

WBENC

Join Forces. Succeed Together.

JUNE BOARD BOOK

Board of Directors Meeting
Ballroom B
Austin Convention Center
Austin, TX

June 22, 2015

All materials for this and future Board meetings are available to all Board members at the private Board Extranet site: <http://www.wbenc.org/extranet-board>

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**Women's Business Enterprise National Council
Board of Directors Meeting
June 22, 2015: 4:00-6:00 PM
Austin Convention Center, Ballroom B
Austin, TX**

AGENDA

- | | | |
|----------------|--|--|
| 4:00 PM | BOARD CHAIR'S REPORT
A. Welcome
B. Approval of Minutes from the March 18, 2015 meeting | BENITA FORTNER |
| 4:10 PM | NOMINATING COMMITTEE REPORT | DIANE PINKNEY |
| 4:20 PM | PRESIDENT'S REPORT & WOSB UPDATE | PAMELA PRINCE-EASON |
| 4:35 PM | TREASURER-FINANCE COMMITTEE REPORT
A. Review 2014 Audit Results
B. Year-to-Date Financial Results | LARRY CALDWELL |
| 4:50 PM | AMBASSADOR ACTION | DEBRA JENNINGS-JOHNSON |
| 5:05 PM | COMMITTEE REPORTS <ul style="list-style-type: none">• NATIONAL CERTIFICATION, REVIEW AND APPEALS• CORPORATE MEMBERSHIP & REVENUE GENERATION• MARKETING COMMUNICATIONS & BRAND MANAGEMENT• US & GLOBAL SERVICES & PROGRAMS• LEADERSHIP COUNCIL• WOMEN'S ENTERPRISE LEADERSHIP FORUM | |
| 5:45 PM | STRATEGIC PLAN – PHASE II UPDATE
DIGITIZATION PLANNING & STATUS | LAURA TAYLOR
CANDACE WATERMAN |
| 6:00 PM | CLOSING - MEETING ADJOURNS | BENITA FORTNER |

PLEASE JOIN IN THE ATRIUM IMMEDIATELY AFTER THE BOARD MEETING TO PARTICIPATE IN THE NATIONAL CONFERENCE RECEPTION RECOGNIZING OUR TUCK PROGRAM ALUMNAE, DOROTHY BROTHERS SCHOLARSHIP RECIPIENTS, AMBASSADORS AND BOARD OF DIRECTORS

**Minutes of the March 18, 2015
WBENC Board Meeting**

**Submitted for Approval
During the June 2015
Board Meeting**

**Women's Business Enterprise National Council
Board of Directors Meeting
March 18, 2015 1:00 PM – 3:30 PM
Baltimore Marriott Waterfront, Waterview ABCD
Baltimore, Maryland**

Meeting Roster		
1. Board Chair	Benita Fortner, Raytheon	Present
2. President and CEO	Pamela Prince-Eason, WBENC	Present
3. Counsel	Jorge Romero, K&L Gates	Present
Corporation	Corporate Members	
4. Accenture	Al Williams	Present
5. Alcatel-Lucent	Mark Artigues	Present
6. Altria Group, Inc.	Diane Pinkney	Present
7. AT&T	Janet Murrah	Notified Absent
8. Avis Budget Group, Inc.	Lynn Boccio	Present
9. Bank of America	Barbara Kubicki-Hicks	Present
10. BP America	Debra Jennings-Johnson	Present
11. Chevron	Betsy Hosick	Notified Absent
12. Dell Inc.	Kim Brown	Present
13. Energy Future Holdings	Cheryl Stevens	Notified Absent
14. EY	Theresa Harrison	Present
15. ExxonMobil Corporation	Linda Sexton	Present
16. Ford Motor Company	Carla Traci Preston	Notified Absent
17. GM	David Drouillard	Present
18. IBM Corporation	Michael Robinson	Present
19. Johnson & Johnson	Beverly Jennings	Present
20. JP Morgan Chase & Co.	Jacqueline Rosa	Absent
21. KPMG LLP	Barbara Carbone	Present
22. Macy's, Inc.	VACANT	N/A
23. ManpowerGroup	Nancy Creuziger	Present
24. Marriott International, Inc.	Dominica Groom	Present
25. Microsoft Corporation	Fernando Hernandez	Present
26. Motorola Solutions	Lisa Stenglein	Present
27. Nationwide Inc.	Pamela Pesta	Notified Absent
28. Office Depot	Shari Francis	Present
29. PepsiCo, Inc.	Larry Caldwell	Present
30. Pfizer Inc	Mike Hoffman	Notified Absent
31. Pitney Bowes Inc.	Laura Taylor	Present
32. Robert Half	Kathleen Trimble	Present
33. Shell	Debra Stewart	Present
34. The Coca-Cola Company	Eyvon Austin	Present
35. The Home Depot	Sylvester Johnson	Present
36. Time Warner Inc.	Clint Grimes	Present
37. United Airlines	Ruby McCleary	Present
38. UPS	Kathy Homeyer	Present
39. Verizon	Sandy Nielsen	Present
40. W.W. Grainger	Nancy Conner	Present
41. Walmart Stores, Inc.	Patricia Snyder	Present

Leadership Council Members		
42. WBDC of FL	Nancy Allen	Present
43. WBEC PA-DE-sNJ	Geri Swift	Present
44. WBCSouthwest	Debbie Hurst	Present
45. CWE	Susan Rittscher	Present
46. WBEC South	Blanca Robinson	Present
47. GWBC	Roz Lewis	Present
48. ORV-WBC	Rea Waldon, Ph.D.	Present
49. WPEO-NY	Marsha Firestone, Ph.D.	Present
50. WBEC-Great Lakes	Michelle Richards	Present
Forum Members		
51. ADP-LLC	Patricia Rodriguez-Christian	Present
52. ALOM	Hannah Kain	Present
55. Arbill	Julie Copeland	Present
53. Banneker Industries	Cheryl Snead	Present
54. Corporate Fitness Works	Brenda Loube	Present
56. Hired by Matrix	Sharon Olzerowicz	Present
57. MYCA	Patti Massey	Present
58. Private Eyes, Inc.	Sandra James	Absent
59. Superior Workforce Solutions	Lynne Marie Finn	Present
60. Trans-Expedite, Inc.	Keeli Jernigan	Present
Expert Members		
61. Bristol-Myers Squibb	Farryn Melton	Present
62. <i>Expert Seat 2</i>	VACANT	Present
63. <i>Expert Seat 3</i>	VACANT	Present
WBENC Staff		
Director of Finance	Valerie Bunns	Present
VP, Marketing	Pat Birmingham	Present
Chief of Staff, Certification & Program Operations	Candace Waterman	Present
Program Director	Lynn Scott	Present
Executive Associate	Mary Callaghan	Present
Regional Partner Organization		
ASTRA	Diane McClelland	Present
WBEA	April Day	Absent
WBDC Chicago	Emilia DiMenco	Present
WPEO-DC	Sandra Eberhard	Present
WBEC West	Pamela Williamson, Ph.D.	Present
Board of Director Guests & Representatives		
Chevron (<i>Guest</i>)	David Feldman	Present
Energy Future Holdings (<i>Guest</i>)	Kevin Chase	Present
Nationwide (<i>on behalf of Pamela Pesta</i>)	Frantz Tiffeau	Present
Pfizer (<i>on behalf of Mike Hoffmant</i>)	Jackie Stafford	Present
Walmart (<i>Guest</i>)	Jenny Grieser	Present
WBENC President Emeritus	Susan Bari	Present

CALL TO ORDER: Board Chair, Benita Fortner, called the meeting to order at 1:02 PM on March 18, 2015.

BOARD CHAIR WELCOME

BENITA FORTNER

Ms. Fortner:

- Opened the meeting: welcomed all Board Members.
- Ms. Fortner expressed her appreciation to all the WBENC Board Members for their participation and ongoing work and support for the organization.

Ms. Pamela Prince-Eason, President & CEO:

- Ms. Prince-Eason noted that the minutes from the last Board meeting, on November 20, 2014 were inaccurate, and would be updated in the version of the Board Book to be posted on the Board extranet site. The corrections were made to lines 15, 45, 46, 48, and to WBEA on the Attendance List (page 4-5 of the Board Book)

Ms. Fortner

- With these corrections, Ms. Fortner asked if the minutes of the last Board meeting were accurate, and if so, a motion should be made to accept them.

Resolution: Lynn Marie Finn moved and Geri Swift seconded the motion to accept the minutes from the November 20, 2014 Board meeting. There was no further discussion and no opposition.

Ms. Fortner reminded Board Members of their duty to annually review, sign, and submit Governance Documents: Code of Ethics and the Conflict of Interest Policy. No changes were made to these documents.

- Kim Brown offered that since no updates were made to either document, Board Members who were satisfied with the policies last year, should be satisfied this year.
- Ms. Prince-Eason added that Mary Callaghan and Lynn Scott would accept signed documents at the close of the meeting.

