICES & PROGRAMS• LEADERSHIP COUNCIL• WOMEN'S LEADERSHIP FORUM	
11:15 AM	FASTFORWARD! PROGRAM	BOARD GUESTS*
11:55 AM	COMMENTS OR DISCUSSIONS	PAMELA PRINCE-EASON
12:00 PM	CLOSING - MEETING ADJOURNS	BENITA FORTNER

***GUESTS: KAREN MAPLES, VIRGINIA LITTLEJOHN AND JOAN KERR**

**Minutes of the June 23, 2014
WBENC Board Meeting**

**Submitted for Approval
During the November 20, 2014
WBENC Board Meeting**

**Women's Business Enterprise National Council
Board of Directors Meeting
June 23, 2014 9:00 AM- 11:00 AM
Pennsylvania Convention Center
Philadelphia, Pennsylvania**

Meeting Roster		
1. Chair	Benita Fortner, Raytheon	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	Janet Murrah	NA
8. Avis Budget Group	Lynn Boccio	Absent
9. Bank of America	Barbara Kubicki-Hicks	Present
10. BP America	Debra Jennings-Johnson	Present
11. Chevron	Betsy Hosick	Present
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	NA
16. Ford Motor Company	Carla Preston	Present
17. IBM	Michael Robinson	Present
18. Johnson & Johnson	Beverly Jennings	Present
19. Johnson Controls	Shelly Brown	Present
20. JP Morgan Chase	Jacqueline Rosa	Absent
21. KPMG	Barbara Carbone	Absent
22. Macy's	Howard Thompson	Present
23. Manpower	Nancy Creuziger	Present
24. Marriott	Dominica Groom	Present
25. Microsoft	Fernando Hernandez	Absent
26. Motorola	Lisa Stenglein	Absent
27. Office Depot	Shari Francis	Present
28. PepsiCo	Larry Caldwell	Present
29. Pfizer	Mike Hoffman	Present
30. Pitney Bowes	Laura Taylor	Present
31. Procter & Gamble	Rick Hughes	NA
32. Shell	Debra Stewart	Present
33. Robert Half & Co.	Kathleen Trimble	Present
34. The Coca Cola Co.	Eyvon Austin	Present
35. The Home Depot	Sylvester Johnson	Present
36. Time Warner	Clint Grimes	Present
37. United Airlines	Ruby McCleary	Present
38. UPS	Kathy Homeyer	Present
39. Verizon	Sandy Nielsen	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	Absent
44. Ohio River Valley Women's	Rea Waldon	Present
45. WBC- Florida	Nancy Allen	Absent
46. WBC Southwest	Debbie Hurst	Present
47. WBEC Great Lakes	Michelle Richards	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	NA
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.CRC Group	Patricia Rodriguez Christian	Present
57. Hired by Matrix	Sharon Olzerowicz	Present
58.Trans-Expedite, Inc.	Keeli Jernigan	Present
59.OLSA Resources	Olsa Martini	Present
60.Superior Staffing	Lynne Marie Finn	Present
Expert Members		
61.Romneycom, L.L.C.	Lynthia Romney	Present
62.Bristol Myers Squibb	Farryn Melton	Present
63.Expert Seat 3	VACANT	
WBENC Staff		
Director of Finance	Valerie Bunns	Present
VP, Marketing	Pat Birmingham	Absent
Chief of Staff, Certification & Program Operations	Candace Waterman	Present
Mgr Marketing and Communications	Helen Avery	NA
Senior Director Development & Corporate Relations	Paige Adams-Dear	Present
Regional Partner Organization		
ASTRA-AWBA	Diane McClelland	Present
WBEA- South	April Day	Absent
WBDC Chicago	Emilia DiMenco	Present
WPEO-DC	Sandra Eberhard	Present
WPEO-NY	Marsha Firestone	Present
Board of Director Guests & Representatives		
Meridith Satz	WBENC	Present
Lynn Scott	WBENC	Present

CALL TO ORDER: Board Chair, Benita Fortner, called the meeting to order at 9:00 AM on June 23, 2014

BOARD CHAIR REPORT

BENITA FORTNER

Ms. Fortner:

- Opened the meeting: welcomed all and opened floor for introductions.
- Ms. Fortner expressed her appreciation to all the WBENC Board Members for their time and support.
- Ms. Fortner asked if the minutes of the last Board meeting on March 18, 2014 were accurate and if so; a motion should be made to accept them.
 - Shari Francis asked about the details on the training sessions presented at the March Board Meeting and stated they were not included in the Minutes.
 - There were discussions on what should be or not be included in the Minutes.
 - Ms. Pam Eason stated that she would ensure the training materials would be made available to all Board Members.
 - If anyone has any concerns regarding the level of minutes recorded they are requested to contact Ms. Fortner or Ms. Eason prior to the next board meeting, however, overall discussion confirmed current level of recording is appropriate. As a reminder Board Books are archived on the wbenc.org intranet site and all Board members can access this information via their intranet login.

Motion: Michael Robinson moved and Kathy Homeyer seconded the motion to accept the minutes from the March 18, 2014 Board meeting. There were no oppositions.

NOMINATING COMMITTEE REPORT:

DIANE PINKNEY

The following actions were taken regarding 3 open Corporate Board seats

- Corporate Nominations for Existing Board seats:
 - Sandy Nielsen, Manager Supplier Diversity at Verizon, replacing Donna Erhardt.
 - Bio included in Board Book
 - Approved by Nominating Committee and Extended Executive Committee

Motion: Cheryl Snead moved and Theresa Harrison seconded the motion to accept the nominee to fill the Verizon Board Seat. There were no oppositions; no further discussion.

- Clint Grimes, Strategic Sourcing and e-Commerce Consultant at Time Warner replacing Greta Davis
 - Bio included in Board Book
 - Approved by Nominating Committee and Extended Executive Committee

Motion: Brenda Loube moved and Debra Stewart seconded the motion to accept the nominee to fill the Time Warner Board Seat. There were no oppositions; no further discussion.

- Janet Murrah, Assistant Vice President Supply Chain Supplier Diversity at AT&T
 - Bio included in Board Book
 - Approved by Nominating Committee and Extended Executive Committee

Motion: Debbie Hurst moved and Beverly Jennings seconded the motion to accept the nominee to fill the AT&T Board Seat. There were no oppositions; no further discussion

Chair Report:

Benita Fortner

- Ms. Fortner addressed Ms. Pam Eason's role within WBENC: She is the voice, face, personality of the WBENC organization which is Ms. Eason's Number 1 role.
- Ms. Eason is expanding our relationship with Tuck and she continues to meet with the leadership team on how we can collaborate more.
- Ms. Eason has made some significant changes within her staff.
- Ms. Fortner congratulated Ms. Candace Waterman on her recent achievement: Graduation from the ASCENT Leadership Program within the Tuck School of Business
- Ms. Fortner expressed her appreciation to Pam and the WBENC staff for their efforts in managing this event for the June National Conference.
- Ms. Fortner reminded the Board of Directors that the Extended Executive Committee of the Board of Directors meeting will be held in conjunction with Astra's Regional event in Alaska in October 2014.

PRESIDENT'S REPORT:

PAMELA PRINCE-EASON

- Ms. Eason discussed testing automation of the Top Corp Process during the 2013-2014 process that begins in September 2014:
 - Located a survey database for members to use when filling out the application for Top Corp
 - 30 members are signed up to participate on the trial during the National Conference (2:15 – 4:00) Wednesday in room 119A
 - RPO's are invited to attend this workshop if they have an interest
- Ms. Eason noted that the past relationship of SBA (related to WOSB) and NWBC (regarding WBENC's views in the WBE community) with WBENC has not been as strong or supportive of WBENC but new staff appointments appear to be laying the foundational relationships to improve on this.
- Ms. Eason recognized all the hard work the WBENC staff has done for this National Conference and noted that the number of Match Maker meetings are at an all-time high with over 1,000 scheduled.
- Ms. Eason expressed her appreciation for the hard work and tremendous support to the NCBF co-chairs and host council: Theresa Harrison from EY, Faryn Melton from Bristol Myers Squibb, Karen Primak from IPAK, Julie Copeland from Arbill, and Geri Swift and the team from WBEC PA-DE-sNJ.

- Ms. Eason noted that Host Committee Member Harmelin Media has done an extraordinary job with the media coverage regarding Conference. Additionally, all print and social media partners did outstanding promotion and coverage for the National Conference.
- Ms. Eason explained the focused nature of staff members concentrating on Top 100 Corporate Members that has been implemented as part of a new business development process.
- Ms. Eason collaborated with Patricia Snyder on the creation of a Women-Owned Business logo/symbol that can be used to identify WBE products when on the shelves at consumer facing retailers. Symbol will only be provided to WBENC and WeConnect certified WBE's.

Treasurer-Finance Committee Report

Kathy Homeyer

- Ms. Kathy Homeyer presented the quarterly financial report with a power point presentation and explained the results to the board.

Committee Reports:

- Ms. Debbie Hurst congratulated Ms. Geri Swift on the support the National Conference has received from Philadelphia.
- Ms. Julie Copeland provided an update from the Forum and expressed her appreciation to Ms. Pam Eason and Ms. Benita Fortner for the opportunity to lead the Forum.
- Ms. Ruby McCleary gave an update on the Programs Committee Report and provided a short overview of their plans for future programs and metrics.
- Mr. Shelly Brown expressed his appreciation to WBENC and the members for all the support he and his family received when he lost his father in March.
- Ms. Geri Swift welcomed all the Board of Directors to Philadelphia.

Adjournment:

There being no further business, Ms. Fortner adjourned the meeting at 11:00 AM.

Motion: Kathy Homeyer moved to close the meeting and it was seconded by Shari Francis.

Materials for November 20, 2014
WBENC Board of Directors Meeting

Nominating Report

**Women's Business Enterprise National Council
Board of Directors Meeting
November 20, 2014
Third Quarter Goals and Accomplishments**

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

Accomplishments:

- Initiated the yearly re-nomination process:
 - There are 13 corporate board seats with expiring terms – 12 are recommended for renewal and 1 is recommended to rotate.
 - There was 1 corporate board resignation. Proctor & Gamble released that seat to rotate.
 - There are 2 open corporate board seats with recommended candidates to fill during the November Board Meeting.
 - There are 4 forum board seats open with recommended candidates to fill during the November Board Meeting.
 - There are 3 leadership council board seats open with recommended candidates to fill during the November Board Meeting.

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 two face-to-face Committee meetings 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:

- Redesigning the corporate board scorecard and will provide recommendations for content changes, governance, training and execution
- The redesigned scorecard will be presented to the Executive Committee for review and approval once updates have been completed.

Nominating Committee (cont.)

Board Elections

Corporate Re-nominations Candidates for Existing Board Seats:

- Eyvon Austin, The Coca-Cola Company
- Nancy Conner, W.W. Grainger
- Clint Grimes, Time Warner Inc.
- Dominica Groom, Marriott International Inc.
- Theresa Harrison, Ernst & Young LLP
- Betsy Hosick, Chevron Corporation
- Debra Jennings-Johnson, BP America, Inc.
- Ruby McCleary, United Airlines Inc.
- Diane Pinkney, Altria Group, Inc.
- Cheryl Stevens, Energy Future Holdings Corp.
- Debra Stewart, Shell Oil Company
- Al Williams, Accenture, Inc.

Corporate Candidates for Open Board Seats:

- David Drouillard, General Motors
- Pamela Pesta, Nationwide

Forum Candidates:

- Julie Copeland
- Sandra James
- Hannah Kain
- Patti Massey

Leadership Council Candidates:

- Marsha Firestone
- Blanca Robinson
- Geri Swift

Pam Pesta

Vice President, Strategic Sourcing
Supply Management Services



Pam Pesta leads the Strategic Sourcing effort at Nationwide Insurance. She focuses on building strategies to engage early with business partners, enable competitive supplier landscapes, develop innovative sourcing strategies, and deliver economic, business and social value. Spend domains include Human Resources, Corporate Real Estate, Information Technology, Insurance Services, Marketing and Advertising, and Travel.

While Pam is relatively new to the Sourcing and Procurement space, she has 18 years of experience in risk, governance, and controls. She spent ten years in Internal Audit leading strategy, operations, data analytics, and fraud risk management. Prior to her Nationwide career, Pam spent time with Navigant Consulting and Arthur Andersen providing forensic accounting and expert witness testimony services for organizations involved in contract disputes.

Pam holds a BSBA from Youngstown State University and an MBA from The Ohio State University. She is a Certified Internal Auditor (CIA) and Certified Fraud Examiner (CFE).



David Drouillard

**Executive Director
Indirect Purchasing & Supplier Diversity
Global Purchasing and Supply Chain
General Motors Company**

Dave is currently the Executive Director of Global Purchasing and Supply Chain. As the leader of Indirect, Machinery & Equipment, and Supplier Diversity, he drives change to support the long term viability of GM's supply base.

