



Join Forces. Succeed Together.

March Board Book

**Board of Directors Meeting
New Orleans Marriott**

New Orleans, LA

March 18, 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
March 18, 2014 - 3:00 pm-5:00 pm
New Orleans Marriott - Room: Balcony L-N
555 Canal Street, New Orleans, LA**

****NOTE:** Enjoy Beignets & Beverages in the meeting room before the meeting.

AGENDA

- 3:00 PM BOARD CHAIR'S REPORT BENITA FORTNER**
A. Welcome
- B. Approval of Minutes from the November 14, 2013 meeting
- C. Nominating Committee Report **DIANE PINKNEY**
Corporate Resignations of Existing Board seats
 - Greta Davis, Time Warner, term ends 12/2014
 - Donna Erhardt, Verizon, term ends 12/2015
 - Marianne Strobel, AT&T, term ends 12/2016Corporate Nominations for Existing Board seats
 - Sylvester Johnson, The Home Depot, replacing Nicole Peterson, term ends 12/2015
- D. Report of the Chair (January, 2013-March, 2014) **BENITA FORTNER**
- 3:15 PM PRESIDENT'S REPORT PAMELA PRINCE-EASON**
- 3:30 PM TREASURER-FINANCE COMMITTEE REPORT KATHY HOMEYER**
A. 2013 WBENC Financial Results
B. Year-to-Date Financial Update
- 3:45 PM BOARD TRAINING SESSION KIM BROWN**
- 4:45 PM ROADMAP FOR GROWTH & SUSTAINABILITY UPDATE BENITA FORTNER**
- 5:00 PM CLOSING - MEETING ADJOURNS BENITA FORTNER**

**Minutes of the November 14, 2013
WBENC Board Meeting**

**Submitted for Approval
during the March 2014
Board Meeting**

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

Meeting Roster			
1. Chair	Laura Taylor, Pitney Bowes	Present	
2. President	Pamela Prince-Eason, WBENC	Present	
3. Counsel	Jorge Romero, K&L Gates	Present	
Corporation	Corporate Members		
4. Accenture	Al Williams	Absent	
5. Alcatel-Lucent	Mark Artigues	Present	
6. Altria	Diane Pinkney	Present	
7. AT&T	Marianne Strobel	Absent	
8. Avis Budget Group	Lynn Boccio	Absent	
9. Bank of America	Barbara Kubicki-Hicks	Present	
10. BP America	Debra Jennings-Johnson	Present	
11. Chevron	VACANT		
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	Absent	
18. Johnson & Johnson	Beverly Jennings	Present	
19. Johnson Controls	Shelly Brown	Present	
20. JP Morgan Chase	VACANT		
21. KPMG	Barbara Carbone	Absent	
22. Macy's	Howard Thompson	Present	
23. Manpower	Nancy Creuziger	Present	
24. Marriott	Dominica Groom	Present	
25. Microsoft	VACANT		
26. Motorola	Lisa Stenglein	Present	
27. Office Depot	Shari Francis	Present	
28. PepsiCo	Larry Caldwell	Present	
29. Pfizer	Mike Hoffman	Absent	
30. Procter & Gamble	Rick Hughes	Absent	
31. Raytheon	Benita Fortner	Present	
32. Shell	Debra Stewart	Absent	
33. Robert Half & Co.	Kathleen Trimble	Present	
34. The Coca Cola Co.	Eyvon Austin	Absent	
35. The Home Depot	VACANT		
36. Time Warner	Greta Davis	Present	
37. United Airlines	Ruby McCleary	Present	
38. UPS	Kathy Homeyer	Present	

39.Verizon	Donna Weaver-Erhardt	Present	
40.W.W. Grainger	Nancy Conner	Present	
41.Walmart	Patricia Snyder	Absent	
Leadership Council Members			
42.Center for Women and Enterprise	Susan Rittscher	Present	
43. GWBC	Roz Lewis	Present	
44. ORVWBC	Rea Waldon, Ph.D.	Present	
45. WBC- Florida	Nancy Allen	Present	
46. WBC Southwest	Debbie Hurst	Present	
47. WBDC Chicago	VACANT		
48. WBEC PA, DL, sNJ	Geri Swift	Absent	
49. WBEC- South	Blanca Robinson	Present	
50. WBEC West	Pamela Williamson, Ph.D.	Present	
Forum Members			
51.A10 Clinical Solutions Inc	Leah Brown	Absent	
52.Accel, Inc	Tara Abraham	Present	
53.Arbill	Julie Copeland	Present	
54.Banneker Industries	Cheryl Snead	Present	
55. Corporate Fitness Works	Brenda Loube	Present	
56.ADP-LLC	Patricia Rodriguez Christian	Present	
57. Hired by Matrix	Sharon Olzerowicz	Present	
58.ICON	Pamela O'Rourke	Present	
59.OLSA Resources	Olsa Martini	Present	
60.Superior Workforce Solutions	Lynne Marie Finn	Present	
Expert Members			
61.Romneycom, L.L.C.	Lynthia Romney	Present	
62.Bristol Meyers Squibb	Farryn Melton	Present	
63.Expert Seat 3	VACANT		
WBENC Staff			
Comptroller	Valerie Bunns	Present	
VP, Marketing	Pat Birmingham	Present	
Chief of Staff, Certification & Program Operations	Candace Waterman	Present	
Senior Director Development & Corporate Relations	Paige Adams-Dear	Present	
Manager, Marketing and Communications	Helen Avery	Present	
WBENC Consultant	Jean Poling [minutes]	Present	
Regional Partner Organization			
ASTRA	Diane McClelland	Absent	
WBEA	April Day	Present	
WBEC Great Lakes	Michelle Richards	Present	
WPEO-DC	Sandra Eberhard	Present	
WPEO-NY	Marsha Firestone, Ph.D.	Present	
WBDC Chicago	Emilia DiMenco	Present	
Board of Director Guests & Representatives			
Microsoft Representative	Fernando Hernandez	Present	
Trans-Expedite, Inc.	Keeli Jernigan	Present	

CALL TO ORDER: Board Chair, Laura Taylor, called the meeting to order at 9:02 a.m.

