

WBENC

Join Forces. Succeed Together.

NOVEMBER BOARD BOOK

Board of Directors Meeting
Chinese Room
The Mayflower Hotel
Washington, DC

November 20, 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>

Table of Contents

Meeting Agenda	2
June Meeting	3
Attendance Sheet.....	4
Meeting Minutes.....	6
November Meeting Materials	12
Nominating Committee Report	13
Board Elections.....	15
Corporate Nominations.....	16
Board Chair and President’s Report	18
Committee Reports	
Finance.....	23
Resolution.....	27
Audit	28
Leadership Council.....	29
Women’s Leadership Forum	31
Corporate Membership & Revenue Generation.....	33
U.S. Services & Programs	44
Global Services & Programs.....	45
Marketing, Communications & Brand Management	47
National Certification, Review and Appeals	49
WBENC Officers/Governance	53
Regional Partner Organizations (RPOs)	54
WBENC Staff	56

**Women's Business Enterprise National Council
Board of Directors Meeting
November 20, 2015: 9:00 AM - 12:00 PM
The Mayflower Hotel, Chinese Room
Washington, DC**

AGENDA

9:00 AM BOARD CHAIR'S REPORT BENITA FORTNER
A. WELCOME
B. APPROVAL OF MINUTES FROM THE JUNE 2015 MEETING

9:10 AM NOMINATING COMMITTEE REPORT DIANE PINKNEY
A. NEW BOARD MEMBERS
B. ELECTION OF OFFICERS
C. COMMITTEE UPDATE

9:30 AM PRESIDENT'S REPORT PAMELA PRINCE-EASON

9:50 AM TREASURER-FINANCE COMMITTEE REPORT LARRY CALDWELL
A. 2016 PROPOSED BUDGET
B. YEAR-TO-DATE FINANCIAL RESULTS
C. AUDIT AND 990 COMPLETION

10:20 AM AMBASSADOR ACTION UPDATE DEBRA JENNINGS-JOHNSON

10:30 AM BREAK – PLEASE RETURN QUICKLY

10:40 AM STRATEGIC PLAN – PHASE II UPDATE LAURA TAYLOR

11:20 AM LEADERSHIP COUNCIL UPDATE DEBBIE HURST

11:30 AM WOMEN'S LEADERSHIP FORUM JULIE COPELAND

11:40 AM COMMITTEE REPORTS

- NATIONAL CERTIFICATION, REVIEW AND APPEALS
- DIGITIZATION
- CORPORATE MEMBERSHIP & REVENUE GENERATION
- MARKETING, COMMUNICATION & BRAND MANAGEMENT
- US & GLOBAL SERVICES & PROGRAMS

12:00 PM CLOSING-MEETING ADJOURNS BENITA FORTNER

PLEASE NOTE THAT BREAKFAST WILL BE AVAILABLE BEGINNING AT 8:00 A.M.

**Minutes of the June 22, 2015
WBENC Board Meeting**

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

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

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	Authorized Designee
5. Alcatel-Lucent	Mark Artigues	Present
6. Altria Group, Inc.	Diane Pinkney	Present
7. AT&T	VACANT	
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	Paula Gibson	Present
12. Dell Inc.	Kim Brown	Present
13. Energy Future Holdings	Kevin Chase	Present
14. EY	Theresa Harrison	Present
15. ExxonMobil Corporation	Linda Sexton	Present
16. Ford Motor Company	Carla Traci Preston	Present
17. GM	David Drouillard	Present
18. IBM Corporation	Michael Robinson	Present
19. Johnson & Johnson	Beverly Jennings	Present
20. JP Morgan Chase & Co.	Jacqueline Rosa	
21. KPMG LLP	Barbara Carbone	Present
22. Macy's, Inc.	John Munson	Present
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	Present
28. Office Depot	Shari Francis	Present
29. PepsiCo, Inc.	Larry Caldwell	Present
30. Pfizer Inc	Mike Hoffman	Present
31. Pitney Bowes Inc.	Laura Taylor	Notified Absent
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	
36. Time Warner Inc.	Clint Grimes	Present
37. United Airlines	Ruby McCleary	Present
38. UPS	VACANT	
39. Verizon	Sandy Nielsen	Present
40. W.W. Grainger	Nancy Conner	Present
41. Walmart Stores, Inc.	Patricia Snyder	Notified Absent