Ms. Fortner closed her welcome with thanks to Pam and the WBENC staff for a great 2014. Ms. Fortner highlighted the growth of WBENC: with Summit & Salute reaching capacity; and by the work of the Leadership Council and Forum, respectively increasing their effectiveness and collaboration to grow and strengthen the network.

NOMINATING COMMITTEE REPORT:

DIANE PINKNEY

Ms. Diane Pinkney, Chair of the Nominating Committee:

- Thanked all committee members, and asked that anyone seeking nomination should leave the room.

- Announced that updated Nominating Committee scorecards would be unveiled at the November 2015 meeting.

Ms. Pinkney presented the four **Corporate Board Member resignations**:

- Ms. Prince-Eason announced that not all of the resignations were submitted prior to the Board Book being published, and thus were not included.
- Janet Murrah, AT&T
- Betsy Hosick, Chevron
- Cheryl Stevens, Energy Future Holdings
- Howard Thompson, Macy's

Ms. Pinkney announced the slate of three **Corporate Board Member nominations** to replace the resigned.

- Ms. Prince-Eason furthered that AT&T will present a candidate at the next Board Meeting. She followed that replacements are filling the corporate seats, to follow the term deadlines specific to each particular seat.
- Kevin Chase, Energy Future Holdings, term ending 12/2017
- John Munson, Macy's, term ending 12/2015
- Paula Gibson, Chevron, term ending 12/2017

Resolution: Barbara Kubicki-Hicks moved, and Cheryl Snead seconded the motion to accept all three candidates to the Board of Directors. There being no further discussion, the motion passed unanimously.

Pamela Prince-Eason welcomed the newly voted Members to the Board, as well as Members who were voted in at the November Meeting. Kevin Chase, David Drouillard, Patti Massey, Julie Copeland (reappointed), Hannah Kain, Emilia DiMenco, Geri Swift, Marsha Firestone all introduced themselves. Franz Tiffeau, sitting in for Pamela Pesta of Nationwide; and Jacki Stafford, sitting in for Mike Hoffman of Pfizer both introduced themselves. WBENC President Emeritus, Susan Phillips Bari was also recognized.

Benita Fortner, Chair of the Board of Directors:

- Ms. Fortner recognized the depth of the WBENC network, in that upon the departure of Board Members, there is great and seamless succession by new Members.
- Ms. Fortner acknowledged that corporations are increasingly integrating the WBENC business case in their supply chain models; with this shift, there are about ten different corporations which have indicated an interest in service to the Board.
- Ms. Fortner moved that she is exercising her ability to appoint Board Members to an Expert seat of the Board, and announced that Cheryl Stevens would now be serving the Board in an Expert seat, and welcomed her to this role.

PRESIDENT'S REPORT:

PAMELA PRINCE-EASON

Ms. Prince-Eason, WBENC President & CEO, reported on her involvement and engagement throughout the WBENC network since last meeting. In January, Benita Fortner and Pamela Prince-Eason participated in a strategizing session with about 60 attendees from the Executive Committee and WBENC constituent groups to brainstorm about ways WBENC can maintain active membership with “alumni” representatives to support WBENC. There are steps being taken to create this affiliate network, and the meeting was successful in establishing actionable activity to be announced in June. There was unanimous support from the Board regarding this announcement.

Ms. Prince-Eason:

- Thanked Laura Taylor for the work of the Network Task Force, to be reported on later in the Meeting.
- Recognized all of the Members in the Meeting working for companies being recognized as Top Corporations. She also recognized that Summit and Salute celebrates its WBE Stars, and recognized past Stars in the Meeting.
- Announced that there would be a WOSB-related update at the end of the meeting.
- Gave thanks to the Summit and Salute presenting sponsors, EY, Accenture, and for the first time ever a WBE presenting sponsor, Ampcus.
- Finally, Ms. Prince-Eason referred Board Members to pages 19-20 of the Board Book, which gave more in-depth detail to the reportage and activities of her participation at RPO events, meetings, MBDA activity, and the value worked across the WBENC organization.

TREASURER-FINANCE COMMITTEE REPORT

KATHY HOMEYER

Kathy Homeyer, Chair of the Finance Committee, announced that this would be her last time reporting, and thanked the Board for the honor she has had in this role. Ms. Homeyer proceeded to give a full report of the Treasurer-Finance Committee activities and objectives, as well as the future of the Committee.

- Ms. Homeyer noted the increased financial health of WBENC. The Board had approved a \$95,000 budget deficit for 2014; WBENC ended the year with a positive \$366,000 net income.
 - This reflects the strength in WBENC Ambassadors and the performance at events.
- Ms. Homeyer announced that the 2014 audit is scheduled to begin in April.
- Ms. Homeyer referenced the November Board Book, which had indicated the Finance Committee would announce a new unrestricted net assets policy; she extended this deadline to the June meeting.
- Ms. Homeyer reported on registrations for Summit and Salute, which surpassed all records, at 1,454 as of 3/17/2015. Registration for the National Conference & Business Fair are on track to exceed previous events, registration also opened earlier than last year.

Regarding the upcoming changes to the Finance Committee composition, Ms. Homeyer announced that Larry Caldwell would Chair, and Mark Artigues will serve as Vice Chair to the Finance Committee.

- Ms. Fortner recognized these changes to the Finance Committee as official, and documented.

Ms. Homeyer concluded by presenting “The Gift of Candy” to the Board Members, and thanked the Board.

COMMITTEE REPORTS:

- Ms. Nancy Conner reported on behalf of the National Certification, Review and Appeals Committee. She highlighted the Trust Criteria changes, as discussed with Mr. Jorge Romero, which will allow WBENC to certify more women who have been denied based on what was a technicality. She reported that RPOs would be reviewing denied applicants from the last 30 days, and contacting these businesses to inform them that they have become re-eligible.
 - Mr. David Drouillard asked if the RPOs if 30 days was deep enough into the files; Ms. Michelle Richards answered that in the case of WBEC-Great Lakes, they will be looking farther back and will be contacting those newly eligible WBEs.
- Ms. Candace Waterman explained the plan for a newly digitized certification process. 2014 was a fact gathering stage. She will continue to involve SMEs and communicate important information to all constituents. This is a priority to finalize no later than early 2016.
- Ms. Barbara Kubicki-Hicks gave the report on behalf of the Corporate Membership and Revenue Generation Committee, directing Board Members to pages 28-33 of the Board Book. She highlighted the 2015 membership goal, for 30 new members. Ms. Kubicki-Hicks shared that Summit and Salute exceeded its sponsorship goal, and that National Conference and Business Fair is on track to do the same. April 10th is the marketing deadline for this event, and Ms. Kubicki-Hicks reminded all Board Members of this date, and encouraged their participation in this arena. Looking forward to June, she shared that there would be further updates from the three subcommittees: 1) Value Proposition, 2) Membership, and 3) Fund Development; where there would be discussion on the values and implementation of these subcommittees.
- Ms. Beverly Jennings gave an update on the activities of the Marketing Committee; they continue to work in branding the growth of WBENC using their three subcommittees. She reported the growth trends in social media, and the increased use of the mobile app at events.
- Mr. Michael Robinson reported on the mission of the Global Committee, and the results from a survey which had been distributed to 322 WBEs. The Global Committee seeks to better educate WBEs about operating in a global space, and hopes to introduce increased two-way communication with Corporate Members. Workshops at the National Conference and Business Fair are to be based off the survey results.
 - Ms. Cheryl Snead asked if a similar survey would be distributed to Corporations. Mr. Robinson answered that there would be a different approach in creating a survey to corporations; workshops in June would address this.
- Ms. Ruby McCleary shared the Program Committee highlights to date, and the success of meet and greet opportunity at Summit and Salute, as well as the anticipated MatchMaker event. Summit and Salute also rolled out industry roundtable programming for the first time, and the Committee is seeking feedback. She asked for input regarding webinar ideas, which the Committee is working to develop at this time.
- Ms. Debbie Hurst presented on behalf of the Leadership Council. There are currently four ongoing initiatives: 1) strategic growth planning, 2) digitization, 3) rolling out the Women Owned logo, 4) WOSB certification. Ms. Hurst reminded the Board that the Leadership

Council is deliberate about its participation and presence in all the committees, to ensure they are well-represented and informed year-round. She shared their excitement to celebrate and present the WBE Stars at this event.

- Ms. Julie Copeland referred Board Members to the Board Book in her presentation on behalf of the Women's Enterprise Leadership Forum. The Forum's goals at this time involve: 1) WBE engagement, 2) Building capacity through education and programming, 3) Growth and alignment with WBENC governance. She also shared the highlights from the successful Forum Panel at Summit and Salute, in which there were more than 250 participants.

STRATEGIC PLAN: PHASE II UPDATE:

Laura Taylor

Ms. Laura Taylor shared the activities of the Network Task Force; she acknowledged the hard work and process being guided by Cheryl Stevens. The next phase of the Strategic Plan positions WBENC for growth.