BOARD CHAIR REPORT:

LAURA TAYLOR

Ms. Taylor:

- Opened the meeting by welcoming all
- Reminded attendees of the November 18th print deadline for Summit and Salute Sponsorships \geq \$15,000
- Asked for a motion to approve the minutes of the Board of Directors meeting held on June 25, 2013:

Resolution: Tara Abraham moved and Kathy Homeyer seconded the motion to accept the minutes from the June 25, 2013 Board meeting. There were no oppositions; no further discussion. Minutes were unanimously approved.

NOMINATING COMMITTEE REPORT:

DIANE PINKNEY

Board Resignations:

Diane Pinkney, Chair of the Nominating Committee, announced the **Corporate Board resignations** of Greg Tibbles, Chevron and Nicole Peterson, The Home Depot.

Board Nominations:

Ms. Pinkney presented the following **Corporate Board Nominations for existing board seat replacements:**

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

Resolution: Theresa Harrison moved and Debra Jennings-Johnson seconded the motion to accept the board nominations of Jacqueline Rosa, JPMorgan Chase, replacing Thasunda Duckett term ends 12/2014; Elizabeth Hosick, Chevron, replacing Greg Tibbles, term ends 12/2014; and Fernando Hernandez, Microsoft, replacing Cecelia Porto, term ends 12/2016. There being no further discussion, the motion passed unanimously.

Ms. Pinkney then presented the slate of **Corporate Board Member Re-nominations** for new three-year terms ending 12/2016:

- Lynn Boccio – Avis Budget Group
- Barbara Carbone – KPMG
- Nancy Creuziger – Manpower Group, Inc.
- Kathy Homeyer – UPS

- Beverly Jennings – Johnson & Johnson
- Barbara Kubicki-Hicks – Bank of America
- Carla Preston – Ford Motor Co.
- Linda Sexton – ExxonMobil Global Services Co.
- Lisa Stenglein – Motorola Solutions, Inc
- Marianne Strobel – AT&T
- Laura Taylor – Pitney Bowes, Inc
- Kathleen Trimble – Robert Half International

Resolution: Cheryl Stevens moved and Mark Artigues seconded the motion to accept the re-nomination of Lynn Boccio, Avis Budget Group; Barbara Carbone, KPMG; Nancy Creuziger, Manpower Group Inc.; Kathy Homeyer, UPS; Beverly Jennings, Johnson & Johnson; Barbara Kubicki-Hicks, Bank of America; Carla Preston, Ford Motor Co.; Linda Sexton, ExxonMobil Global Services Co.; Linda Stenglein, Motorola Solutions, Inc.; Marianne Strobel, AT&T; Laura Taylor, Pitney Bowes, Inc.; and Kathleen Trimble, Robert Half International with terms ending 12/2016. There being no further discussion, the motion passed unanimously.

Ms. Pinkney then announced the **Leadership Council Resignation** of Carol Dougal caused by her retirement in 8/2014, WBDC- Chicago, term ends 12/2014.

Ms. Pinkney presented the following **Leadership Council Replacement for existing board seat:**

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

Ms. Pinkney presented the board candidates from the **Leadership Council** for new three-year terms to end 12/2016:

- Roz Lewis of the Greater Women's Business Council – Leadership Council Vice-Chair
- Michelle Richard of Women's Business Enterprise Council – Great Lakes
- Rea Waldon, Ph.D. of Ohio River Valley – Women's Business Council

Resolution: Debra Jennings-Johnson moved and Kathy Homeyer seconded the motion to accept the nomination of Roz Lewis of the Greater Women's Business Council; Michelle Richard of Women's Business Enterprise Council-Great Lakes; and Rea Waldon, Ph. D. of Ohio River Valley-Women's Business Council with terms to end 12/2016. There being no further discussion, the motion passed unanimously.

Ms. Pinkney presented the following board candidates from the **Women's Leadership Forum**, for new three-year terms to end 12/2016:

- Cheryl Snead – Banneker Industries, Inc.
- Patricia Rodriguez-Christian – ADP-LLC

- Keeli Jernigan – Trans-Expedite, Inc.

Resolution: Bev Jennings moved and Tara Abraham seconded the motion to pass the nomination of Cheryl Snead, Banneker Industries Inc.; Patricia Rodriguez-Christian, ADP-LLC; and Keeli Jernigan, Trans-Expedite, Inc. with terms to end 12/2016. There being no further discussion, the motion passed unanimously.

Ms. Taylor announced election of the **Women’s Leadership Forum Leadership Roles**, for new two-year terms to end 12/2015:

- Chair: Julie Copeland, Arbill
- 1st Vice-Chair: Cheryl Snead, Banneker Industries, Inc.
- 2nd Vice-Chair: Patricia Rodriguez-Christian, ADP-LLC

Ms. Taylor congratulated each person on her new Women’s Leadership Forum leadership role.

Ms. Taylor presented the **WBENC Board Officer Slate** for new two-year terms to end 12/2015:

- Chair: Benita Fortner, Raytheon Company
- 1st Vice-Chair: Theresa Harrison, Ernst & Young LLC
- 2nd Vice-Chair: Kim Brown, Dell Inc.
- Secretary: Debra Jennings-Johnson, BP America, Inc.
- Treasurer: Kathy Homeyer, UPS

Resolution: Bev Jennings moved and Shari Francis seconded the motion to accept the slate of WBENC Board Officers: Benita Fortner, Raytheon Company, replacing Laura Taylor as WBENC Board Chair term to end 12/2015; Theresa Harrison, Ernst & Young LLP, replacing Benita Fortner as WBENC Board 1st Vice Chair term to end 12/2015; Kim Brown, Dell, Inc., replacing Debra Jennings-Johnson as WBENC Board 2nd Vice Chair term to end 12/2015; Debra Jennings-Johnson, BP America Inc., replacing Kim Brown as WBENC Board Secretary term to end 12/2015; and Kathy Homeyer, UPS, retaining her role as WBENC Board Treasurer term to end 12/2015. There being no further discussion, the motion passed unanimously.

Ms. Taylor congratulated all newly elected officers in their WBENC Board of Directors leadership roles and expressed confidence in their ability to sustain growth and sustainability of the organization as it moves forward.