Dave began his career in 1985 at the former Hydra-matic Division. He held numerous positions within the Finance and Purchasing staff's including Purchasing Director for GM Service Parts Operations, Purchasing Director Powertrain Raw Materials and Executive Director GM Customer Care and Aftersales (CCA) Purchasing. He was appointed to his current position in May 2013.

While at CCA his organization held its first targeted matchmaker for Tier 1 suppliers and Minority and Women owned enterprises (MWBE's). Also, under his leadership, GM Supplier Diversity held its fifth annual Supplier Connections matchmaker event in August 2014 with over 700 attendees.

GM has received the following awards under his leadership:

- 2014 "Best in Class - Excellence in Supplier Diversity" by WBEC Great Lakes
- 2014 Significant Contribution Award by WBEC Great Lakes
- 2014 Corporation of the Year Award by the Canadian Aboriginal and Minority Supplier Development Council (CAMSC)
- 2014 Corporation of the Year award by the Asian Pacific American Chamber of Commerce (APACC)
- 2013 Michigan Hispanic Chamber of Commerce (MHCC) Corporation of the Year
- 2012 & 2013 America's Top Corporation for Women Business Enterprises by the Women Business Enterprise National Council (WBENC)
- 2013 America's Top Corporation for Multicultural Business Opportunities
- 2013 Top Corporations for Veteran Owned Business from NaVOBA

Dave has a Master's in Business Administration from the University of Detroit, and a Bachelor's degree in Business Administration from Western Michigan University.

Board Chair & President's Report

Women's Business Enterprise National Council Report of the WBENC President and Board Chair to the Board of Directors November 20, 2014

Activities since June 2014: *Additional information can be found in Individual Committee reports.*

Board Management and Strategic Focus:

- Prepared agenda, board book and reviewed/prepared update materials for upcoming November Committee meetings and Board Meeting.
- Benita and Pam participated in all Executive Committee, Chair Advisory Discussions & Extended Executive Committee Meetings. The 3rd week of October the Extended Executive Committee supported ASTRA's "Alaska Open for Business" event and then held our 2 ½ day planning retreat. Benita will provide a full verbal report-out during the November Board Meeting, however, the team's time was well spent and resulted in a strong presence and support for our Regional Partner and the many valued WBEs that exist in the upper Northwest of the US. Additionally, results of the EEC planning retreat included pre-approving the Finance Budget recommendation to be made to the full board in November, scoping our next steps of work in advancing our organization strategically, reviewing our Board nominating process and receiving important updates on committee work that is advancing in alignment with our current strategic plan. Updates regarding these items, as well as digitization plans and revenue generation plans will be provided during the November Board Meeting.
- Pre-reviewed all financial statements and participated in finalizing Audit activities (990 being finalized currently). Reviewed Finance Committee Agendas prepared by Valerie Bunns. Participated in Finance Committee Meetings via written updates or in person as available.
- Top Corporation process was finalized and process launched utilizing technology being tested to support the manual process. Feedback includes that the release of the new tool was done well but there were 2 very important findings in the process: 1) many Top Corporation respondents reported both technical and non-technical concerns (all captured in our program feedback) with utilizing the tool and; 2) most respondents did not feel moving to the new technology was helpful because of the way in which they need to gather and load data and then have all information reviewed and approved before submitting. The WBENC team is currently in the process of analyzing all Top Corporation submittals. Thank you to all who supported testing an automated process.
- Continued discussions and project planning regarding technology needs to support updated certification process and digitization.

- Continued collaboration with Walmart and several other retailers regarding expanded usage of the Women-Owned Business symbol that identifies WBE product when on shelves at consumer-facing retailers. WBENC is currently distributing this to WBENC certified WBEs.
- Tara Abraham completed her 3 year term representing WBENC on the National Women's Business Council (NWBC). I wish to thank Tara for representing us in such a strong way. Pamela Prince-Eason was appointed by Congress to fill the seat in September. The role of the NWBC is to advise the President, Congress and the SBA on matters impacting women in business. As a reminder this is NOT a political role, and is fully aligned with WBENC's mission to impact the economy through economic growth and job creation generated by WBE business in the public and private sector, as well as, with other MWBE businesses. (Following this report is a one page explanation of the NWBC for your reference.)
- Participated in the re-launch of the International Council on Women's Business Leadership (ICWBL) that I was selected to participate in 2012. After initial results and implementation in 2013 and early 2014, this committee has moved from the office of the Secretary of State to be housed at Georgetown University. Co-chairs are Beth Brooke of EY and Cherie Blair of the Cherie Blair Foundation. WBENC and WEConnect International are the two women's organizations (focusing on Women's Business Development) that are included as Subject Matter Experts. Additional information and updates will be provided as the work progresses. Many of our Corporate Members (or their Foundations) are among the focused group of leading corporations who are members of the ICWBL.

Operational Excellence:

- Work and preparation for the 2015 Summit & Salute and National Conference & Business Fair began in full in July. WBENC staff are focused on delivering another amazing Summit & Salute March 18 & 19, 2015 in Baltimore, MD and are working closely with our Host Council partner, WBC Southwest, WBE Host Committee, and Sponsors and associated advisory councils to expand on the tremendous success of the 2014 National Conference & Business Fair to the 2015 event. EY and Accenture are again playing the lead role as our 2 Presenting Sponsors for the 2015 Summit & Salute and we are pleased to announce that we have 6 Co-chairs for the 2015 National Conference & Business Fair being held in Austin from June 23-25, 2015. The Co-chairs are Chevron, Dell, and PepsiCo working with Pinnacle (Nina Vaca), Techway Services, Inc. (Cathi Coan) and Trans-Expedite Inc. (Keeli Jernigan.)
- Major focus on 2015 Budget creation with Finance Team, WBENC staff and Finance Committee. A special thank you to all for the great collaboration and Kathy Homeyer and I would like to give a special recognition to Shari Francis who stepped in to take the lead on the 2015 Budget Review Process.
- Observed 2014 Tuck-WBENC Program with Benita Fortner and Michael Robinson. Discussions underway to create Advanced Programming that can be offered in addition to our current Tuck-WBENC Program.

- Collaborated with Diane Pinkney and Howard Thompson to ensure Nominating Committee had all appropriate documentation to prepare their recommendations to the EEC and Board.
- Participated in next phase of Strategic Plan working group sessions via weekly calls and monthly face to face meetings.
- Evaluated FastForward! Project work with Karen Maples. Prepared documentation for discussion and input from Board at November Board Meeting.

Public Representation of WBENC:

Media interviews:

Significant media partner and PR coverage of:

1. 2014 NCBF Event and Host Committee follow-up articles.
2. Coverage of Women-Owned logo plans and usage.
3. Coverage of WBENC role of advancing women's business growth.

Meetings and Events:

- Attended Partner events:
 1. WBENC conducted NCBF partner kick-off session with WBC Southwest in July while attending WBC Southwest monthly programming and Board Meeting. Follow-up meetings and discussions occurred as follows:
 1. In early August, Debbie and Pam met with Dell for Pre-planning and goal setting with Cyndi Hopkins and representation from Michael Dell's office.
 2. In early September, supported Harvesting Partnerships event and conducted Pre-planning/goal setting meeting with Ricardo Barrientos and Larry Caldwell of PepsiCo regarding NCBF.
 2. In addition to supporting Women Impacting Public Policy's 2014 Annual Leadership Meeting in DC in July, significant activity occurred this quarter with Government relationships. In addition to specific items covered by Candace Waterman's team (Lakesha White, Judy Bradt, and Andrew Gaeckle), Pamela Prince-Eason and Candace Waterman attended scheduled SBA and NWBC meetings in September, October, and November.
 3. Pam was pleased to support Ruby McCleary in her annual Supplier Diversity Conference at United in late July. MWBEs provided positive feedback regarding the educational and relationship success of the event and I was pleased to see the tremendous respect and support leadership and procurement have for Ruby and her role.
 4. Pamela Prince-Eason attended her first NGLCC Annual Event.

5. Due to the tremendous support of WBENC Corporate Board Members, WBENC continues to actively participate in Billion Dollar Roundtable meetings & events. I was honored to represent WBENC and our WBEs at the August BDR meeting in Cincinnati, Ohio, where I lead one of the three Supply Chain panels. Candace Waterman attended the BDR reception hosted at Disney during the NMSDC conference.
6. At the request of Scott Vowels from Apple and the Southern Region Minority Supplier Development Council, I participated along with Josette Wright-Lacey and Dick Huebner of NMSDC and Houston Minority Business Council in the 3rd installment of open dialogue about diversity and inclusion. This series, The Bigger Discussions, was taped live at Phala Mire's August event and is available for viewing on YouTube.
7. WBENC, in partnership with the Go For the Greens Foundation completed their 2014 Annual event which was again successful for the Foundation and WBENC. Thank you to EY, UPS, Raytheon, and ICON for the significant support provided to this event. Meeting with Forum Leadership Group was extremely productive in advance of this event. Thank you to all who participated.
8. Led Panel of 4 WBENC Corporate Members during the National Women's Business Council Quarterly Public Meeting. Special thanks to Nationwide, JP Morgan Chase, PepsiCo, and BMS for participating in information sharing that assisted WBEs who have traditionally focused on public sector business in understanding the tremendous role Corporate America plays in providing opportunities to WBEs.
9. Mia Delano attended WBDC Chicago's Annual Women's event in September. It was another great event and Mia made many great connections with WBEs and Corporations she has relationships with.
10. ASTRA-Women's Business Council held a 2 day meeting to expand their presence and impact in Alaska. The EEC was pleased to support this highly successful event and recognize Diane McClelland for a well-run program. Financial and panel/workshop support thanks go out to WBENC Board Members Benita Fortner, Debra Jennings-Johnson, Kathy Homeyer, Beverly Jennings, and Cheryl Snead.
11. Robin Billups attended MBE Magazine's 30th Anniversary recognition earlier this month. MBE has been a tremendous media partner with WBENC and we are proud of their success.
12. Candace Waterman attended both the USHCC Annual Conference and the NMSDC Annual Conference.

Meetings & Events with WBENC Members:

- General Motors – Together with Michelle Richards, participated in GM Supplier Diversity Tier 1/Tier 2 Event. Reggie Humphries and his team created a great

educational program with tremendous connection opportunities for MWBEs with Tier 1 suppliers and GM leadership. WBENC was proud to support the inclusion of WBEs in GM's Supply Chain.

- Energy Summit and Matchmaking – EQT arranged for Pamela Prince-Eason to speak at the August Energy Summit held in western Pennsylvania. WBENC and WBEC PA-DE-sNJ leader Geri Swift found the event to be interesting and useful for WBEs who were glad to connect with many of our Corporate Energy Partners at this event.
- Walmart “Made in America” Summit and continued support of Women Owned Advisory Committee (WOBAC) – Along with Mia Delano and Walmart Women’s Empowerment Leader, Jenny Grieser, participated in 2 day program in Denver that focused on business between suppliers to provide products that are Made In America. WBENC represented the WOB Logo Program and interested many women-owned suppliers to become certified, as well as, worked with current WBEs to ensure their recognition as both Made in America and Women-owned. WOBAC committee meetings occurred in July and in September. The WOBAC group was recognized by President & CEO, Doug McMillon and Foundation President Kathleen McLaughlin during the 1st year celebration of the results of WOBAC in early September.
- Office Depot – Pamela Prince-Eason met with Shari Francis, Linda Boykin and Office Depot’s new Chief Strategist to discuss WBE Business Case and WOB logo. Additionally Pam participated on a Diversity & Sustainability Panel that was very well received. Two weeks later, Paige Adams-Dear represented WBENC at Office Depot’s 1st Women’s Symposium that was led by The Office Depot Foundation. WBENC was pleased to be asked to participate in this inaugural event.
- Manpower – Pat Birmingham represented WBENC on a panel with Josette Wright-Lacey in late September. Manpower’s continued support of MWBEs continues to be evident in their tremendous annual summit, and we are pleased to be supporting the expansion of our Insights tool with tremendous support of Manpower with the new “**Womanpower Powered by Manpower**”.
- Toyota – Panelist, along with Josette Wright-Lacey and Javier Palomerez of USHCC at Toyota’s 25th Annual Opportunity Exchange. The event demonstrated great support for MBEs these past 25 years and showed a commitment to enhanced involvement of WBEs in the Toyota Supply Chain. WBENC’s network was well represented with support from Great Lakes Women’s Business Council, WBEC South, Ohio River Valley – Women’s Business Council, and WBENC National.
- Macy’s – Held meetings and planning sessions with Howard Thompson and John Munson as they work to expand the tremendous role Supplier Diversity plays with in the Macy’s organization. Senior level meetings demonstrated planned continued support for Supplier Diversity through WBENC and all Buyers

discussion allowed WBENC to update and thank the Buyers for their support of WBE inclusion.