- Ms. Taylor emphasized the deliberate processes being set into place to better position WBENC for future growth. There is a meeting planned with the RPOs in July to further develop this.
- About WBENC's core delivery, the Network Task force seeks to determine value proposition around programs and services. Follow-up discussions will take place with the Leadership Council in April.
- All 2015 Service Agreements have been newly signed by the RPOs, and are in-place across the WBENC network, speaking to the uniform governance in place.
- Ms. Taylor shared that monthly calls with the Leadership Council have been instituted, to better communicate across the board; around June-July, monthly calls between committee Chairs and Co-Chairs will also be implemented.
- Finally, Ms. Taylor spoke to the collaborative nature of this process, that the Network Task Force is working together and taking ownership of the outcomes through this process.

COMMENTS AND DISCUSSION:

Pamela Prince-Eason

Pamela Prince-Eason discussed recent developments with the WOSB certification. WBENC has been offering this certification since 2011, and now processes 76% of WOSB certifications as a third-party certifier. At the end of 2014, there was a change to "sole source" certification, allowing sole source awards. This puts WBENC at odds regarding WOSB certification to WIPP, who WBENC has a strong relationship with, as this group has acted as WBENC's voice regarding political issues impacting women business owners. The role of WBENC is not to advocate for a position, but to educate our WBEs about exactly how the law passed.

Ms. Prince-Eason asked that if any Board Members have concerns about our difference with WIPP, they contact herself, Benita Fortner, or the Executive Committee. She affirmed that WIPP remains important to WBENC, and WBENC respects their organizational position, but that WBENC has responsibility to stand for the value of 3rd party certification.

- Ms. Kathleen Trimble asked what the impact to WBENC will be with the new requirements for third party certification. Ms. Prince-Eason answered that WBENC is already preparing for this law to go into effect. There are about 20,000 self-certified WOSB and EDWOSB businesses; the maximum WBENC could expect initially would be 18,000, however, this is not likely due to an anticipated phased implementation at some point in the future. WBENC and the RPOs are working to phase these new applications appropriately.

- Ms. Beverly Jennings questioned if there would a grace period before this law went into effect, and what WBENC communications would look like moving forward. Ms. Prince-Eason responded that right now, WBENC will be educating around the process that supports our network; this education would be communicated and provided within the timeline and note what is appropriate or needed.

Ms. Prince-Eason discussed additional progress with the Women Owned logo, and Walmart's continued support for its implementation. Walmart has provided six endcaps stores across the US, as well as creating an online retail space, which offers the Women Owned logo huge exposure. WBENC will continue to call on its corporate partners around educating for consumer awareness.

- Ms. Prince-Eason shared that WBENC is campaigning for WBEs to act intentionally. It is imperative for WBEs to understand issues within industries, and WBENC is working to provide certified WBEs with the appropriate knowledge to act upon.
- Additionally, Ms. Prince-Eason highlighted the He's for She's campaign, noting that it is important for WBENC to recognize the men in our network that are helping women to be successful.

Ms. Benita Fortner recognized that all of the new initiatives and growth within WBENC are continuing to advance opportunities for WBEs. Ms. Fortner reminded all Board Members to submit their governance forms, unless they could not be completed at this time. Finally, she spoke to new Corporate Membership meetings which are to be held annually at the National Conference and Business Fair.

Ms. Fortner invited Ms. Rea Waldon to speak, as it is her last meeting as a member of the Board. Ms. Waldon happily shared that she was transitioning off the Leadership Council, but will remain in the WBENC network as a member of the Forum.

ADJOURNMENT:

BENITA FORTNER

Ms. Fortner thanked Board Members for their attendance and participation, and spoke to her enthusiasm for the Summit and Salute. There being no further business, Ms. Fortner adjourned the meeting at 3:40 PM.

Materials for June 22, 2015
WBENC Board of Directors Meeting

Nominating Committee Report

Women's Business Enterprise National Council
Board of Directors Meeting
June 22, 2015
Nominating Committee
2015 Goals and Accomplishments
2nd Quarter 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

Activity:

There has been 1 corporate board resignation:

- Kathy Homeyer – UPS
- The Committee voted to accept Estrella Cramer as the replacement candidate to be presented to the Board during the June meeting

Goal: We will review, validate and update (as required) documents supporting the nomination process

- Charter
- Timeline

Accomplishments:

- Held one face-to-face Committee meeting to update the Charter and revise the Board Application

Goal: We will develop metrics that track board member attributes and committee performance:

- Corporate Scorecard
- Board Matrix
- Nominating Committee Self-Assessment

Accomplishments:

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

Nominating Committee (cont'd)

Board Elections:

Corporate Resignations from Existing Board seats:

- Kathy Homeyer, UPS, term ends 12/2016

RPO Resignations from Existing Board seats:

- Rea Waldon, ORV-WBC, term ends 12/2016

Corporate Nominations to Existing Board seats:

- Estrella Cramer, UPS, term ends 12/2016

Corporate Resignations



55 Glenlake Parkway, N.E.
Atlanta, GA 30328
404.828.6000 Tel

April 20, 2015

Pamela Prince-Eason
Benita Fortner

WBENC
1120 Connecticut Ave, NW
Suite 1000
Washington, DC. 20033

Dear Pamela and Benita:

Please accept this letter as the official notice of my intention to resign as a member of the WBENC Board of Directors effective May 1, 2015. My resignation from the Board corresponds with my election to retire from UPS effective July 30, 2015, after 35 years of service to the company. This will give WBENC the opportunity to present my recommendation to the board at the next meeting.

It has been an honor to serve on the Finance Committee and as a board member of WBENC, the nation's leading advocate of women-owned businesses, whose commitment to advancing the success of its members is matched by the dedication of my fellow board members and staff with whom I have had the pleasure of working with over thirteen years. The WBENC board as you both know is the elite of the elite and I am proud I was able to be involved and be part of this prestigious group.

I have also enclosed a letter with my recommendation for Estrella Cramer to take the UPS board seat.

If you have any questions, please call or email me.

Sincerely,
Kathy Homeyer

A handwritten signature in black ink that reads "Kathy Homeyer".



April 20, 2015

Pamela Prince-Eason

WBENC

Dear Pamela:

I would like to take this opportunity to recommend Estrella Cramer for the UPS corporate seat on the WBENC board. As I have been planning my strategy for retirement from UPS, I have had the opportunity to mentor Estrella for the last year. WBENC has been instrumental in promoting women's business issues since its inception, and I believe that Estrella would provide a unique perspective on the current topics facing this community.

As one of a select group of women in management at UPS, Estrella has proven her commitment to the needs of women in business. She has first-hand knowledge of the many complexities females face in promoting their businesses in a predominantly male market. At the same time, Estrella has a corporate perspective that allows her the ability to identify the needs of both large and small businesses.

Estrella and I have worked together the last five years on Supplier Diversity Conferences and events. She is committed to UPS's Supplier Diversity Mission Statement and currently serves to uphold the values of UPS in this capacity.

Estrella is very ambitious, enthusiastic and driven to increase representation of small, minority-and women-owned businesses in UPS's supplier network. She actively participates in local councils like the GWBC in Atlanta and has served on their Certification Committee for the last year. Also, she received numerous awards including 2014 Corporate Women of Achievement from YWCA, OCA 2014 National Corporate Achievement Award and Community Achievement Award. Estrella has countless contacts and a strong network of individuals actively involved in this field of interest.

I highly recommend Estrella Cramer for this position. She will be an asset not only to the Board but also to anyone who has a desire to promote women's business issues.

Corporate Nominations



ESTRELLA CRAMER

Estrella Cramer is the Corporate Supplier Diversity Director in UPS. She has more than 26 years of service across the different business units/functions in UPS including Finance, Procurement, Marketing, Product Development and Supply Chain. She was the Asia Pac Sarbanes Oxley Audit Coordinator for all UPS locations in Asia in 2004.

Estrella is the Chairperson of the UPS Asian Business Resource Group Community Connections Committee. She also serves in several organizations as Board Chair and VP of Finance for the US-Pan Asian American Chamber of Commerce Southeast Chapter, Certification Committee for Greater Women's Business Council, Corporate Mentor in the Georgia Mentor Protégé Connections program, Advisory Council for the Georgia Indo-American Chamber of Commerce and the Asian-American Peace Officers of Georgia; Executive VP for the Organization of Chinese Americans Atlanta Chapter and board member for the Business Consortium Fund.

She is the recipient of numerous awards, including 2014 Corporate Women of Achievement from YWCA, 2013-15 Top 25 Most Influential Asian American in Georgia by Georgia Asian Times, 2014 OCA National Corporate and Community Achievement Award and Outstanding Georgia Citizen by the Secretary of State.

Estrella graduated Cum Laude from the University of St. Thomas in Manila Philippines and pursued an MBA degree in Iona College, New York.

