



Join Forces. Succeed Together.

## June Board Book

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**Board of Directors Meeting  
Pennsylvania Convention Center**

**Philadelphia, Pennsylvania**

**June 23, 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  
June 23, 2014 9AM – 11AM  
Pennsylvania Convention Center**

**AGENDA**

**9AM BOARD CHAIR’S REPORT BENITA FORTNER**

A. Welcome

B. Approval of Minutes from the March 18, 2014 meeting

C. Nominating Committee Report **DIANE PINKNEY**

Corporate Nominations for Existing Board seats

- Janet Murrah replacing Marianne Strobel, term ends 12/2016
- Clint Grimes replacing Greta Davis, term ends 12/2014
- Sandy Nielsen replacing Donna Erhardt, term ends 12/2015

D. Report of the Chair (April, 2014- June, 2014) **BENITA FORTNER**

**9:15 AM PRESIDENT’S REPORT PAMELA PRINCE-EASON**

**9:45 AM TREASURER-FINANCE COMMITTEE REPORT KATHY HOMEYER**

A. Financial Results

B. Year-to-Date Financial Update

**10:00 AM COMMITTEE REPORTS**

**10:45 AM COMMENTS OR DISCUSSIONS PAMELA PRINCE-EASON**

**11:00 AM CLOSING - MEETING ADJOURNS BENITA FORTNER**

**Minutes of the March 18, 2014  
WBENC Board Meeting**

**Submitted for Approval  
during the June 23, 2014  
Board Meeting**

**Women's Business Enterprise National Council  
Board of Directors Meeting  
March 18, 2014—3:00 pm-5:00 pm  
New Orleans Marriott  
New Orleans, Louisiana**

| <b>Meeting Roster</b>          |                            |         |
|--------------------------------|----------------------------|---------|
| 1. Chair                       | Benita Fortner, Raytheon   | Present |
| 2. President                   | Pamela Prince-Eason, WBENC | Present |
| 3. Counsel                     | Jorge Romero, K&L Gates    | Present |
| <b>Corporation</b>             | <b>Corporate Members</b>   |         |
| 4. Accenture                   | Al Williams                | Present |
| 5. Alcatel-Lucent              | Mark Artigues              | Present |
| 6. Altria                      | Diane Pinkney              | Present |
| 7. AT&T                        | Vacant                     |         |
| 8. Avis Budget Group           | Lynn Boccio                | Absent  |
| 9. Bank of America             | Barbara Kubicki-Hicks      | Absent  |
| 10. BP America                 | Debra Jennings-Johnson     | Present |
| 11. Chevron                    | Betsy Hosick               | Absent  |
| 12. Dell Inc.                  | Kimberly Brown             | Present |
| 13. Energy Future Holdings     | Cheryl Stevens             | Present |
| 14. Ernst & Young              | Theresa Harrison           | Present |
| 15. ExxonMobil Global Services | Linda Sexton               | Present |
| 16. Ford Motor Company         | Carla Preston              | Present |
| 17. IBM                        | Michael Robinson           | Present |
| 18. Johnson & Johnson          | Beverly Jennings           | Present |
| 19. Johnson Controls           | Shelly Brown               | Present |
| 20. JP Morgan Chase            | Jacqueline Rosa            | Absent  |
| 21. KPMG                       | Barbara Carbone            | Present |
| 22. Macy's                     | Howard Thompson            | Present |
| 23. Manpower                   | Nancy Creuziger            | Present |
| 24. Marriott                   | Dominica Groom             | Present |
| 25. Microsoft                  | Fernando Hernandez         | Present |
| 26. Motorola                   | Lisa Stenglein             | Present |
| 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                | Present |
| 32. Shell                      | Debra Stewart              | Present |
| 33. Robert Half & Co.          | Kathleen Trimble           | Present |
| 34. The Coca Cola Co.          | Eyvon Austin               | Present |
| 35. The Home Depot             | Vacant                     |         |
| 36. Time Warner                | Vacant                     |         |
| 37. United Airlines            | Ruby McCleary              | Present |

|   |                              |         |        |
|---|------------------------------|---------|--------|
| 38. UPS   | Kathy Homeyer                | Present |        |
| 39. Verizon   | <i>Vacant</i>                |         |        |
| 40. W.W. Grainger                                     | Nancy Conner                 | Present |        |
| 41. Walmart   | Patricia Snyder              | Present |        |
| <b>Leadership Council Members</b>                     |                              |         |        |
| 42. Center for Women and Enterprise                   | Susan Rittscher              | Present |        |
| 43. GWBC  | Roz Lewis                    | Present |        |
| 44. Ohio River Valley Women's                         | Rea Waldon                   | Present |        |
| 45. WBC- Florida                                      | Nancy Allen                  | Present |        |
| 46. WBC Southwest                                     | Debbie Hurst                 | Present |        |
| 47. 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 |        |
| <b>Forum Members</b>                                  |                              |         |        |
| 51. A10 Clinical Solutions Inc.                       | Leah Brown                   |         | Absent |
| 52. Accel, Inc.                                       | Tara Abraham                 | Present |        |
| 53. Arbill  | Julie Copeland               | Present |        |
| 54. Banneker Industries                               | Cheryl Snead                 | Present |        |
| 55. Corporate Fitness Works                           | Brenda Loube                 | Present |        |
| 56. 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 |        |
| <b>Expert Members</b>                                 |                              |         |        |
| 61. Romneycom, L.L.C.                                 | Lynthia Romney               |         | Absent |
| 62. Bristol Meyers Squibb                             | Farryn Melton                | Present |        |
| 63. Expert Seat 3                                     | <i>VACANT</i>                |         |        |
| <b>WBENC Staff</b>                                    |                              |         |        |
| Director of Finance                                   | Valerie Bunns                | Present |        |
| VP, Marketing   | Pat Birmingham               | Present |        |
| Chief of Staff, Certification & Program Operations    | Candace Waterman             | Present |        |
| Mgr Marketing and Communications                      | Helen Avery                  | Present |        |
| Senior Director Development & Corporate Relations     | Paige Adams-Dear             | Present |        |
| <b>Regional Partner Organization</b>                  |                              |         |        |
| ASTRA-AWBA  | Diane McClelland             | Present |        |
| WBEA- South   | April Day                    | Present |        |
| WBDC Chicago  | Emilia DiMenco               | Present |        |
| WPEO-DC   | Sandra Eberhard              | Present |        |
| WPEO-NY   | Marsha Firestone             | Present |        |
| <b>Board of Director Guests &amp; Representatives</b> |                              |         |        |
| K. L. Gates   | Cordelia Glenn               | Present |        |
| Time Warner   | Clint Grimes                 | Present |        |

**CALL TO ORDER:** Board Chair, Benita Fortner, called the meeting to order at 3:00 PM March 18, 2014

**BOARD CHAIR REPORT**

**BENITA FORTNER**

Ms. Fortner:

- Opened the meeting: Welcomed all and opened floor for introductions.
- Thanked Ms. Laura Taylor, past Board Chair, for her support and leadership
- Introduced Diane Pinkney and Howard Thompson as Leaders of the Nominating Committee
- Reviewed her goals as the new chair and discussed the WBENC Mission and Operating Principles
- Called for discussion and vote of the minutes of the last Board meeting on November 14, 2013.

**Resolution:** Brenda Loube moved and Kathy Homeyer seconded the motion to accept the minutes from the November 14, 2013 Board meeting. There were no oppositions; no further discussions

**NOMINATING COMMITTEE REPORT:**

**DIANE PINKNEY**

**Board Resignations:**

- Corporate Resignation of Existing Board Seat:
  - Greta Davis, Time Warner, term ends 12/2014
  - Donna Erhardt, Verizon, term ends 12/2015
  - Marianne Strobel, AT&T, term ends 12/2016
- Corporate Nominations for Existing Board seats:
  - Clint Grimes, Time Warner, Executive Director Procurement
    - Bio included in Board Book
    - Approved by Nominating Committee and Extended Executive Committee

**Resolution:** Geri Swift moved and Tara Abraham seconded the motion to accept the nominee to fill the Time Warner Board Seat. There were no oppositions; no further discussion.