Ms. Taylor expressed thanks to many for their contributions:

- Pamela O'Rourke, a WBE and active member of The Women's Leadership Forum, who is stepping down from the Board, for her great contributions serving on the Board throughout her tenure.
- Tara Abraham, who is stepping down from her role as Chair of The Women's Leadership Forum and Julie Copeland and Lynne Marie Finn for their leadership and service as Vice-Chairs on the Women's Leadership Forum during the past two years.
- Cheryl Stevens who is stepping down as Immediate Past Chair, for her support and consultation throughout Ms. Taylor's service as WBENC's Board Chair.

Ms. Taylor also shared forthcoming changes around Board Member and/or Committee roles and opportunities for involvement:

- Barbara Kubicki-Hicks will replace Theresa Harrison as the Chair of the Membership and Revenue Generation Committee, as Theresa moves into her new role as WBENC Board 1st Vice-Chair.
- New Corporate Board Members (term commencement - 2013/2014) will be contacted by a veteran Board member by the end of the year, who will assist her/him with the learning curve associated with Board involvement, advise ways to become engaged, offering committee involvement options and identifying ways to become active board member.
- Board Governance will deliver additional guidance around Board Member's role and responsibilities, requirements, expectations, contributions and completion of compliance documentation, all of which will be assessed and reviewed annually beginning in 2014.

PRESIDENT'S REPORT:

PAMELA PRINCE-EASON

Ms. Prince-Eason, WBENC President & CEO, reported on her involvement and engagement since June 25th, 2013. Highlights include but are not limited to:

- Activities of Involvement: Referred Board members to November Board Book which includes a full report of all activities of involvement and engagement
 - "INSIGHTS" Progress: The team worked rapidly to provide research and attained good progress
 - Summit & Salute: Paige Adams is collaborating closely with local planners, and working with WBEC South to deliver an exceptional event
 - National Conference and Business Fair: Extensive planning is underway with a combination of suppliers who are handling their areas of expertise
 - Strategic Planning: A new 2014 NCBF Sponsorship brochure was created with new options and opportunities which includes the value that each represents

- Top Corporation Process: Worked with the Top Corp Evaluation Committee to update the focus and corresponding questions. 48 applications were received; Top Corp list will be shared at the beginning of next year
- Go For The Greens: WBENC's newest event was successfully delivered. Ms. Prince-Eason thanked sponsors for their contributions. Discussions around 2014 event improvements are in progress
- Media Exposure: Lynthia Romney, Romneycom, LLC, facilitated significant exposure through multiple media modes throughout last quarter which included an extraordinary opportunity for a WBENC ad to be incorporated into a Women's Business Development & Economic Growth campaign. A nominal investment (paying 1/10th of its market value) enables the promotion to be shown on a big screen in Times Square beginning November 14th throughout the holidays
- Partner Events: Events which Ms. Prince-Eason attended and participated in included: August Billion Dollar Roundtable (BDR) session; WBCS "Harvest Partnerships"; WBEC PA-DE-sNJ October Conference, Business Opportunity Fair; Pennsylvania Conference for Women. Candace Waterman participated in the WBDC Chicago, WBEC-West and WBEC Great Lakes events on behalf of Ms. Prince-Eason due to conflicts in schedule
- WBENC Corporate Member Events: Some Corporate Member Events which Ms. Prince-Eason attended and participated in included: Allstate; AT&T; Manpower; MGM; The Coca-Cola Company; Walmart; and Toyota. Pat Birmingham attended Ernst & Young's 2013 Winning Women work session on behalf of Ms. Prince-Eason due to conflict in schedule
- Acknowledgements: Ms. Prince-Eason thanked Cheryl Stevens for her contributions as Immediate Past-Chair and Laura Taylor for her contributions as WBENC Board Chair, denoting Ms. Taylor as being a "great" partner to work with on the Board.

TREASURER-FINANCE COMMITTEE REPORT:

KATHY HOMEYER

Kathy Homeyer, Chair of the Finance Committee, reported on the 2013 Budget, Forecast and 2014 Recommended Budget. The November Board Book includes a full report of all Treasurer-Finance Committee goals, accomplishments and next steps. Highlights include but are not limited to:

- Accomplishments:
 - Developed an Operating Plan
 - Developed 2014 Budget Draft and presented it to the Finance and Extended Executive Committees
 - Completed 2013 Forecast
- Finance Committee Review:

- Statement of Position (Balance Sheet) as of July 31, 2013 continues to remain strong. In July, a slightly higher cash balance was posted than in the previous year. As the year proceeds, monthly expenses will reduce cash balance as cash flow ‘out’ exceeds cash flow ‘in’. Accounts receivable as of July 31, 2013 were \$512,000 higher than the year-earlier balance. This variance was primarily due to billing in July for 2013 Summit & Salute (\$100,000) and 2013 NCBF (\$85,000), in addition to receiving early commitments for future year events (\$150,000) and represents timely billing/collection for 2013 revenue. As of the Finance Committee conference call on September 30, \$300,000 had been received.
- 2013 Budget Projected: -\$216K net deficit; however, the 2013 Forecast expectation: +\$41K
- 2014 Recommended Budget: Net deficit of -\$95K
- Revenue Budget Categories: Ms. Homeyer presented the categories and financials which comprise the Revenue Budget and comparisons of 2013 Budget/2013 Forecast/2014 Budget. Categories included: Membership; Sponsorship; Contributions; Event Registration Fees; Event Exhibit Fees; and “Other” which is mainly “Silent Auction”
- Sponsorship Revenue Categories: Ms. Homeyer then presented Sponsorships by venue and or program along with financials comparing the changes: 2013 Budget/2013 Forecast/2014 Budget. Sponsorships include: Summit & Salute; NCBF; In-Kind Media; Go for the Greens; Silent Auction; Tuck; and Student Mentoring
- Top 6 Expenses: Ms. Homeyer presented the Top 6 Expenses, comparing 2014 Budget figures with 2013 Forecast figures. Ms. Homeyer stated that 2014 will be a year focused on “investing in WBENC’s future”, an increase which is represented in each expense category.
- Great strides have been made towards achieving Unrestricted Net Asset Goals: 33.33% of expenses in 2015 which was established by the Finance Committee in 2009
- Copies of the entire budget were made available to all Board of Director meeting attendees

Ms. Homeyer moved for a vote to approve the recommended 2014 Budget.

Resolution: Ruby McCleary moved and Blanca Robinson seconded the motion to approve the 2014 Budget as recommended by the Finance and Executive Committees:

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

There being no further discussion, the motion passed unanimously.