Board Chair & President's Report

Women's Business Enterprise National Council Report of the WBENC President and Board Chair to the Board of Directors June 22, 2015

Activities since March 2015: *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 June Committee meetings, Board Meeting and 1st Annual Corporate Member Meeting. Continued on-going active planning and review of financial activity and performance, as well as, 2014 Audit occurring during this period. Pre-reviewed all financial statements for all Finance Committee Meetings and reviewed/commented on recommendation of Finance UNA policy.
- There was 1 Executive Committee/Extended Executive Committee meetings during this time period. (May 20, 2015)
- Laura Taylor continues to lead the current phase of the Strategic Planning process that is addressing the full WBENC network. This is progressing collaboratively with the RPO Leadership Council and all milestones are being achieved in accordance with the timeline Laura has shared. Laura will report out on the overall progress during the June 2015 Board Meeting.
- Provided oversight and guidance for implementation of Industry Focused programming for the June National Conference. Established Automotive Industry Advisory Group and prepared materials to kick-off Energy Industry Advisory Group.
- Continued collaboration with Walmart and several other retailers regarding expanded usage of the Women-Owned Business symbol that identifies WBE product when on shelves at consumer-facing retailers. WBENC is currently distributing this to WBENC certified WBEs.
- The WBENC Business Development team continued to implement key 2015 Customer Relationship Management plans and to augment usage of the CRM tool with a focus on needs related to the National Conference & Business Fair. Goals are progressing in each territory and enhanced support to RPOs in each territory is a priority.
- WBENC received formal notification that the SBA gained acceptance to separate implementation of the Sole Source provision of the National Defense Authorization Act from the requirement for WOSB bidders to be third party certified. (Eliminating self-certification.) While WBENC and our 14 Regional Partners support the Sole Source provision, we will be active in educating our network and responding to public comment requests as part of the formal rule-making process. The WBENC Network joint position is that we would like 3rd party certification implemented in a timely manner maintaining

the reliance on the value of 3rd party certification. Should you be interested in additional details regarding this matter, please let Pamela Prince-Eason know.

Operational Excellence:

- The WBENC team has enhanced our communication and coordination by utilizing monthly phone updates. Topics focus on key items that impact our performance and delivery of value to all constituents.
- Work and preparation for another great event, the 2015 National Conference & Business Fair have been a main focus for the WBENC team. We out performed our Summit & Salute goals and are on pace to out perform last year's National Conference event and our planned budget. Thank you to our presenting sponsors Chevron, Dell, PepsiCo, Pinnacle, Techway Services and TransExpedite. Also, thank you to all of our sponsors. Your investment in WBENC makes it possible for us to provide the most meaningful conference experience possible.
- Finalized 2016 & 2017 Summit & Salute locations to meet our growth needs and to mitigate weather related concerns. Please note that we have selected Phoenix, Arizona (convention center and 2 hotel properties) for the 2016 S&S and we are committed to the 2017 S&S in New Orleans. Thank you to Accenture, EY and Ampcus for their role as presenting sponsors and to all Board sponsors who are making this a tremendous success through financial support and participation in roundtables, matchmaking and networking.

Public Representation of WBENC:

Media interviews:

Significant media partner and PR coverage of:

1. In May, participated in 1st Annual Bentonville Film Festival. The Gena Davis Institute released meaningful research and created a major focus on the impact media has on gender bias. The panel discussed the view of Women in Media, Women Around the World, Federal Government support for Women and Women in Business. I was honored that WBENC was selected to represent Women in Business.
2. Upcoming 2015 NCBF Event and Host Committee follow-up articles. Major media with WE-USA for a National Conference Edition.
3. Taped 7-8 minute segment regarding WBENC with Michelle Richards, aired in Michigan in April.
4. Coverage of Women-Owned logo plans and usage.
5. Coverage of WBENC role of advancing women's business growth.

Partner Meetings and Events:

1. Participated in March, 2015 Quarterly Public Meeting in Detroit followed by leading panel of WBENC-certified WBEs participating in NWBC program with Comcast. Continued participation in monthly "Group of 6" organizational committee meeting as part of NWBC operation and governance model. Supported and discussed planning for June NWBC

Public Meeting and planned research activities that will occur during the June National Conference in Austin.

2. Pamela Prince-Eason and Michelle Richards met with her Great Lakes Board to discuss commitment for a 2018 National Conference & Business Fair in Detroit.
3. Pamela Prince-Eason and Benita Fortner were pleased to attend the May 2015 NMSDC Awards Dinner where several members of the WBENC family were recognized with important leadership awards. Congratulations to our Board Members, Benita Fortner and John Munson for their important recognitions.
4. Josette Wright-Lacey and I were invited to join the Tuck Diverse Programs Advisory Board and attended our 1st meeting of the expanded Board in May. Thank you to all of you who continue to support WBENC's inclusion in minority leadership. I believe our active participation will lead to strong opportunities for our MWBEs.
5. Thank you to Marsha Firestone for her recognition of the collaboration that occurs between WPO and WBENC by honoring me with the Adrienne Hall Award for Breaking-Down Barriers. I was very humbled to receive this honor and enjoyed attending the WPO Annual Conference.
6. Pat Birmingham attended and presented at the Enterprising Women Conference March 29-30.
7. Pamela Prince-Eason met with Rea Waldon and select WBEs to show support for the leadership transition occurring in Ohio. Candace Waterman represented WBENC at ORV-WBC's annual "Catching the Wave" conference. This successful meeting included a farewell to both Rea Waldon (ORV Executive Director) and Howard Thompson (retiring, Macy's.)
8. Pamela Prince-Eason attended Geri Swift's RPO event in Pittsburgh and met with EQT President and leadership of Procurement.
9. Pamela Prince-Eason, Candace Waterman, Pat Birmingham and Mia Delano attended all activities and exhibited at the ISM National Conference & Trade Fair.
10. Pamela Prince-Eason and Mia Delano attended the Green Bay Packer's Mentor-Protégé Awards and Graduation ceremony at their request to provide feedback on program.
11. Candace Waterman and Pamela Prince-Eason participated in WBDC-Chicago's June Board Meeting at the request of Emilia Dimenco and Debra Jennings-Johnson. Great discussion regarding WBENC's Core and our collaborative work together.

Meetings & Events with WBENC Members:

- Walmart – Attended annual Shareholder’s Meeting and Saturday Morning Associate Meeting in June. Presented Crystal Leadership Award to Doug McMillon as part of the Shareholder’s activities making associates, leadership, board members and Walton family member attendees aware of the impact of their support for women, as well as, for Doug’s personal support throughout Walmart and Sam’s Club of activities that are placing more attention on women-owned businesses.
- Macy’s – Pamela Prince-Eason attended the inaugural meeting of Macy’s Diversity Senior Advisory Council. Macy’s has a strong commitment to minorities and women. Additionally, Pat Birmingham and Andrew Gaeckle attended the 5 Year Celebration of Macy’s “Workshop at Macy’s” supplier development program.
- Teva Pharmaceuticals – Pat Birmingham conducted new member on Boarding with newly formed team.
- Wells Fargo – Phone call meetings with Paige Adams and Casondra Devine regarding planning and execution of new program concept to support WBEs, as well as, research briefing conducted on access to capital for diverse groups.
- JCI – Mia Delano and Pamela Prince-Eason met with Reggie Layton and Shelly Brown to define WBENC support model to assist JCI in meeting their business objectives.
- Manpower – Mia Delano met with Manpower for a routine support visit.
- Accenture – Candace Waterman attended the kick-off of Accenture’s latest Diverse Supplier Program, presenting important information regarding WBENC and certification.

Upcoming visits planned: June 23 NWBC Public Meeting (Austin in concert with WBENC NCBF), Network Planning Team Meeting with Leadership Council (July 9-10), ASTRA Economic Summit (July 14-15), Boeing (tentative July 16), Disney (July 27), Darden (July 28), 2016 Orlando Site Planning (July 29-30), General Motors (August 4-5), NWBC 4th Qtr Public Meeting (Sept 14), Go 4 Greens (Sept 17-20), Fiat-Chrysler (Sept 18), CEED Annual Conference (late Sept), Tuck-WBENC Annual Program (Oct 4-9), WBENC Executive Committee Retreat (Oct 7-9). Team Plans to support NGLCC, USBLN, NMSDC, as well as, WBEC West Sept Conference and WBDC Chicago Sept Conference.

Finance Report

Women's Business Enterprise National Council Board of Directors Meeting June 2015

Second Quarter 2015 Goals and Accomplishments (as of June 2, 2015)

Goal: Define target level of net assets.

Accomplishments:

[Note these financial results are repeated from the report on the first quarter goals and accomplishments since the 2014 draft audit report has not been issued at the time of the writing of this report.]

