

WBENC

Join Forces. Succeed Together.

MARCH BOARD BOOK

Board of Directors Meeting
Waterview ABCD
Baltimore Marriott Waterfront
Baltimore, MD

March 18, 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
March 18, 2015: 1:00-3:30 PM
Baltimore Marriott Waterfront, Waterview ABCD
Baltimore, MD**

AGENDA

12:00 PM	LUNCH IS AVAILABLE FOR BOARD MEMBERS	ALL
1:00 PM	BOARD CHAIR'S REPORT A. Welcome B. Approval of Minutes from the November 20, 2014 meeting C. Annual Governance Documents	BENITA FORTNER
1:15 PM	Nominating Committee Report	DIANE PINKNEY
1:30 PM	PRESIDENT'S REPORT & WOSB UPDATE	PAMELA PRINCE-EASON
1:50 PM	TREASURER-FINANCE COMMITTEE REPORT A. 2014 Year-end Results & Planned 2014 Audit B. Year-to-Date Financial Results C. Key Summit & Salute Program Item Report Out	KATHY HOMEYER
2:15 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 LEADERSHIP FORUM	
3:00 PM	STRATEGIC PLAN – PHASE II UPDATE DIGITIZATION PLANNING & STATUS	LAURA TAYLOR CANDACE WATERMAN
3:25 PM	COMMENTS OR DISCUSSIONS	PAMELA PRINCE-EASON
3:30 PM	CLOSING - MEETING ADJOURNS	BENITA FORTNER

**Minutes of the November 14, 2014
WBENC Board Meeting**

**Submitted for Approval
during the March 2015
Board Meeting**

**Women's Business Enterprise National Council
Board of Directors Meeting
November 20, 2014: 9 AM – 12 PM
Gaylord National Resort and Convention Center
National Harbor, 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	Notified Absent
5. Alcatel-Lucent	Mark Artigues	Present
6. Altria	Diane Pinkney	Present
7. AT&T	Janet Murrah	Present
8. Avis Budget Group	Lynn Boccio	Present
9. Bank of America	Barbara Kubicki-Hicks	Present
10. BP America	Debra Jennings-Johnson	Present
11. Chevron	Betsy Hosick	Pre-Approved Substitution
12. Dell Inc.	Kim Brown	Present
13. Energy Future Holdings	Cheryl Stevens	Present
14. Ernst & Young	Theresa Harrison	Present
15. ExxonMobil Global Services	Linda Sexton	Present Notified Absent
16. Ford Motor Company	Carla Preston	Notified Absent
17. IBM	Michael Robinson	Present
18. Johnson & Johnson	Beverly Jennings	Present
19. Johnson Controls	Shelly Brown	Notified Absent
20. JP Morgan Chase	Jacqueline Rosa	Present
21. KPMG	Barbara Carbone	Present
22. Macy's	Howard Thompson	Present
23. Manpower	Nancy Creuziger	Present
24. Marriott	Dominica Groom	Present
25. Microsoft	Fernando Hernandez	Present
26. Motorola	Lisa Stenglein	Present
27. Office Depot	Shari Francis	Present
28. PepsiCo	Larry Caldwell	Present
29. Pfizer	Mike Hoffman	Notified Absent
30. Pitney Bowes	Laura Taylor	Present
31. Shell	Debra Stewart	Pre-Approved Substitution
32. Robert Half	Kathleen Trimble	Present
33. The Coca Cola Company	Eyvon Austin	Notified Absent
34. The Home Depot	Sylvester Johnson	Present
35. Time Warner	Clint Grimes	Present
36. United Airlines	Ruby McCleary	Present
37. UPS	Kathy Homeyer	Present
38. Verizon	Sandy Nielsen	Absent
39. W.W. Grainger	Nancy Conner	Present
40. Walmart Stores, Inc	Patricia Snyder	Present
41. VACANT	TBD	

Leadership Council Members		
42. Center for Women and Enterprise	Susan Rittscher	Present
43. GWBC	Roz Lewis	Present
44. Ohio River Valley Women's Business Council	Rea Waldon, Ph.D.	Present
45. WBC of -Florida	Nancy Allen	Present
46. WBC-Southwest	Debbie Hurst	Present
47. WBEC--Great Lakes	Michelle Richards	Present
48. WBEC PA, DLDE , sNJ	Geri Swift	Present
49. WBEC-South	Blanca Robinson	Present
50. WBEC-West	Pamela Williamson, Ph.D.	Present
Forum Members		
51. Accel, Inc.	Tara Abraham	Present
52. Arbill	Julie Copeland	Present
53. Baneker Industries	Cheryl Snead	Present
54. Corporate Fitness Works	Brenda Loube	Present
55. ADP-LLC	Patricia Rodriguez Christian	Present
56. Hired by Matrix	Sharon Olzerowicz	Present
57. Trans-Expedite, Inc.	Keeli Jernigan	Present
58. OLSA Resources	Olsa Martini	Present
59. Superior Workforce Solutions	Lynne Marie Finn	Present
60. VACANT	TBD	
Expert Members		
61. Romneycom, L.L.C.	Lynthia Romney	Present
62. Bristol-Myers Squibb	Farryn Melton	Present
63. <i>Expert Seat 3</i>	VACANT	
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
Marketing Project Manager	Laura Rehbehn	Present
Executive Associate	Mary Callaghan	Present
Regional Partner Organization		
ASTRA	Diane McClelland	Present
WBEA- South	April Day	Present
WBDC Chicago	Emilia DiMenco	Present
WPEO-DC	Sandra Eberhard	Present
WPEO-NY	Marsha Firestone, <u>Ph.D.</u>	Present
Board of Director Guests & Representatives		
Accenture (<i>on behalf of Al Williams</i>)	Nedra Dixon	Present
Shell (<i>on behalf of Debra Stewart</i>)	Brian Hall	Present
Energy Future Holdings (<i>additional delegate</i>)	Kevin Chase	Present
Walmart (<i>additional delegate</i>)	Jenny Grieser	Present
Guest	Karen Maples	Present
Guest	Virginia Littlejohn	Present
Guest	Joan Kerr	Present

CALL TO ORDER: Board Chair, Benita Fortner, called the meeting to order at 9:00 AM on November 20, 2014.