LEADERSHIP COUNCIL REPORT:

DEBBIE HURST

Debbie Hurst, Chair of the Leadership Council, reported on activities and progress:

- Accomplishment:
 - As of 10-8-2013, increased the number of certified WBEs by 7.5%
 - As of 10-8-2013, there were 1285 certified WOSB firms
 - As of 8-30-2013, the RPOs held 271 events across the country, with an aggregate of 16,154 participants
- Updates from 11/13/13 Leadership Council Meeting:
 - Ms. Hurst thanked Ms. Prince-Eason and Ms. Taylor for participating in this meeting
 - WBENC Committee presentations were given during which overviews of activities, program descriptions and opportunities to join as committee members were shared including:
 - Revenue Generation Committee on Funding Diversity; Best Practices; Diversification
 - Certification Committee which presented major goals relative to certification; an overview of the progress of the in-place pilot program (7 RPOs); and the upcoming plans for the April, 2014 rollout to the remaining 7 RPOs. The presentation offered a great opportunity to discuss the program and highlight the uniqueness of each RPO in relationship to how it will function
 - Leadership Council shared breakfast with The Women's Leadership Forum during which the groups discussed highlights of their activities which helped them to recognize opportunities around collaboration
 - The Leadership Council 2014 Retreat will occur in conjunction with 2014 Summit & Salute. The theme will focus on standardization while "Managing Growth while Continuing to be Successful", centering around Recertification Program; Revenue Generation Opportunities; and Technology
 - Shari Francis, Office Depot, asked about succession planning. Ms. Hurst advised that succession planning is at various stages at each RPO and will be a deliverable built into 2014 Goals for all RPOs
 - Ms. Francis also expressed interest in receiving a calendar of signature event opportunities that will occur in each region to identify and budget for those that her organization would be interested in participating. Ms. Hurst advised that lists of major events are provided to WBENC and are included in the WBENC President's Report

- Ms. Francis requested additional details around the growth in the number of certified WBEs and areas that experience more or less growth. Ms. Hurst advised that the statistic reflects general information. The 7.5% reflects growth over 9 months; Candace Waterman added that the average growth is 12.5% annually

WOMEN’S LEADERSHIP FORUM REPORT:

TARA ABRAHAM

Tara Abraham, Chair of the Women’s Leadership Forum, reported on the activities and progress of the Forum:

- Also highlighted the breakfast shared with the Leadership Council as providing valuable information about events, best practices and opportunities to encourage WBEs’ involvement
- Invited National Committee Chairs to attend The Forum Meeting in order to share each committee’s purpose, goals, mission, agenda and present opportunities to get involved. Special thanks were extended to: Theresa Harrison, Bev Jennings, Michael Robinson, Nancy Conner and Ruby McCleary for their time and presentations.
 - A follow up call will be schedule in January to continue the discussion or answer questions
- Laura Taylor also attended The Forum Meeting and spoke about WBENC’s Strategic Plan
- 2014 Planning Goals and Objectives included discussions around:
 - What do The Forum members want to see moving forward?
 - What are corporations looking for?
 - What commodities are corporations looking for?
- Best Practices/Supplier Diversity from a WBE standpoint were highlighted which sparked ideas for Conference Workshops
- Ms. Abraham thanked everyone for their support throughout her tenure as The Women’s Leadership Forum Chair and stated that it was an honor to serve in this capacity

REVENUE GENERATION UPDATE AND TEAM PROGRESS:

BARBARA KUBICKI-HICKS

Ms. Kubicki-Hicks reported on the progress and plans to advance the committee’s work around revenue streams:

- Accomplishments:
 - Implemented WBENC National Conference Sponsorship Brochure which added 46 opportunities to yield \$787,500 in additional revenue

- Engaged consultant, Gail Bower, through an RFP, to identify current revenue streams along with conducting a funding feasibility study with various focus groups to develop a model for growth and sustainability
- Completed and reviewed first generation of “Right Revenue Options (R²O)”, decision making matrix
- Leveraged survey completed by Opportunities team to determine potential partnerships for WBENC
- 2014 Priorities:
 - Evaluate current membership options that provide the right value proposition to members while increasing revenue opportunities in 2014
 - Drill deeper to identify alternate revenue streams and focus on those that will deliver desired return
 - Continue to identify potential opportunities through partnerships
- Immediate Next Steps:
 - Continue to work on the feasibility analysis project:
 - Summarize findings from aforementioned focus groups
 - Refine R²O model to determine the options
 - Develop alternate funding option recommendations and present them to the EEC
 - Institutional Giving/Phase 1 (Grants)
 - Review board listing of foundations: Evaluate current utilization by WBENC and WBENC networks from which targets for potential program funding will be determined
 - Partnering Opportunities: Evaluate listing to determine revenue opportunities and size
 - New Program Opportunities: Connect with U.S. Services and Programs Committee Team to determine new funding opportunities

Actions Requested from The Board:

- *Institutional Giving/Phase I:*
 - *Review “your” company’s Foundation to determine if interests align.*
 - *Connect with Paige Adams, Candace Waterman or Barbara Kubick-Hicks with options*
- *Share Best Practices, pitfalls or successes around “other” organization’s Funding and Membership models*
- *Provide feedback on the present process for sponsorships including communication of opportunities and selection process*
- *Identify and highlight dependencies, issues or concerns that impact other committees within the organization*

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

- Accomplishments:
 - Committee responded to focus groups' suggestions to provide additional training along with more focused training by industry/revenue/WBE scale
 - Identified existing/internal training
 - Ms. McCleary presented the 'findings analysis' by topic and constituency which resulted from the survey
 - Identified external partners with relationships that are established with WBENC
 - Reviewed external partner's websites to identify opportunities to leverage existing training programs
 - Identified other external partners to consider establishing relationships with
 - Completed gap analysis of existing vs. needed programming
 - Identified top areas for programming opportunities
 - Developed draft of Programming Guidelines to connect Programming Team to core mission and presented to EEC requesting feedback
- 2014 Summit & Salute and National Conference & Business Fair updates:
 - Announced workshop topics: Capacity Building; Honing Skills; and Leveraging Expertise Tracks
 - Workshop structure will be tiered for each session: basic intermediate and advanced
 - S&S sub-committee will work with WBENC staff on 6 sessions based on themes/industries/trends
 - NCBF will include 21 sessions with focus on incorporating trends and education aligning with gap analysis from core opportunities and offer 7 additional sessions for the Leadership Forum and Global Teams
- Next Steps:
 - Event sub-committees will:
 - Develop titles and descriptions of workshops for website
 - Develop workshop content
 - Identify speakers, moderators and panels
 - Continue committee strategy work
 - Obtain agreement/approval to move forward with MOU partners to leverage their training
 - Continue to meet with Marketing and Technologies Committees, and develop communications to WBENC network relative to training