- Caesar's Palace – Continued support of Caesar's Supplier Diversity leader expanding support for his strategic work with key leaders in the Caesar's network of properties.
- P&G – Continued support by Pamela Prince-Eason, Candace Waterman, and Paige Adams-Dear of new Supplier Diversity leader, Andrew (Andy) Butler. Andy has created an updated strategy for P&G and we are pleased to be supporting and advising regarding WBE inclusion
- Chevron – Pat Birmingham and Pamela Prince-Eason met with David Feldman and Mia Spicer of Chevron to conduct pre-planning session and goal setting for 2015 NCBF.
- PepsiCo – Program update and discussion between Grace Puma, Ricardo Barrientos and Pamela Prince-Eason.

WBENC is so honored to receive the trust and support from PepsiCo and all of our Corporate Membership base. I appreciate the tremendous feedback and wealth of information our members continue to share with WBENC. You are WBENC and you are making WBENC stronger!

Upcoming visits planned: CWE 20th Anniversary Kick-Off (Pam & Benita, Nov 12, 2014); AIDC Hall of Fame (Dec); NAFE Women's Awards Breakfast (Dec 10); Staff Annual Planning and Goal Setting Session (Dec 11-13).

As a reminder, the WBENC office will be closed between Christmas and New Years. Our phone system will note a number in case of an urgent need. ***All Board Members may feel free to call my cell (215-970-6672) should you need anything. Happy Holidays to All!***



NATIONAL WOMEN'S BUSINESS COUNCIL

HISTORY

The **NWBC** was established as part of the Women's Business Ownership Act of 1988, which, among other things, eliminated the requirement in many states for women to have a male relative co-sign any business loan. In 1994, the Small Business Reorganization Act changed the Council's structure to its current form to include both women business owners and representatives of women's business organizations.

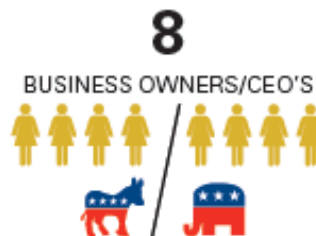
WHAT WE DO

The Council is committed to:

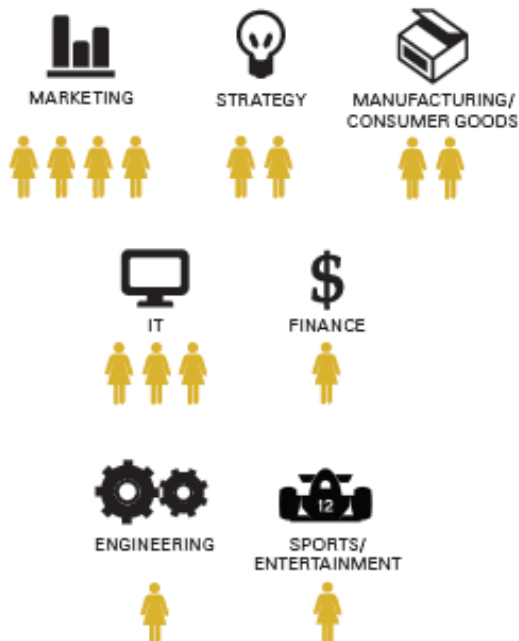
- Conducting research on issues important to women business owners and their organizations.
- Communicating these findings widely.
- Providing a platform for change to expand and improve opportunities for women business owners and their enterprises.

WHO WE ARE

The **National Women's Business Council (NWBC)** is a non-partisan federal advisory council created to serve as an independent source of advice and counsel to the President, Congress, and the U.S. Small Business Administration on economic issues of importance to women business owners. The Council's mission includes conducting and supporting research on these issues in order to promote bold initiatives, policies and programs designed to support women's business enterprises at all stages of development in the public and private sector marketplace. The Council is the government's only independent voice for women entrepreneurs. Members are prominent women business owners and leaders of women's business organizations.



MEMBER INDUSTRY



MEMBER GEOGRAPHY



FastForward!

A Quantum Leaps Initiative

Women at the Forefront: The 21st Century Innovation and Competitiveness Movement

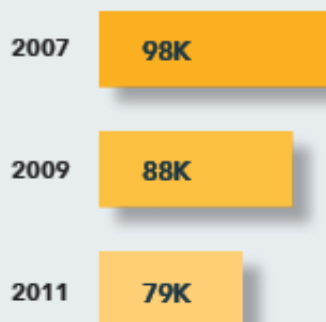


The United States faces tremendous challenges in maintaining its preeminence in innovation leadership. Many emerging economies – India, China, Brazil, Finland and Singapore, to name a few – invest heavily in innovation to drive competitive advantage in a global economy.

In a report released by the Information Technology and Innovation Foundation (ITIF), the United States ranked 43rd out of 44 regions and countries studied for improvement in competitiveness and innovation capacity. Numerous think tanks, policy organizations and thought leaders have been highlighting the broad array of issues and challenges that must be addressed. However, missing from all the dialog and policy recommendations is any mention of the important role that women entrepreneurs and women’s enterprises can play in driving innovation, competitiveness and job creation.

Equally troubling is trend data indicating a significant slowdown in firm formation and entrepreneurship over the last few decades. The Ewing Marion Kauffman Foundation study “Declining Business Dynamism in the U.S. High Technology Sector,” released in February 2014, sounded this wake-up call (see graph). Engaging women must be part of the solution in reversing these trends.

The Decline of Young High-Tech Firms



Total Number of Young Hi-Tech Firms by Year

*Declining Business Dynamism
In The U.S. High-Technology
Sector, February 2014
Ewing Marion Kauffman
Foundation*

FastForward! is...

A robust set of ground-breaking multi-year initiatives that will launch a movement of women at the forefront. Our work will foster innovative solutions to the challenges of the U.S. in a global economy, and help reshape America’s competitiveness over the next 25 years.

“The untapped potential of women-owned firms is equivalent to the discovery of an entirely new technology or the birth of an industry.... We have the opportunity to create millions of new jobs, add trillions of dollars to the GDP and restore our nation’s preeminence in innovation and competitiveness.”

Roadmap to 2020 for the U.S.

FastForward! will...

- Build a groundswell of high-growth women-owned businesses at the cutting edge of innovation
- Catalyze a 21st century mentor model for women's entrepreneurship
- Spur investment in innovation capacity models that accelerate high growth
- Forge tighter links between STEM and entrepreneurship
- Build innovation into market access, supply chain management and supplier diversity

FF! believes we need to set our sights on "moonshots"...



...that will transform our future reality in ways we haven't begun to dream.

FastForward! Essentials

The Big Idea Agenda

- 21st Century Mentor Models
- Innovation Scorecards
- Innovation Capacity Building
- Pipeline Accelerators
- Innovation Investment Chain Eco-Maps

Apply an Innovation Process - There are tough challenges including: increased access to high value markets, expanding export savvy, and strengthening abilities to capture and commercialize the value of IP creation. We will also identify and scale successful programs and practices.

Assess Key Industries - Industry assessments in such sectors as advanced manufacturing, clean and green energy, life sciences, digital media, cyber security - among others - will be conducted.

Tackle Gender Issues - We will convene a set of forums to identify new pathways for solutions to gender-based issues that inhibit girls' and women's participation in innovation.

Focus on Growth - A high-growth agenda for women entrepreneurs and women's enterprise is imperative for success. The ability to expand and scale, participate in domestic and global supply chains, and compete internationally will be major components of the high-growth agenda.

Create a Private-Public Partner Blueprint - A framework of objectives, recommendations and policy imperatives will be used to drive advancements in innovation and competitiveness.

The Time Is Now!

The 25th anniversary of the passage of the Women's Business Ownership Act of 1988 - the "Big Bang" of women's entrepreneurship in the U.S. - was cause for celebration in October 2013. Those 25 years were defined by legislative action and government programs, as well as the founding of numerous women's business associations.

Looking forward to the next 25 years, to 2038, it's not what someone else can do for women's enterprise, but what we can do for ourselves, and for the next generation of women entrepreneurs.

It's in our hands - working together with policymakers, business groups, scientific and academic institutions, investors and incubators, organizations of girls and women focused on science, technology, engineering and mathematics (STEM), and in partnership with corporations that have a vested interest in the continuing growth and success of women-owned enterprises.



It's time to create our vision and strategic agenda for the next 25 years, drive the change we need, and get the entire women's enterprise community involved in creating our future NOW.

Contact Information:

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The Force Behind *FastForward!*

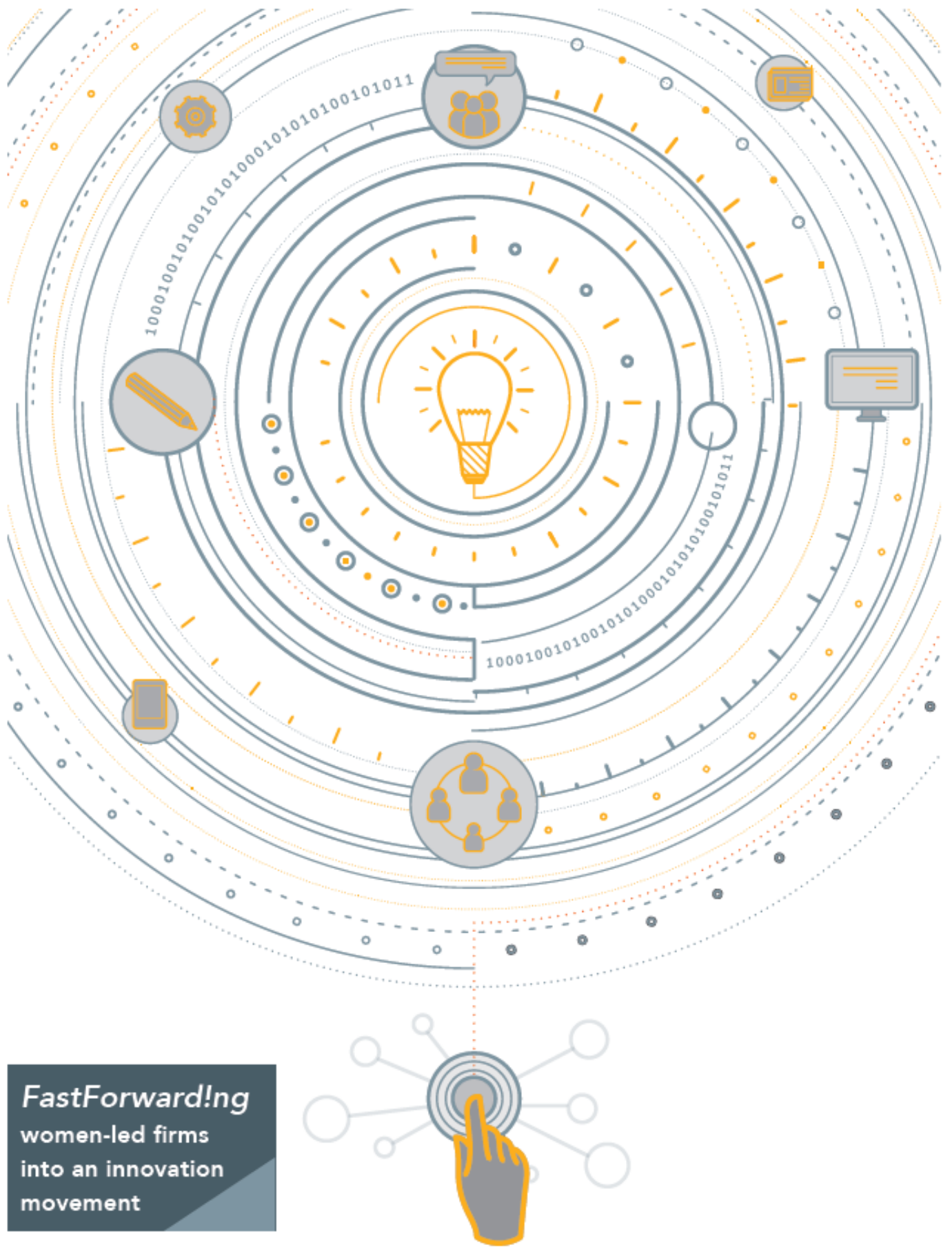
Entrepreneurial leaders who are the catalysts for *FastForward!* have played significant roles in women's entrepreneurship, representing decades of experience and accomplishment.

Our team includes leaders who were instrumental in the creation and subsequent implementation of the Women's Business Ownership Act of 1988.

We also include leaders who were active in 2010, creating the U.S. Roadmap to 2020. The Roadmap - funded by IBM as the lead sponsor - focused on accelerating women's enterprise development and high-growth women's entrepreneurship.

***FastForward!* is launching in 2014 with a robust, multi-year agenda. We are currently convening with our Advisory Board, building our network, developing partnerships, identifying Innovation Icons, and engaged in fundraising. Contact us to get involved.**





FastForward!ng
women-led firms
into an innovation
movement

***FastForward!* Input Request**

In preparation for the *FastForward!* presentation and board discussion, we would appreciate your assistance in helping us understand innovation related priorities for your company.

The following two pages contain an information gathering worksheet. Providing the information requested is optional. All individual responses will be kept confidential. An aggregated summary will be compiled for purposes of developing specific focus areas. We respectfully request that you provide your contact information, so we may reach out to you after the board meeting if we have questions.