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. Fortner asked if the minutes of the last Board meeting on June 23, 2014 were accurate and if so; a motion should be made to accept them.

Resolution: Ruby McCleary moved and Theresa Harrison seconded the motion to accept the minutes from the June 23, 2014 Board meeting. There was no further discussion and no opposition.

NOMINATING COMMITTEE REPORT:

DIANE PINKNEY

Ms. Pinkney, Chair of the Nominating Committee:

- Thanked all committee members.
- Ms. Pinkney thanked Corporate Members who sought re-nomination for their service on the Board, dating as early as 1998.

Ms. Pinkney discussed Nominating Committee evaluation criteria for Corporate Member re-nomination process; she then presented the slate of **Corporate Board Member Re-nominations** for new three-year terms ending 12/2017.

- Ms. Benita Fortner announced the Board would forego typical voting procedure of asking Members seeking nomination to leave the room.

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

Resolution: Cheryl Snead moved and Shari Francis seconded the motion to accept the re-nomination of Eyvon Austin, The Coca-Cola Company; Nancy Conner, W.W. Grainger; Clint Grimes, Time Warner, Inc.; Dominica Groom, Marriott International Inc.; Theresa Harrison, Ernst & Young, LLP; Betsy Hosick, Chevron Corporation; Debra Jennings-Johnson, BP

America, Inc.; Diane Pinkney, Altria Group, Inc; Cheryl Stevens, Energy Future Holdings Corp.; Debra Stewart, Shell Oil Company; and Al Williams, Accenture, Inc. with terms ending 12/2017. There being no further discussion, the motion passed unanimously.

Ms. Pinkney presented the following **Leadership Council candidates for existing board seats** for new three-year terms to end 12/2017.

- Marsha Firestone, WPEO-NY
- Blanca Robinson, WBEC-South
- Geri Swift, WBEC PA-DE-sNJ

Resolution: Ruby McCleary moved and Cheryl Snead seconded the motion to accept the nomination of Marsha Firestone, WPEO-NY; Blanca Robinson, WBEC-South; and Geri Swift WBEC PA-DE-sNJ with terms ending 12/2017. 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 12/2017:

- Julie Copeland
 - Sanda James
 - Hannah Kain
 - Patti Massey
-
- Shari Francis questioned the presentation of two candidates from California, as a possible over-representation of that region.
 - Cheryl Snead explained the transition in the Forum and focused succession planning, and reiterated that these candidates were chosen based on their scorecard.
 - Tara Abraham explained the initiative to lead by example, and end her term on the Board to allow other qualified WBEs to serve.
 - Benita Fortner added that this is a volunteer position, these women have to be motivated by their willingness to serve.
 - Cheryl Stevens questioned why there was a fourth candidate in the Board Book, but not in presentation.
 - Pamela Prince-Eason confirmed that Julie Copeland should be included in the vote as she requires an additional Board term in order to serve as Forum Chair
 - Julie Copeland added that there were two other potential candidates from outside California which they could alternatively present to the Board; the Board Members decided this was not necessary.

Resolution: Beverly Jennings moved and Shari Francis seconded the motion to accept the nomination of Julie Copeland, Sandra James, Hannah Kain, and Patti Massey with terms ending 12/2017. There being no further discussion, the motion passed unanimously.

Ms. Pinkney then introduced the two **Corporate Candidates for Open Board Seats**, who were chosen from 14 applicants, and approved by the Nominating Committee and Extended Executive Committee. The bios for these two candidates were included in the November Board Book.

- David Drouillard, Executive Director, Indirect Purchasing & Supplier Diversity, GM
- Pam Pesta, Vice President Strategic Sourcing, Nationwide

Resolution: Michelle Richards moved and Dominica Groom seconded the motion to accept the nomination of David Drouillard, GM; and Pam Pesta, Nationwide. There being no further discussion, the motion passed unanimously. After the vote, Pamela Prince-Eason then clarified that David Drouillard is taking the open Board Seat with a three year term, ending 12/17, while Pam Pesta is taking the seat left open by Rick Hughes, Proctor & Gamble resignation, with one year remaining and ending 12/15. To this, there were no objections and no further discussion.

- Ms. Pinkney concluded by addressing the 2015 focus for the Nominating Committee as enhancing the scorecard, and updating procedures and the ongoing documentation process.

BOARD CHAIR REPORT:

BENITA FORTNER

Benita Fortner, Chair of the Board of Directors:

- Ms. Fortner expressed her thanks for those whose Board service will conclude at the end of this year, and recognized each: Shelly Brown, Lynthia Romney, Howard Thompson (due to retirement), Olsa Martini, Tara Abraham, and Pamela Williamson.
- Ms. Fortner expressed her pride in the recognition being given to Pamela Prince-Eason in her award as the NAFE Women of Excellence, and her appointment to the NWBC.
- Ms. Fortner recognized those board members who have been designated as 2014 WBE Hall of Fame honorees: Michelle Richards, Laura Taylor, Tara Abraham, Larry Caldwell, and Cheryl Snead.
- Ms. Fortner discussed Pamela Prince-Eason's strengths as the leader of WBENC in her ability to convey the return-on-investment for corporations who work with WBEs; Ms. Prince-Eason is the face, the brand of WBENC, and she is invaluable in this role.
- Ms. Fortner addressed the relationship between WBENC and its RPOs, the ongoing process of integrating national with regional missions, and the value of cross-education. She referenced the recent Astra event, "Alaska is Open for Business," and commended the value of participating in these events; she commended the strong WBENC presence at this event.
- Ms. Fortner shared that the Executive Committee is moving rapidly in executing the Strategic Plan.

PRESIDENT'S REPORT:

PAMELA PRINCE-EASON

Ms. Prince-Eason, WBENC President & CEO, reported on her involvement and engagement since June 23, 2014. She referred Board members to the President's Report in the November Board Book for full reportage on these activities, which include, but are not limited to:

- Ms. Eason shared some of the recent activity relating to the Top Corporation program; she shared that there were 63 applicants, which were record-breaking numbers for this program. The new electronic application process had several lessons learned. Based on program feedback, applicants did not find this process as easy; the technology is good, but it could be better.
 - Kathy Homeyer commended WBENC's decision to try a new process, and attributed the decision to try this as a sign of fortitude.