**PRESIDENT'S REPORT:**

**PAMELA PRINCE-EASON**

- Ms. Eason thanked Benita Fortner for her involvement with the alignment of the Top Corp process
- Ms. Eason said her report was in the board book and asked if anyone had any questions.
- Ms Eason reviewed the entire Top Corp "Confidential Document" and congratulated all the winners

## **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.

## **Board Training Session**

**Kim Brown**

- Ms. Kim Brown discussed the role of governance and its importance to the Board.
- Ms. Cordelia Glenn, K&L Gates, presented a revised Code of Ethic/Conflict of Interest document
  - All questions were answered after the presentation
  - Signed Codes of Conduct were collected from the Board of Directors
- Ms. Fortner thanked Ms. Cordelia Glenn for her presentation on the revised Code of Ethic/Conflict of Interest document

## **Committee Reports:**

- Ms. Benita Fortner presented a power point presentation on all the Committee reports.
  - Debbie Hurst provided updates on the focus of the Leadership Council.
  - Ruby McCleary, Program Committee, provided an update on the Matchmaker ppt that prepared WBEs and discussions on how to follow-up after events and a report on the number of Matchmaker sessions at S&S.
  - Pat Birmingham, Marketing Committee, discussed the EORO Campaign launch which will be active from S&S through end of 2014.
    - Recruiting tool of WBEs
  - Julie Copeland, Forum Chair, stated that there were over 200 WBEs at the March Forum meeting
    - This is great growth from the day when there were only 3 tables of WBEs in attendance
    - Forum Goals:
      - Engagement of WBEs
      - Build Capacity as best suppliers possible
      - WBEs
      - RPO
      - CM
    - Shell, Exxon Mobil, Chevron
      - Panel Discussion
      - Cheryl Snead was the moderator
  - Patricia Christian facilitated the new Forum Orientation
    - There were 75 women in attendance
  - Corporate Liaisons: Theresa Harrison and Lisa Becker (Pfizer)



## **Closing Remarks**

**PAMELA PRINCE-EASON**

- Ms Eason Reminded the Board that they are all official ambassadors and request they encourage attendees to go to programming sessions.
- Ms. Eason Congratulated all Top Corp recipients, the WBE Stars and WBEC South.

## **Adjournment:**

There being no further business Ms. Fortner adjourned the meeting at 5:09. Michael Robinson made a motion to close the meeting and it was seconded by Brenda Loube.

**Materials for June 23, 2014**  
**WBENC Board Meeting**

# Nominating Report

**Women's Business Enterprise National Council  
Board of Directors Meeting  
June 23, 2014  
Nominating Committee  
2Q 2014 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 16 corporate board members with expiring terms
  - There were 3 corporate board resignations and 3 candidates submitted for approval
  - There is one open corporate board seat and one open forum board seat

**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.

## Board Elections:

### Corporate Nominations for Existing Board seats

- Sandra Nielsen, Verizon, replacing Donna Erhardt – term ends 12/2015
- Clint Grimes, Time Warner, replacing Greta Davis – term ends 12/2014
- Janet Murrah, AT&T, replacing Marianne Strobel – term ends 12/2016



## Clint Walker Grimes

50 West 127<sup>th</sup> Street, #5C ♦ New York, NY 10027 ♦ H: 212-933-1331 ♦ C: 917-309-0040 ♦ [Clint\\_Grimes@alum.mit.edu](mailto:Clint_Grimes@alum.mit.edu)

### PROFESSIONAL PROFILE

Executive Director – Strategic Sourcing and e-Commerce Consultant with a strong background in engineering design, supply chain, procurement optimization, manufacturing operations, organizational redesign and productivity enhancement. Effective communicator with excellent presentation skills, exceptional problem solving skills, and a unique background that creates a level of comfort in a wide variety of environments.

- Strategic Sourcing
- Change Management
- Business Process Re-engineering
- Operational Cost Reduction
- eProcurement
- Total Quality Management
- Statistical Process Control (SPC)
- Activity Based Costing
- New Product Development
- eSourcing

### PROFESSIONAL EXPERIENCE AND SELECTED ACCOMPLISHMENTS

**Time Warner, Inc**, New York, NY 2004-present

*\$28 Billion Media and Entertainment Company.*

#### **Executive Director – Procurement Services**

Promoted to Exec. Director within 18 months of joining Time Warner's Procurement Services Office in recognition of the sizable impact that I and the organization have had over a short period of time. This role enhances the focus of TW's 4 major divisions on cost containment and driving efficiency and best practices into procurement-related functions across the entire enterprise. This renewed focus is embodied in the target set forth by TW's President and COO to remove \$150MM in cost from the company's operations as part of a publicly announced initiative to remove \$1B from Time Warner's operating cost structure by the end of 2007.

Significant accomplishments to date include:

- Successful deployment and use of eSourcing tool suite within the Procurement Services Office for use by cross-divisional sourcing teams to drive further reductions in cycle time and enhance savings benefits within the organization.

- Expansion of categories of focus into non-traditional sourcing target areas such as telecommunication infrastructure optimization, post production services, broadcast equipment, and market research.
- Prominent member of Time Warner's Supplier Diversity Initiative, focusing on integrating a diverse supplier selection process into the Collaborative Procurement Sourcing Lifecycle in use across the enterprise.
- Member of the PSO leadership team determining the direction and goals for the organization as well as the providing specific leadership for a team of 10 sourcing professionals responsible for the tactical execution of collaborative sourcing activities across Time Warner.

**Director – Procurement Services**

Assisted in the development of a cross-divisional sourcing organization chartered by a cross- divisional procurement council with leveraging the size and scale of Time Warner's 4 disparate divisions to drive process efficiency and cost savings across the enterprise. Led a team of 7 Strategic Sourcing Managers tasked with facilitating teams of cross-divisional stakeholders through a structured 9-Phase sourcing methodology. Additional areas of responsibility included the redevelopment of the structured corporate purchasing function that was diminished following the AOL/Time Warner merger.

Significant accomplishments include:

- Addressing \$1B in third-party spend across the Divisions in an effort to reduce Time Warner's spend in 2005. This initiative resulted in \$80MM of in-year savings across the enterprise
- Reducing the elapsed time for executing cross-divisional sourcing projects by 25% as compared to 2004. This was accomplished through the introduction of structured templates and consistent approaches across all commodity areas.
- Accelerated the process of institutionalizing knowledge gained through project execution resulting in more comprehensive information sharing and the development of best practices white papers for distribution throughout the organization.

**Ahold USA, Braintree, MA**

2002-2004

*\$22BB arm of \$70BB global grocer operating 7000 retail locations worldwide.*

**Director – Sourcing Services, Not For Resale**

Developed an organization focused on creating a standardized analytical approach in support of the NFR's 6-step Strategic Sourcing methodology. In addition, responsibilities included developing the financial models and tools necessary for tracking of savings achievement by category teams, as well as interfacing with Operating Company Controllers and CFOs to ensure savings projections are appropriately incorporated into organizational budgets. Finally, responsibilities extended to included analysis of commercially available Spend Management, eSourcing and eProcurement tools as well as the development of a web-based savings tracking technology. Significant accomplishments include:

- Developing a unique saving tracking mechanism to allow ongoing capture and reporting of commodity savings achievement. Distributing of these monthly reports to financial personnel in each OpCo facilitated continuous monitoring of budget performance.
- Developing a structured analytical methodology for rapid proposal analysis. This effort assisted in realizing more than \$50MM in realized savings in 2002,
- Developing a standardized approach to eSourcing and eProcurement tool comparison. Given the changing landscape within this market, a structured approach resulted in the decision to terminate an existing technology relationship and the development of a more

appropriate one.

- Creating an online data capture tool which facilitated collection, coordination and distribution of OpCo spend information from suppliers that were successful in the competitive supplier selection process. This tool allows rapid review of savings progress to date, and quickly identifies issues impeding savings achievement.