- Based on the 2014 unaudited financials with a net income of \$366,000, it is anticipated that WBENC will have restored the unrestricted net-assets (reserves) position to a balance of \$2,296,000 on December 31, 2014, which represents 24.2% of expenses.
 - In June 2010, the Finance Committee developed and adopted a plan to replenish the unrestricted net assets balance to 33.33% of expenses by the end of 2015. This is slightly below the original December 31, 2014 plan target of \$2,560,000, or 28.6% of expenses, by \$264,000.
 - The Finance Committee revisited the unrestricted net assets plan established in June 2010 and recognized that the initial plan did not project any investments into the organization. The committee established a sub-team to draft a written unrestricted net assets reserve policy to ensure the stability of the mission, program employment, and ongoing operations of the organization.
 - On September 29, 2014 the sub-team submitted the draft to the committee for review/deliberation. The draft was presented for legal review and approved.
 - The committee deliberated that the reserve limit be set at 25%. The committee will develop a plan/timeline to accumulate funds in the reserve and how to distinguish the funds from operating cash.
 - The committee decided on a sub-team to provide guidance on investing activities.
 - The Finance Committee was updated with the proposed unrestricted net assets operating reserves calculation on May 27. The committee is expected to meet prior to the June BOD meeting and finalize the recommended unrestricted net assets reserves 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, 2014 unaudited financial results, 2015 Summit & Salute Forecast, and YTD February 2015 National Conference & Business Fair.
- The Finance Committee reviewed the YTD March 2015 actual results compared to the YTD March 2015 budget and YTD March 2014 actual results during its April 27, 2015 conference call. Highlights:

- Actual expenses through April 30, 2015 are slightly ahead of YTD April 2015 budget by \$156,000.
- Statement of Financial Position (Balance Sheet) as of April 30, 2015 remains healthy and very positive. In April the operating cash balance was \$353,000 higher than the previous year. Accounts receivable as of April 30, 2015 were \$2,349,000, \$902,000 higher than last year and largely attributable to later billing of sponsorships and membership. As of May 19, \$670,000 or 29% has been received.
- During the June 2015 Board of Director's meeting, Mr. Caldwell 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 2016 budget to the board of directors.

Accomplishments:

- This will occur during the fourth quarter (approval by the board at the November 2015 meeting.)

Audit Committee Report

Women's Business Enterprise National Council Board of Directors Meeting June 2015

Second Quarter 2015 Goals and Accomplishments (as of June 3, 2015)

Goal: Oversee completion of the 2014 audit.

Accomplishments:

- The Audit Committee met with Lisa Drummond, Councilor, Buchanan & Mitchell Auditor, on March 18, 2015. Topics of discussion included:
 - Review of the December 31, 2014 preliminary, unaudited financial statements, 2014 engagement letter, audit plan/risk assessment, update on personnel and internal controls.
 - Discussions covered segregation of duties, internal controls surrounding the payroll register, pending revenue standards impact on nonprofit and RPO allocation calculation. 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.
 - CRM and Microsoft Dynamic (GP) Connector was implemented. Temporary to assist during Senior Accountant leave of absence.
- The Audit Committee, without WBENC Staff, met in Executive Session with the audit partner.
- As of this writing, the 2014 draft Audited Financial Statements and the auditors' Management Comment Letter are expected to be completed by the end of this week (June 5). The Audit Committee will meet to review the draft reports the week of June 21.

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

Accomplishments:

- Will be completed through the 2014 audit process.

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

Accomplishments:

- Nothing to report this period.

Goal: Completion of 2014 Form 990.

Accomplishments:

- Filed IRS Form 8868 to extend the 2014 IRS Form 990 filing deadline to August 15, 2015.

Leadership Council Report

**Women's Business Enterprise National Council
Board of Directors Meeting
June 22, 2015
Leadership Council
2015 Goals and Accomplishments (Q2)**

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 December 2015.
 - As of 6-1-2015 there are currently 12,765 WBE certified firms.
- Objective: To work with WBENC to ensure delivery of a successful WOSB Certification Program. Additionally document the growth of new and recertification files using 2012 as a basis year.
 - As of 6-1-2015, there are currently 1,936 WOSBs certified firms.
- Objective: Document the growth of "dues paying" corporate & government members at the regional level.
 - As of 6-1-2015, there are 524 Regional Corporate Members.
- Objective: To document the formal RPO MoU's with government & quasi-government agencies that recognize/accept WBENC Certification.
 - The information is being collected through the monthly RPO reporting to WBENC.
- 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; and provide education and training for WBE business growth in the current environment.
 - As of 4-31-2015, there were 92 regional events with 2419 total participants held across the WBENC network.

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 with the WBENC Network Task Force to develop a network model that ensures the WBENC network growth and sustainability.
 - As of 3-1-2015, all RPOs have signed the 2015 Service Agreement.
 - The Leadership Council completed an RPO Programming Survey and subsequent work session with the WBENC Network Team to identify program categories that are core to the CORE delivery for the WBENC network.
 - The LC and Network Task Force have a work session on Growth scheduled for July 2015.

Women's Enterprise Leadership Forum Report

Women's Business Enterprise National Council
Board of Directors Meeting
June 22, 2015
Women's Enterprise Forum
2015 (Q2) Goals and Accomplishments
(As of 6-8-2015)

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's business enterprises and participates in programming opportunities such as development and networking with corporate and government entities.*

1. Goal: WBE Engagement

- a. Encourage Forum WBEs to share their stories
- b. Involve all sizes of WBE businesses
- c. New Forum Team Representative onboarding
- d. Forum and Regional Partner Organization alignment

Accomplishment: Through efforts from the Membership & WBE Recruitment and Marketing Forum Teams promoting Each One Reach One, 200 people attended the March Forum Meeting prior to the Summit & Salute. Recognition was given to the Forum Representatives who brought the most WBEs to the meeting. The same initiative is being promoted for the June Forum Meeting.

Accomplishment: Forty-six (46) new Forum Team Representatives (FTRs) selected Forum Teams on which they will participate and provide input.

Accomplishment: Through WBENC's #ACTIntentionally initiative, Forum Representatives from the WBENC Membership & Revenue Generation Committee have created a Forum Give Back Campaign. Each Forum Representative is invited to bring at least one item for donation to Dress for Success at the June Forum Meeting prior to the National Conference & Business Fair. The Forum is partnering with Dress for Success, Austin, to donate items to assist in their mission to "promote the economic independence of disadvantaged women." With these donations, the Forum will assist other women in the Austin community to prepare for job interviews and the advancement of their career aspirations.

2. Goal: Building Capacity through Education & Programming

- a. Special Events or opportunities through *Forum First*
- b. Corporate panels
- c. Keynote speakers

Accomplishment: WBENC is committed to the *Forum First* initiative. In doing so, the monthly President's Report hosts a column Your Advice. The purpose of the column is to connect the WBENC network as thought-leaders through advice and wisdom. The Forum Representatives are invited to participate in each month's question and their answers have been published in the past six issues of the President's Report sharing their perspective and knowledge.

Accomplishment: Through the *Forum First* initiative, WBENC extended a pre-Summit & Salute “Buy it Now” option of Power Meetings to Forum Representatives. This option allowed the Forum early access to the list of Executives and an exclusive opportunity to purchase them before they were open to all attendees. Five meetings were purchased for a total of \$25,000.

Accomplishment: The Forum will host a Global Panel during the June meeting titled “Taking Advantage of Global Business Strategies”. This panel was collaborated on and created by the Forum Global Team and Global Committee. The panelists will consist of two corporate members and one WBE who are doing business globally as well as feature the President, CEO and Co-founder of WEConnect International.

3. Goals: Governance/Communications

- a. Strategic Input to the Board and Board Committees
- b. Forum Leadership Succession Planning
- c. Application and Scorecard process
- d. Forum Team Meeting Structure
- e. Clearly define the Forum and Forum roles

Accomplishment: The Chairs and Vice Chairs of the Forum Teams collaborated to create 2015 goals that are in alignment with the WBENC Strategic Plan. Each Team’s goals will be distributed to the entire Forum Leadership Team to create continuity throughout the Teams and allow for partnering and support when necessary.

Accomplishment: The Forum Leadership reviewed and revised the application and scorecard process for the WBE Board Seat, Forum Vice Chair and Team Vice Chair positions. Modifications were made to ensure alignment with the Nominating Committee and WBENC application and scoring processes.

Accomplishment: A Forum Structure and description document was created and presented to the Forum during the March meeting. The Forum Chair, Julie Copeland, conducted an exercise with the Forum Representatives to ensure WBEs clearly understand the role they play in the Forum. This enabled the 46 new Forum Representatives to clearly communicate the value of the Forum to their fellow WBEs.

Accomplishment: The Forum Leadership proposed modifications to the Overview Document as well as other supporting Forum Documents and presented these items to WBENC for approval.

Corporate Membership & Revenue Generation Report

Women's Business Enterprise National Council
Board of Directors Meeting
June 22, 2015
Corporate Membership & Revenue Generation Committee
2Q2015 Goals and Accomplishments

Overview

To improve the committee's effectiveness, the group was divided in 2014 into three sub-committees focused on the following: membership retention & engagement; WBENC value proposition; and fund development. Each sub-committee has established its own goals, and in some instances has actually been further sub-divided in order to strategically attack the stated objectives. This report will focus on the activities of the sub-committees listed above, as well as major business development goals around membership and sponsorship fundraising, Ambassador planning, and detail any specific outreach the team has conducted along with the results. In addition, the report presents updates on outreach to the Hispanic women-owned business community as this has been identified as a major segment for growth in 2015.

Ambassadors Program Update

The Ambassadors continue to be a rich resource of knowledge for all WBENC constituents as well as those who are considering either becoming certified or who are reviewing the benefits of corporate membership. In 2015, we will continue to leverage the expertise of our Ambassadors, and focus on how to improve the program so that there is genuine value for its participants.