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	VACANT	
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	Present
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. Past Chair Emeritus	Cheryl Stevens	Notified Absent
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
Executive Associate	Mary Callaghan	Present
Executive Associate	Amanda Zack	Present
Regional Partner Organization		
ASTRA	Diane McClelland	
WBEA	April Day	
WBDC Chicago	Emilia DiMenco	Present
WPEO-DC	Sandra Eberhard	Present
WBEC West	Pamela Williamson, Ph.D.	Present
Board of Director Guests & Representatives		
UPS	Estrella Cramer	Present
Walmart (<i>on behalf of Pat Snyder</i>)	Jenny Grieser	Present
Nationwide	Frantz Tiffeau	Present
Accenture	Nedra Dixon	Present
Chevron	Betsy Hosick	Present
The Coca-Cola Company	Cassidi Austin	Present

CALL TO ORDER: Board Chair, Benita Fortner, called the meeting to order at 4:15 PM on June 22, 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 support.
- Noted that this is an exciting meeting due to its conjunction with the National Conference and Business Fair, and also slightly condensed for that reason. Ms. Fortner forewent usual introduction.

Resolution: Ms. Debra Jennings Johnson moved and Ms. Farryn Melton seconded the motion to accept the minutes from the March 18, 2015 Board meeting. There was no further discussion and no opposition.

Ms. Pamela Prince-Eason, WBENC President & CEO:

- Introduced guests:
 - Miss Cassidi Austin, daughter of Ms. Eyvon Austin, The Coca-Cola Company
 - Ms. Nedra Dixon, Accenture
 - Ms. Sheila Mixon, ORV-WBC
 - Mr. Franz Tiffeau, Nationwide
- Introduced new Board Members:
 - Ms. Pamela Pesta, Nationwide
 - Mr. John Munson, Macy's
 - Ms. Paula Gibson, Chevron

NOMINATING COMMITTEE REPORT:

DIANE PINKNEY

Ms. Prince-Eason, on behalf of Ms. Pinkney, Chair of the Nominating Committee:

- Reminded the Board about Kathy Homeyer's retirement, and introduced her recommended replacement, Ms. Estrella Cramer. Ms. Estrella Cramer has already been working within Supplier Diversity, and the Nominating Committee supports her election to the Board.

Ms. Prince-Eason presented the **Corporate Board member nomination:**

- Estrella Cramer, UPS, term ending 12/2016

Resolution: Cheryl Banneker moved, and Fernando Hernandez seconded the motion to accept the candidate to the Board of Directors. There being no further discussion, the motion passed unanimously.

Ms. Prince-Eason noted that the Nominating Committee is currently working with the Leadership Council to fill the vacant ORV-WBC seat, open following the retirement of Ms. Rea Waldon.

PRESIDENT’S REPORT:

PAMELA PRINCE-EASON

Ms. Benita Fortner, Board Chair:

- Called attention to the high level information being shared at this meeting, reminding the Board Members that because all of them participate in the “heavy-lifting” through their service and committee work on behalf of WBENC throughout the year, alleviates the contact she has with the Board Members regularly. Ms. Fortner reiterated that she is in regular communication with Ms. Prince-Eason. Ms. Fortner thanked and congratulated all the committees for their hard work, and commented that WBENC remains absolutely on track and moving forward with the Strategic Plan.
- In the spirit of “Join Forces. Succeed Together.” WBENC and NMSDC are working to bridge the gap between them, to realize that Supplier Diversity is not polarized, the missions are singular, and so should exist a collaborative mindset. Benita Fortner and Pamela Prince-Eason are sharing discussions with the MBDA, and Ms. Prince-Eason joined the Tuck Advisory Board, of which Ms. Fortner is the Chair, in May.
- WBENC is gaining increased recognition in the media and consumer space. Ms. Prince-Eason has attended several events which present opportunities for women. Ms. Fortner thanked Corporate Members and RPOs for bringing forth these opportunities.