**ICGCommerce**, New York, NY/Jenkintown, PA

2000-2002

*World's first comprehensive Procurement Services Provider – an Internet Capital Group company.*

**Director – Sourcing Services**

Developed an organization focused on developing a standardized approach to the Strategic Sourcing process, focusing on four distinct areas: Information Extraction and Analysis, Database Development, on-line Request for Proposal development, and Procurement Assessment and diagnostic tools. Hired a dedicated analyst team of 11 tasked with utilizing this toolset to assist internal customers in both Managed e-Procurement and Enabled Sourcing activities. Significant accomplishments include

- Developing ICG Commerce's RealInsight customer procurement assessment capability, helping to build significant credibility with regard to the value of the services ICGC offers. The RealInsight product independently resulted in over \$2 million in revenue in 2001
- Creating an internal categorization schema modeled on the United Nations Standard Products and Services Code (UNSPSC) that uniformly identifies types of customer spend and serves as the bases for ICGC's on-line catalog product scheme
- Populating a reference database with over 1.5 million categorized suppliers representing over \$80 billion in collective spend by ICG Commerce customers
- Developing ICGC's eSourcing toolkit incorporating web-based Requests for Information (RFIs) and Requests for Quotes (RFQs), allowing more widespread distribution of requests at minimal variable costs as well as significantly reduced post event analysis.
- Developed strategies and assisted in delivering customer solutions that have resulted in over \$200 million in hard-dollar savings

**A.T. Kearney Management Consultants**, New York, NY

1996-2000

*A \$1.4 billion high value management consulting firm with a specific focus on operational issues.*

**Manager – General Practice**

Interacted with VP and SVP level client personnel to define project goals and timelines. Led client based project team in successfully delivering consulting services results for companies addressing issues of operational effectiveness and procurement. Accomplishments included:

- Developing operational effectiveness enhancement strategy for a \$200 billion global industrial company utilizing external expertise to deliver a change management curriculum globally across more than 100 sites. Results have included a significant improvement in product development cycles, and time-to-market performance
- Leading a blended client/consultant team in achieving targeted savings in the outsourced manufacturing area for an \$18 billion global automotive components supplier. The unique produce design focused approach to the \$450 million spend category resulted in more than 13% savings with minimal supplier migration
- Working with the SVP of a \$44 billion global foods manufacturer, leading a team of 12 in addressing \$400 million in packaging spend. Through addressing all facets of the category, including product design, demand forecasting, and supply market analysis, \$45 million in both internal and external productivity improvements were achieved in just under six months.

### **Associate – General Practice**

Participated in collaborative consulting teams focused on delivering high value, content-rich insights to clients in the areas of organizational redesign and operational effectiveness. My significant engineering expertise allowed unique approaches to be developed. Achievements while in this role included:

- Creating a unique approach to outsourced manufacturing services for a \$21 billion Pharmaceutical/Consumer Products company resulting in significantly reduced backorder issues as well as decreased manufacturing costs
- Developing a more comprehensive cost analysis strategy for a \$12 billion refuse handling company with regard to \$350 million annual container purchases. Through this strategy, nearly 18% in excessive costs were identified resulting in significant rebate payments.
- Working with the contract manufacturing organization of a global, multi-billion dollar consumer products company to develop a overarching strategy for when the product life- cycle to use outside manufacturing capacity to augment internal resources, resulting in improved efficiencies and reduced costs.

**Saturn Corporation, Troy, MI**

1990 - 1996

*The \$5 billion newly-formed division of the General Motors Corporation.*

### **Product Engineer – Body Systems**

Responsible for the design, development, and release for manufacturing of a number of vehicle door structure and body hardware components. Accomplishments included:

- Designing and the leading the development of the Saturn vehicle security system, including exterior locks, ignition cylinders, and keys. The resulting system became the basis for GM's component set strategy across all North American Vehicle lines
- Leading the design process for the Saturn Wagon liftgate latching system. Additionally, due to significant crashworthiness issues for liftgates, I was responsible for writing the GM response to a notice of rule changes from the National Highway Traffic Safety Administration, that lead to a new class of Federal Motor Vehicle Safety Standard (FMVSS) rules.
- Developing the redesign of the Saturn Door glass drop system, including developing a Korean supplier new to the US market. The task necessitated an extended stay in Kyung Ju, South Korea to ensure a successful launch.

## **EDUCATION**

**Ross School of Business, University of Michigan, Ann Arbor, MI**

1995

- MBA – Operations Management/International Business

**Massachusetts Institute of Technology, Cambridge, MA**

1991

- BS – Mechanical Engineering



# Sandra E. Nielsen



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## **CAREER SUMMARY**

Accomplished professional in the telecommunications industry, driving results through effective leadership in the areas of supplier diversity, global procurement, customer care, sales and product marketing. Skilled and experienced in the management of programs, staffing operations, administration, sourcing, audit/compliance, customer service and project implementation.

## **EXPERIENCE**

### **Verizon Communications, Basking Ridge, NJ**

Manager Supplier Diversity  
Oct.2013-Present

Lead a team of supplier diversity professionals who identify qualified, certified diverse suppliers, drive the growth of supplier diversity spend and sustain value-added business partnerships.

- Lead the development of strategies that support Verizon's Supplier Diversity Program, including development of program initiatives, supplier engagement, reporting, training and awareness.
  - Manage pool of qualified, certified diverse suppliers to meet the business requirements of Verizon, enterprise wide.
  - Manage and participate in Verizon's outreach and advocacy initiatives.
  - Active participation on advocacy/agency boards and panels.
  - Manage reporting the results of Verizon's direct and indirect spend with diverse suppliers.
  - Establish supplier diversity goals and objectives.
- 
- Manage the development, completion, negotiation and filings of supplier diversity and small business MOUs and government subcontracting plans.

## **Verizon Communications, Basking Ridge, NJ**

Manager Global Partnerships  
2013

2011-

Managed the supplier diversity and global supplier engagement initiatives to achieve long-term supply chain value.

- Achieved growth of an additional \$1B of diversity spend in non-traditional areas which resulted in exceeding supplier diversity goals on an enterprise-wide basis in 2013.
- Selected as one of the Top 30 Champions of Supplier Diversity in the U.S.
- Participated in advocacy events to drive the inclusion of diverse suppliers in Verizon's supply chain.
- Developed internal and external supplier engagement communications, (e.g., training, speeches, executive communications, brochures, recognition, procedures, questionnaires, surveys, etc.).
- Developed the federal government's commercial small business subcontracting plans and associated reporting goals for Verizon on an enterprise-wide basis.
- Developed responses and lead compliance reviews for the Small Business Administration commercial audits on behalf of Verizon Wireless.
- Provided expertise and supported cross-functional teams for RFPs and contracts to drive the inclusion of diverse suppliers.
- Established and maintained PMO governance for Verizon/Vodafone global sourcing collaborations.
- Managed formal joint communications and results reporting for Verizon/Vodafone sourcing collaborations.
- Exceeded Verizon/Vodafone savings collaboration goal in 2013.
- Verizon to acquire Vodafone interest in Verizon Wireless.

## **Verizon Services Operations (VSO), Basking Ridge, NJ**

Manager Staff Operations and Compliance  
2011

2008-

Managed sourcing staff operations, compliance, policies and programs.

- Developed and maintained the policies and procedures which serve as the framework for Verizon's procurement of products and services.
- Partnered with procurement legal to ensure Verizon's compliance with laws, regulations and legal mandates.
- Partnered with compliance groups across Verizon to ensure alignment with corporate policies.
- Engaged in all key sourcing transformational initiatives.
- Developed and implemented training for approximately 200 sourcing employees
- Prepared executive communications and presentations.
- Partnered with Finance in development of budget commitment targets, best views and gap closure plans
- Addressed audit and compliance findings.
- Managed administration of sourcing systems, reporting, and analytics.

Director Strategic Sourcing  
2008

2006-

Directed sourcing managers and professionals in the formation, execution, and management of strategic sourcing strategies and on-time delivery commitments for Verizon Wireless (VZW) strategic suppliers, data services applications, retail store fixtures, and Verizon Business (VZB) managed services and government markets.