Reminders:

- Summit and Salute registration will open in early December
 - Early Bird Registration deadline of January 28th is required in order to guarantee inclusion of ads and to participate in MatchMaker

MARKETING COMMITTEE

BEVERLY JENNINGS

Beverly Jennings, Chair of the Marketing Committee, reported on the committee's progress and activities around Marketing, Communications and Branding:

- Accomplishments/ Projections in each of the 4 Core Competencies:
 1. Align Marketing with WBENC strategic plan and support CORE strategy teams
 - Worked closely with CORE teams to develop and implement marketing plans for their evolving deliverables
 - Developed marketing dashboard to focus on ROI of marketing efforts, growth and reach
 - Developed and incorporated comprehensive marketing plan into WBENC's Operating Plan
 2. Sub-teams: Established 3 teams to focus on specific deliverables:
 - Targeted Marketing: Develop a strategy which defines:
 - Specific market data to support WBENC's outreach efforts
 - Target audiences that WBENC wants to reach across all constituencies
 - Appropriate channels for current and future marketing needs
 - Metrics to measure and track ROI of the marketing programs
 - Focus group held at 2013 S&S comprised of a mix of women whose businesses were in the process of being certified and others whose were not. Businesses represented diverse industries, sized and years in business
 - Recommendations included:
 - Awareness: Insure that WBENC messaging conveys "authenticity and integrity". Marketing materials were revised appropriately: *COMPLETE*
 - Connections: Enhance WBE Ambassador Program. Pilot of "Each One Reach One" will focus on engaging WBEs with the Forum: *Kickoff - January, 2014*
 - Programming: Educate WBEs on the differences in certifications, registration, SBA, etc. and associated benefits/drawbacks. *Work with Program Committee on potential workshops*

- Event Protocol: Develop pre-conference/ meeting materials geared toward 1st time attendee, non-certified WBEs. *1st Q, 2014*
 - Marketing Dashboard: Dashboard will align with WBENC Dashboard and measure:
 - Website and social media analytics
 - Event results and survey feedback
 - Membership and Revenue net growth
 - Increase in WBE certification
 - ROI of Marketing Campaigns
 - *Target to have dashboard ready to report on. 1st Q, 2014.*
 - Each One Reach One: A campaign intended to challenge all Women's Enterprise Forum members to actively engage WBEs in WBENC by reaching out to at least one certified WBE business, educating them about the benefits of WBENC certification and added values on both the regional and national levels.
 - Toolkit and marketing materials will be distributed to all Forum members
 - Recruits will be tracked at WBE level
 - Campaign will be highlighted at S&S and culminated at NCBF with awards/recognition of individuals who have contributed
- 3. Brand Recognition/"Join Forces. Succeed Together": Refreshed existing/developed new collateral to incorporate new brand guidelines and theme:
 - New Corporate Member renewal kit with business case for Supplier Diversity
 - New NCBF Sponsorship Brochure
 - Updated CORE brochure and Certification Slim Jim
- 4. Increase Outreach: Focus on year-round engagement and retention
 - New WBE Campaign to launch January 2014: "Each One Reach One" highlighting WBE successes and encourage outreach
- Social Media Plan: 2014
 - Recognize opportunities to learn more and expand in this area with special emphasis on building pipelines to engage millennials
 - Align Social Media with Insights, President's Report, training opportunities and other resources to consistently be present with our constituents
 - Create a "Linked In" strategy to enhance business value through targeted groups and areas of interest
- Long Term Strategy: 2+ Years
 - Build on Best Practices to be a consistent "go to" source of information and resources
 - Implement cross-sell marketing across programs and events
 - Establish and maintain relevant guidelines to promote and market to potential WBEs; engage existing WBEs and corporate members

- Market to full spectrum of industries
- Market to universities; continue to reach out to sororities
- Develop and communicate an effective value proposition to Corporate Members
- Measure effectiveness and efficiency

CERTIFICATION COMMITTEE

NANCY CONNOR

Nancy Connor, Chair of the Certification Committee, reported on the committee's progress and activities:

- Ms. Connor presented Certification Pilot Program purpose (certify more WBEs), goals (achieve faster process) and progress (RPO efficiencies) to The Women's Leadership Forum and received positive feedback
- 2014 Planning Goals and Objectives included discussions around:
 - Focus on Recertification Process and multi-year certification for Women Owned Businesses (WOB). Committee will assess the pros/cons in order to make recommendation on ways to improve the process
 - Digitization:
 - More standardization is needed across the network to deliver the new process
 - Continue to work with the Technology Team around this effort
 - Follow recommendation to utilize technology tools to elevate level of training to ensure that the process provides a great experience from end to end
 - Trusts:
 - Continue committee discussions to resolve issues around trusts; delve into ways to open up relevant guidelines

RECOGNITION AND ENGAGEMENT COMMITTEE

DEBRA JENNINGS-JOHNSON

Debra-Jennings-Johnson, Chair of the Recognition and Engagement Committee and the Ambassador Committee, reported on each committee's progress and activities:

- Recognition and Engagement Committee
 - Committee's purpose is to identify opportunities and establish tools and measures around WBE to WBE awards which has been at a pause point since March, 2013
 - Efforts are ready to reconvene in 2014 to prepare for 2015 award presentations
 - Plans are underway to recruit RPO support to help move activities forward
 - Progress and updates will be presented at the March 2014 meeting
- Ambassador Committee
 - Ongoing discussions around 'Best Practices' will be scheduled on the Ambassador calendar/meetings which occur the 1st Monday of the month

- Ms. Jennings-Johnson requested volunteers to “present” at meetings and/or submit suggestions to Paige Adams or Ms. Jennings-Johnson on subjects of interest so that speakers can be identified to present
- Goal for Growth: Each corporation introduce 3 WBEs for certification/year

OTHER BUSINESS:

CONFLICT OF INTEREST/CODE OF ETHICS

LAURA TAYLOR

- Efforts continue to complete 2013 requirements; goal is to achieve 100% compliance from all Board Members
- 2014 questionnaires will be incorporated into an annual process to fulfill this and other requirements, which will require all Board Members to reach full compliance *1st Q, 2014*

INSIGHTS UPDATE

PAT BIRMINGHAM

- Ready to launch with the Board; distributed corresponding flyer
 - Advised that all will receive email from “VIA Mobilepaks” with launch related information
 - Requested feedback around the process and materials
- Also working towards publishing white papers of “Best Practices”

CLOSING-MEETING ADJOURNMENT:

LAURA TAYLOR

Ms. Taylor opened floor to questions: none were posed.