The meeting schedule has been streamlined. In the months where an in-person Board meeting is taking place, the group will not meet by phone as the information is somewhat redundant. Instead, a brief memo detailing any action items or items of note will be sent out. Furthermore, there will be a heavier focus on sharing Ambassador success stories to demonstrate how effective Ambassador outreach can be and how simple it is to conduct. The group, in coordination with WBENC leadership, will also review a plan for expanding the Ambassador eligibility criteria to allow the program to take advantage of other WBENC advocates which will contribute to the vitality of the initiative.

Business Development Membership and Event Sponsorship Update

Note: All membership monetary figures are as of 5/31/2015. The most accurate information will be available in the Board finance report.

2015 New Member Goal:	30
Actual:	20
Achieved:	66%
New Member Revenue:	\$211,225

Overall Membership Revenue Goal

(Includes new member revenue): \$3,741,000

Membership Revenue Invoiced

(Does not include value of in-kind arrangements): \$3,781,750

% of Revenue Goal Achieved: 104%

2015 New & Re-Joined Members	2015 New & Re-Joined Members
American Water	Luxottica North America
Barclays Capital, Inc.	McCormick & Co., Inc.
BASF	Motion Industries Inc.
Burns & McDonnell	Office of the Comptroller of the Currency
CA Inc.	S.C. Johnson & Son, Inc.
Closure Systems International Inc.	Sony Pictures Entertainment
Depository Trust & Clearing Corp., The	Teva Pharmaceuticals
Facebook	
Florida Blue	
GM Financial	
Intel	
Kraft Foods Group	
L'Oreal USA	

*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 2015 began in September of 2014. At this point, the following 27 members have declined to renew or were deactivated due to no response:

Declined and Deactivated Members			
Allergan, Inc.	EMC Corporation	MasterCard Worldwide	Technology Integration Group
BBVA Compass	Express Scripts, Inc.	Milwaukee Public Schools	TIAA-CREF
Big Heart Pet Brands	Federal Home Loan Bank of Boston	Phillips66	United Stationers
BlackBerry	Forest Laboratories, Inc.	Saatchi & Saatchi North America, Inc.	United Technologies Corporation
Blue Cross & Blue Shield Association	Jones Lang LaSalle	Sage	URS Corporation (now AECOM)
Bright Horizons Family Solutions	Mack Trucks, Inc.	Schneider Electric	Veolia Environment
Citgo Petroleum Corporation		Tate & Lyle LLC	WAUSAU Financial Systems, Inc.

As a distinction, some companies notified us by phone or email that they were unable to renew primarily for budget reasons. Companies that we list as deactivated are those who never responded to our renewal inquiries, and thus had their benefits discontinued. Revenue lost from non-renewing companies is equal to \$297,000. Mack Trucks, Phillips66, and United Technologies Corporation have indicated they will try to renew their respective memberships in 2016 if budget allows.

Summit & Salute 2015 Numerical Goals:

Total Sponsorship Goal:	\$780,000
Actual as of 3/24/2015:	\$827,500
Percentage Achieved:	106%
Expected Attendance:	1,300

Ampcus, Accenture and EY were the 2015 Presenting Sponsors of the Summit & Salute. Ampcus was the inaugural WBE Presenting Sponsor for this event, and it is an opportunity we believe will be replicated in the future based on its present success. Debriefing sessions were held with each of these sponsors, and some recommendations from these discussions will be incorporated into the 2016 Summit & Salute.

National Conference & Business Fair 2015 Numerical Goals*:

Conference Sponsorship Goal:	\$2,350,000
Pledged as of 6/8/2015:	\$2,359,500
Percentage achieved:	100%

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

2015 Conference Sponsorship Outreach

Our 2015 NCBF Co-Chairs include: Chevron, Dell Inc., PepsiCo, Inc., Pinnacle Group, Techway, and Trans-Expedite. WBENC agreed to a greater than usual number of co-chairs in recognition of the tremendous interest shown for having that role during the Austin conference. Debbie Hurst of WBC-Southwest is the head of the Host Council and the Host Committee is chaired by Patti Winstanley of Aztec Promotions. Marketing and communication campaigns are underway to build awareness and support for the event. At this juncture, online registration has recorded approximately 2,743 registrants. Exceeding 3,000 attendees onsite is expected, and the Business Fair Floor has sold out. Both Power Lunch and Silent Auction communications have been distributed requesting participation from corporate members and WBEs in support of these initiatives. Finally, the Mobile App has been released. Its functionality allows attendees to access all conference information at any time including the ability to connect with other registrants by sharing profiles.

Sub-Committee Reports:

Value Proposition, Staff Lead – Mia Delano: Led by chair, Linda Sexton of ExxonMobil, and newly appointed vice chair, Jennifer Jeansonne of Eagle Consulting LLC, the first WBE to serve in this position, they intend to continue to build upon all of the ideas that were generated in 2014, however they have identified three main goals to accomplish in 2015.

The key factors that resonate thru all goals are determining what people look at when weighing their value proposition. We have found those to be the following:

- Risk Aversion – they want to be safe
- Data – data drives decisions and good data makes for educated business decisions
- Sense of belonging/Belong to a Team – who else is doing this
- Feel Important – that they are doing something for the greater good

Here are their accomplishments to date:

Goal 1, Team Lead is Jennifer Jeansonne: Strengthen the WOSB Certification (Women Owned Small Business Certification) value proposition to all parties involved, to help grow both the number of WOSBs/WBEs as well as National Corporate & Government Members.

Current work:

WBENC is still in a slight holding-pattern waiting for final information from the SBA; however, the team has begun the following:

- Articulating the value proposition for the following groups to be turned over to marketing to create materials:
 - WBEs/WBOs (non-certified women business owners) to become WOSBs **No additional fee to apply for WOSB at this time*
 - Is the requirement of WBENC certification and cost a negative?
 - Government agencies and their Prime Contractors (corporations)/SBLOs (small business liaison officers) to become WBENC National Members **WBENC annual dues amount for a Government Agency is \$2,500, with full membership benefits*
 - Seeking answers to the following from Government Agency Perspective:
 - Won't they just use SAM to find WOSBs?
 - How do we translate this into extra savings for them?
 - Because the government perspective when it comes to contracting is that you are either small or large – how do we get them to look at the WBEs as well?
- Seeking ways to better track data around WOSBs, awarded contracts, and which WBEs/WOSBs are currently doing business with the government (federal, state, county or city) thru current WBENCLink database or alternatives
 - Have worked with the WBENC staff to create new report from WBENCLink that will give us an overview of the current WOSBs that we have certified **Should have this by the end of July/August timeframe*
 - Also identifying industry gaps in the types of WOSBs we currently have certified, so we can be strategic in our marketing
 - How many WBENC Certified WBEs are currently eligible to be WOSBs and haven't gone this route? And why haven't they?

Goal 2, Team Lead is Linda Sexton: Create ways to assist our Corporate Members in Strengthening their Business Case for Supplier Diversity to increase retention of current WBENC Corporate Members, attract potential new Corporate Members and, ultimately, help them to build stronger programs which will lead to more opportunities for WBEs and WBENC.

Current work:

This group has developed a draft document that explores ways to change the perception of supplier diversity from *the right thing to do* to *adding shareholder value*. This document can be used in a PowerPoint version for meetings and presentations, as well as serve as a new *WBENC Best Practices* piece once complete.

The document is currently being bolstered with data and additional input from Corporate Members. Thus far it covers the following:

- Why corporations support diverse suppliers/WBEs in their supply chain
 - What customers, employees, or shareholders & investors want
 - Strengthens the communities in which they operate
 - Larger pool of qualified suppliers
- Why support WBENC to achieve this goal
 - Strengthens customer base
 - Strengthens value for shareholders & investors

- Strengthens existing suppliers and helps the corporation find additional ones
- Strengthens internal program and employee opportunities

Goal 3, Team Lead is Debra Jennings-Johnson: Create ways to strengthen our Industry-Specific Initiative & Programs to educate and retain WBEs and current Corporate Members, as well as attract prospective new Corporate Members and WBEs.

Current work:

This group has identified the following items as priorities to achieve stated goal:

- Speak to top Corporate Members and WBEs within the current WBENC targeted industries to be sure we are aligning with the top groups within their industry – there are typically 1-2 leaders in their specific space - for two reasons:
 - Subject Matter Expertise
 - If we are going to be most effective, we need to better prepare our WBEs for what is to come – which is generally done by the forecasters, engineers and other subject matter experts within the corporations. Suppliers must know what’s happening a good 18 mos-2 years in advance in order to compete.
 - There is a role for the CPOs/procurement folks here as well in terms of what is needed from the suppliers and how to best prepare, but the industry forecasting comes from somewhere else.
 - Potential WBEs/Strategic Marketing of Certification
 - Need to create a list of these organizations from both the WBE and Corporate perspectives in each WBENC targeted industry
- Committee has requested a more granular breakdown of our current certified WBEs not just by industry as we currently define it in WBENCLink, but deeper than this, so they can understand and analyze who we currently have and identify gaps that need attention. **WBENC staff has done some initial work on this as they are in the planning phase for program updates to WBENCLink, and they already have plans to incorporate some of what has been discussed.*
- Additional Programmatic/Marketing Ideas under review:
 - Begin delivering programs within the regions that are best known for the specific industries we are targeting in partnership with the RPOs.
 - For example: Houston – for energy; Silicon Valley – for technology
 - We could work with our Members in those areas, and some of the local women’s industry groups, and this could be open to prospective WBEs as well as Corporate Members (Members could invite primes)

Membership Retention & Engagement. Staff Lead – Robin Billups: During the 1Q2015 meeting (March), the committee elected to create a lead/team for each of these areas. This will ensure the actions are with WBENC’s strategy while also addressing milestones.