- Delivered over \$980 million dollars in business group savings and \$147 million dollars in synergy savings with the completion of strategic VZW network infrastructure agreements.
- Secured contracts for VZW and VZB customer growth areas: data services, custom business solutions, and government markets. Anticipated revenue in 2008 over \$700 million dollars.

- Implemented sourcing strategy to electronically facilitate VZW RFP and contracts for retail store fixtures. Achieved \$9 million in savings, exceeding client's expectations on savings and contract cycle time.
- Directed activities of international trade services group in support of increasing revenue and global procurement in compliance with legal and regulatory requirements through leadership and management of an effective export compliance program.
- Facilitated the development and implemented export compliance procedures and manuals for VZB and VSO.
- Teamed with Legal to develop and implement export compliance training for VZB employees.
- These initiatives were essential to ensuring the appropriate information and tools are available to everyone involved in export and import activities to mitigate non-compliance in this highly regulated area.
- Directed procurement transaction activities for Verizon Wireless G&A.
- Improved efficiency by 300 labor hours per month through the implementation of electronic purchase order dispatch and electronic attachments to requisitions and purchase orders.

**Verizon Wireless (VZW), Bedminster, NJ**  
**Bell Atlantic Mobile Sourcing**

*Director Network Contracts*  
 2006

1999-

Directed sourcing managers and professionals in the formation, execution, and management of supplier distribution and sourcing initiatives designed to support Network's strategies and objectives. Directed staff of managers and professionals responsible for network, real estate agreements and FCC regulatory compliance in support of cell site deployment.

- Strategically sourced over \$1.4 billion dollars through e-sourcing "low-touch" strategies.
- Products standardized through e-sourcing included, antennas, shelters, coax cable, generators, surge suppression and integrated load centers, batteries, towers, installation, professional services and generator maintenance resulting in over \$400 million dollars in savings and the reduction of the network vendor pool by 1,000 suppliers.
- Achieved over \$500 million dollars in savings annually and executed on average over 450 contracts per year with a staff of 7 professionals.
- Directed the activity of network real estate contract professionals in the negotiation and completion of land purchase and lease agreements supporting the growth of the network footprint.
- Executed change in cell site deployment model from cell site purchase to lease agreements in support of corporate strategic financial initiative. Over 1,500 cell sites were impacted.

**Bell Atlantic Mobile**

Ex. Director Customer Service  
 1990-1998

Held various leadership positions including Executive Director of Call Center Operations - New York and Executive Director of Call Center Operations - New Jersey. Accountable for 800 # call center management, credit and order operations, collections, and special programs. Each call center was comprised of 600 to 800 professionals.

- Deployed Bell Atlantic's "Listen Up Program" designed to provide employees with an appreciation for customer service front-line work.
- Developed and deployed Bell Atlantic's first Customer Welcome and Retention Programs.
- Developed and deployed Bell Atlantic's first National Account Billing Program for premier business customers.

**Bell Atlantic Mobile**

Product Marketing Manager  
1990

1987-

Managed the development, implementation and analysis of hand-set features, collateral, sales training and incentives.

**Bell Atlantic Mobile**

Telemarketing Manager  
1987

1986-

Developed and managed Bell Atlantic's first telemarketing call center. Developed and implemented commission sales structure, methods, procedures and training for staff of ten representatives.

**Bell Atlantic Mobile**

Retail Store Manager  
1986

1984-

Managed staff operations, sales and technical professionals, accountable for the profitability of the retail store. Daily activities included customer care, phone activations and the management of installs, repairs, inventory, and sales transactions.

**EDUCATION**

Project Management Process course

Award Solutions – Wireless Technology and Network training

ISM procurement contract and negotiation seminars

Karrass Effective Negotiation seminar

Member ISM

Wharton Business School – Executive Leadership Program

Farleigh Dickinson University - 3.7 GPA

County College of Morris – Associates Degree Business 3.2 GPA

## **JANET W. MURRAH**



208 South Akard Street  
Room 2027  
Dallas, Texas 75202  
(336) 392-5356  
jm1001@att.com

### **SUMMARY OF QUALIFICATIONS**

- A senior management professional with a Bachelor of Arts Degree in Mathematics and Spanish, certification from Duke University Fuqua School of Business - Advanced Management Program, and 30 years of broad-ranging experience in providing decisive leadership and excellent results for large scale operations involving multi-million dollar budgets and thousands of employees.
- Exceptional leadership qualities, with a demonstrated background of success in building high-performing teams through communication and coaching.
- Leads change through effective strategic and tactical planning that has consistently resulted in new revenue generation in the millions of dollars, significant reductions in operational costs, exemplary safety results and award-winning levels of customer service.
- Knowledgeable and professionally competent in the full range of project management responsibilities including initial research and project design, budget development and administration, staffing, event scheduling, monitoring for timeliness and quality assurance, and progress reporting to senior management.
- A corporate management career encompassing a broad spectrum of complex, technical operations including sophisticated telecommunications engineering, outside plant switching and engineering, and service technician staffs in the thousands.

## PROFESSIONAL EXPERIENCE

### **March 2014 – Present AT&T, Dallas, Texas USA**

#### **Assistant Vice President – AT&T Supply Chain Supplier Diversity (USA)**

- Provide leadership and direction for AT&T Supply Chain Supplier Diversity initiatives and goals with all business units. Develop our vendors to support AT&T's growth areas and expand our AT&T Prime Supplier participation. Work with new and emerging industry groups to bring on new Diverse Suppliers with skill in our growth areas.

#### *Notable Achievements:*

- In 2013 AT&T achieved a 28% spend (on a 21.5% goal) in Supplier Diversity, supporting women, minority and disabled veteran diverse businesses. The 2014 spend is consistently strong with a focus on developing our diverse vendors to support our AT&T growth areas.

### **2007 – February 2014 AT&T, Greensboro, North Carolina USA**

#### **Assistant Vice President – Network Construction and Engineering SE (GA, SC, NC, TN, KY)**

- Provide leadership and direction for 2,400 management and non-management employees for all wireline and wireless transport field engineering and construction. Control a \$741 million annual budget, deliver Ethernet backhaul transport to all cell sites and deliver millions of living units for IPTV/U-Verse.

#### *Notable Achievements:*

- Successfully delivered the largest Ethernet backhaul transport in the SE region., while delivering millions of living units in IPTV/U-Verse. Delivered top company results in customer service, productivity, safety and quality compliance performance in the Southeast AT&T region.

### **1998-2007 BellSouth, Greensboro, North Carolina USA**

#### **General Manager - North Carolina-Central District**

- Provided leadership and direction for 900 employees and 14 direct reports managing all outside plant and switching operations including engineering and construction, installation and maintenance, and central office. Controlled a \$100 million annual budget, 975,000 access lines, and 50 central office switches.

#### *Notable Achievements:*

- Assumed leadership of this organization ranked at 30 of 36 districts in BellSouth based on customer service, productivity, budget performance, and safety. Through leadership, team building, and process improvements focused on results, achieved the most improved district in 2001 and the number 1 district in 2002, 2004, and 2005 with the best Service Quality Index (SQI) customer service in BellSouth, meeting both capital and expense levels through aggressive budget controls, and improving network plant conditions and deployment.

### **1994-1998 BellSouth, Orlando, Florida USA**

#### **District Manager – North Florida-Central District**

- Provided leadership and daily decision making for 130 employees and 7 direct reports managing outside plant engineering and construction planning and provisioning. Controlled a \$50 million annual budget, 500,000 access lines, and 26 wire centers.

#### *Notable Achievements:*

- Directed and deployed the first BellSouth Out-of-Franchise network operation throughout the Orlando Florida territory, including Sprint and Disney serving locations. The network provided over 50 miles of fiber optic cable to numerous customer nodes, which generated over \$12 million in annual revenue for BellSouth.

### **1978-1994 BellSouth, Florida USA**

#### **Early Assignments**

- Varied positions of increasing responsibility including Outside Plant Engineer, Budget Manager, Supervising Engineer and Staff Manager; extensive supervisory and budget management functions.