Thank you in advance for your assistance.

Part 1 Technology Disruptors

Technology Disruptor Categories	Please check all that are high priority for your company	For highest priority areas, please provide 1-2 examples of application within the business
Advanced Materials		
Advanced Robotics		
Autonomous Vehicles/IT Enabled Transportation		
Big Data/Data Mining & Analytics		
Cloud/Cloud Computing		
Customer-Driven IT		
Cyber Security		
Energy – Clean/Green		
Energy - Renewables		
Energy - Storage		
Health Care Technology		
Internet of Things		
Monetization of Mobile		
Next-Gen Genomics		
Smart Grid		
Software Defined Networking (SDN)		
Social Networks/Social Media		
3-D Printing		
Other:		

Part 2: Growth Areas

What are the growth priorities for your company?

Part 3: Supplier Categories

What if any supplier categories are “saturated” (i.e. your need to identify new suppliers is limited)?

What supplier categories are most important areas of development for your company?

What emphasis does your company place on suppliers to demonstrate their ability to be innovators (e.g. ability to anticipate the future, stay ahead of trends, capability to tie new product development to emerging technologies)?

Name: _____

Company: _____

Contact #: _____

Email: _____

Finance Report

Women's Business Enterprise National Council Board of Directors Meeting November 20, 2014

Third & Fourth Quarters 2014 Goals and Accomplishments (as of November 4, 2014)

Goal: Define target level of net assets.

Accomplishments:

- Based on the 2013 audited financials with a net income of \$109,000, WBENC have restored the unrestricted net assets (reserves) position to a balance of \$1,930,000 on December 31, 2013, which represents 21.5% of expenses.
 - In June 2010, the Finance Committee developed and adopted a plan to replenish the unrestricted net assets balance to 33.33% of expenses by the end of 2015. This is slightly below the original December 31, 2013 plan target of \$1,986,000, or 23.3% of expenses, by \$56,000.
 - The Finance Committee revisited the unrestricted net assets plan established in June 2010 and recognized that the initial plan did not project any investments into the organization. The committee established a sub-team to draft a written unrestricted net assets reserve policy to ensure the stability of the mission, programs, employment, and ongoing operations of the organization. On September 29, the sub-team submitted the draft to the committee for review/deliberation. The draft is pending legal review.

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 Year-to-Date May 31, 2014 financial results. Highlights:
 - YTD May 31, 2014 unrestricted net income (Change in net assets) was \$5.1 million and higher than May 31, 2014 budget by \$385,000 and higher than May 31, 2013 actual by \$592,000. This surplus condition is quite normal at this time of year due to receiving most of our revenue during the first six months of the year. The surplus will be reduced throughout the year, as our monthly expenses exceed our monthly revenue.
 - WBENC recorded total revenues of \$8.5 million. Total revenues represent 93% of the 2014 annual budget. The expenses totaled \$3.3 million.
 - 2014 NCBF expected financial results were updated and presented to the board. The committee was informed that excess union labor cost would impact expenses at the conference.
- The Finance Committee reviewed the June 30, 2014 financial results during its July 30, 2014 meeting. Highlights:
 - YTD June 30, 2014 financial statements indicated unrestricted net income (Change in net assets) was \$3.2 million and higher than year-to-date June 30, 2014, budget by \$571,000. Year-to date June 30, 2014, net income was higher than year-to-date June 30, 2013, actual by \$462,000.

- Total revenues through June 30, 2014 of \$9.2 million exceeded the year-to-date June 30, 2014 budget by \$517,000. Year-to-date June 2014 revenue was ahead by \$838,000 over the prior year.
 - FY2014 revenue budget was achieved in six months. NCBF exceeded expectations. We outperformed in every revenue area. Year-to-date June 30, 2014 revenue was \$3,898,000 and higher than year-to date June 30, 2014 budget by \$341,000. This was largely attributed to registration and exhibit fees exceeding the budget by \$185,000 and \$83,000 respectively. Total sponsorship at NCBF, including sponsorship revenue for Silent Auction and Student Entrepreneur Program, was \$2,200,000.
 - Just a few conference highlights:
 - Sponsors total 118 compared to 111 sponsors in 2013.
 - Exhibit count stands at more than 325 compared to 320 in 2013.
 - Onsite attendance was approximately 3,363 compared to 3,061 in 2013. We had approximately 300 attendances to register onsite resulting in \$115,000.
 - Silent Auction generated \$92,000 in revenue.
 - Total expenses through June 30, 2014, were slightly lower than the budget by \$55,000. NCBF expenses were accrued to the forecast presented in the Treasurer's Report to Board June 2014.
- The Finance Committee reviewed the July 31, 2014 financial results during its August 25, 2014 conference call. Highlights:
 - YTD July 31, 2014, financial statements indicated unrestricted net income (Change in net assets) was \$3.0 million and higher than year-to-date March 31, 2014, budget by \$660,000. Net income was \$494,000 higher compared with the prior year.
 - Total revenues through July 31, 2014 were \$9.3 million and exceed budgeted revenue for 2014.
 - Total expenses through July 31, 2014 were lower than the budget by \$169,000.
- The Finance Committee reviewed the August 31, 2014 financial results during its September 29, 2014 conference call. Highlights:
 - YTD August 31, 2014, financial statements indicated unrestricted net income (Change in net assets) was \$2.4 million and higher than year-to-date August 31, 2014, budget by \$723,000. Net income was \$197,000 higher compared with the prior year.
 - Total revenues through August 31, 2014 were \$9.3 million and higher than year-to-date August 31, 2014 budget by \$540,000.
 - Total expenses through August 31, 2014 were lower than budget by \$184,000.
- The Finance Committee reviewed the September 30, 2014 financial results during its October 27, 2014 conference call. Highlights:
 - YTD September 30, 2014, financial statements indicated unrestricted net income (Change in net assets) was \$2.2 million and higher than year-to-date September 30, 2014, budget by \$873,000. Net income was \$311,000 higher compared with the prior year. As part of the budget development process, a full comprehensive forecast was completed and loaded in September 2014 financials. 2014 Forecast shows net income of \$297,000. All indications are that we will end the year with a positive bottom line.
 - Total revenues through September 30, 2014 were \$9.6 million and has exceed the budgeted revenue for 2014 by \$420,000.
 - Total expenses through September 30, 2014 were \$80,000 lower than budget.
- Statement of Position (Balance Sheet) as of September 30, 2014 remains very positive. In September the operating cash balance was \$675,000 higher than the previous year. As the year proceeds, our monthly expenses will reduce our cash balance as cash outflow exceeds cash inflow. Accounts receivable as of September 30, 2014 were \$563,000 and \$155,000 lower than last year. As of October 16, \$124,000 or 22% has been received.
- During the November 2014 Board of Director's meeting, Ms. Homeyer will give an up to date report on the 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 2015 budget to the board of directors.

Accomplishments:

- The Finance Committee Chair and Vice Chair conducted an in-depth review of the 2015 Budget Draft with WBENC Staff on September 16, 2014.
- The Finance Committee received the 2015 Budget Draft for review/deliberation on September 29, 2014.
- The Finance Committee presented 2015 Recommended Budget to the Extended Executive Committee for review on October 23, 2014.
- The 2015 Proposed Budget by the Extended Executive Committee will be distributed to the Board for review in advance of the November 20, 2014 meeting.
- Board action required at the November 20, 2014 meeting: deliberation and approval of the 2015 Recommended Budget.

**Women’s Business Enterprise National Council
Board of Directors Meeting
November 20, 2014**

Resolution to Approve the 2015 Budget Recommended by the Finance Committee

WHEREAS, the Finance Committee has reviewed and adopted the 2015 budget and recommended its acceptance by the Executive Committee;

WHEREAS, the Executive Committee has reviewed and accepted the 2015 budget recommended by the Finance Committee:

Income	\$9,846,250
Expenses	- <u>\$9,843,767</u>
Net Income	<u>\$2,483</u>

WBENC 2015 Budget Worksheet

Dept		2015 Budget	2014 Forecast	2015 Budget +(-) 2014 Forecast	2014 Budget	2015 Budget+(-) 2014 Budget
CONSOLIDATED						
INCOME						
4000	Membership	3,700,000	3,617,833	82,167	3,450,000	250,000
4000IK	In-kind membership	41,000	35,250	5,750	41,000	-
4100	Sponsorships	3,318,000	3,092,000	226,000	3,012,500	305,500
4100IK	In-kind Sponsorships	450,000	568,689	(118,689)	450,000	-
4200	Contributions	30,000	5,200	24,800	30,000	-
4200IK	In-kind contributions	71,000	71,000	-	71,000	-
4300	Grants	-	-	-	-	-
4500	Registration fees	1,334,250	1,319,443	14,807	1,256,000	78,250
4600	Exhibitor fees	700,000	745,250	(45,250)	670,000	30,000
4600IK	In-kind exhibitor fees	-	7,500	(7,500)	-	-
4700	Application fees	-	-	-	-	-
4800	Interest Income	-	-	-	-	-
4900	Other income	202,000	245,930	(43,930)	189,250	12,750
	TOTAL INCOME	9,846,250	9,708,095	138,155	9,169,750	676,500
EXPENSES						
Salaries		2,104,368	1,946,063	158,305	1,842,542	261,826
6000	Salaries	2,104,368	1,946,063	158,305	1,842,542	261,826
6001	Vacation Accrual Offsets	-	-	-	-	-
Payroll Taxes		214,820	216,000	(1,180)	216,746	(1,926)
6010	Administrative fees/Payroll taxes	214,820	216,000	(1,180)	216,746	(1,926)
Employee benefits		311,920	236,000	75,920	237,983	73,937
6021	Health Insurance	180,994	95,000	85,994	120,685	60,309
6022	Other Employee Insurance	24,926	42,000	(17,074)	22,182	2,744
6023	Employer Contribution 401K	60,000	55,000	5,000	50,116	9,884
6024	SERP	40,000	40,000	-	40,000	-
6025	Tuition Reimbursement	3,000	1,000	2,000	2,000	1,000
6029	Other Employee Benefits	3,000	3,000	-	3,000	-
Staff development and training		18,700	13,150	5,550	22,680	(3,980)
6030	Staff development and training	18,700	13,150	5,550	22,680	(3,980)
Conference, events, and meetings		3,804,434	3,780,156	24,278	3,588,902	215,532
<i>(Only WBENC-sponsored events)</i>						
	Event Professional Fees	1,213,447	1,170,946	42,501	1,376,834	(163,387)

WBENC 2015 Budget Worksheet

6111	Event Management	340,107	395,945	(55,838)	446,900	(106,793)
6112	Speaker Fees	221,000	193,812	27,188	224,700	(3,700)
6113	Entertainment	45,000	16,675	28,325	40,234	4,766
6114	Advertising/Media	400,000	456,689	(56,689)	400,000	-
6119	Other Event Professional Fees	207,340	107,825	99,515	265,000	(57,660)
6120	Food & Beverage	1,000,500	1,118,107	(117,607)	985,800	14,700
	<i>Site, production & décor</i>	1,015,235	1,016,770	(1,535)	782,191	233,044
6131	Event Set Up/Equipment	214,650	262,657	(48,007)	97,850	116,800
6132	Event Audio Visual/Sound	400,800	358,507	42,293	284,175	116,625
6133	Event Décor	185,000	195,632	(10,632)	190,650	(5,650)
6134	Event Space Rental	171,250	192,474	(21,224)	146,516	24,734
6135	Event Electrical	20,000	-	20,000	35,000	(15,000)
6136	Event Internet	23,535	7,500	16,035	28,000	(4,465)
	<i>Event Design, Printing, & Production</i>	267,350	232,651	34,699	200,575	66,775
6141	Event Design	68,000	-	68,000	60,000	8,000
6142	Event Printing and Production	82,850	194,076	(111,226)	125,075	(42,225)
6143	Marketing, Design, Printing & Production	15,000	3,253	11,747	15,500	(500)
6149	Other Event Design Printing and Production	101,500	35,322	66,178	-	101,500
	<i>Event Travel</i>	186,822	143,074	43,748	150,722	36,100
6151	Event Staff Travel	57,700	52,031	5,669	42,700	15,000
6152	Event Non-staff Travel	129,122	91,043	38,079	108,022	21,100
6160	On-site Transportation	63,500	42,905	20,595	18,800	44,700
6170	Event postage & shipping	6,700	13,817	(7,117)	25,100	(18,400)
6190	Other conference, events, & meetings expenses	50,880	41,886	8,994	48,880	2,000
	Professional fees & outside services	709,300	676,724	32,576	864,906	(155,606)
6301	Technology fees	238,800	222,600	16,200	280,096	(41,296)
6302	Legal Fees	72,500	70,928	1,572	72,000	500
6303	Surveys	-	-	-	-	-
6304	Audit fees	37,500	37,500	-	37,500	-
6305	Staff recruitment	-	1,000	(1,000)	-	-
6306	Temporary Help	140,000	2,400	137,600	203,010	(63,010)
6309	Other Professional Fees	220,500	342,296	(121,796)	272,300	(51,800)
	Travel	189,497	199,505	(10,008)	156,365	33,132
6350	<i>Staff Travel</i>	189,497	199,505	(10,008)	156,365	33,132
6351	Staff Travel-Airfare	115,400	100,725	14,675	79,395	36,005
6352	Staff Travel-Accommodations	37,347	54,980	(17,633)	42,620	(5,273)
6353	Staff Travel-Meals	18,900	25,575	(6,675)	17,350	1,550
6354	Staff Travel-Incidentals	17,850	18,225	(375)	17,000	850
6357	Non-staff Travel	-	-	-	-	-