- Theresa Harrison added that she preferred the paper process.
- Ms. Eason discussed her appointment to the NWBC, and thanked Tara Abraham for representing WBENC in this role for the past three years. She shared that Tara is working with the NWBC to create an “NWBC Alumni” group. Ms. Eason reiterated the importance of this position for WBENC.
- Ms. Eason congratulated Geri Swift and WBEC PA-DE-sNJ for the success of the 2014 National Conference and Business Fair in Philadelphia, which was an extremely successful and record-breaking event. She highlighted the PR work done for the event by Lynthia and the local WBE firm, WBEC PA-DE-sNJ.
 - Geri Swift explained the robust PR initiatives by WBEC PA-DE-sNJ and the engagement with WBEs to collaborate with local media and work innovatively to promote the event.
 - Shari Francis added to the importance of media, that this “free publicity” makes a big difference.
- Ms. Eason gave an overview about the events which have taken place since the Conference in June, including the planning for the 2015 National Conference and Business Fair to be held in Austin, Texas by WBEC-Southwest.
 - Debbie Hurst shared her excitement for the event; her host committee is working hard to put on another great National Conference and Business Fair in 2015.
- Ms. Eason discussed her vast participation in corporate visits, and reminded the Board Members that RPOs can also be strongly engaged to boost the strength of the WBENC national network.
- Ms. Eason presented to the Board an overview of WBENC’s Women Owned Logo program. She discussed the WBENC partnership with Walmart, which acted as a launching pad to give the logo instant recognition and opportunity for consumer-facing growth. She highlighted that there are a myriad of ways to grow the program for WBEs and with Corporate Members, and spoke to the confidence she has in the WBENC team to support the program as it continues to grow.
 - Jenny Grieser shared her excitement for the growth of the program, and for Walmart’s participation.
 - Benita Fortner clarified that “Women Owned” is a proprietary logo accessible only to WBENC certified WBEs.

TREASURER-FINANCE COMMITTEE REPORT

KATHY HOMEYER

Kathy Homeyer, Chair of the Finance Committee, reported on the 2014 Budget, Forecast and 2015 Recommended Budget. The November Board Book includes a full report of all Treasurer-Finance Committee goals, accomplishments, and next steps.

- Ms. Homeyer noted the progress being made by WBENC; that its financial health is getting stronger and stronger.
- Ms. Homeyer discussed WBENC’s main expenses in the 2015 budget.
 - Pamela Prince-Eason noted that an additional staff member, Eduardo Pereira, will be joining WBENC on December 1, 2014.

- Shari Francis discussed unrestricted net assets, and the Finance Committee’s introduction and implementation of a policy to unrestricted assets, a written policy which will be presented in March.

Ms. Homeyer moved for a vote to approve the recommended 2015 Budget.

Resolution: Debra Jennings-Johnson moved and Michael Robinson seconded the motion to approve the 2015 Budget as recommended by the Finance and Executive Committees:

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

There being no further discussion, the motion passed unanimously.

COMMITTEE REPORTS:

- Ms. Laura Taylor presented on the WBENC Network Task Force, the Strategic Plan Phase II update. She informed Board Members of the goals, approach, communication strategy, stakeholder overview, and milestones of this group.
- Ms. Candace Waterman reported on behalf of the National Certification, Review, and Appeals Committee’s activities. She specifically highlighted the digitization process, and the milestones and next steps required.
 - Nancy Conner thanked and commended the hard work being dedicated to this work.
- Ms. Barbara Kubicki-Hicks delivered the Corporate Membership & Revenue Generation Committee report. She discussed non-renewing memberships, reasons for non-renewal and how all are tracked. She also addressed membership goals and sponsorship goals established for the 2015 Summit & Salute and National Conference & Business Fair included in the 2015 proposed budget. Ms. Kubicki-Hicks closed by sharing that this committee has created 3 sub-committees in order to focus on outcomes. These sub-committees are: Membership, Value Proposition and Fund Development.
- Ms. Beverly Jennings gave recognition and a short update about the work being done by the Marketing Committee.
- Ms. Ruby McCleary shared Program Committee highlights and planning for content development for Summit and Salute and the National Conference and Business Fair.

***FASTFORWARD!* PROGRAM:**

BOARD GUESTS

Pam introduced guests to the Board Meeting, who had been slated for a presentation about *FastForward!*, but in the interest of time, informed Board Members they would not engage with the activity as originally planned.

Ms. Virginia Littlejohn and Ms. Karen Maples presented *FastForward!* program as an innovative approach to tackling the capacity gender gap. Ms. Maples delivered their strategy for a WBENC collaboration.

- Pamela Prince-Eason clarified that this is a proposal from *FastForward!* to work with WBENC, as both entities have aligned goals.

COMMENTS AND DISCUSSION:

PAMELA PRINCE-EASON

Pamela Prince-Eason continued the discussion about *FastForward!* and expressed that this is a proposal as something that aligns with WBENC's goals. She sought to bring this to the Board to understand their interest in supporting this activity.

- Rea Waldon expressed her concern to understand how the program fits into the growth model; the benefits to WBEs; and then the overall benefit to WBENC.
 - Benita Fortner referenced the strategic plan, and expressed that it is a priority to seek the right partners for collaborating.

Ms. Prince-Eason reiterated that in the present, this is a call for more information, and that WBENC will seek feedback about this in the upcoming months.

- Nancy Allen shared “Mothers for Invention” a new initiative for WBDC-FL; she expressed her belief that there is synergy between WBENC and *FastForward!*
- Debra Jennings-Johnson referred to innovation in the STEM fields specifically, and her belief that the scope of the program is already within WBENC, that part of their mission doesn't actually fit or WBENC already does on its own. She suggested that *FastForward!* has strength in its capacity.

Ms. Fortner asked for the Board Members to reflect on this information and send a well thought-out email regarding how to proceed at a later date. She reassured the Members that no action will be taken without due process, and that all input is welcome.

ADJOURNMENT:

BENITA FORTNER

Ms. Fortner thanked Pamela Prince-Eason, WBENC Staff and all Board Members for a great 2014, and expressed enthusiasm for the coming year. There being no further business, Ms. Fortner adjourned the meeting at 12:18 PM. Mark Artigues made a motion to close the meeting and it was seconded by Debra Jennings-Johnson.