## **EDUCATION & PROFESSIONAL TRAINING**

DUKE UNIVERSITY

**Fuqua School of Business-Advanced Management Program - 2000**

UNIVERSITY OF SOUTH FLORIDA

**Bachelor of Arts, Mathematics and Spanish (*summa cum laude*) - 1977**

## **COMMUNITY ACTIVITIES**

Lead – AT&T Women in Technology 2007 – Present

Lead – BellSouth Women in Network 2005 - 2007

Member – BellSouth Women’s Network Alliance 2002 – 2007

Member – BellSouth Pioneers 1998 – Present

Member – Guilford County PTSA 1998 – 2005

Chairman – BellSouth United Way Central North Carolina 1998 – 2007

Lead – BellSouth Junior Achievement 1994 - 1998

# Board Chair & President's Report

## Women's Business Enterprise National Council Board of Directors Meeting June 23, 2014

### Report of the WBENC President and the Board Chair to the Board of Directors

**Activities since March 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 Committee meetings and June Board Meeting.
- Benita and Pam participated in all Executive Committee, Chair Advisory Discussions & Extended Executive Committee Meetings. (Reminder that Executive Committee meeting cycle formally began in March 2014.)
- Pre-reviewed all financial statements and participated in important annual Audit Review activities. Reviewed Finance Committee Agendas prepared by Valerie Bunns. Participated in Finance Committee Meetings as available.
- Participated in Ambassador Meetings as available.
- Advanced the Top Corporation White Paper providing WBENC with more advanced research and industry trends/information for the advancement of success of WBEs, Corporate Members & Government Members. June National Conference & Business Fair includes workshop on understanding the Top Corporation assessment and will include a "hands on" experience for participants to understand the new benchmark information available through the process. (I would like to extend this to all Corporate Members once fully launched.)
- Strengthened relationship with SBA and National Women's Business Council.
- Collaborated with Walmart on creation of Women-owned Business symbol that can identify WBE product when on shelves at consumer facing retailers. WBENC will be distributing this to WBENC certified WBEs. Symbol will only be provided to WBENC and WEConnect certified WBEs.
- Participated in discussion with Fernando Hernandez and WBENC team regarding technology needs for the WBENC Network (w/RPOs) to support updated certification process and digitization.
- Continued collaborative discussions with WBDC Chicago and the Kansas City Central Exchange.



## **Operational Excellence:**

- In preparation for the 2014 NCBF, WBENC staff has worked closely as an internal team and with Hargrove (a WBE company), as well as, with Philadelphia market suppliers and in collaboration with our host council, WBEC PA-DE-sNJ to deliver an exciting and meaningful 2014 National Conference & Business Fair in Philadelphia, PA from June 23-25, 2014. We have had tremendous support from all four Co-chairs: Arbill, BMS, EY and IPAK. Our host committee, led by Cindy Towers, has been extremely active and the amount of media coverage provided through the skills and connections of Harmelin Media has been outstanding.
- The new Business Development process put in place as of March 1, 2014 to support enhanced focus on Members & Sponsors is yielding better customer service and more timely interaction with members and sponsors. Mia Delano, previously of WBDC Chicago, has joined the BD team and Kim Jones has left the team to join her family in Arizona. I wish to “thank” Kim for the work she did as a member of the WBENC team.
- Advanced and supported work of various Strategic Planning teams with major focus on digitization and the certification process.
- IT support model transition is now complete. New vendors for full support include Dell-preferred supplier, Dataprise and Broadview for phone support.

## **Public Representation of WBENC:**

Media interviews:

Significant media partner and PR coverage of:

1. NCBF Host Committee WBEs.
2. NCBF Event.
3. WBENC role of advancing women’s business enterprise growth.

Note: Special “thanks” go to Nicole Lasorda and Lynthia Romney for the expanded major media coverage, including extensive interviewing by the Associated Press, experienced in 2014.

## **Meetings and Events:**

- Benita Fortner, Pam Eason and Pat Birmingham held strategic meetings with Tuck Business School to discuss advanced programming options that may exist through our relationship with Tuck and Program Faculty. Additionally, I am proud to report that these meetings were conducted at the Tuck campus while we were in town for Candace Waterman’s graduation from the Ascent Leadership Program.

- Attended Partner events:
  1. Candace Waterman attended Michelle Richard's CEED 30<sup>th</sup> Year Celebration on behalf of WBENC.
  2. Pam Eason and the Business Development team attended the annual ISM conference with many of our Corporate Members. We are furthering our relationship with the ISM organization and becoming involved in the organization's supplier diversity efforts.
  3. Candace Waterman represented WBENC at the USPAAC Annual Conference.
  4. 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), Pam Eason and Candace Waterman have had multiple meetings and discussions with SBA and NWBC representatives Erin Andrew and Amanda Brown.

### **Meetings & Events with WBENC Members:**

- MGM – As a member of MGM's Global Diverse Hospitality Advisory Council, this team continued receiving business updates and industry trends from the company's senior leadership. This session included Mandalay Bay's President, as well as, the Senior VP of Sales who took the team through a deep understanding of Meetings & Conventions.
- BMW – Keynote speaker at new National Member, BMW's Annual Diversity Conference. It was wonderful to see the great work done by this company and to meet so many of their MWBEs during the trade fair that was designed and supported by GWBC Marlene Kelly, owner of Exhibits South.
- Major League Baseball – I was honored to participate with other Diversity Organization leaders and MLB's CFO on a panel supporting the importance of MWBEs in the corporate supply chain.
- Shell – Paige Adams participated for me in Shell's Diversity Advisory Council.
- Caesar's Palace – Relationship meeting with Caesar's SD leader, allowed Pam Eason and Candace Waterman to discuss the value the WBENC network brings to members and the various opportunities to be active in the 2014 NCBF.
- Nationwide – New National Member Nationwide hosted Pam Eason and Candace Waterman for key leadership meetings, updates on MWBE supplier diversity program and discussion of deepened involvement with WBENC Nationally. We are pleased to have this tremendous supporter of ORV-WBC joining the National Organization.
- P&G – Pam Eason and Candace Waterman met with new Supplier Diversity leader, Andrew (Andy) Butler to share information and discuss WBENC in support of updating of strategy for the organization. We are pleased to begin working with Stewart Atkinson and Andy, the new leaders of P&G's

Procurement and Supplier Diversity organizations. We will miss current P&G WBENC friends, Rick Hughes and Dwain Carver and wish them the best with their retirements.

- Dell - Attended DWEN (Dell Women's Entrepreneurial Network) Conference in Austin with Global Entrepreneurs. This event provided a tremendous opportunity for entrepreneurs around the world to interact and learn together. Educational content, panels and exposure to technology was 'top notch.'
- The Coca-Cola Company – Attended TCC's Annual Partners in Promise Supplier Diversity Recognition event. TCC's goals in support of diverse inclusion in the supply chain were reinforced by all levels of management and in addition to celebrating Supplier of the Year recognitions it was great to see the innovation and commitment of the internal colleagues who achieved so much supporting diverse inclusion in the supply chain.
- Walmart – Continued support by Pam Eason via Women-owned Business Advisory Council. (WOBAC).
- WBE visit with colleagues of 84 Lumber, Nemaquin, State of Pennsylvania and representatives of the PA Governor's Office to discuss WBEs in the State of PA who are larger than the "small WBE" definition.

**Upcoming visits planned:** Astra Conference and Extended Executive Committee Annual Planning, Dell and Women's Business Council Southwest to launch 2015 Host Council and Host Committee planning, NGLCC Annual Conference, GWBC Annual Conference, USHCC (tentative), Tuck (for kick-off), Go for the Greens, Disney (FL), BDR, P&G and other Cincinnati member companies.

# Treasurer's Report

**Women's Business Enterprise National Council  
Board of Directors Meeting  
June 23, 2014  
Finance Committee  
Second Quarter 2014 Goals and Accomplishments (as of June 9, 2014)**

**Goal: Define target level of net assets.**

Accomplishments:

[Note these results are repeated from the report on the first quarter goals and accomplishments since the 2013 draft audit report was not been issued at the time of the writing of this report.]