Resolution: Brenda Loube moved and Debra Jennings-Johnson seconded the motion to adjourn the meeting. There being no oppositions; no further discussion, Ms. Taylor adjourned the meeting at 12:00 p.m.

Materials for March 18, 2014 WBENC Board Meeting

Nominating Report

**Women's Business Enterprise National Council
Board of Directors Meeting
March 18, 2014
Nominating Committee
1Q/ 2014 Goals and Accomplishments**

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

Accomplishments:

- Initiated routine replacement process: Home Depot
- There are 3 vacant Corporate Board seats: AT&T, Time Warner and Verizon
- There is 1 open Expert 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 one face-to-face Committee meeting to review and update the Nominating Committee Charter
- Will finalize the changes in an upcoming face to face meeting and submit to the Executive Committee for review and approval

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

Accomplishments:

- Finalized recommendations for additional attributes for board member scorecard tracking

Metrics will be presented to the Executive Committee for review and approval in 2Q/2014.

Board Elections:

Corporate Resignations of Existing Board seats

- 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

- Sylvester Johnson, The Home Depot, replacing Nicole Peterson, term ends 12/2015



Biography

Sylvester Johnson, Director Supplier Diversity leads our efforts to tap into small, minority, women, and veteran-owned businesses. He drives internal processes and functions as the external liaison to ensure The Home Depot forms mutually beneficial partnerships with small and diverse businesses. This allows us to deliver innovative products and services and superb customer service, which ultimately increases shareholder value.

Sylvester joined The Home Depot in 1997 and has served in a variety of positions during his 17 year career at the company including Manager for Home Depot Tool and Truck Rental, Sr. Manager Inventory & Replenishment, Sr. Manager Multi- Channel Integration and eBusiness Inventory Manager in the HD.com organization. He has also held roles in Strategic Finance and Logistics Finance. Prior to beginning his corporate career Sylvester spent several years working in The Home Depot stores.

Sylvester is a graduate of Alabama State University, where he earned a bachelor's degree in finance. He currently serves on the advisory boards for National Minority Supplier Development Council and the Georgia Minority Supplier Development Council, and he is also on the Strategic Planning Committee for Future Foundation.

Board Chair & President's Report

Women's Business Enterprise National Council Board of Directors Meeting March 18, 2014

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

Activities since November 14, 2013: *Additional information can be found in Individual Committee reports. During this time period we have transitioned Board Chair responsibilities from Laura Taylor to Benita Fortner. Thank you to both for the leadership and support provided during this transition.*

Board Management and Strategic Focus:

- Prepared agenda, board book and reviewed/prepared update materials for upcoming March Committee meetings and Board Meeting.
- Participated in all Executive Committee & Extended Executive Committee Meetings. Board Chair and President covered all transitional responsibilities and governance discussions in January and February. Executive Committee meeting cycle formally begins in March 2014. Kim Brown will lead governance and compliance discussions at March Board Meeting in support of Benita's 2014 focus on Board Leadership and Training.
- Pre-reviewed all financial statements. Reviewed Finance Committee Agendas prepared by Valerie Bunns. Participated in Finance Committee Meetings as available. Concentration during this time period was on rolling out 2014 Budgets and completing 2013 year-end closing process.
- Participated in Ambassador Meetings.
- Led creation of Top Corporation White Paper providing WBENC with more advanced research and industry trends/information for the advancement of success of WBEs and Corporate Member & Government members.
- In receipt of WBENC Sustainability Audit Findings from WBE firm CRG Sustainable Solutions. Review of findings and action planning to occur after Summit & Salute.
- Continued collaborative discussions with WBDC Chicago and the Kansas City Central Exchange.

Operational Excellence:

- In preparation for 2014 Summit & Salute, WBENC staff has worked closely with local planners, Accent, and has collaborated with WBEC South to deliver an exciting and meaningful 2014 Summit & Salute in New Orleans, March 18-20, 2014.
- Budgeting and transition planning complete, incorporating several suppliers from NCBF RFP process to support smaller, identified groupings of work to both control costs and minimize risk in changing the support model for 2014-2016 National Conference & Business Fair Meeting Management activities. Contracting for 2014 is anticipated to be completed by March 30, 2014. Substantial work has been done to prepare all NCBF attendees for planning & participation in the Business Fair at the Philadelphia Convention Center where we are being supported by 7 union jurisdictions.
- Membership and Sponsorship Strategic Planning sessions with WBENC BD team members completed in February 2014. New Business Development process is in place as of March 1, 2014 to support enhanced focus on Members & Sponsors.
- Finalized WBENC Model for America's Top Corporation designation. Copyright designation being pursued.
- Advanced and supported work of various Strategic Planning teams with major focus on Revenue Generation Team and progress of Certification Committee.
- IT support model transition currently underway. Dell laptops are implemented and transition to 24X7 Dell partner support will be complete as of April 1, 2014. Phone and network transition to be complete in same timing. (Moving from iCore to Broadview.)

Public Representation of WBENC:

Media interviews:

Significant media partner coverage of

1. Board Leadership change
2. March Summit & Salute
3. America's Top Corporation announcements by WBENC and by Honorees
4. Coverage of WBE Stars and
5. Coverage of NCBF Host Committee WBEs.

Meetings and Events:

- Keynote speaker for Al Dia News Executive Luncheon series. Event was sponsored by P&G and Temple's Fox School of Business. I moderated the discussion of WBE impact on the economy and Julie Copeland and Cindy Towers shared their experience and knowledge with the audience.