WBENC 2015 Budget Worksheet

	Occupancy	340,000	320,000	20,000	320,000	20,000
6401	Rent	340,000	320,000	20,000	320,000	20,000
6402	Utilities	-	-	-	-	-
6409	Other Occupancy Expenses	-	-	-	-	-
	Supplies	23,000	13,579	9,421	28,100	(5,100)
6411	Office supplies	15,000	11,141	3,859	17,500	(2,500)
6412	Computer supplies	3,000	-	3,000	3,750	(750)
6419	Other supplies	5,000	2,438	2,562	6,850	(1,850)
	Telecommunications	80,540	57,486	23,054	63,400	17,140
6421	Telephone	28,800	25,117	3,683	18,000	10,800
6422	Conference calls	12,460	7,361	5,099	13,280	(820)
6423	Internet	24,960	15,215	9,745	20,160	4,800
6424	Wireless	14,320	9,793	4,527	11,960	2,360
	Postage & shipping	18,600	10,459	8,141	20,840	(2,240)
6431	General Postage	5,500	9,796	(4,296)	6,400	(900)
6432	Expedited Shipping (1-3 days)	6,150	600	5,550	7,290	(1,140)
6433	Ground Shipping	6,950	63	6,887	7,150	(200)
	Printing and production	34,700	4,742	29,958	33,900	800
6440	Design, printing & production	34,700	4,742	29,958	33,900	800
	Equipment Rental, Maintenance & Repair	20,000	20,000	-	22,500	(2,500)
6450	Equipment Rental, Maintenance & Repair	20,000	20,000	-	22,500	(2,500)
	Bank fees & interest	111,500	111,500	-	103,000	8,500
6461	Credit card processing fees	110,000	110,000	-	100,000	10,000
6462	Finance charges	-	-	-	-	-
6469	Other Bank Fees	1,500	1,500	-	3,000	(1,500)
	Dues & subscriptions	9,115	7,350	1,765	9,615	(500)
6470	Dues & subscriptions	9,115	7,350	1,765	9,615	(500)
	Insurance	12,000	11,307	693	11,250	750
6481	D&O Insurance	8,000	11,307	(3,307)	7,500	500
6482	General insurance	4,000	-	4,000	3,750	250
	Bad debt expense	10,000	10,000	-	10,000	-
6550	Bad debt expense	10,000	10,000	-	10,000	-
	Depreciation	210,750	202,756	7,994	198,581	12,169
6560	Depreciation	210,750	202,756	7,994	198,581	12,169
	Gain/Loss on Disposal of Assets	-	-	-	-	-
6570	Gain/Loss on Disposal of Assets	-	-	-	-	-

**WBENC
2015 Budget Worksheet**

	Payments to Affiliated Organizations	1,578,323	1,534,362	43,961	1,463,318	115,005
6610	RPO Allocations	1,578,323	1,534,362	43,961	1,463,318	115,005
6620	Out of region expenses and bonuses	-	-	-	-	-
6630	Membership Referral Bonus	-	-	-	-	-
6690	Other Payments to RPOs	-	-	-	-	-
	Miscellaneous	42,200	39,620	2,580	49,800	(7,600)
6910	Gifts	10,000	7,000	3,000	13,500	(3,500)
6920	Awards and scholarships	12,200	12,620	(420)	9,000	3,200
6990	Miscellaneous Expenses	20,000	20,000	-	27,300	(7,300)
	TOTAL EXPENSES	9,843,767	9,410,759	433,008	9,264,428	579,339
	NET INCOME*	2,483	297,336	(294,853)	(94,678)	97,161

Audit Committee Report

Women's Business Enterprise National Council Board of Directors Meeting

November 20, 2014

Third & Fourth Quarters 2014 Goals and Accomplishments (as of November 4, 2014)

Goal: Oversee completion of the 2013 audit.

Accomplishments:

- Completed in September 2014.
- The Audit Committee Chair and WBENC staff met with the audit partner, Holly Caporale, on September 11, 2014 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.

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

Accomplishments:

- Completed through the 2013 audit report review in September 2014.

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

Accomplishments:

- Nothing to report this period.

Goal: Completion of 2013 Form 990.

Accomplishments:

- The 2013 Form 990, which will be due on November 17 (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 14. (Please note: The Form 990 filing deadline is normally November 15. However, the deadline falls on a Saturday and is moved to Monday, November 17.) 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 2013 Form 990 that is filed with the IRS will then be posted to the Board intranet.

Leadership Council Report

Women's Business Enterprise National Council Board of Directors Meeting November 20, 2014 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 reach 13,000 WBEs by 2015
 - **Accomplishment:** There are currently 12,494 certified WBEs,
- 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 11-2014, there are 1777 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.

- **Accomplishment:** Developed and implemented a best practice sharing process in January 2014; and have had 8 presentations to date.
- **Accomplishment:** Developed an action plan to hold 3 Leadership Council educational/development sessions per year; the first will be held in June (Topic: Navigating Government Procurement facilitated by Judy Bradt)
- Objective: To develop a mechanism for obtaining & memorializing an RPO Playbook for Operational Excellence.

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.
 - **Accomplishment:** Successfully held over 500 events across the country with an aggregate of over 22,000.
- Objective: To provide education and training for WBE business growth in the current environment
 - **Accomplishment:** Successfully developed a *Leveraging Your Certification* workshop which is being presented during 2 time slots at NCBF.

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 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 a Leadership Council representative serving on each Strategic Planning Committee and WBENC Standing Committee.
- 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 Business Continuity Plan included succession planning & emergency planning, etc.).

- 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 Leadership Forum Report

Women's Business Enterprise National Council Board of Directors Meeting

November 20, 2014

2014 (Q3-Q4) Goals and Accomplishments (as of 11-3-2014)

Overall Purpose of the Forum: *The Forum serves in an advisory capacity providing input and feedback to the Women's Business Enterprise National Council (WBENC). As a Forum member, WBEs represent the voice of all women's business enterprises and participate in programming opportunities such as development and networking with corporate and government entities.*

Goals: Governance/Communications

- Provide clear path forward for WBE engagement.
- Ensure clear goals
- Succession planning.

Accomplishment: The Forum Executive Leadership Team developed an onboarding package containing a welcome letter & comprehensive Forum overview which was provided to all newly appointed Forum Committee Representatives. This onboarding process was successfully delivered to forty-six (46) new Forum Committee Representatives.

Accomplishment: The Forum Leadership Team hosted its first Retreat before the Go for the Greens conference. This retreat allowed the FLT to network with one another and focused on creating deliverables around the 2015 Forum Goals, future programming and speakers and the newly created Forum Committee Representative Onboarding process.

Accomplishment: 2015 Forum goals were developed in alignment with WBENC's constituencies and in moving the Forum forward as it continues to grow.

Goal: WBE Engagement

- Track increase in WBENC Summit & Salute and the National Conference and Business Fair attendance
- Encourage Forum WBEs to share their stories via Speaking Engagements
- Involve all sizes of WBE businesses
- President's Report Spotlights
- New Forum WBE onboarding

Accomplishment: The President's Report throughout the year has featured 11 cover stories of Forum WBEs.

Accomplishment: Through the Each One Reach One campaign, the Forum Committee Representatives invited WBEs to attend a New Forum Orientation and an afternoon of programming. Over forty (40)

WBEs were in attendance and expressed interest in continuing participation at open Forum meetings and events.

Accomplishment: Forty-six (46) new Forum Committee Representatives (FCRs) were appointed by their Regional Partner Organizations to join the national Forum. These new FCRs were welcomed to the Forum through a newly created FCR Kit. Additionally, they took part in the first New Forum Committee Representative webinar as part of the onboarding process.

Accomplishment: During the November Forum meeting, Forum WBE Cathi Coan of Techway Services will sit on a corporate and WBE panel to discuss how she is doing business with Dell. This informative panel will show how the relationship began, evolved and led to new opportunities for growth with Dell and other corporations.

Goal: RPO and WBE Engagement

- Forum Committee Representative selection process
- Event Sharing
- WBE engagement at the National and Local level

Accomplishment: The Forum currently meets with the RPO Leadership Council 3 times per year (March, June & November) and works to align and reach the goals of both groups.

Accomplishment: An ongoing calendar was created to highlight the Regional Partner Organization events throughout the year. This calendar encompasses programming from the fourteen (14) regions and is distributed in a soft copy to the Forum at each of the annual meetings to promote local level involvement.

Goal: WBE and WBE Engagement

- MatchMaker events
- Networking events
- Forum network

Accomplishment: Following the June Forum meeting, all Forum and other attendees were invited to a special reception at Macy's, where they had the opportunity to network with corporate members and other invitation only guests.

Accomplishment: A WBE to WBE MatchMaker event will occur during the November meeting. Over sixty (60) Forum Committee Representatives took part in the MatchMaker process, including fifteen (15) buyers who reviewed Forum company profiles in an electronic flip book to choose their meetings.

Goal: Building Capacity through Education & Programming

- Keynote speakers
- Corporate panels
- Special Events

Accomplishment: As part of the commitment to presenting varied industry content, the Forum hosted a pharmaceutical industry panel during the June meeting. This interactive panel included supplier diversity and procurement professions from Johnson & Johnson and Pfizer and allowed WBEs in the audience to freely ask questions to the panelists.

Accomplishment: The Forum hosted keynote speaker Julia Santos, Negotiations Leader of Ernst & Young LLP, who presented on *Successful Negotiations - More than Just Price*. This keynote presentation was attended by over 150 people, Forum WBEs and conference attendees combine.

Corporate Membership & Revenue Generation Report

Women's Business Enterprise National Council Board of Directors Meeting November 20, 2014 3Q-4Q 2014 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.
- This year, the Ambassadors were given an overview of the Corporate Membership Industry Targets, which include: Telecom, Energy, Financial Services, Utilities, Pharmaceutical, Construction, and Retail. While WBENC encourages the Ambassadors to send any prospects to the team, there is a strategic imperative behind identifying corporate prospects in the target industries listed above.
- Some of the Ambassador strategic assignments in 2014 included: leveraging the 2014 National Conference as a vehicle for showcasing WBENC to prospective corporate members, potential suppliers, and as a means of acquainting their Ambassador partners with WBENC; introducing WBE suppliers to a potential corporate client; and sharing a best practice with a peer or supplier.
- Finally, Ambassadors did assist the WBENC team in reaching out to members who chose not to renew to seek further explanation and encourage them to reconsider their decision.

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

Note: All monetary figures are as of 10/14/2014. The most accurate information will be available in the Board finance report.

2014 New Member Goal:	30
Actual	30
Achieved:	100%

New Member Revenue Goal	\$325,000
Current:	\$219,425
% of Revenue Goal Achieved:	67.5%

Overall Membership Revenue Goal

(includes new member revenue): \$3,500,000

Membership Revenue Invoiced

(does not include value of in-kind arrangements): \$3,639,083

% of Revenue Goal Achieved: 100%

Membership Paid: \$3,535,500

2014 New & Re-Joined Members	2014 New & Re-Joined Members	2014 New & Re-Joined Members
ARRIS	Google Inc.	Skanska USA Inc.
Bi-Lo Holdings	Henkel Corporation	SunTrust Banks, Inc.
BMW Manufacturing Co.	Leo Burnett USA	Takeda
CBRE, Inc.	Lowe's Companies, Inc.	TransCanada
Creative Artists Agency	Mallinckrodt LLC	UNUM Group
David Michael & Co., Inc.	MillerCoors	Veolia Environment
Del Monte Foods, Inc.	Nationwide Mutual	
Entergy Corporation	Nestle North America	
Federal Home Loan Bank of Boston	Portsmouth Schools Inc.	
Federal Home Loan Bank of Chicago	PPG Industries Inc.	
FedEx	Opower Inc.	
Forest City Enterprises	RockTenn Company	

*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 2014 began in August of 2013. At this point, the following 19 members have declined to renew:

Declined to Renew	Declined to Renew
American Cancer Society	Marsh & McLennan Companies, Inc.
American Family Mutual Insurance	Regions Bank
BBVA Compass	Ryder Systems
CoreLogic	The World Bank Group
Cummins Inc.	Waste Management, Inc.
General Electric	Westinghouse Electric Company LLC
Heinz North America	
Hospira, Inc.	
Houston ISD	
Itron	
Kraft Foods	
Marathon Oil Company	

The departure of OfficeMax is due to the merger with Office Depot, however, the other entities all cited budget constraints as the reason for not renewing. Revenue lost from non-renewing companies is equal to \$185,500.