- Based on the 2013 audited financials with a net income of \$146,000, it is anticipated that WBENC will have restored the unrestricted net-asset (reserves) position to a balance of \$1,942,000 on December 31, 2013, which represents 22% of expenses.
  - In June 2010, the Finance Committee developed and adopted a plan to replenish the unrestricted net asset balance to 33.33% of expenses by the end of 2015. This is slightly below the original December 31, 2013 plan target of \$1,986,000, or 23.3% of expenses, by \$44,000.
    - The Finance Committee will revisit the unrestricted net asset plan established in June 2010. The committee recognized that the initial plan projected five years of continuous growth at a rate of 5%. This initial plan did not project any investments into the organization during that five year time period.
      - The sub-team met on March 12, 2014 and identified the following goals:
        - A written policy to define purpose and use for the unrestricted net assets
        - A realistic unrestricted net assets goal to reach and timeframe to reach the goal
        - To include the unrestricted net assets policy in the bylaws
        - To have a discussion with the RPOs about a reserve policy

**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 March Board of Directors' meeting, Ms. Homeyer reported on December 31, 2013 unaudited financial and January 31, 2014 financial results. Highlights:
  - 2013 ended with better-than-anticipated results. WBENC's year-to-date December 31, 2013 financial statements indicated unrestricted net income (Change in net assets) was \$146,000 and higher than the year-to-date December 31, 2013 budget by \$362,000, surpassing the year-to-date December 31, 2012 actual by \$126,000.

- For year-to-date December 31, 2013, we recorded total revenues of \$8,946,000, incurred total expenses of \$8,800,000, resulting in an overall excess of revenues over expenses of \$146,000.
- January 31, 2014 unrestricted net income (Change in net assets) was \$4,297,000 and higher than January 31, 2014 budget by \$235,000 and higher than January 31, 2013 actual by \$837,000. 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 \$5.2 million. Total revenues represent 57% of the 2014 annual budget. The expenses totaled \$957,000.
- 2014 Summit & Salute has exceeded our revenue goal and generated over \$1 million. January 31, 2014 Membership revenue was higher than budget by \$75,000 with \$2,785,000 and outpaced January 31, 2013 actual by \$544,000. Interest in 2014 National Conference & Business Fair continues to develop. As of January 31, 2014 revenue was \$983,000 and slightly higher than January 31, 2014 budget by \$53,000 and \$131,000 below January 31, 2013 actual.
- The Finance Committee reviewed the February 28, 2014 financial results during its March 19, 2014 meeting. Highlights:
  - YTD February 28, 2014, financial statements indicated unrestricted net income (Change in net assets) was \$4,586,000 and higher than year-to-date February 28, 2014, budget by \$67,000. Year-to date February 28, 2014, net income was higher than year-to-date February 28, 2013, actual by \$590,000.
  - Total revenues through February 2014 of \$5,976,000 were on track with the year-to-date February 2014 budget. Year-to-date February 2014 revenue was ahead by \$744,000 over the prior year.
  - Expenses through February 28, 2014, are normally low. Total expenses through February 2014 were slightly lower than the budget by \$67,000.
- The Finance Committee reviewed the March 31, 2014 financial results during its April 28, 2014 conference call. Highlights:
  - YTD March 31, 2014, financial statements indicated unrestricted net income (Change in net assets) was \$4,645,000 and higher than year-to-date March 31, 2014, budget by \$142,000. Net income was \$461,000 higher compared with the prior year.
  - At the end of the 1<sup>st</sup> quarter, total revenues through March 2014 of \$6,852,000 were slightly behind the year-to-date March 2014 budget by \$46,000. Revenue was \$706,000 higher compared with the prior year.
  - 2014 Summit & Salute exceeded our budgeted revenue goal and generated \$1,152,000. Final registration count was 1,450 of which 142 were onsite registrants. We surpassed 2013 registration count by 209. Summit & Salute sponsors total 106 compared to 99 sponsors in 2013.
  - Interest in 2014 National Conference & Business Fair (NCBF) continues to develop. As of April 24, we have approximately \$2,100,000 in sponsorship commitments. This total includes sponsorship revenue for Silent Auction and Student Entrepreneur Program. Early bird registration closed on April 11 with 1,364 registrants of which 532 were WBEs. As of the date of this report, we have 1,553 registrants.
  - Year-to-date March 31, 2014 Membership revenue was \$3,245,000 and lower than budget by \$146,000. We are working to close this gap. As of the date of this report, we have \$130,000 in membership renewals to bill in April and future months. Membership revenue was \$68,000 higher compared with the prior year.

Expenses at the end of the 1st quarter are normally low. Total expenses through March 2014 were lower than the budget by \$188,000. Our big expenditures for Summit & Salute were accrued in March. We will review the invoices for accuracy and allocate costs to appropriate cost centers/programs held in New Orleans. Although there are a number of variances, these are all timing differences and early year lags and will reconcile in the normal course of business.

- Statement of Position (Balance Sheet) as of April 30, 2014 remains very positive. In April the operating cash balance was \$958,000 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 April 30, 2014 were \$1,446,000 and \$225,000 lower than last year. As of May 27, \$484,000 or 33% has been received.
- During the June 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:

- This will occur during the fourth quarter (approval by the board at the November 2014 meeting.)

# Audit Committee Report

## Women's Business Enterprise National Council Board of Directors Meeting June 2014

### Audit Committee

#### Second Quarter 2014 Goals and Accomplishments (as of June 4, 2014)

##### **Goal: Oversee completion of the 2013 audit.**

###### Accomplishments:

- The Audit Committee met with the audit partner, Holly Caporale, on March 19, 2014. Topics of discussion included:
  - Review of the December 31, 2013 preliminary, unaudited financial statements, 2013 engagement letter, audit plan/risk assessment, update on personnel and internal controls.
    - Discussions covered segregation of duties, internal controls surrounding payroll, and credit card statements. President/CEO continues to review/approve financial transactions executed by the Controller.
- WBENC staff discussed changes that have occurred or are planned in processes or policies, personnel or IT systems that impact financial reporting.
  - No personnel changes. Senior Accountant workload was addressed to determine if resource was adequate.
  - Microsoft Dynamics Great Plans accounting software was upgraded to GP2013 in July 2013.
- The Audit Committee, without WBENC Staff, met in Executive Session with the audit partner.
- As of this writing, the 2013 Audit is in the post-fieldwork/wrap-up stage. The draft reports are expected for review by the end of June.

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

###### Accomplishments:

- Will be completed through the 2013 audit process.

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

###### Accomplishments:

- Nothing to report this period.

##### **Goal: Completion of 2013 Form 990.**

###### Accomplishments:

- Filed IRS Form 8868 to extend the 2013 IRS Form 990 filing deadline to August 15, 2014.

# Leadership Council Report

**Women's Business Enterprise National Council  
Board of Directors Meeting  
June 23, 2014  
Women's Enterprise Leadership Forum  
2014(Q2) 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 12,250 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 6-2014, there are 1450 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 3 presentations to date.
  - **Accomplishment:** Developed an action plan to hold 3 LC 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.
- 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.

# Forum Report

**Women's Business Enterprise National Council  
Board of Directors Meeting  
June 23, 2014  
Women's Enterprise Leadership Forum  
2Q2014 Goals and Accomplishments**

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

## **Goal 1: 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:** Over 75 new WBEs attended the Forum meeting in March and expressed interest in increasing their engagement and participation at the national level.

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

**Accomplishment:** Forum members have had spotlights in the April, May and June President's Reports; Hallie Satz of HighRoad Press, Jennifer Collins of The Event Planning Group and Olsa Martini of OLSA Resources respectively.

## **Goal 2: 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 goals of both groups.

**Accomplishment:** The Leadership Council will focus on 4 Core Areas (Upcoming Events, Acknowledgement of Current Forum Committee Representatives for respective RPO, Opportunities to

get involved with the RPOs & Updates on new Corporate Members and/or programs being sponsored by Current Corporate Members) during their presentation to the Forum to ensure we are creating value for WBEs and opportunities to increase WBE involvement at the local level.