**Materials for March 18, 2015
WBENC Board of Directors Meeting**

Nominating Committee Report

Women's Business Enterprise National Council Board of Directors Meeting March 18, 2015 Nominating Committee 2015 Goals and Objectives 1st Quarter Accomplishments

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

Activity:

- There have been 2 corporate board resignations:
 - Howard Thompson – Macy's
 - Cheryl Stevens – Energy Future Holdings

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 flowchart the nomination process and identify gaps and/or opportunities for improvement (completed the 2015 Activity Timeline)

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 of Existing Board seats:

- Cheryl Stevens, Energy Future Holdings; term ends 12/2017
- Howard Thompson, Macy's; term ends 12/2015

Corporate Nominations for Existing Board seats:

- Kevin Chase, Energy Future Holdings; replacing Cheryl Stevens, term ends 12/2017
- John Munson, Macy's; term ends 12/2015

Corporate Nominations

Energy Future Holdings



Kevin Chase

**Chief Information Officer and Chief Procurement Officer
Senior Vice President of IT & Supply Chain**

Kevin Chase is the Senior Vice President of Technology and Supply Chain, serving as the Chief Information Officer and Chief Procurement Officer for Energy Future Holdings. The Dallas-based privately held company holds a portfolio of competitive and regulated energy companies, including Luminant, Oncor and TXU Energy, providing electric services to the high-growth Texas electricity market.

Beginning with his role as CIO at TXU Energy in 2008 and continuing in his role as SVP and CIO/CPO over EFH, Luminant and TXU Energy since 2011, Kevin is focused on developing a world class leadership team, streamlining his global IT and Supply Chain organization, driving strategic alignment across all business functions with new innovation and streamlined processes. As a result, Business and IT Operations are performing at record best levels.

Kevin and his team have received significant industry recognition, including the 21st Century Honors Laureate by Computerworld in 2010, 2011 and 2013, CIO-100 Award winners in 2010 and 2012 for Innovation and Transformation plus individual recognition by ExecRank, Computerworld "Premier 100" and the Global CIO Summit "Top 10 Breakaway Leaders" for performing among the Top CIOs globally.

Prior to joining Energy Future Holdings, Kevin served as Vice President over the management consulting practice at Black & Veatch. Earlier in Kevin's career, he was a Sr. Manager at Accenture for 7 years before leaving in 1999 to co-found Fortegra. Kevin grew his start-up company, focused on the energy sector, into a successful \$40M management consulting practice that was acquired by Black & Veatch in 2005.

Professional & Civic Involvement

Kevin is a member of the MIS and Energy Innovation Advisory Committees at The University of Texas in Austin as well as serving on the MIS Distinguished Advisory Committee for the Engineering School at SMU. He also serves on Advisory Committees for The CIO Institute, Gartner, AT&T and CIO Executive Summit. In the community, Kevin serves on the board of directors with GRACE, a 25 year old non-profit that assists those in need across the DFW metro-plex and he's actively involved with The Tocqueville Society of United Way and The Dean's Circle at The University of Texas.

Education

Kevin graduated with Honors (cum laude) from The University of Texas at Austin in 1992 with a BBA in Marketing.

Family

Kevin and his wife, Stacey, have four children and live in Southlake, TX. They are active at Gateway church and enjoy golfing, cycling, scuba diving and travel.



John Munson, Jr.
Vice President, Supplier Diversity – Purchasing

John Munson, Jr. is the Vice President, Supplier Diversity – Purchasing at Macy's Inc.

In his role, he is responsible for leading the strategy and vision to ensure that Macy's Inc. Supplier Diversity program increases, develops and leverages a diverse supply base, sustains an environment of inclusion where all suppliers can participate, and generates positive business results.

Prior to Macy's, he worked as the Supplier Diversity Manager – Purchasing at Toyota Motor Engineering & Manufacturing North American where helped the company to win NMSDC Corporation of the Year in 2011 and named as one of WBENC's Top Corporations in 2014.

Prior to purchasing, he worked as a Project Leader in the HR section for Toyota's North American operations. He was responsible for increasing methods to develop the company's recruitment strategy, including the ability to attract world class talent for the organization.

He developed a nationwide engineering rotation program for new college graduates and was charged with leading various diversity recruiting initiatives, i.e. the Toyota Urban League Scholars Program, and the National Society of Black Engineers.

Prior to Toyota, Munson held a variety of human resource related positions with General Electric and Hewlett Packard.

Munson serves in a host of supplier diversity organizational leadership roles including: Chair of the Ohio River Valley Women's Business Council (ORV-WBC); Board Member of the Southern Region Minority Supplier Development Council (SRMSDC); Board Member of the National Minority Supplier Development Council (NMSDC), Procurement Council Advisory Board. Member of the United States Hispanic Chamber of Commerce (USHCC), and plans to join the Women's Business Enterprise National Council (WBENC) Board of Director's in the spring.

Mr. Munson is actively involved in community activities and has served as a youth coach many years in basketball, football, soccer, track, baseball and softball in the Greater Cincinnati area. He is also an eager participant in his local church serving on both the Youth and Men's ministries.

A University of Cincinnati graduate, Munson earned a bachelor's degree in business communication. He was initiated as a member of Kappa Alpha Psi Fraternity, Inc. where he served on the leadership board. He is also a proud military veteran, having served eight years in the Army National Guard.

Munson and his wife, Robin, have two children, Keisha and John III (Tre').

Board Chair & President's Report

Women's Business Enterprise National Council Report of the WBENC President and Board Chair to the Board of Directors March 18, 2015

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

Board Management and Strategic Focus:

- Prepared agenda, board book and reviewed/prepared update materials for upcoming March Committee meetings and Board Meeting. Continued on-going active planning and review of financial activity and performance. Pre-reviewed all financial statements and participated in all Finance Committee Meetings via written updates or in person as available. Preparation for Kathy Homeyer's retirement is underway with recommendation of candidate to succeed the Finance Committee Chair role prepared.
- There were no Executive Committee or Extended Executive Committee meetings during this time period.
- Benita Fortner and Pamela Prince-Eason participated in a special discussion with various representatives from the Executive Committee and WBENC constituent groups to brainstorm ideas to address 2 main concerns:
 - WBENC needs to provide options for inclusion of current active members who wish to continue to contribute once they retire or leave key leadership role supporting WBENC.
 - WBENC needs to provide options for inclusion of active WBEs who wish to continue to contribute once they fulfill a WBE leadership role in the WBENC model.