3) Develop strategic recruitment outreach and sustaining membership

In 2014, recruitment focused on major industry areas including: Telecom, Energy, Financial Services, Utilities, Pharmaceutical, Construction, and Retail. The selection of these industries was driven by a combination of legislative activities that are imposing diverse supplier mandates; recognition that we have a great number of WBEs in certain spaces that would be a boon to some of the selected industries; and that a category such as Retail would naturally be drawn to WBENC because of our demographics. Using these industries as well as leveraging our presence in Philadelphia due to the national conference, we identified a Top 100 list recognizing that many companies may not become members until 2015.

In addition to maximizing the abilities of the Corporate Membership & Revenue generation committee, we divided the prospects among the WBENC team based on existing relationships and other applicable factors. The goal was to have a tailored approach rather than using broad strokes.

With regards to the Corporate Membership & Revenue Generation committee, the leadership has segmented the group into (3) sub-committees based on the interest of Committee members: Fundraising, Membership, and Value Proposition. While the first two sub-committees are self-explanatory, the third was created based on a great discussion had at the November 2013 meetings. During that time, the group realized that the WBENC value proposition needed to be more clearly articulated so that it could be used as a tool for both recruitment and retention.

In the latter half of the year, the BD team sent Mia Delano to the Women's Business Development Center conference in Chicago. The event draws approximately 2,000 individuals, and presents a great opportunity to interact with current members and conduct outreach with prospects. Productive conversations regarding member engagement through event sponsorship and committee work have resulted in sponsorship pledges and increased member participation.

On the West Coast, Robin Billups continued leveraging the newest California legislation mandating supplier diversity initiatives and tracking mechanisms for the insurance industry to identify prospects and provide them with the necessary information to launch their respective programs. The expectation is that this industry will be a strong pipeline for new members through 2015 and 2016.

The entire team received training on the recently implemented Microsoft Dynamics CRM tool. As the processes and procedures are finalized, the tool will become a valuable resource in transforming outreach so that each team member is able to personalize their approach to their assigned constituents resulting in greater value for the corporate membership. The tool is currently being used to track all membership-related

transactions. The next phase will integrate sponsorship commitments and other contributions into CRM which will lessen the need to track these items in multiple Excel spreadsheets.

The primary focus for the team in Q4 is to engage with existing members to cement their renewal commitments for the coming year, and discuss how WBENC can partner with them in 2015 to achieve their programmatic goals.

Goal: Development Sustainability

Objectives:

- 1) Event fundraising goals

Summit & Salute 2015 Numerical Goals:

Total Sponsorship Goal:	\$780,000
Actual as of 11/4/2014:	\$161,500
Percentage Achieved:	21%
Expected Attendance:	1,000

Ernst & Young LLP is confirmed as the Presenting Sponsor for the 2015 Summit & Salute. Back on the East Coast after a successful trial in New Orleans, the team is excited to leverage the ideas that brought higher levels of commitment in 2014 to generate similar success in 2015.

National Conference & Business Fair 2015 Numerical Goals*:

Conference Sponsorship Goal:	\$2,350,000
Pledged as of 11/03/2014:	\$1,352,000
Percentage achieved:	58%

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

2015 Conference Sponsorship Outreach:

Our 2015 NCBF Co-Chairs include: Chevron, Dell, PepsiCo, Inc., Pinnacle, Techway, and Trans-Expedite. WBENC has agreed to a greater than usual number of co-chairs in recognition of the tremendous interest shown for having that role during the Austin conference. Debbie Hurst of WBC-Southwest is the head of the Host Council and the Host Committee is chaired by Patti Winstanley of Aztec Promotions. Marketing and communication campaigns are underway to build awareness and support for the event. The 2015 conference sponsorship brochure has been released, and will be promoted in the upcoming President's Letter, and through direct outreach to the membership and the Forum.

Programs Report

**Women’s Business Enterprise National Council
Board of Directors Meeting
November 20, 2014
Opportunities/Programming (U.S.)
2014 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)*
 - Finalized list of segment areas
 - Assigned results of gap analysis topics into segment areas
- C. *Tailor subject areas into appropriate industry and business size for specific audiences. (2014 Q1/2)*
 - 2014 programming for the National Conference has been tailored to different levels (basic, intermediate, advanced). Also segmented in the tracks (building capacity, leveraging expertise and building and honing skills). Sessions descriptions clearly identify WBE, Corporate/Government Member or “All” as intended participants.
 - Evaluation scores for the 26 NCBF workshops indicated overall satisfaction with programming
 - Programming for Go For the Greens was tailored to the Forum with input from the Forum Program Committee

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 and presented to EEC
 - Guidelines were used for the Programs committee for both the 2014 Summit & Salute, National Conference, and Go For the Greens

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

- UPDATE 2014 Q1/2 - Developed webinars for optimizing MatchMaker meetings and working the Business Fair Floor; incorporated SME sessions (Ralph Moore, IB Philosophies, Texas Women's Ventures) into programming to accommodate program needs for Supplier Diversity, Leadership, Financial education

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 (four to be held) *completed 03/2014*
- Created new webinar for WBEs to prepare for MatchMaker meetings *completed 03/2014*
- Created new webinar for WBEs to aid in maximizing their time on the Business Fair floor at NCBF *completed 06/2014*
- Completing industry profiles to develop programming for 2015 that will focus on industry trends, challenges, supply chain gaps, etc.
- Reviewing Insights WBE materials with Forum Marketing Committee to develop additional content

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)*

- Completed analysis of growth areas and make recommendations - *ongoing*

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

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

4. Develop methodology to measure effectiveness of programming

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

- Program committee members will evaluate S&S and NCBF workshops in addition to the attendee evaluations *Completed*
- Dashboard will be presented to Program Committee and WBENC Leadership for both 2014 events. *Completed - 2013 dashboards were presented and used as feedback for 2014 programming*
- Attendee evaluations for workshop sessions will be available in hard copy in each session as well as on the mobile app to encourage higher response rate *Completed 06/2014*
- Post-event surveys will be completed for both events, which included questions relevant to programming. *Completed*
- Process and relevant metrics/results will be finalized and “business as usual” for 2014 and beyond
- Incorporating feedback from 2014 events into 2015 planning

Global Business Committee Report

Women's Business Enterprise National Council

Board of Directors Meeting

November 20, 2014

Opportunities/Programming (Global)

2014 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 WBEs. This action is complete; however, we will continue to seek interested global corporate members.

Performance: Several new corporate members have joined the Global Committee since the first of the year. We will continue to reach out to WBENC and WEConnect International Corporate members that have expressed an interest in joining the WBENC Global Committee. Our team members are also recruiting new members.

We have increased our corporate membership on the committee from 3 corporate members to 12 active corporate members providing even more guidance for the committee and more support for the WBEs.

Goal: Prepare a survey in order to obtain information from certified WBENC WBE's on their needs to build a global footprint for their businesses or assist with increasing their global business.

Performance: We developed and conducted the first ever WBE International Survey. The results of the survey will allow the Global Committee to work with the other WBENC Committees in developing training, initiatives, etc., which will assist WBE's in expanding their supply chains globally.

The survey results were compiled and analyzed. From that information, 5 critical areas have been identified. Teams will be formed to address each individual section of these critical areas and they will recommend actions that will allow the Global Committee to build a stronger program supporting the WBEs needs through education and networking.

Goal: Provide two workshops at each WBENC National Conference:

Performance: The Global Business Committee provided two workshops with global WBEs and corporations that spoke on information critical to WBEs that are planning on moving into the International marketplace or expanding their businesses into specific countries.

The workshops were well attended and the feedback was very favorable.

This GBC will continue to provide education and information at every WBENC National Conference.

Goal: Reorganize and identify a GBC Vice Chair: (Action Complete)

Eyvon Austin has been named the GBC Vice Chair.

The Forum has identified some WBEs from the Forum Leadership Team to participate on the GBC and this will keep the communication flowing back to the Forum on our strategies.

Goal: Update and publish a Global Committee Description as a Guideline for all committee members. Ensure that WBENC website includes appropriate Global Committee messaging.

The GBC is publishing Global WBE Success Stories in the President's Report throughout the year. There are three WBEs currently identified to publish their success stories in future issues.

The GBC still needs to review the Global Committee messaging within the WBENC website.

Marketing Report

**Women’s Business Enterprise National Council
Board of Directors Meeting
November 20, 2014
Marketing, Communications, & Brand Management Committee
2014 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 Platform**
 - 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.
ONGOING

- 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 – ongoing as needed.
- Developing marketing dashboard to focus on the ROI of marketing efforts, growth and reach of WBENC; will be incorporated into WBENC executive dashboard. Partner with the RPO marketing contacts to align metrics and share best practices.
- Comprehensive marketing plan developed and incorporated into overall WBENC operating plan. Specific marketing plans developed for each 2014 major event (Summit & Salute, National Conference & Business Fair, Go for the Greens)

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

- Targeted Marketing sub-team:
 - Specific market data to support WBENC’s outreach efforts:
 - 2014 Q1 develop outreach programs based on recommendations – ongoing – supported EORO sub-team
 - 2014 ongoing work with Forum on membership and engagement

- Marketing Dashboard sub-team:
 - 2014 Q1 Compiled baseline data on marketing statistics currently available - completed
 - 2014 Q1 Created a sample analysis of marketing impact using Summit & Salute data - completed
 - 2014 Q2 Developed list of internal and external KPIs that would be impactful to constituents and WBENC
 - 2014 Q3-4 Leverage information to validate the value proposition for Corporate Membership, National and RPO involvement, WBE Certification, WBE engagement at National and RPO level
 - 2014 Q3 Created grid of KPIs and strategies through 2016 which will be the foundation of the dashboard data/information including internal and external metrics such as event ROI, traffic sources, WBE penetration by commodity, etc.

- Each One, Reach One sub-team:
 - Campaign launched 2014 Summit & Salute Forum meeting
 - Campaign will end in December 2014 (encompassing NCBF, Go For the Greens and November Forum meeting)
 - All Forum WBEs who participate will be recognized; tracking form and email account set up; there will be various levels of recognition
 - As of June 4th, four Forum members have submitted EORO forms accounting for 12 WBENC-Certified WBEs attending the Forum meeting at the S&S or NCBF.
 - Working with the Forum Membership Committee to get better momentum on the campaign as well as insuring there is follow up touch points after the new WBEs attend a Forum meeting - ongoing

- Social Media sub-team
 - 2014 Q1 Convene the sub-committee to discuss and establish goals, objectives, strategies, and tactics. Ensure alignment with the WBENC mission, marketing vision and C.O.R.E. Values (Certification, Opportunities, Resources, and Engagement) - completed
 - 2014 Q2 Develop a timeline for quick wins and long term goals
 - 2014 Q2 Provide input on NCBF social media campaigns – completed
 - NCBF social media campaign resulted in over 3,000 mentions; 6M+ twitter reach; all positive sentiments
 - 2014 Q3/4 Establish measurable results and timeline determine methods improve reach and strengthens the brand. Current social media growth for 2014:

	February 2014	June 2014	November 2014
Facebook	3,077	3,352	3,936
Twitter	1,383	1,648	2,158

- 2014 Q3/4 – build social media strategy including:
 - Objectives
 - Goals
 - Strategies
 - Tactics
- 2015 implement strategy and track results

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

- Collateral for WBENC events in 2014 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 Summit & Salute collateral and campaigns which embraced the theme and the New Orleans location
 - Targeted email and social media campaigns for Summit & Salute emphasizing early bird deadline and MatchMaker opportunities has resulted in increased registration by the deadline year over year:

	2012	2013	2014
All attendees	541	740	892
WBENC-Certified WBES	340	482	506

- Developed new digital NCBF conference brochure replacing the registration brochure which was mailed via USPS previously; allows for real-time updates and email distribution
- Developed consistent “Philadelphia” branding throughout all NCBF collateral – print and digital
- Targeted email, social media and digital coverage/collateral for NCBF – attendance increasing year over year

2012	2013	2014
Orlando	Minneapolis	Philadelphia
2,930	3,061	3363

- Deployed a mobile app for NCBF which is not only branded but gives sponsors and exhibitors enhanced visibility – 1,768 attendees downloaded the app
- Created NCBF summary report with relevant statistic across multiple categories to assist with sponsorship ROI and promoting 2015 events

GOAL: Increase outreach to WBEs and members – focus on year-round engagement and retention. 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
- Implemented a bulletin board feature for the President’s Report that will enable WBE-WBE outreach for recognition and opportunities (June and October reports)

- President’s Report included new “virtual interview” format to highlight Top Corporation recipients; refresh of feature articles to highlight WBE business growth with Corporate Members and WBE-WBE engagements.
 - Distribution 29,279
 - Open rate 26%
- Marketing team aligning with programming team to ensure constant outreach and marketing of events and other programming (e.g. Insights)
 - Joint committee meetings are now standard practice for all face to face meetings; joint conference calls are scheduled for updates periodically
- Insights online resource library launched in February 2014 over 1,000 constituents have activated their Insights account; initial content included industry profiles for Food & Beverage and Energy industries; Corporate & Government Member resources; WBE resources including a new 5 part video series on doing business with the government; and WBENC information; Webinars on MatchMaking and doing business at the NCBF Business Fair; Industry profiles in progress: Staffing; Professional Services, Accounting; Insurance; Pharmaceutical/Healthcare
- Refreshed wbenc.org and moved to a new content management platform; updated content, navigation; also updated WOSB site

Long Term Goals:

- Implement cross-sell marketing across programs and events (2015)
- Revise wbenc.org to be a more interactive and relevant resource – capitalize on over 26,000 visitors each month (2015). Establish and maintain relevant guidelines (e.g. B2B and B2C) to promote and market to potential WBEs, engage existing WBEs and corporate members (2015)
- Develop and communicate an effective value proposition to Corporate Members especially in light of the current economic environment (2015)
- Build upon best practices – be a consistent “go-to” source of information and resources (2015-2016)
- Have a validated, reportable marketing ROI (2015 - 2016)
- Market to specific industry groups – leverage existing industry base and expand to new, untapped industries (2016)
- Market to Universities – tap into budding entrepreneurs (2016)

Certification Report

**Women's Business Enterprise National Council
Board of Directors Meeting
November 20, 2014
National Certification Committee
(includes the National Certification Review Committee &
National Certification Appeals Committee)
2014 Q3-4 Goals and Accomplishments
(as of 11-8-2014)**

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

Accomplishments:

- Two sub-committees (Digitization & Recertification Site Visit) have been formed and are currently meeting collectively monthly to work synergistically on action items relevant to the entire group.
- The Recertification Site Visit sub-committee successfully developed a draft plan for use of technology with site visits that is being vetted with appropriate parties; in an effort to launch a pilot program January 2015 - May 2015.