### **Goal 3: WBE and WBE Engagement**

- MatchMaker events
- Networking events
- Forum network

**Accomplishment:** A WBE to WBE MatchMaker event will occur during the November meeting.

**Accomplishment:** 60 Forum members purchased 6 President Circle tables and created ads for the program book in support of WBENC and the 2014 Summit & Salute.

### **Goal 4: Education & Programming**

- Keynote speakers
- Corporate panels
- VIP Events

**Accomplishment:** During the Forum meeting at the Summit & Salute, supplier diversity professionals from Chevron, ExxonMobil and Shell participated in an Oil & Gas Industry panel.

**Accomplishment:** Lynn Elgin and Alice Walther presented on *The Intergenerational Workplace* in a keynote address engaging the Forum and other WBEs present during the meeting.

### **Goal 5: 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 & a comprehensive Forum overview which is provided to all new Forum members.

**Accomplishment:** The Forum onboarding package created will also be modified and this new package will be distributed to WBE interested in becoming more involved through the Each One Reach One campaign that are not yet appointed to the Forum.

**Accomplishment:** The Forum Executive Leadership Team created a master spreadsheet that will serve as a succession planning document with terms for WBEs on the Forum Leadership Team moving forward.

**Accomplishment:** The Forum Leadership Team will hold a Retreat in September in Florida prior to WBENCs Go For The Greens event.

# Corporate Membership & Revenue Generation Report

Women's Business Enterprise National Council  
Board of Directors Meeting  
June 23, 2014

## Corporate Membership & Revenue Generation Committee 2Q2014 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: Healthcare, Financial Services, Energy, Telecom, 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.
- Ambassadors have been tasked with 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.
- Finally, Ambassadors are actively assisting the WBENC team in reaching out to members who have chosen not to renew to seek further explanation or perhaps encourage them to reconsider their decision.

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

|                              |     |
|------------------------------|-----|
| <b>2014 New Member Goal:</b> | 30  |
| Actual                       | 18  |
| Achieved:                    | 60% |

|                                |           |
|--------------------------------|-----------|
| <b>New Member Revenue Goal</b> | \$325,000 |
| Current:                       | \$177,000 |
| % of Revenue Goal Achieved:    | 55%       |

|   |             |
|---|-------------|
| <b>Overall Membership Revenue Goal</b><br>(includes new member revenue):                | \$3,500,000 |
| <b>Membership Revenue Invoiced</b><br>(does not include value of in-kind arrangements): | \$3,466,000 |
| <b>% of Revenue Goal Achieved:</b>  | 99%         |

**Membership Paid:**

\$3,011,200

| 2014 New & Re-Joined Members     | 2014 New & Re-Joined Members |
|----------------------------------|------------------------------|
| Arris                            | Nationwide                   |
| BMW Manufacturing Co.            | RockTenn Company             |
| Creative Artists Agency, LLC     | Skanska USA Inc.             |
| Entergy Corporation              | SunTrust Banks, Inc.         |
| Federal Home Loan Bank of Boston | Takeda                       |
| Forest City Enterprises          | TransCanada                  |
| Google, Inc.                     | UNUM Group                   |
| Henkel Corporation               | Veolia Environment           |
| Lowe's Companies, Inc.           |                              |
| Mallinckrodt LLC                 |                              |

\*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 12 members have declined to renew:

| Non-Renewing Members              |
|-----------------------------------|
| American Family Mutual Insurance  |
| CoreLogic                         |
| Cummins Inc.                      |
| Heinz North America               |
| Hospira, Inc.                     |
| Kraft Foods                       |
| Marathon Oil                      |
| Marsh & McLennan Companies, Inc.  |
| Regions Bank                      |
| OfficeMax                         |
| The World Bank Group              |
| Westinghouse Electric Company LLC |

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 \$119,500.

### 3) Develop strategic recruitment outreach and Sustaining Membership

In 2014, recruitment is 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 have 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 have divided the prospects among the WBENC team based on existing relationships and other applicable factors. The goal is 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 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.

Following the March committee meetings, the team created a Diversity Events calendar laying out the high profile diversity events (i.e. ISM, NMSDC, etc) and identified a few others such as the 2014 SHRM conference as programs that have both corporate member and WBE recruitment potential. The business development team did attend and exhibit at the 2014 ISM conference where important contacts were made with prospective new members and additional contacts were established with current member companies. Given the environment of change in supplier diversity, it is very important that WBENC continue to develop relationships beyond the initial supplier diversity contact and expand its network to other departments within member companies. We have also had a presence at regional supplier summits hosted by companies such as Wells Fargo and The Walt Disney Company. This has proven to be a valuable exercise in increasing membership loyalty and retention as it gives us better insight into the needs of constituents.

The National Conference is a terrific platform for the BD team to further cultivate prospects and deepen existing relationships. We have been working with new members

from 2013 and 2014 to ensure they understand the importance of being present at this event. In addition, thorough communications with the entire membership regarding conference MatchMakers have clearly driven registration numbers.

## **Goal: Development Sustainability**

Objectives:

- 1) Event fundraising goals

### **Summit & Salute 2014 Numerical Goals:**

|                            |           |
|----------------------------|-----------|
| Total Sponsorship Goal:    | \$750,000 |
| Actual as of 03/3/2014:    | \$898,000 |
| Percentage Achieved:       | 119%      |
| Expected Attendance:       | 1,200     |
| Actual On-Site Attendance: | 1,364     |

Accenture LLP and Ernst & Young LLP were the Presenting Sponsors at the 2014 Summit & Salute. Coming to New Orleans, we knew a strong marketing campaign was needed to encourage participation in a region that was mostly unfamiliar with the Summit & Salute given its long-time placement on the East Coast. A thorough communications plan that leveraged our media partners, print pieces, and all of our social media outlets raised excitement and anticipation among the constituent base about going to New Orleans. By closely partnering with Blanca Robinson, we were also able to design some unique sponsorship offerings to encourage regional companies to become sponsors, such as the Welcome Reception Sponsor opportunity that was only available to WBEC South WBEs. Regional corporate members also stepped forward to support the event given its proximity.

### **National Conference & Business Fair 2014 Numerical Goals\*:**

|                              |             |
|------------------------------|-------------|
| Conference Sponsorship Goal: | \$2,192,500 |
| Pledged as of 06/09/2014:    | \$2,200,000 |
| Percentage achieved:         | 100%        |

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

## **2014 Conference Sponsorship Outreach:**

Our 2014 NCBF Co-Chairs include: Arbill, Bristol-Myers Squibb, Ernst & Young LLP, and IPAK. The national conference & business fair sponsorship pledge form received a long overdue transformation into a sleek, graphic-filled marketing brochure. The glossy piece heavily emphasizes the branding ROI of sponsorship participation. It was mailed to the entire corporate membership, and the response has been favorable. Since then, the brochure has become a staple in all conference sponsorship discussions. New sponsorship opportunities such as sponsorship of Charging Stations, Conference Pen, and Street Banners were quickly taken based on the description and pictures in the brochure. We are steadily climbing towards our stretch goal. Part of our “toolkit” is the tremendous energy and outreach of the 2014 Host Committee which is chaired by Cindy Towers of JuriSolutions and of course overseen by Geri Swift of WBEC PA-DE-sNJ. This dynamic group has been incredibly active in raising community awareness of the event, and Geri has spoken directly with her constituents about the brand value of sponsoring at the National Conference.



In total, we have 118 sponsors of which 51 are WBEs. This is our greatest number of sponsors ever recorded which is directly attributable to our expansion of opportunities on certain existing sponsorships such as the Business Fair sponsorship. We will do a post-event sponsor value survey to measure the perceived ROI by each sponsor and use that to further improve these opportunities for future programs.