Advancing the ideas from this meeting have begun with more progress expected in 2Q-2015. Thank you for the tremendous idea sharing.

- Laura Taylor continues to lead the current phase of the Strategic Planning process that is addressing our full 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 March 2015 Board Meeting.
- Provided oversight of Top Corporation process and participated in Top Corp recognition planning and Program Roundtable Preparation for March 2015 Summit & Salute. This year's recipients are extremely impressive and sharing of their leadership during the S&S will be extremely valuable to all attendees.

- 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 worked together in January to advance the 2015 Customer Relationship Management plans and to augment usage of the CRM tool. Goals are progressing in each territory and enhanced support to RPOs in each territory is a priority.
- The WOSB update continues to evolve and is quite sensitive. Normally, any WBENC actions related to Government action are led by WIPP and our advice/education on the matter is received from WIPP. In December 2014 the National Defense Authorization Act unexpectedly passed with the requirement for WOSB bidders to be third party certified. (Eliminating self-certification.) It also provided parity to the WOSB program by allowing a Sole Source provision. While WBENC and our 14 Regional Partners support the Sole Source provision, we have had to respond directly to the SBA with a differing position than WIPP. WIPP is in support of Sole Source advanced without waiting on a solution of 3rd party certification requirements. The WBENC Network joint position is that we would like 3rd party certification implemented at the same time as Sole Source. Should you be interested in additional details regarding this matter, please let Pamela Prince-Eason know.

Operational Excellence:

- Benita Fortner participated with the WBENC Staff in our year-end Annual Planning and Goal-Setting workshop in December 2014. This allowed the entire staff to review 2014 results and prioritize 2015 direction and roles. Monthly phone updates have been established to continue excellent communication across staff. Topics focus on key items that impact our performance and delivery of value to all constituents.
- Work and preparation for another great 2015 Summit & Salute and National Conference & Business Fair have been the WBENC team's focus since November. The Summit & Salute (March 18 & 19, 2015) in Baltimore, MD has out-paced 2014's event (held in New Orleans) and our 2015 planned budget. This is extremely positive but presents some challenges. WBENC Staff is prepared to manage well but we have OUTGROWN the Marriott meeting location. Please note that we are currently reviewing Arizona (Scottsdale or Phoenix) for the 2016 S&S and we are committed to 2017 S&S in New Orleans when they again have space for us. 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.
- Collaborated with Diane Pinkney and Howard Thompson to ensure Nominating Committee had all appropriate documentation to support their activities. Additionally, preparation for leadership succession as Howard has retired and Diane's extended term will end in July 2015. If you are interested in serving on the Nominating Committee, please let Diane, Benita or Pam know.

Public Representation of WBENC:

Media interviews:

Significant media partner and PR coverage of:

1. Upcoming 2015 Summit & Salute and NCBF Event and Host Committee follow-up articles.
2. Taped 7-8 minute segment regarding WBENC for airing on Lifetime television.
3. Coverage of Women-Owned logo plans and usage.
4. Coverage of WBENC role of advancing women's business growth.

Partner Meetings and Events:

1. Pamela Prince-Eason and Mia Delano attended Emilia Dimenco's WBDC- MN Awards event on March 4. The event was extremely well done and well attended. It was tremendous to see the growing involvement in the MN area. The RPO's strategy in this area is highly effective.
2. Participated in December, 2014 Quarterly Public Meeting (web based). In late January, participated in NWBC Chairwoman, Carla Harris' presentation to the SBA on the 2014 Annual Report. The group discussed planned research and areas of collaboration between NWBC and the SBA. Attended all NWBC Committee of 6 phone meetings.
3. Pamela Prince-Eason and Benita Fortner were pleased to attend the December 2014 AIDC Women's Hall of Fame inductions. WBENC was honored to support our past Board Chair Laura Taylor's recognition, along with Tara Abraham, Michelle Richards, Michael Robinson and Larry Caldwell. The WBENC family was extremely well represented.
4. Candace Waterman and Vaughn Farris attended the November NGLCC Annual Dinner. Vaughn Farris also participated in the February Financial Service Roundtable.
5. Benita Fortner, Josette Wright-Lacey and I were among those who attended an inaugural meeting led by the Minority Business Development Agency (MBDA) for the purpose of gathering minority organization leaders together to address issues for advancement to support minority owned businesses. Thank you to all of you who continue to support WBENC's inclusion in minority leadership.
6. Thank you to Laura Taylor and the staff and colleagues who supported my nomination to the National Association of Female Executives (NAFE) for Woman of the Year. I was very humbled to receive this honor and enjoyed celebrating with many of you as I received the award at NAFE's Women's Awards Breakfast on December 10, 2014.)

Meetings & Events with WBENC Members:

- Walmart December WOBAC Meeting and February 2015 WOBAC Meeting and Walmart Senior Leader Year Beginning Meeting – WOBAC committee meetings continue to advance WOB recognition, as well as, seek input and deliver on programs designed to assist WBEs in breaking down growth barriers. Year-beginning meeting was key to gaining Store Manager buy-in for March store recognition of 6 WBE products.
- Office Depot – Pamela Prince-Eason met with Shari Francis to discuss Finance Committee business.
- BP – Pamela Prince-Eason and Candace Waterman meet with Debra Jennings-Johnson and Ray Dempsey in February to set 2015 priorities for WBENC support of BP.
- Wells Fargo – Phone calls and in person meetings with Paige Adams and Casandra Devine regarding planning and execution of new program concept to support WBEs.
- Target – Mia Delano, Pamela Prince-Eason and WBDC-Chicago supported Target’s International Women’s Day event hosted by the company’s Women’s Business Council ERG. The event was well attended and 8 WBEs were highlighted for employees and buyers to meet the suppliers.
- General Mills – Pamela Prince-Eason, Mia Delano, Emilia Dimenco and members of Emilia’s team attended a meeting hosted by General Mills, including 10 corporate members who were interested in discussing Business Case refinement and value stories so that SD colleagues can be more effective in communicating the importance of supplier diversity.