- Attended Partner events:
 1. Luncheon with WBEC South team during visit to prepare for S&S.
 2. Attended WBEC PA-DE-sNJ's Annual Member Meeting and Luncheon. Delivered greetings and discussed upcoming NCBF with attendees and later with Board during Board meeting.
 3. Attended WPEO NY and DC's breakfast and award ceremony. Delivered greetings for National Women's History Month.
 4. Keynote speaker for Al Dia News Executive Luncheon series. Event was sponsored by P&G and Temple's Fox School of Business. I moderated the discussion of WBE impact on the economy and Julie Copeland and Cindy Towers shared their experience and knowledge with the audience.

Meetings & Events with WBENC Members:

- Ford visit to support Carla Preston as Ford shares company success with WBEs as part of Women's History Month planned for March 12, 2014.
- The Coca-Cola Company – Supported release of pilot program being led by Board Member Eyvon Austin. This important 5X20 Program pilot provides an opportunity for WBEs to advance their knowledge with newly available information and content on doing business with Corporate America and growing business.
- Walmart – Continued support by Pam Eason via Women-owned Business Advisory Council. (WOBAC)
- WBE visit to Rodale with Candace Waterman.

Upcoming visits planned: BMW, Major League Baseball (MLB), MGM, Nationwide and Shell. CEED (Michelle Richard's) 30th anniversary event. USPAAC Annual Conference.

Treasurer's Report

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

Finance Committee

First Quarter 2014 Goals and Accomplishments (as of February 28, 2014)

Goal: Define target level of net assets.

Accomplishments

- 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.
 - A meeting with the sub-team will be held on March 12, 2014.

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

Accomplishments:

- During the November Board of Directors' meeting, Ms. Homeyer reported 2013 Forecast based on the year-to-date September 2013 results plus estimated income and expenses for the remaining three months of the year. Highlights:
 - 2013 Forecast reflected net income of \$41,000 and was projected to surpass the 2013 annual budget by \$258,000.
 - Sponsorship and Membership exceeded expectations, while expenses remained close to budget.
- The Finance Committee reviewed the unaudited December 31, 2013 financial results during its January 27, 2014 conference call. Highlights:
 - FY2013 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.

- The Finance Committee reviewed the January 31, 2014 actual results compared to January 31, 2014 budget and year-to-date July 31, 2013 actual results during its February 24, 2014 conference call. Highlights:
 - 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 year-to-date 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.
- Statement of Position (Balance Sheet) as of January 31, 2014 remains very positive. In January the operating cash balance was \$460,000 higher than the previous year. As the year proceeds, our monthly expenses will reduce our cash balance as cash flow 'out' exceeds cash flow 'in'. Accounts receivable as of January 31, 2014 were \$2,773,000 and \$298,000 higher than last year.
- During the March 2014 Board of Director's meeting, Ms. Homeyer will report on the most recent year-to-date financial results.

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

Accomplishments:

- No program reviews conducted since the last report.

Goal: Review and recommend 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
March 2014
Audit Committee**

First Quarter 2014 Goals and Accomplishments (as of February 28, 2014)

Goal: Oversee completion of the 2013 audit.

Accomplishments:

- The 2013 final audit is scheduled to begin on April 16, 2014.
 - An interim audit was conducted December 11 – 12, 2013.
 - A pre-engagement meeting with the audit partner will be on held on March 19, 2014.

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 2012 Form 990.

Accomplishments:

- Completed 2012 IRS Form 990. WBENC's audit firm, WBENC staff, and the Audit Committee reviewed the form on November 11. The process of having the Audit Committee review the Form 990 before submission to the IRS satisfies the best practice/compliance element of having the Board of Directors review the Form 990 before the organization files the return.

Leadership Council Report

**Women's Business Enterprise National Council
Board of Directors Meeting
March 18, 2014
Leadership Council**

First Quarter Goals and Accomplishments (to be finalized March 2014)

By-Law Excerpt:

Leadership Council

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

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

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

- Objective: To increase number of Certified WBEs by at least 12% (stretch goal 15%).
 - **Accomplishment:** There are currently 12,000 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 2-2014, there are 1399 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.
- 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

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

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

- Objective: Be actively engaged on each Strategic Planning Committee: Certification, Opportunities, Resources, Recognition and Technology.
 - **Accomplishment:** There is 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 Succession Planning & Emergency Planning).

Objective: Be actively engaged in vetting new revenue generating ideas and their sustainability and profitability as it relates to both WBENC

**Women's Business Enterprise National Council
Board of Directors Meeting
March 2014
Women's Enterprise Leadership Forum
2014(Q1) Goals and Accomplishments**

Goal: WBE Engagement

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

Accomplishment: All Forum members chose subcommittees to increase involvement and brainstormed ways to collaborate and support the WBENC National committees.

Accomplishment: Developed and delivered new member of Forum onboarding process.

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

Accomplishment: Spotlighting the incoming Chair and Vice Chairs of Forum and Philadelphia host Committee in the President's Report.

Goal: RPO and WBE Engagement

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

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

Accomplishment: During each Forum meeting the Leadership Council presents the major events and corporate members that were in attendance; and in addition share future events for WBE involvement.

Accomplishment: When WBE's are considered for leadership roles nationally, a WBE is evaluated based on local engagement as a key factor of the decision.

Goal: WBE and WBE Engagement

- MatchMaker events
- Networking events
- Sisterhood

Accomplishment: Developing MatchMaker event to encourage WBE to WBE business together

Goal: Education & Programming

- Keynote speakers
- Corporate panels
- VIP Events

Accomplishment: Aditi Dussault from the U.S. Small Business Administration and Stuart Ishimaru from the Consumer Financial Protection Bureau presented information from the government perspective of women inclusions during the November meeting.

Accomplishment: The Forum Government Committee in conjunction with Judy Bradt presented at the November meeting giving insight into doing business with the Government and tips to do so.

Goals: Governance/Communications

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

Accomplishment: The Forum Executive Leadership Team developed an onboarding package containing a welcome letter & a comprehensive Forum overview which is provided to all new Forum members.

Accomplishment: Successfully created an update process for each Forum subcommittee to be presented during the quarterly conference calls with FLT (Committee Chairs and Vice Chairs).