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 11-8-2014 there were 1777 certified WOSB firms.

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

Accomplishments:

- Conducted a comprehensive edit of the Standards to ensure alignment with new Recertification process and Trust criteria.

GOAL: Continue to improve and streamline the certification process.

Accomplishments:

- Successfully developed a multi-tiered Site Visit form to be utilized when conducting site visits for WBEs at varying years of the recertification (i.e.: 1-3 years, 4-6 years, 6-10 years). The forms are being appropriately vetted and expect implementation January 1, 2015.
- Successfully conducted a Recertification Pilot Program in 2013 that has resulted in full cross-network implementation by April 1, 2014.

- Successfully formed a Recertification Site Visit sub-committee that is responsible for identifying ways to utilize technology when conducting recertification site visits.
- Successfully formed a Digitization sub-committee that is responsible for developing framework for the overall digitization process.
 - *Objectives*
 - Improve the current paper process for certification application (required documentation)
 - Improve the current process for reviewing files (standardization)
 - Reduce physical file storage
 - *Milestones*
 - Completed Project Charter
 - Completed enhancement of Recertification Process Improvements
 - Completed analysis of required Application Documentation
 - Completed analysis of entities currently utilizing digitization process
 - Completed constituent surveys
 - Completed initial round of current technology assessments (WBENCLink)
 - *Approach*
 - Module/Bolt-on integration to current platform
 - Submitting application and supporting documents
 - Front desk review (creates standardizations)
 - Committee review (governance documents)
 - *Considerations*
 - Technology needs for RPO
 - Technology needs for applicant
 - Payment gateway
 - Cataloging files for access
 - Committee Member access
 - Security- Security-Security
 - Completed analysis of entities currently utilizing digitization process
 - *Immediate Next Steps*
 - Complete second round of technology assessment (WBENCLink)
 - Conduct RPO technology assessment
 - Obtain feedback from technology SMEs
 - Document process flow for module integration
 - Deliver strategy for implementation
 - Develop a communication strategy

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

Accomplishments:

- As of 11-8-2014, the Appeals Committee has 22 files on the docket for final determination.
- As of 6-1-2014, the National Certification Review Committee has processed 7 files:
 - *Recertification*

- Rodale Inc. located in PA (\$3.4 billion)
 - SHI located in NJ (\$3 billion)
 - HPM located in CA (\$400 million)
 - Morrow-Meadow located in CA (\$325 million)
 - Act1 Group (\$1 billion)
 - Bass Engineering (\$235million)
 - Ariela Alpha (\$35 million)
- *Certified (New)*
 - ALLSOURCE located in NV (\$250 million)
 - Gloria Duchin located in RI (\$3 million)
 - ERB located in GA (\$10 million)

GOAL: Continue to deliver Certification Training.

Accomplishment:

- Delivered 5 LiveMeeting Sessions (January – November) 160 participants

GOAL: Continue to deliver WBENCLink Training.

Accomplishment:

- Delivered Live Meeting sessions (January – October) 107 participants.

WBENC Governance

Executive Committee

Board Chair

Benita Fortner
Director, Supplier Diversity
Raytheon Company
bfortner@raytheon.com

1st Vice Chair

Theresa Harrison
Director, Supplier Diversity
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Theresa.harrison@ey.com

2nd Vice Chair

Kim Brown
Vice President, General
Procurement and Supplier
Diversity
Dell Inc.
Kim_Brown@dell.com

Immediate Past Chair

Laura Taylor
Vice President, Indirect
Procurement
Pitney Bowes Inc.
Laura.taylor@pb.com

Secretary

Debra Jennings-Johnson
Director Supplier Diversity
BP America, Inc.
jenninda@bp.com

Treasurer

Kathy Homeyer
Director, Supplier Diversity
UPS
khomeyer@ups.com

Leadership Council Chair

Debbie Hurst
President
WBC- Southwest
dhurst@wbcsouthwest.org

Women's Enterprise

Leadership Forum Chair

Julie Copeland
President & CEO
Arbill.
jcopeland@arbill.com

Certification Committee Chair

Nancy Conner
Manager, Supplier Diversity
W.W. Grainger, Inc.
Conner.n@grainger.com

Marketing, Communications and Brand Management Chair

Beverly Jennings
Head, Office Supplier Diversity
& Inclusion Johnson & Johnson
Johnson & Johnson
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Membership and Revenue Generation Chair

Barbara Kubicki-Hicks
Senior Vice President
Supplier Development
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Counsel to the Board *ex-officio*

Jorge Romero
Partner
K&L Gates, LLP
Jorge.romero@klgates.com

President & CEO *ex-officio*

Pamela Prince-Eason
President & CEO
WBENC
peason@wbenc.org

Extended Executive Committee

Audit Committee Chair

Barbara Carbone
Partner in Charge Audit,
Northern California
KPMG
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Programs Committee Chair

Ruby McCleary
Director, Supplier Diversity
United Airlines
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Global Services Committee

Michael Robinson
Program Director, Global
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Supply Chain, IBM
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Nominating Committee Chair

Diane Pinkney
Senior Manager, Purchasing
Quality and Compliance
Altria Group, Inc.
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Leadership Council

Vice Chair
Roz Lewis
Executive Director
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Women's Enterprise Leadership Forum

Vice Chair
Cheryl Snead
CEO
Banneker Industries, Inc.
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Women's Enterprise Leadership Forum

Vice Chair
Patricia Rodriguez-Christian
President
ADP-LLC
patricia@adp-llc.com

Regional Partner Organizations

Astra Women's Business Alliance

Diane L. McClelland

President

dimac@astrawba.org

4800 Meadows Road, Suite 480

Lake Oswego, OR, 97035-8620

tel: (503) 941-9724

fax: (503) 210-0332

<http://www.astrawba.org>

Territory: Alaska, Washington,
Montana, Idaho, Oregon,
Northern California

Center for Women & Enterprise

Susan Rittscher

President & CEO

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Boston, MA, 02108

tel: (617) 536-0700

fax: (617) 536-7373

<http://www.cweonline.org>

Territory: Maine, Vermont,
New Hampshire, Massachusetts,
Rhode Island, N. Connecticut

Greater Women's Business Council

Roz Lewis

President & CEO

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1201 Peachtree Street NE,

400 Colony Square, Suite 200

Atlanta, GA, 30361

tel: (404) 846-3314

fax: (404) 745-0151

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Territory: Georgia, North & South Carolina

Ohio River Valley Women's Business Council

Rea Waldon, Ph.D.

Executive Director

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Tel: (513) 487-6503

fax: (513) 559-5447

<http://www.orvwbc.org>

Territory: Ohio, Kentucky, West Virginia

Women's Business Enterprise Council-Great
Lakes

Michelle Richards

President

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Livonia, MI 48150

tel: (734) 677-1400

fax: (734) 677-1465

<http://www.miceed.org>

Territory: Michigan, Indiana

Women's Business Development Center-
Chicago

Emilia DiMenco

President & CEO

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Chicago, IL, 60603

tel: (312) 853-3477 ext. 390

fax: (312) 853-0145

<http://www.wbdc.org>

Territory: Illinois, Iowa, Kansas, Minnesota,
Missouri, Nebraska, North Dakota, South
Dakota, Wisconsin

Women's Business Development Council of
Florida

Nancy Allen

President & CEO

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13155 SW 134 Street, Suite 205

Miami, FL 33186

tel: (305) 971-9446

fax: (305) 971-7061

<http://www.womensbusiness.info>

Territory: Florida, with the exception of the
Panhandle, Puerto Rico, US Virgin Islands

Women's Business Council-Southwest

Debbie Hurst

President

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fax: (817) 299-0949

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Territory: North Texas, New Mexico,
Oklahoma, Arkansas

Women's Business Enterprise Council PA-DE-sNJ

Geri Swift

President

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1315 Walnut Street, Suite 1116

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Territory: Pennsylvania, Delaware, Southern New Jersey

Women's Business Enterprise Council South
Blanca Robinson

President

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Metairie, LA 70002

tel: (504) 830-0149

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<http://www.wbecsouth.org>

Territory: Louisiana, Mississippi, Alabama, Tennessee, Florida Panhandle

Women's Business Enterprise Alliance

April Day

President

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fax: (713) 681-9242

<http://www.wbea-texas.org>

Territory: South Texas

Women's Business Enterprise Council-West

Pamela S. Williamson, Ph.D.

President & CEO

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Mesa, AZ, 85205

tel: (480) 969-9232

fax: (480) 969-2717

<http://www.wbec-west.org>

Territory: Southern California, Arizona, Colorado, Hawaii, Nevada, Wyoming, Utah, Guam

Women Presidents' Educational Organization-DC

Sandra Eberhard

Executive Director

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1120 Connecticut Ave. NW, Suite 1000

Washington, DC, 20036-3951

tel: (202) 595-2628

fax: (202) 872-5505

<http://www.wpeo.us>

Territory: Virginia, Maryland, Washington DC

Women Presidents' Educational Organization-NY

Marsha Firestone, Ph.D.

President & Founder

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155 E. 55th. Street, Suite 4H

New York, NY, 10022

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<http://www.wpeo.us>

Territory: New York, North New Jersey, South Connecticut

WBENC Staff

We Are WBENC



Pamela Prince-Eason is the President and CEO of the Women's Business Enterprise National Council (WBENC), she assumed the role in 2011 after holding the position of Vice President of worldwide Procurement for Pfizer Inc. In 2014 Prince-Eason was appointed to the National Women's Business Council (NWBC), a non-partisan federal advisory council who advises the President, Congress, and the U.S. Small Business Administration on economic issues of importance to women business owners. Prince-Eason's dedication to women's business leadership is illustrated in her many professional and personal roles advancing women's excellence and opportunity. She serves on the advisory committees of several Corporations including the Ernst &

Young Winning Women program, the Dell Women's Entrepreneur Network, Walmart's Women Owned Business Advisory Council, Shell Diversity & Inclusion Collaboration Partners, MGM Resorts International Diversity Advisory Board, as well as the Coca-Cola Company's 5by20 initiative.



Mary Callaghan is an Executive Associate for the Women's Business Enterprise National Council. She supports and assists the Office of the President, as well as managing our office. Mary graduated Summa Cum Laude from the University of New Hampshire, with a B.A. in Communication. In school, she served as Editor-in-Chief for the Communication research journal, *Comm-Entary*. Her personal mission is to empower women, and has worked towards this in various marketing and development roles for New England regional nonprofit organizations such as the New Hampshire Women's Initiative, and More Than Wheels (formerly Bonnie-CLAC). Following graduation, Mary spent eight months working and traveling in New Zealand, and returned to the States to begin working for WBENC.



As the Chief of Staff and Business Operations for the Women's Business Enterprise National Council (WBENC), the nation's leading third party certifier of Women's Business Enterprises (WBEs) and Woman Owned Small Businesses (WOSBs), **Candace Waterman** serves as the authority on all matters related to certification, compliance, legal business structures, program operations and business strategies. She is responsible for effective operational management of all WBENC *CORE* processes with specific oversight of the WBENC WBE and WOSB certification programs, sustaining programs and business development. Candace holds an M.B.A. and M.C.A. and is a Tuck School of Business at Dartmouth Fellow. She is armed with over 22 years of varying

discipline experience in business relations, medical facilities management, procurement, finance, real estate law, strategic leadership and operational excellence.