Prospecting:

Seeking to create a coordinated process to identify and document referrals from the Membership Committee to the Business Development Team, Juli Sinnett will lead and identify volunteers to develop recommendations on this effort. General discussion amongst the subcommittee provided

insight into key factors for the working group to address. A review of screen shots from our current resources - CRM profiles, Membership Application Packet and a historical prospecting form were dissected as a basis for the type of information WBENC gathers in prospecting leads and on-boarding new members. Recommendations included: aligning the format of these documents and process to clearly flow thru each step from identifying a prospect to formally on-boarding. The discussion also led to several active prospect contacts from the working group. Prospecting decks by industry sector will be developed over time in conjunction with the efforts resulting from the Value Proposition working committee.

Engagement/Retention:

The working group will develop information based on the CRM platform format to deepen the engagement of our corporate partners. This effort is to stabilize the membership and increase retention. We are also looking to decrease the loss of members where budgetary constraints are not the primary reason for non-renewing. By leveraging existing relationships of both Corporate Members and WBEs, the practice is to gain deeper insights into their business model to improve retention by offering more valuable engagement aligned with the corporation's needs. In addition, the group seeks to identify existing WBENC resources that are the most effective for the supplier diversity contact whether they are brand new to the area or have many years of experience. Finally, it will become a best practice to identify multiple contacts beyond the supplier diversity representative within prospective corporate member and entities as well as existing corporate members.

Outreach:

This working group developed two 'near term' projects based on the WBENC "Act Intentional" strategy as detailed below, and the group has focus areas for long term project development as well.

- **Community Impact/Give Back Campaign** - June 2015

This is a Professional Clothes Drive via a partnership with a national nonprofit. The engagement is to request conference attendees bring gently used business attire to donate to women in need, in the locale where WBENC's national events are held. Dress for Success is the most likely partner.

- **Thank You Campaign** - November 2015

This involves a gratitude campaign where WBEs share their appreciation with the Corporate Members in recognition of their on-going efforts to educate and develop WBEs, and create opportunities in the supply chain.

Long term project:

- **Diversity Calendar of Events:** Compile a comprehensive outreach calendar (by year-end for 2016 and beyond) for WBENC consideration and planning. The outreach efforts will be industry focused and approved by WBENC to ensure ROI towards the strategies as directed by the committee work. The goal is to ensure engagement with active decision makers and influencers while also gaining industry insight into trends and challenges for WBENC future planning.
- **Next Generation:** Target young entrepreneurs through university groups, NFTE and other high school initiatives, as well as outreach to the Girl Scouts since the group now has an Entrepreneur Badge.

Fund Development, Staff Lead – Paige Adams:

The sub-committee is chaired by Barb Kubicki of Bank of America, and the vice chair is Pauline Gebon of Metlife. Under their leadership, the group's mandate is to grow and strengthen existing revenue streams, and to evaluate funding mechanisms for WBENC specified projects that will arise in the future. Three sub-committees have been formed that will focus on the following priorities:

Long Range Revenue Plan Group – This group requested information on WBENC's current strategic planning mechanisms for long range revenue development, and found the organization does not currently have a forecasting tool. Before the group can move forward with identifying key revenue sources and making educated recommendations regarding what sources would be best based on WBENC's future projects, it was agreed the group needed to explore how to implement a vetting framework that could be used to thoroughly analyze proposed revenue growth ideas. The group met with the Finance Committee Chair, Larry Caldwell, and Director of Finance, Valerie Bunns, to gather their input on this resolution.

Lisa Stenglein of Motorola crafted a vetting aka Business Case template based on what is used internally at her company. Part of the framework identifies whether the prospective project will be implemented in the short term, medium term, or requires a long term planning phase. The tool formalizes the evaluation process for any proposed funding idea whether it comes from the Corporate Membership & Revenue Generation Committee or is fostered in one of the other Board Committees. Thus, rather than being the subject of continuous brainstorming but never reaching implementation, ideas will have a path to follow which will provide a conclusive decision on whether the idea is implemented, put on hold, or rejected. The formal stages or Business Case States include the following:

Idea – Idea is in creation and there is open conversation surrounding it

In Development – A decision has been made to pursue a Business Case, and the Business Case is in development.

In Review – The Business Case has been completed, and a date for review has been set.

Approved – The Business Case was approved, and a proposed implementation timeline has been put forth.

Hold – The idea is tabled for the moment, and reasons for the hold are noted in the Business Case comments.

Rejected – The Business Case is not approved, and it will be archived so it may be used as a reference source later should the idea be raised again. The reason for the rejection will be detailed.

To test the Business Case template and properly amend it for WBENC's use, the team began inputting the key factors around an online Individual Giving Campaign which is the focus of the other sub-team. Valuable discussion resulted in several modifications to the template, and led to more in-depth thinking about the possible effects of the campaign on the WBENC network and a discussion on how those factors can be mitigated. Next steps include finalizing the Business Case for the Individual Giving Campaign and identifying the hierarchy of the approval process.

Individual Giving Campaign – The goal of this subset is to research and recommend the appropriate policies for implementing an online individual giving campaign in the fall of 2015. By establishing a true process around this initiative, it will become a sustainable fundraising tool for WBENC in the future. Currently, the sub-team is working with the Long Range Revenue Plan group to evaluate the idea using the new Business Case tool.

Industry-Specific Programming – After much discussion, it was decided that having a group focused on funding for specific programs did not make sense until the Long Range Revenue Plan group had completed significant groundwork.

Hispanic Women-Owned Business Outreach, Staff Lead – Eduardo Pereira

WBENC is committed to creating a comprehensive initiative aimed at two primary objectives. First, in complete alignment with our CORE platform, provide Latina business owners the information to investigate certification. We need to work more closely with Hispanic Chambers of Commerce throughout the country to make sure they are constantly feeding the certification pipeline. At the same time, we will create adequate programmatic content at our events to make sure WBENC-certified Latina businesses attend our events and take full advantage of the wonderful opportunities WBENC is creating. Secondly, provide current and aspiring Latina business owners with access to the tools, resources and information they need to establish themselves, as well as grow and succeed in a competitive environment.

Our “Join Forces. Succeed Together.” theme underscores the need to strengthen our partnerships not only with our valued Corporate and Government Members but also between our certified WBEs. This joining of forces across all constituents is critical to our collective success, which will result in fueling economic growth by opening up new channels of revenue and creating jobs across both the public and private sector. Our theme also emphasizes the imperative of diversity and inclusion across all ethnicities. We want to make it very clear how important Latina-owned businesses are to this economy and why they are the fastest growing business segment in the United States. We recognize the importance of Chamber Leaders as a catalyst for success in the Hispanic community, and understand they will play a critical role in bringing to life our theme in the glorious state of Texas.

As part of this initial outreach initiative and in the spirit of Joining Forces we offered a complimentary conference pass to six leaders of Texas State and local Hispanic Chambers of Commerce. The invited Chambers of Commerce are the following:

TAMACC - Texas Association of Mexican American Chambers of Commerce
Greater Austin Hispanic Chamber of Commerce
Greater Dallas Hispanic Chamber of Commerce
El Paso Hispanic Chamber of Commerce
Fort Worth Hispanic Chamber of Commerce
San Antonio Hispanic Chamber of Commerce

These Chambers have been very active in promoting the 2015 NCBF within their membership. We’ve also seen our current Latina WBEs associated with these Chambers actively promote the Conference when attending panels, workshops, and participating in media opportunities.

We have seen that our programs are good for all WBEs despite their ethnicity. For this reason, we have decided to investigate the real reasons why we are not finding a huge increase in Latinas getting certified, and why our current Latina WBEs are not taking advantage of the programs we offer. We need to find the right profile and target audience, and then develop an aggressive message to market to these groups. We have already created two surveys, and we will start disseminating them after the 2015 NCBF by leveraging our strong relations with Hispanic Chambers of Commerce.