Upcoming visits planned: WBENC Automotive Industry Board establishment (March 20), National Women’s Business Council (NWBC) 1st Quarter Public Meeting (March 24-25), Macy’s Supplier Diversity Advisory Council (March 31), Pat Birmingham will attend Enterprising Women Conference (March 29-30), Wells Fargo (TBD late March/early April), Toyota Power of Exchange (April 7), Staff Member will attend BWM Diversity Exchange (April 9), Teva (April 13), Ohio Healthcare Supplier Diversity Symposium Key Note Speaker (April 15), ORV-WBC (April 15), Candace will attend ORV-WBC Annual Conference (April 20), Candace will attend WPO Conference (April 29-May 1), Several WBENC Staff will attend NMSDC Dinner Staff to celebrate the award recognition of our Board Chair - Benita Fortner, new Board Member - John Munson and others of the WBENC family (May 20, 2015), Tuck Diverse Programs Advisory Board (May 22), USPAACC Procurement Conference (June 3-5). Still to be scheduled: JCI (awaiting date to confirm), Merck (TBD), US Bank (TBD) and Cargill (TBD).

Finance Report

**Women's Business Enterprise National Council
Board of Directors Meeting
March 18, 2015
Finance Committee
First Quarter 2015 Goals and Accomplishments
(as of February 26, 2015)**

Goal: Define target level of net assets.

Accomplishments:

- 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, programs, employment, and ongoing operations of the organization.
 - On September 29, the sub-team submitted the draft to the committee for review/deliberation. The draft 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.

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 on 2014 Forecast based on the year-to-date September 30, 2014 financial results plus estimated income and expenses for the remaining three months of the year. Highlights:
 - 2014 Forecast reflected net income of \$297,000 and was projected to surpass the 2014 board approved annual budget by \$392,000.
 - The Finance Committee reviewed the unaudited December 31, 2014 financial results during its February 23, 2015 conference call. Highlights:

- WBENC recorded total revenues of \$9,871,000, incurred total expenses of \$9,505,000, resulting in an overall excess of revenues over expenses of \$366,000. This surplus surpassed the forecast by \$69,000. The strong performances for revenue in 2014 were largely attributable to our signature events: Summit & Salute and National Conference & Business Fair.
- Total expenses for 2014 were \$9,505,000, higher than 2014 forecast by \$95,000 and higher than 2014 budget by \$241,000. Overall, expenses were well managed and maintained throughout the year.
- Statement of Position (Balance Sheet) as of December 31, 2014 remains very positive. In December the operating cash balance was \$476,000 higher than the previous year. Accounts receivable as of December 31 2014 were \$1,775,000 and \$438,000 higher than last year as a result of higher commitments for membership. As of February 23, \$784,000 or 35% has been received.
- During the March 2015 Board of Director's meeting, Ms. Homeyer will give an up to date report on the financial results.

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

Accomplishments:

- No program reviews conducted since the last report.

Goal: Review and recommend 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
March 18, 2015
Audit Committee
First Quarter 2015 Goals and Accomplishments
(as of February 26, 2015)**

Goal: Oversee completion of the 2014 audit.

Accomplishments:

- The 2014 audit is scheduled to begin on April 20, 2015.
- A pre-engagement meeting with the audit partner will be held on March 18, 2015.

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 2013 Form 990.

Accomplishments:

- Completed 2013 Form 990. WBENC's audit firm, WBENC staff, and the Audit Committee review the form on November 13, 2014. 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, 2015 Leadership Council First Quarter 2015 Leadership Council Goals

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 3-1-2015 there are currently 12,592 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 3-1-2015, there are currently 1,613 WOSBs certified firms.
- Objective: Document the growth of "dues paying" corporate & government members at the regional level.
 - As of 3-1-2015, there are 626 Regional Corporate Members.
- Objective: To document the formal RPO MoU's with government & quasi-government agencies that recognize/accept WBENC Certification.

- 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 1-31-2015, there were 27 regional events with 714 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 is scheduled to complete the second work session with the Network Task Force focused on CORE program delivery and sustainable Growth throughout the network.

Women's Enterprise Leadership Forum Report

Women's Business Enterprise National Council Board of Directors Meeting

March 18, 2015

Women's Enterprise Leadership Forum 2015 (Q1) Goals and Accomplishments (as of 2-27-2015)

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

Goal: WBE Engagement

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

Accomplishment: The Membership Team has taken on the task to reignite the Each One Reach One campaign to encourage WBEs to become more active. The Forum Representatives have been tasked to bring at least one new WBE to the March Forum Meeting and the Summit & Salute.

Accomplishment: The Q1 Forum Representative conference call, successfully delivered announcements from WBENC and Forum Team updates to 100 Forum WBEs. This was the largest conference call participation to date.

Accomplishment: Forty-six (46) new Forum Team Representatives (FTRs) were appointed by their Regional Partner Organizations to join the national Forum. These new FTRs have the opportunity to participate on two different Teams of their choice on a trial basis during the first and second quarters before officially committing to one Team in the third quarter.

Accomplishment: A new segment will be introduced during the March Forum Meeting for WBEs to gain a greater understanding of their Regional Partner Organizations (RPOs). "Getting to Know Your RPO!" will present information to the Forum about each RPO to include various pertinent information about the councils; and it will be delivered by a WBE in the respective territory.

Goal: Building Capacity through Education & Programming

- Special Events or opportunities through *Forum First*
- Corporate panels
- Keynote speakers

Accomplishment: The Forum will host a panel on the Women Owned Initiative during the March meeting. This panel will highlight WBENC's new program and include corporate and WBE panelist supporting the logo in their stores and on their products.

Accomplishment: The Forum will host keynote speaker Patrick Thean, CEO of Rhythm Systems, who will present on *How to Achieve Breakthrough Execution and Accelerate Growth*. This keynote presentation will be open to all Summit & Salute attendees and has been marketed through eblast, the President's Report and the website to the WBENC network.

Accomplishment: WBENC is committed to the *Forum First* initiative. This gives WBENC the opportunity to present exclusive offers and access to Forum Representatives who give their time and support to the organization. As part of this initiative, the Forum keynote speaker, Patrick Thean, will offer a second session to the Forum in an intimate setting. This will allow for more one on one interaction and exercises on how WBEs can execute and accelerate growth.