# Programs Report

**Women's Business Enterprise National Council  
Board of Directors Meeting  
June 23, 2014  
Opportunities/Programming (U.S.)  
2Q2014 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.
- Programming for Go For the Greens is being 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 and National Conference

- Guidelines will be used for Go For the Greens programming

*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*

### **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

# Global Business Committee Report

## Women's Business Enterprise National Council

### Board of Directors Meeting

June 23, 2014

### Opportunities/Programming (Global)

### 2Q2014 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.**

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

Our survey has been prepared and issued thru WBENC. Responses have been received and a preliminary review has provided the following information:

#### **Already International:**

1. 20% of respondents have been doing business internationally 70% >15yrs and 30% (5-9 yrs) **Action: We have a wealth of WBE experience so we could work with the Education Committee on creating/updating the "Cookbook" to create classes and potentially create a "Mentor Program on International" in which you could have WBE2WBE mentors.**
2. Already international: 50% plan on expanding into: 1) Europe, 2) Mexico, 3)China , 4)Brazil and 5)UK .  
**Action: Develop information on these countries and interlock more with WEConnect international**
3. Needs: 1)Understanding legal issues (30%).  
**Action: Identify where to look to gather info in most desired countries above.**

## **Not International:**

1. 76% haven't begun to prepare for it.  
**Action: Get with the Education Committee to address the basic issues of: 1) Who is your customer, 2) Are you fulfilling their needs and 3) Are you growing in the countries where they are growing.**
2. Top 5 countries to enter are: 1) Canada , 2) Europe, 3) UK, 4) Mexico , and 5) Brazil (3.  
**Action: Develop information on these countries: see which match No. 2 above and concentrate on those and align more with WEConnect International.**
3. 70% don't have a partnership.  
**Action: Work with the Education Committee to create a pamphlet on How to Develop Strategic Alliances/Partnerships.**

**Further Goals and assigned actions will be forth coming as this information from the Survey continues to be analyzed.**

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

Performance: A Global Committee Description has been prepared and submitted for approval. The team is now reviewing information to be included on the WBENC.org website.

# Marketing Report

**Women's Business Enterprise National Council  
Board of Directors Meeting  
June 23, 2014  
Marketing, Communications, & Brand Management Committee  
2Q2014 Goals and Accomplishments**

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

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

**GOAL: Align Marketing with WBENC strategic plan and support CORE strategy teams.**  
**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:
    - 2013 Q1 define action plan with milestones - completed
    - 2013 Q2 engage focus groups and evaluate data - completed
    - 2013 Q3 develop action plan based on data - completed
    - 2013 Q4 present recommendations – completed
    - 2014 Q1 develop outreach programs based on recommendations – ongoing – supported EORO sub team
    - 2014 Q2 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 Create a “wishlist” of data not currently available/collected
  
- Each One, Reach One sub team:
  - Develop and deliver outreach campaign to increase certified WBEs and engaging RPOs and Corporate Members
  - Presented to EEC 3Q2013
  - Based on EEC feedback the campaign will initially focus on The Forum, engaging WBENC-Certified WBEs to become active in the Forum
  - Worked with the Forum membership committee to tailor content and create a campaign that would resonate with current Forum members
  - Created a marketing kit for the campaign which includes a video, Forum information sheet, CORE brochure
  - 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 4<sup>th</sup>, 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



- 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
  - 2014 Q3/4 Establish measurable results and timeline determine methods improve reach and strengthens the brand.
  - 2014 Q4 Establish Social Media governance policy with WBENC staff

**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:

|                             | <b>2012</b> | <b>2013</b> | <b>2014</b> |
|-----------------------------|-------------|-------------|-------------|
| <b>All attendees</b>        | <b>541</b>  | <b>740</b>  | <b>892</b>  |
| <b>WBENC-Certified WBEs</b> | <b>340</b>  | <b>482</b>  | <b>506</b>  |

- 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
- Deployed a mobile app for NCBF which is not only branded but gives sponsors and exhibitors enhanced visibility

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

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

- 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; report currently has a 27% open rate as of January 2014 up from 24% in January 2013
- Develop and implement social media strategy
  - Increase WBENC presence on facebook, twitter and linked in – ongoing as of February 2014: 3,077 facebook followers; 1,383 twitter followers; as of June 2014: 3,352 facebook followers; 1,648 twitter followers
  - Create social media sub-committee at the 2014 Summit & Salute to support social media strategy – Dell is engaged to support this team
  - Explore other potential social media outlets
  - Incorporate social media communications into editorial calendar with scheduled, relevant messaging
  - Measure social media response to campaigns as part of dashboard
- 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;
- Insights new content scheduled for 2014 includes Professional Services – Accounting (EY); Automotive, Healthcare/Pharmaceutical industry profiles; Supply chain/diversity best practices; Completed WBE webinars on MatchMaker and Business Fair preparation

### **Long Term Goals:**

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

# Certification Report

**Women's Business Enterprise National Council  
June 2014 WBENC Board Meeting  
National Certification Committee  
(includes the National Certification Review Committee &  
National Certification Appeals Committee)  
2014 Q2 Goals and Accomplishments  
(as of 6-1-2014)**

**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 August 2014-December 2014.

**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 6-1-2014 there were 1450 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 August 2014.

- Successfully conducted a Recertification Pilot Program in 2013, that has resulted in full cross-network implementation by April 1, 2014.
- Successfully formed a Digitization sub-committee that is responsible for developing framework for the overall digitization process.
- Successfully formed a Recertification Site Visit sub-committee that is responsible for identifying ways to utilize technology when conducting recertification site visits.

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

**Accomplishments:**

- As of 6-1-2014, the Appeals Committee has 14 files on the docket for final determination.
- As of 6-1-2014, the National Certification Review Committee has processed 6 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)
  - *Certified (New)*
    - ALLSOURCE located in NV (\$250 million)

**GOAL: Continue to deliver Certification Training.**

**Accomplishment:**

- Delivered 5 LiveMeeting Sessions (January – May) 102 participants

**GOAL: Continue to deliver WBENCLink Training.**

**Accomplishment:**

- Delivered Live Meeting sessions (January – May) 65 participants.

# WBENC Governance

## **Executive Committee**

### **Board Chair**

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

### **1<sup>st</sup> Vice Chair**

Theresa Harrison  
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### **2<sup>nd</sup> Vice Chair**

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### **Immediate Past Chair**

Laura Taylor  
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### **Secretary**

Debra Jennings-Johnson  
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### **Treasurer**

Kathy Homeyer  
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### **Leadership Council Chair**

Debbie Hurst  
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### **Women's Enterprise**

### **Leadership Forum Chair**

Julie Copeland  
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### **Certification Committee Chair**

Nancy Conner  
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### **Marketing, Communications and Brand Management Chair**

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### **Membership and Revenue Generation Chair**

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### **Counsel to the Board *ex-officio***

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### **President & CEO *ex-officio***

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## **Extended Executive Committee**

### **Audit Committee Chair**

Barbara Carbone  
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### **Programs Committee Chair**

Ruby McCleary  
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### **Global Services Committee**

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Supplier Diversity Integrated

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### **Nominating Committee Chair**

Diane Pinkney  
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### **Leadership Council**

Vice Chair  
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### **Women's Enterprise Leadership Forum**

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### **Women's Enterprise Leadership Forum**

Vice Chair  
Patricia Rodriguez-Christian  
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# Regional Partner Organizations

## **Astra Women's Business Alliance**

**Diane L. McClelland**

*President*

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

## **Center for Women & Enterprise**

**Susan Rittscher**

*President & CEO*

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<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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**Territory:** Georgia, North & South Carolina

## **Ohio River Valley Women's Business Council**

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*Executive Director*

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**Territory:** Ohio, Kentucky, West Virginia

## **Women's Business Enterprise Council-Great Lakes**

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*President*

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**Territory:** Michigan, Indiana

## **Women's Business Development Center-Chicago**

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

## **Women's Business Development Council of Florida**

**Nancy Allen**

*President & CEO*

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fax: (305) 971-7061

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**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**

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**Territory:** Pennsylvania,  
Delaware, South New Jersey

**Women Presidents' Educational  
Organization-DC**

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