Programs Report

**Women's Business Enterprise National Council
Board of Directors Meeting
June 2015
Opportunities/Programming (U.S.)
2015 Goals and Accomplishments**

- 1. Align program strategy to CORE mission and objectives**
 - Continue to develop and deliver quality programming that is relevant and timely for all WBENC constituents
 - Support industry focused programming strategy
 - Provide a variety of mediums for training in addition to onsite sessions at events (e.g. webinars); developing basic “101” level webinars to be available real time so constituents do not have to wait for an event to access. Initial webinars include:
 - Networking Essentials – Patricia Christian (group lead)
 - Capabilities Statement Proficiency – Patti Winstanley (group lead)
 - Present Your Position – Hallie Satz (group lead)

- 2. Develop operating guidelines for programs, delivery, design and development by utilizing best practices for program development.**
 - Guidelines were used for the Programs committee for all 2015 events
 - Developed a new “Call for Presentations” to align with the guidelines for 2015 programming

- 3. Leverage available tools, partners and resources to develop and enhance programs.**
 - Incorporate partner resources into programming - *ongoing*
 - Develop list of programming to be developed in addition to partner programming – *ongoing*
 - Leveraging the expertise of the Top Corporations for industry roundtables at 2015 Summit & Salute and National Conference workshop sessions
 - Working with ISM on complimentary training and content that can be shared
 - Creating a continuum between Summit & Salute roundtables and National Conference sessions
 - Highlighting workshop content after events in President’s Report articles

- 4. Develop methodology to measure effectiveness of programming**
 - Process and relevant metrics/results are evaluated and reviewed after each event (workshop evaluations and post event surveys)
 - Incorporating feedback from 2014 events into 2015 planning
 - Evaluating introduction of other ways to measure our “audience” (e.g. polling real time)

Global Business Committee Report

Women's Business Enterprise National Council Board of Directors Meeting

June 22, 2015

Opportunities/Programming (Global) 2015 Goals and Accomplishments

Survey results are in and teams have been formed to address the following tasks:

Goal: Continue education process with WBEs on the prospect of going global. This will be accomplished via various channels:

- Providing two (2) educational workshops at the National Conference in Austin. We have assembled a team of Global Committee members who are developing the criteria needed to assemble the appropriate individuals, topics, etc. so that we can provide the WBEs informative programs at the Conference.

Status: Scheduled

- Updating Global Services Cookbook. We will use it as a resource tool to educate WBE's who are currently doing business or are interested in doing business in the global market place. We have a team in place who are updating it and we will issue it to the WBENC and its certified WBEs.

Status: Completed

- Publish 3 Global WBE Success Stories to be included with the President's Report. We are also considering including a Corporate Member Success Story for 2015. We will issue one story each quarter by a pre-selected WBE and in Q4, we intend to issue a success story on the partnership between a corporation and WBE within the global market.

Status: Scheduled

Goal: Obtain feedback from our Corporate Members on the Global Committee, and select WBENC Corp Members, regarding their individual purchasing requirements outside of the US. This will includes areas such as geographic preference, commodities/services to be procured, how they define a successful supplier, etc.

Status: In process

Goal: Define a plan that will improve communications and assist in education of WBEs and Corporations on the difference between the WBENC Global Services Committee and WEConnect International.

Status: In process

Goal: Provide information on Global Services Survey results to WBENC stakeholders (WBE Forum, WBEs, Corporate Members, RPO's and WBENC staff)

Status: Scheduled (Panel discussion scheduled for Forum at National)

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

Marketing Report

Women's Business Enterprise National Council Board of Directors Meeting June 22, 2015 Marketing, Communications, & Brand Management Committee 2015 Goals and Accomplishments

At the March, 2015 Committee meeting the committee revised their strategic areas of focus to be the following:

1. GOAL: Integrate multicultural elements into the overall marketing strategy
 - a. Support and encourage year round engagement across all constituents - ongoing
 - b. Highlight and leverage MOU partnerships to broaden our community - ongoing
2. GOAL: Highlight growth across constituents
 - a. What's Your Number? Campaign to highlight growth between WBEs, WBEs/Corporate Members, etc. - implement campaign by March 2016 for S&S
 - b. EORO - work with Forum teams to revitalize this program and leverage to strengthen and expand Forum engagement - ongoing
3. GOAL: Marketing Dashboard
 - a. Continue to refine and develop metrics to measure the health of our programs, external ROI, and internal ROI - ongoing
 - b. Review post event surveys to insure we are collecting relevant and timely data- in progress
 - c. Support the business case for diversity programs and support of WBE development-ongoing
 - d. Draft dashboard model (Q3/4 2015)
4. GOAL: Support RPO/WBENC marketing collaboration
 - a. Collaboration via monthly meetings to use our collective marketing efforts to the benefit of our entire community; share best practices; reduce duplicate efforts-ongoing
 - b. Broaden our reach and insure alignment; supporting "Join Forces. Succeed Together."-ongoing
5. GOAL: Support WBENC committees/The Forum
 - a. Be engaged with national and Forum committees to support and align marketing efforts-ongoing
 - b. Highlight Forum members in the President's Report-ongoing
6. Goal: Increase and Improve WBENC's Social Media/digital marketing
 - a. Work to continue to increase WBENC's social media presence-ongoing
 - b. Keep revised web sites current; new women owned web site launched to be a more consumer facing site supporting the logo and the WBEs that are displaying it-ongoing

- c. Support campaigns and programs (Women Owned Logo, #ACTIntentionally) - ongoing
 - d. Define and implement additional social media marketing (Linked In, others)- ongoing
7. GOAL: Outreach to Millennials
- a. Understand what they need and how to attract them; possible tie into Student Program (Q3/4 2015)
8. GOAL: Market to Universities
- a. Form new subcommittee (Q3/4 2015)
 - b. Develop a strategy and plan of action (2016)
9. GOAL: Event Marketing

Summit & Salute

Targeted marketing including email blasts, social media, event web site, electronic invitation and President's Report features supported unprecedented attendance at the Summit & Salute.

1,489 S&S Attendees (2014 – 1,364 attendees)

93% of attendees surveyed would recommend this event (net promoter score)

88 % of attendees surveyed said the contact made throughout the event would lead to one or more business opportunities

National Conference & Business Fair

WBENC continued to use targeted marketing and tools such as the sponsorship brochure and online brochure to promote this event. The early bird deadline was April 1st, 10 days earlier than last years. At the deadline we had 114 more registrations than last year, 10% growth.

Go For the Greens

This will be the third year that WBENC is partnering with Go For the Greens. In 2014 we promoted the event and focused it on The Forum, resulting in record breaking numbers for the event.

Certification Report

**Women's Business Enterprise National Council
June 2015 WBENC Board Meeting
National Certification Committee
(Includes the National Certification Review Committee &
National Certification Appeals Committee)
2015 Q2 Goals and Accomplishments
(As of 6-1-2015)**

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 as needed 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 6-1-2015 there were 1,936 certified WOSB firms.

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

Accomplishments:

- Conducted a comprehensive edit of the Standards, particularly updates to the Trust criteria which were implemented 4-1-2015. Additionally, all RPO Certification Team staff received extensive training on the updates March 2015.

GOAL: Continue to improve and streamline the certification process.

Accomplishments:

- Successfully formed a Recertification Site Visit sub-committee that is responsible for identifying ways to utilize technology when conducting recertification site visits.
- Successfully formed a Digitization sub-committee that is responsible for developing framework for the overall digitization process.
 - *Objectives*
 - Improve the current paper process for certification application (required documentation)
 - Improve the current process for reviewing files (standardization)
 - Reduce physical file storage
 - *Milestones*
 - Completed collection of the RPO business process mapping and analysis.
 - Completed Process mapping which includes input from WBENC, NCC and the RPOs.

- Met with a potential digitization provider to discuss WBENC needs and provider capabilities
- Completed Project Charter
- Completed enhancement of Recertification Process Improvements
- Completed analysis of required Application Documentation
- Completed analysis of entities currently utilizing digitization process
- Completed constituent surveys
- Completed initial round of current technology assessments (WBENCLink)
- *Approach*
 - Module/Bolt-on integration to current platform
 - Submitting application and supporting documents
 - Front desk review (creates standardizations)
 - Committee review (governance documents)
- *Considerations*
 - Technology needs for RPO
 - Technology needs for applicant
 - Payment gateway
 - Cataloging files for access
 - Committee Member access
 - Security- Security-Security
 - Completed analysis of entities currently utilizing digitization process
- *Immediate Next Steps*
 - Document process flow for module integration
 - Deliver strategy for implementation
 - Develop a communication strategy

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

Accomplishments:

- As of 6-1-2015, the Appeals Committee has 9 files on the docket for final determination.
 - As of 6-1-2015, the National Certification Review Committee has processed 7 files:
 - *New*
 - Libertas (\$200 million)
 - Sun-Yin (\$100 million)
 - *Recertification*
 - HPM located (\$400 million)
 - Morrow-Meadow (\$325 million)
 - Act1 Group (\$1 billion)
 - ALLSOURCE (\$250 million)
 - Ariela Alpha (\$35 million)

GOAL: Continue to deliver Certification Training.

Accomplishment:

- Delivered 5 LiveMeeting Sessions (January – May) 53 participants

GOAL: Continue to deliver WBENCLink Training.

Accomplishment:

- Delivered Live Meeting sessions (January – May) 22 participants.

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