Goals: Governance/Communications

- Strategic Input to the Board and Board Committees
- Forum Leadership Succession Planning
- Application and Scorecard process
- Forum Team Meeting Structure
- Clearly define the Forum and Forum roles

Accomplishment: The new Forum Team Meeting Agenda Template was created for Team meetings to provide structure and continuity among the Forum Teams. The Forum Leadership Team (FLTs) participated in a training on the proper use of the template and overall goal to provide input and deliverables at the Forum level to be shared with Board Committees.

Accomplishment: Leadership positions were successfully transitioned in January. Through an application and scorecard process, Karen Primak, Lynn Griffith and Carrie Martinez were appointed to the Chair and Vice Chair roles respectively on the Forum Marketing Team. Additionally, Olsa Martini transitioned her Chair position, to Royalyn Reid. Cathi Coan moved to the 1st Vice Chair position and Jennifer Collins was newly appointed to the 2nd Vice Chair position of the Forum Global Team.

Accomplishment: An online portal was created for Forum Representatives to store and distribute documents, presentations and other materials. This online portal can be accessed at any time and will serve as an archive of meeting information and additional important Forum documents going forward.

Accomplishment: To maintain continuity and collaboration among the Forum Teams, a quarterly Forum Leadership Team conference call was created. This call will provide an opportunity for FLTs to download information and form Best Practices for ongoing improvements; and impact to transfer and highlight at the Board Committee meetings respectively.

Corporate Membership & Revenue Generation Report

Women's Business Enterprise National Council Board of Directors Meeting March 18, 2015 Corporate Membership & Revenue Generation Committee 1Q-2Q 2015 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. Going forward, this report will focus on the activities of the sub-committees listed above, 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 will present updates on outreach to the Hispanic women-owned business community as this has been identified as a major segment for growth in 2015.

The business development team and its committee support have incorporated an industry-centric focus into all elements of their strategic planning. Major components of this include:

- 1) Identifying corporate member industries that would be ripe for growth vertically by leveraging the existing corporate members to explore which of their large, prime suppliers would be good prospects for membership
- 2) Identifying where we have gaps in our supplier base and targeting industry groups where we and the RPOs can strategically recruit WBEs for certification to better serve the needs of our corporate members
- 3) Utilizing our major events that are featuring industry-specific programming as a draw for corporate member prospects and non-certified suppliers, and as a value-add for our existing corporate members and certified suppliers

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 2/28/2015. The most accurate information will be available in the Board finance report.

2015 New Member Goal: 30
 Actual 8
 Achieved: 26%

Overall Membership Revenue Goal

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

Membership Revenue Invoiced

(does not include value of in-kind arrangements): \$2,740,500

% of Revenue Goal Achieved: 73%

Membership Paid: \$1,389,000*

*as of 1/31/2015

2015 New & Re-Joined Members
Barclays Capital, Inc.
Burns & McDonnell
Closure Systems International Inc.
Florida Blue
Intel
L'Oreal USA
Motion Industries Inc.
Teva Pharmaceuticals

*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 4 members have declined to renew:

Declined to Renew
Bright Horizons Family Solutions
EMC Corporation

Mack Trucks, Inc.
Phillips66

All companies cited budget constraints as the reason for not renewing. Revenue lost from non-renewing companies is equal to \$60,000. Mack Trucks and Phillips66 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 3/2/2015:	\$827,500
Percentage Achieved:	106%
Expected Attendance:	1,300

Ampcus, Accenture and EY are the 2015 Presenting Sponsors of the Summit & Salute. Ampcus is 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.

National Conference & Business Fair 2015 Numerical Goals*:

Conference Sponsorship Goal:	\$2,350,000
Pledged as of 11/03/2014:	\$1,872,500
Percentage achieved:	80%

*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 has agreed to a greater than usual number of co-chairs in recognition of the tremendous interest shown for having that role during the Austin conference. Debbie Hurst of WBC-Southwest is the head of the Host Council and the Host Committee is chaired by Patti Winstanley of Aztec Promotions. Marketing and communication campaigns are underway to build awareness and support for the event. The 2015 conference sponsorship brochure has been released, and will be promoted in the upcoming President’s Letter, through direct outreach to the membership and the Forum, and will to WBC Southwest constituents specifically. The website, conf.wbenc.org, opened on February 25th, and has already drawn a good deal of attention. As the ad deadline is April 10, a hard push is taking place to achieve the conference sponsorship goal.

Sub-Committee Reports

Value Proposition, Staff Lead – Mia Delano: The Value Proposition Subcommittee is extremely proud of the progress WBENC has made in some significant areas that they contributed to throughout 2014. 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.

They are as follows:

1. **Strengthen the WOSB/Government side of what WBENC does from the value proposition standpoint.** In 2015 the Value Proposition Subcommittee will gather information and contribute to the creation of materials that speak to the specific groups of potential members – Government Agencies & Federal Prime Contractors – as well as WBEs/WBOs, in the way the others do not. We will also explore other things that are needed to strengthen this value proposition to all parties, programming, etc. and whether that should occur at the National or Regional level.
2. **Create ways to strengthen our Industry-Specific Initiative & Programs for current Corporate Members, WBEs and prospective new Members.** The goal of this initiative is to educate WBEs on the state of the industries they are seeking to do business with for overall best alignment, and to provide insight on best practices to our Corporate Members. Additionally, this information will be attractive to the primes of our Corporate Members allowing us to attract more of these mid-level corps (which could also be built into a Regional Member benefit) and will be a value-add for our current Corporate Members to share their list of primes with us to help us increase Membership, event participation and programs like 1:1 MatchMaker and Tier 2 opportunities.
3. **Create ways to assist our Corporate Members in Strengthening their Business Case for Supplier Diversity.** This has become a high priority for many of our Corporate Members, as well as many prospects we are seeking. Too often, supplier diversity is viewed as “*the right thing to do*” vs. a strategic capability that drives shareholder value for the organization. Given the current business environment, organizational resources to support supplier diversity are being scrutinized more heavily, and in some cases, moderating significantly. While the practice of supplier diversity has grown & diversified substantially since its introduction in the early 70’s, the business case is often debated and/or marginalized. We intend to make this a priority as addressing this strengthens our value proposition to current Corporate Members, potential new Members and, ultimately, the WBEs.