Pat Birmingham is the Vice President of Marketing for the Women's Business Enterprise National Council (WBENC) responsible for operations, technology, marketing, communications, public relations and branding. Prior to joining WBENC in 2012, she spent 14 years at Pfizer Inc, holding various positions spanning marketing and sales procurement, business process and IT. Her passion for supplier diversity began at Pfizer where she was an active contributor to the supplier diversity team. She developed and implemented a supplier diversity program focused on marketing and sales diverse suppliers enhancing second tier supplier opportunities. Pat also spent 19 years at AT&T in global sales roles. She is a veteran of the United States Army, earned her Bachelor's in Business from the University of Phoenix and is a Certified Professional in Supply Management (CPSM).



Valerie Bunns is the Controller for the Women's Business Enterprise National Council (WBENC) and responsible for finance, accounting, human resources, fiscal operations, and compliance requirements. Prior to joining WBENC in 2010, she was Director, Accounting & Treasury Services for the American Diabetes Association and responsible for the charitable organization's revenue recognition directing the accounting and treasury shared services operations. Valerie career with APICS started as a staff accountant and was promoted to Controller, Director of Finance & Accounting. Her tenure at this membership organization, she was responsible for the financial operations for revenue generating business units in advertisement, educational programs, global certification, conferences and expositions. Valerie holds a MBA from

Marymount University, Bachelors of Business Administration from the University of Mississippi, and completed graduate level e-commerce courses at the University of Virginia.



Eduardo Pereira joins WBENC as the Vice President of Development. He was previously the Senior Vice President of Business Development and Procurement Services for the USHCC where he successfully managed and grew major USHCC accounts and effectively led marketing efforts with corporate partners and HBEs. His strategic mind for planning, organizing, and leadership positions him effectively to manage client relations with an emphasis on business development. Eduardo holds a B.A. in Industrial Engineering from Andes University and an International Business Management Masters & Project

Management Certificate, both from Georgetown University.

CERTIFICATION



Susan Cates is the Manager of Certification and the WBENCLink Database for the Women's Business Enterprise National Council. Responsibilities include representing WBENC as the first point of contact for the certification process and providing guidance, supplier diversity understanding, and training and level one technical support to over 10K applicants and users yearly. As the manager of WBENCLink, Susan evaluates, defines and recommends database enhancements for WBENC, develops scope of work for programming and user acceptance testing, conducts audits of the system to ensure applications are process in accordance with WBENC policy and conducts data analysis. In 2013, Susan volunteered to take ownership of the MatchMaker Program. Under her management WBENC has experienced a 90% growth in the number of 1:1 meetings between our corporate members and our certified WBEs at both the Summit & Salute event and the National Conference & Business Fair. Prior to coming to WBENC in 2007, Susan worked for Nortel Networks and Vector ESP as a marketing specialist and was a high school business teacher. Susan earned her Bachelor of Science degree from Texas A&M Commerce.



LaKesha White serves as the Senior Compliance Manager for the Women's Business Enterprise National Council (WBENC) where she serves as an authority on Women Business Enterprise (WBE) and Woman Owned Small Business (WOSB) certification. In addition, she delivers a robust certification training program for committee members and serves as the direct support for the Regional Partner Organization Certification Teams. LaKesha initially joined the WBENC family while serving as the Director of Certification for the Women's Business Enterprise Council – South covering Louisiana, Mississippi, Alabama and the Florida Panhandle from 2003-2007. LaKesha transferred her services from Louisiana to the Carolinas where she was the Certification Program Manager for both the Ohio and Georgia Women's Business Council (GWBC). She focuses on providing exemplary customer service to WBENC constituency and ensures the WBE & WOSB certification programs maintain their stellar reputation. In 2001, LaKesha received a Bachelor of Science degree in Business Administration with a major in marketing as a Magna Cum Laude graduate of the University of North Carolina at Wilmington.



Amanda Zack joins the Women's Business Enterprise National Council (WBENC) as an Executive Associate. Prior to joining WBENC, Zack was a Special Events Coordinator for Eventia. She played a key role on the event management team where she assisted with the planning and execution of a charity celebrity golf tournament in Las Vegas. In addition she was involved in new business development for Eventia through the expansion of the company's signature event portfolio. Amanda previously worked for the general contractor Clark Construction at their headquarters in Bethesda, MD where she managed insurance claims in the Risk Management department. Amanda holds a B.A. in American Studies with a minor in Portuguese from the University of Maryland, College Park.

PROGRAMS



Lindsay Burger is the Senior Program Manager for the Women's Business Enterprise National Council (WBENC). In that role, she works with the Women's Enterprise Forum, the Tuck-WBENC Executive Program, the Dorothy B. Brothers Scholarship and most recently the WBE Stars program. She is responsible for the management and execution of programming for 150 Forum Committee Representatives throughout the year. In addition, she collaborates with IBM and the Tuck Dartmouth School in coordination of 50 WBE participants in a week long executive training as well as the application and submission process for this program and scholarship processes.

Prior to joining WBENC in 2012, she served as the Chapter Chair and Membership Services Associate for the Women President's Organization where she managed new member onboarding, coordinated with facilitators, assisted in reconciliations of 97 chapters and was the main contact for membership renewals.

Lindsay's career began with hands on management training as an Executive Team Leader at Target where she managed a team of 30 employees. During her time there, she became a remote member of the Target Supplier Diversity Team, representing them at several events on the east coast. Her passion for advocating for women in business grew when she accompanied the Target Team to the WBENC National Conference in 2010 to discuss potential supply chain opportunities at Target with women owned businesses.

Lindsay graduated with honors, earning her undergraduate and graduate degrees in Business Management from Quinnipiac University in an accelerated 5 year program.



Vaughn Farris is Senior Manager of Strategic Programs for the Women's Business Enterprise National Council. In his role, Vaughn develops and oversees new programs and initiatives for WBENC, in addition to working cross-departmentally to create educational programming for WBENC's national events and online media resources. With 15 years' experience he worked across multiple industries leading teams and projects, and most recently was the Corporate Relations Manager for the National Gay & Lesbian Chamber of Commerce where he served as a liaison and program

manager for the chambers' Supplier Diversity Initiative. Currently, Vaughn is an MBA candidate at the George Washington University School of Business and holds a B.A. in Communications and Marketing from California State University.



Andrew Gaeckle is Senior Program Manager for the Women's Business Enterprise National Council (WBENC) responsible for programs including (America's Top Corporations for Women's Business Enterprises, and the Student Entrepreneur Program). He also assists in technology, business strategy and analytics, and business development. A certified Project Management Professional (PMP), Andrew spent four years in management consulting working with universities, medical research institutions, and the federal government to optimizing resource utilization, enhancing organizational effectiveness, and develop strategic plans prior to joining WBENC in 2013. He graduated from University of South Carolina receiving the Algernon Sydney Sullivan award for most outstanding male student of the senior class.

MEMBERSHIP AND BUSINESS DEVELOPMENT



Paige Adams is the Senior Director of Development & Corporate Relations for the Women's Business Enterprise National Council. She joined WBENC in 2006 as the Membership Manager and has continued to increase outreach to corporate members to ensure they are fully utilizing WBENC resources to further the success of their supplier diversity initiatives. Paige works with each corporate member to engage them in WBENC programs and sponsorship opportunities that align with the individual corporation's strategic awareness goals, and highlight WBENC's importance as a key partner. Before becoming part of the WBENC team, Paige worked for the World Affairs Council of Greater Dallas as the Director of Membership.

Although she does not wear the Aggie ring, Paige is a proud graduate of Texas A&M University with a Bachelor's in International Relations.



Robin Billups is the Director, Business Development (Western region) for the Women's Business Enterprise National Council (WBENC) responsible for implementing business development strategies towards retention and engaging existing corporate members while attracting new corporate prospects. Prior to joining WBENC in 2013, Robin had a 35 year financial services career; 28 years focused in commercial real estate construction financing. As V.P./Corporate Procurement - National Supplier Diversity Manager with U.S. Bank, Robin developed and implemented policies, procedures, and strategies to foster an inclusionary supply chain reflective of the corporation's business model and national

footprint. Robin is known for her advocacy, coaching, collaboration and transparent straight talk; she is an active panelist/presenter. She earned a BA-Journalism from University of Missouri/Columbia and executive certificates from USC.



In March of 2014, **Mia Delano** joined the Women's Business Enterprise National Council (WBENC) as the Director of Business Development. Headquartered in Washington, DC, WBENC is the largest third-party certifier of businesses owned, controlled and operated by women in the United States, and is the nation's leading advocate of women-owned businesses as suppliers to America's corporations. In her current role, Mia works with the development team to strengthen and enhance existing corporate partnerships and secure new partnerships to further the WBENC mission.

Prior to her position with WBENC, Mia spent 15+ years with Women's Business Development Center (WBDC) in Chicago. In her final position for over a decade, she served as the director of development, securing funding and building strategic partnerships to further the mission of the WBDC. The forerunner of women's business development in the country, the WBDC is a nationally recognized leader for its advocacy on behalf of small, minority & women-owned businesses, and for its responsive, innovative and effective programs.

Mia also served as the director of the annual Entrepreneurial Woman's Conference, the oldest conference and business opportunities fair for women business owners in the country and the largest marketing, publicity-generating and fundraising tool for the WBDC. Under her leadership for over a decade, the Entrepreneurial Woman's Conference tripled in size and still serves as one of the premier events for women business owners in the nation.

A highly skilled communications, marketing and public relations expert, Mia is also a steadfast advocate for the advancement of women and minority-owned businesses.

A native of the Midwest, Mia attended both the University of Wisconsin – Eau Claire and Columbia College Chicago earning a B.A. in Marketing Communications & Public Relations.

FINANCE AND OPERATIONS



Lauren Bauchat-Herman is the Senior Accountant for the Women's Business Enterprise National Council (WBENC). Prior to joining WBENC in 2012, she spent three years as a financial statement auditor with the public accounting firm Grant Thornton, LLP. There, she specialized in the audits of non-profits, retailers and financial institutions. Following her time as an auditor, she moved to the private sector and worked in the accounting departments of Manheim, Inc. and the Johns Hopkins Health System. She earned her Bachelor's in Accounting and her Bachelor's in International Business from the University of Maryland and is a Certified Public Accountant.



Lynn Scott is Director of Governance and Compliance for the Women's Business Enterprise National Council (WBENC), and is responsible for supporting the Global Business Committee, board training and auditing for compliance to all the WBENC standard operating procedures (SOP). Prior to joining WBENC in February 2012, she spent 24 years at Alcatel-Lucent in the Procurement/Supplier Diversity areas. She has been involved in Supplier Diversity for over 30 years. She developed Supplier Diversity Programs for procurement at Xerox Dallas, InteCom and DSC which became Alcatel-Lucent over time. Lynn spent 18 years with Rockwell International, 5 years with Xerox and 4 years with InteCom. Lynn attended the School of Business at Texas University at Arlington.

MARKETING, COMMUNICATIONS, AND BRAND MANAGEMENT



Helen Avery is the Manager of Marketing and Communications for the Women's Business Enterprise National Council (WBENC). She is responsible for WBENC marketing materials and graphics, external communications, event management and media agreements. Before joining the Marketing team, she served as Executive Assistant to WBENC President and CEO. Helen previously held positions that developed her project management, marketing, and organizations skills. She began the first 3 years of her career as Intern Architect with Devroux + Purnell Architects and Planners where the fundamentals of planning, management and business marketing launched. Helen earned her Bachelor of Architecture (B. Arch) from Howard University.



Laura Rehbehn is a Marketing Project Manager at the Women’s Business Enterprise National Council (WBENC) where she supports the production of WBENC’s national events, produces and edits the President’s Report, and is responsible for executing the implementation and promotion of the Women Owned Logo initiative. Laura joined WBENC at the beginning of 2014, previously she worked at Visionista, a content marketing agency and a Certified-WBE where she managed a creative team, developed client relations and created written content for print and digital mediums. Laura is a versatile project manager who thrives on getting the details right and leading projects across the finish line. She utilizes a diverse set of skills that allow her to move seamlessly from project management into content creation while also being able to creatively pursue alternative solutions in order to best accomplish her responsibilities.



Nettie Teter is the Program Manager for the Women’s Business Enterprise National Council (WBENC) responsible for program support of the National Conference and Business Fair, liaison to NCBF Advisory Committee and Host Council, and relationship management of Austin based constituents to promote and partner for the success of the NCBF. Prior to joining the WBENC staff in September, she was an event volunteer for WBENC and the Regional Partner Organization, Women’s Business Council Southwest, for 7 years. She has volunteered at Summit and Salute and the National Conference and Business Fair, focusing on registration, facilitation of the MatchMaker programs, and troubleshooting various aspects of the events. She is a Senior at the University of Texas at Austin, earning her Bachelor’s and certification in Spanish Language Teaching as well as a Business Minor.