Ms. Pamela Prince-Eason, WBENC President & CEO:

- Thanked Ms. Fortner and the Executive Committee for their ongoing work
- Commented on the success of the 2014 financial audit, which was completed faster than ever before and with no required management letter.
- Addressed the work by the WBENC Staff in preparation for the National Conference and Business Fair. The staff has brought most of the work in-house, and has been sourcing from certified WBEs. Ms. Prince-Eason expressed her gratitude for Debbie Hurst and WBC-Southwest council and the Host Committee, as well as, to Dell, PepsiCo, and Chevron, and to Pinnacle, Trans-Expedite, and Techway Services.
- Regarding WOSB, the National Women’s Business Council strongly supports third party implementation within the next year. WBENC will work to ensure timely implementation of requirements with our partners.
- Ms. Prince-Eason commented on the new shape of programming, which is industry based. This initiative was introduced following Summit and Salute, with the automotive and energy industry advisory councils. These groups, and future industry councils, will play an important role in future strategy.
- Ms. Prince-Eason referenced her travels and meetings to date. Interest in WBENC leadership participation is shared between herself, Ms. Candace Waterman and Ms. Pat Birmingham.
- Ms. Prince-Eason remarked on her attendance to a Green Bay Packers mentor protégé program, and their interest in feedback from WBENC.
- Ms. Prince-Eason had the pleasure of presenting the Crystal Leadership Award at the Walmart Shareholder Meeting, with Ms. Jenny Grieser and other Walmart team members.

The Women Owned Program received huge exposure at this meeting, and was even discussed by Reese Witherspoon! Pamela Prince-Eason remarked on the supportive culture for this program at Walmart.

TREASURER-FINANCE COMMITTEE REPORT

LARRY CALDWELL

Larry Caldwell, Chair of the Finance Committee, gave a full report about the Finance Committee's activities to date, and directed Board Members to the full committee report in the Board Book:

- Mr. Caldwell stated that WBENC is tracking well in 2015. Summit and Salute had the highest attendance to date, and the 2015 National Conference and Business Fair was also on track to have record attendance.
- Speaking about upcoming programs, Mr. Caldwell stated the Audit Committee was set to review the audit results, and the 2016 budget cycle will also be discussed at the November 2015 meeting.
- The unrestricted Net Assets policy has been distributed to the Board; Ms. Shari Francis completed extensive research on the policy to ensure it was created with care and to ensure the financial stability of WBENC. The goal is to have six months of unrestricted net assets within five years, which is very achievable.

Ms. Beverly Jennings asked if the unrestricted net asset policy was adjusted for risk factors when the 5 year target was set. Mr. Caldwell responded that no, there is planned a surplus for each year, and the calculations are set annually, to get WBENC to that mark. Ms. Prince-Eason provided additional input: this plan was written with extensive collaboration with a dedicated subcommittee. Ms. Lynne Marie Finn additionally remarked that the Finance Committee has full confidence in their new chair, Mr. Caldwell.

AMBASSADOR ACTION:

DEBRA JENNINGS-JOHNSON

Ms. Debra Jennings-Johnson explained the role of the WBENC Ambassadors: to welcome all Corporate Members and foster an inclusive community. The Ambassadors have monthly calls to discuss their achievements. Ms. Jennings-Johnson invited all Board Members to a meet and greet after the meeting, and encouraged their support of WBENC. She further shared that Paige Adams will be seeking more success stories of the WBENC Ambassadors.