Membership Retention & Engagement, Staff Lead – Robin Billups: The Membership sub-committee will focus in core areas, via three distinctly aligned sub-committees. These groups and their goals are described below.

Prospecting: This team is tasked with drafting industry-specific decks to support the WBENC Business Development (BD) Team as it relates to the organization’s industry sector focus.

Engagement/Retention: The team will leverage existing relationships of both Corporate Members and WBEs to gain deeper insights into existing Corporate

Member relationships to improve retention by offering more valuable engagement.

In further analysis, the group will seek to glean more concrete details about why members choose to not renew outside of the normal stated reason of budgetary constraints.

Outreach at Diversity Events Campaign: Compile a complete diversity-related events calendar and determine at which functions WBENC should have a presence in order to engage active decision makers who are in attendance.

Goals perspective: At the end of 2014, WBENC corporate membership included 280 entities. The stretch target proposed by the group is to attain 35 new corporate members. Retention will be critical to moving the membership total above the 300 mark.

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:

Individual Giving Campaign – This subset will research and recommend the appropriate policies for implementing an 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.

Industry-Specific Programming – As WBENC has identified a heavy emphasis on industry-focused programming and related projects, this group will collaborate with WBENC leadership to determine which of these items may need additional funding and come back with recommendations on what would work best.

Revenue Plan – The output from this subset will be an asset to the entire sub-committee as it will use WBENC-identified goals to establish fundraising timelines over several years.

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 and segue to certification. We need to work closer 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 current certified Latina businesses attend our events and take full advantage of the wonderful opportunities WBENC is creating. Second, provide current and aspiring Latina business owners with access to the tools,

resources and information they need to establish themselves, 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 in their respective regions and understand they will play a critical role in bringing to life our theme in the glorious state of Texas.

Programs Report

Women's Business Enterprise National Council Board of Directors Meeting

March 18, 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
- Segment training into logical subject areas and expertise levels
- Provide a variety of mediums for training in addition to onsite sessions at events (e.g. webinars)

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 2014 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 2014 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
- Working with ISM on complimentary training and content that can be shared
- Creating a continuum between Summit & Salute roundtables and National Conference sessions

4. Develop methodology to measure effectiveness of programming

- Process and relevant metrics/results will be finalized and "business as usual" for 2014 and beyond
- Incorporating feedback from 2014 events into 2015 planning
- Continue to evaluate sessions at events as well as overall event feedback
- 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 March 18, 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.
- 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.
- 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..

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 include areas such as geographic preference, commodities/services to be procured, how they define a successful supplier, etc.

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.

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

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
March 18, 2015
Marketing, Communications, & Brand Management Committee
2015 Goals and Accomplishments**

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

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

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

- Engage with CORE strategy teams to understand marketing needs and prioritize implementation of marketing plans to meet those needs.

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

- Marketing Dashboard sub team:
 - 2014 Q1 Compiled baseline data on marketing statistics currently available - completed
 - 2014 Q1 Created a sample analysis of marketing impact using Summit & Salute data - completed
 - 2014 Q2 Developed list of internal and external KPIs that would be impactful to constituents and WBENC
 - 2014 Q3-4 Leverage information to validate the value proposition for Corporate Membership, National and RPO involvement, WBE Certification, WBE engagement at National and RPO level

- 2014 Q3/Q4 Created grid of KPIs and strategies through 2016 which will be the foundation of the dashboard data/information including internal and external metrics such as event ROI, traffic sources, WBE penetration by commodity, etc.
- 2015 – implement initial dashboard

- Each One, Reach One sub team:
 - Working with Forum team to revitalize and re-launch this campaign
 - SWOT analysis will give us insight into how we can have a successful effort with maximum engagement
 - Re-launch at NCBF?

- Social Media sub team
 - 2014 Q3/4 Establish measurable results and timeline determine methods improve reach and strengthens the brand. Current social media growth year over year from February 2014 to February 2015:
 - Facebook likes has increased from 3,076 to 4,448
 - Twitter followers has increased from 1,360 to 2,377
 - 2015Q1 – build social media strategy including:
 - Objectives
 - Goals
 - Strategies
 - Tactics
 - 2015 ongoing implement strategy and track results

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

- Collateral for WBENC events in 2015 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 “Charting Our Course for the Future secondary theme for Baltimore
 - 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	2015
All attendees	541	740	892	984
WBENC-Certified WBES	340	482	506	534

Deploying mobile app for Summit & Salute

GOAL: Increase outreach to WBEs and members – focus on year-round engagement and retention. Working closely with the Forum Marketing Team to:

- Highlight Forum member’s success stories in the President’s report to demonstrate the benefits of certification, highlight WBE-WBE business relationships and growth strategies
- Update/refresh the Forum web site
- Incorporate knowledge base/best practices from Forum members into Insights program content
- Implemented a bulletin board feature for the President’s Report that will enable WBE-WBE outreach for recognition and opportunities (June and October reports)
- Refresh of layout for the President’s Report
 - Focused social media campaign highlighting specific articles to drive readership
- 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 – new Manpower section; EY in progress
- Refreshed wbenc.org and moved to a new content management platform; updated content, navigation; also updated WOSB site;
- Moved event web sites to new platform

Long Term Goals:

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

Certification Report

**Women's Business Enterprise National Council
WBENC Board Meeting
March 18, 2015
National Certification Committee
(includes the National Certification Review Committee &
National Certification Appeals Committee)
2015 Q1 Goals and Accomplishments
(as of 3-1-2015)**

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 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 3-2-2015 there were 1,613 certified WOSB firms.

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

Accomplishments:

- Conducted a comprehensive edit of the Standards and scheduled to implement updated Trust criteria on 4-1-2015.

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 Process mapping which includes input from WBENC, NCC and the RPOs.
 - 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 3-1-2015, the Appeals Committee has 4 files on the docket for final determination.
- As of 3-1-2015, the National Certification Review Committee has processed 7 files:
 - *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 2 LiveMeeting Sessions (January – February) 37 participants

GOAL: Continue to deliver WBENCLink Training.

Accomplishment:

- Delivered Live Meeting sessions (January – February) 15 participants.

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