Accomplishment: The Forum Executive Leadership Team collaborated to develop a new FLT application as well as scorecard to enhance the overall appointing process for Chairs and Vice Chairs of Forum Committees.

Membership & Event Revenue Report

**Women's Business Enterprise National Council
Board of Directors Meeting
March 18, 2014
Corporate Membership & Revenue Generation Committee
1Q2014 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 Summit & Salute 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

2014 New Member Goal:	30
Actual	10
Achieved:	30%

New Member Revenue Goal – \$325,000	
Current:	\$110,000
% of Revenue Goal Achieved:	34%

Overall Membership Revenue Goal (includes new member revenue):	\$3,500,000
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Membership Revenue Invoiced:	\$3,160,250
% of Revenue Goal Achieved:	90%
Membership Paid:	\$1,817,950

2014 New & Re-Joined* Members
ARRIS
Entergy Corporation
Lowe's Companies, Inc.
Mallinckrodt LLC
Nationwide
RockTenn Company
SunTrust Banks, Inc.
Takeda
TransCanada
Veolia Environment

*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 eight members have declined to renew: American Family Mutual Insurance, Hospira, Regions Bank, Kraft Foods, The World Bank Group, Marsh & McLennan, and OfficeMax. 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 \$75,500.

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.

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%

Accenture LLP and Ernst & Young LLP are the Presenting Sponsors at the 2014 Summit & Salute. We are very pleased with the sponsorship results and with the attendance projections which will exceed 1,200. 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. In addition, Blanca Robinson of WBEC South promoted the event in all of the lead up activities revolving around WBEC South's 20th Anniversary. By closely partnering with Blanca, 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
Actual as of 03/03/2014:	\$1,840,000
Percentage achieved:	84%

*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. We will continue to drive towards our goal realizing that the **very important ad deadline of May 8** for all National Conference printed documents.

Programs Report

**Women's Business Enterprise National Council
Board of Directors Meeting
March 18, 2014
Opportunities/Programming (U.S.)
1Q2014 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. (2013 Q3)

- 2014 programming for the National Conference has been tailored to different levels (basic, intermediate, advanced). Industry sessions are included in the WE Talks series.
- Programming for Go For the Greens will be 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)

- Utilizing feedback from 2013 events and gap analysis – produced recommendations for 2014 event programming for both the Summit & Salute and National Conference and Go For the Greens
- Existing programming will be utilized
- Programs that need to be developed will carry over into 2014 -ongoing

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)
- Created webinar for WBEs to prepare for MatchMaker meetings
- Creating webinar for WBEs to aid in maximizing their time on the Business Fair floor at NCBF

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

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
- Dashboard will be presented to Program Committee and WBENC Leadership for both 2014 events. 2013 dashboards were presented and used as feedback for 2014 programming
- Post-event surveys will be completed for both events, which included questions relevant to programming. Post –event survey results from 2013 were reviewed prior to beginning 2014 programming work
- Process and relevant metrics/results will be finalized and “business as usual” for 2014 and beyond

Women's Business Enterprise National Council
Board of Directors Meeting
March 18, 2014
Opportunities/Programming (Global)
1Q2014 Goals and Accomplishments

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

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

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

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

A survey has been prepared to assist this committee in understanding what the WBENC WBEs need in the way of education and information relative to moving into a global marketplace. The three critical areas the team desires to understand from the WBENC WBE's relative to going global is:

- A better understanding of the reasons that a US WBE wants to go global
- Understand the WBE's strengths and needs in a Global environment
- What can this committee do to assist the WBEs in increasing their business or expanding their business globally

The survey is complete and will be distributed before the end of 1st Quarter 2014.

The Global Committee will provide workshops to the Programming Committee for inclusion in the 2014 National Conference & Business Fair.

Goal: Update and publish a Global Committee Description as a Guideline for all committee members. Ensure that WBENC web site 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 web site.

Marketing Report

**Women's Business Enterprise National Council
Board of Directors Meeting
March 18, 2014
Marketing, Communications, & Brand Management Committee
1Q2014 Goals and Accomplishments**

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

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

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

- Engage with CORE strategy teams to understand marketing needs and prioritize implementation of marketing plans to meet those needs.
 - Working closely with the CORE teams to develop and implement marketing plans for the evolving deliverables of these teams – 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
 - Focus Group held at 2013 Summit & Salute with non-certified WBEs to gain insight into WBENC’s visibility, value proposition and accessibility
 - Reviewed Focus Group results with WBENC CEO and EEC

- Marketing Dashboard sub team:
 - Review key performance indicators that are currently measured - completed
 - Recommend metrics to measure ROI of marketing initiatives, growth and visibility of the organization – in progress; compiling metrics used by team member’s organizations; reaching out to the RPO marketing contacts to share best practices
 - Develop format for reporting that aligns with the WBENC executive dashboard that is being developed

- 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 is launching at the 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

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

- Collateral for WBENC events in 2014 is based on the theme – from a content and design perspective.
- Refresh existing collateral as appropriate to incorporate new brand guidelines and theme; develop new collateral as appropriate
 - Developed Summit & Salute collateral and campaigns which embraced the theme and the New Orleans location

- Targeted email and social media campaigns for Summit & Salute emphasizing early bird deadline and MatchMaker opportunities has resulted in increased registration by the deadline year over year:

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

- Developed new digital NCBF conference brochure replacing the registration brochure which was mailed previously; allows for real-time updates and email distribution

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 will launch at 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
 - Developing 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
 - 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; 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
- Continue to evolve an effective value proposition to Corporate Members especially in light of the current economic environment supporting with communication materials

Certification Report

**Women's Business Enterprise National Council
March 2014 WBENC Board Meeting
National Certification Committee
(includes the National Certification Review Committee &
National Certification Appeals Committee)
2014 Q1 Goals and Accomplishments
(as of 2-28-2014)**

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.

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

Accomplishments:

- The program was formerly instituted 9-15-2011 and as of 2-28-2014 there were 1399 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 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 recommendations of methods 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 2-28-2014, the Appeals Committee has 12 files on the docket for final determination.
- As of 2-28-2014, 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 2 LiveMeeting Sessions (January – February) 40 participants

GOAL: Continue to deliver WBENCLink Training.

Accomplishment:

- Delivered Live Meeting sessions (January – February) 30 participants.

WBENC Governance

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