COMMITTEE REPORTS:

- Ms. Nancy Conner referred Board Members to the Board Book for a full report about the National Certification, Review, and Appeals Committee activities.
- Ms. Barbara Kubicki-Hicks gave the report on behalf of the Corporate Membership and Revenue Generation Committee, also directing Board Members to pages 30-37 of the Board Book. She highlighted the 2015 membership goal, for 30 new members. There are 20 new Corporate Members to date, and as of 5/31 104% of the membership revenue goal has been achieved. She reminded Board Members that this committee is divided into

three subcommittees: Value Proposition; Membership Retention & Engagement; and Fund Development.

- Ms. Linda Sexton, presenting on behalf of the Value Proposition subcommittee of the Corporate Membership and Revenue Generation Committee, shared the benefits of a corporation's support of Supplier Diversity. She asked all Board Members to fill out the distributed worksheet and return them with feedback about diverse supplier diversity programs, and any quantitative data or quotes about commitment to this goal from their leadership.
 - Ms. Farryn Melton expanded on this ask, seeking any response about what each Member's company is doing.
- Ms. Beverly Jennings referred Board Members to the Board Book for a full report from the Marketing Committee.
- Ms. Ruby McCleary reported for the Program Committee, commenting on the timely and relevant programs offered at this year's conference and also their development throughout the year. This is a year-round initiative; there will be three new industry-specific webinars launching this year.
- Mr. Michael Robinson referred to the Board Book for a full report about the Global Business Committee.
- Ms. Debbie Hurst presented on behalf of the Leadership Council. She noted their ongoing efforts to add to the strength of the network and stay on track with the growth plan. Ms. Hurst also expressed her confidence in the RPOs capability in accommodating additional WOSB certifications with upcoming changes.
- Ms. Julie Copeland, presenting about the Forum, offered her thanks on behalf of all WBEs attending the conference. Ms. Copeland remarked that WBE engagement is working with great success, having recorded an all-time high of new WBEs at the Forum meeting, crediting the Each One Reach One initiative. She additionally commented on the Forum meeting's keynote speaker, Eric Ellis, and his message about growing businesses with WBE-WBE strategy.

STRATEGIC PLAN: PHASE II UPDATE:

LAURA TAYLOR

Ms. Pamela Prince-Eason presented on behalf of Ms. Laura Taylor about the WBENC Strategic Plan:

- The network growth model has been designed to support WBENC's sustainable growth, and the Task Force is currently examining which programs within the "CORE" need to exist across the entire network.
- The Task Force is additionally looking at WBEs, attempting to understand where Corporate Members are underserved and where there are opportunities for growth.
- Ms. Prince-Eason shared that there will be a work session in July, and additional planning meetings in October.

DIGITIZATION:

CANDACE WATERMAN

Ms. Candace Waterman updated the Board about the current steps towards digitizing the certification process:

- There were initially three approaches to digitization, which have now been narrowed down as WBENC has discovered the opportunities for advanced capabilities in mapping our own certification. There will be good information to come out in the next 60-90 days as the team enlists subject matter experts.

Ms. Beverly Jennings inquired to know the outcomes of this process, if digitization would reduce the total lead time. Ms. Waterman answered that the system would automatically reduce the processing time.

Ms. Debra Jennings-Johnson asked if the recertification process looks different with digitization, to which Ms. Waterman answered yes.

Ms. Marsha Firestone sought a projected timeline for implementation. Ms. Waterman shared that the whole transition would require mindful transition of network growth and work. Ms. Fortner added that to help manage expectations we will provide a timeline that seeks to seamlessly transition at the right time. While digitization has long been a goal, it has only been focused on for a short time. Ms. Hannah Kain asked about security of files, and it was shared that security is a priority for WBENC in ensuring a new system implementation.

COMMENTS:

BENITA FORTNER

Ms. Fortner opened the floor for questions and comments from Board Members:

- Ms. Shari Francis asked about Pamela Prince-Eason's interview at the Bentonville Film Festival. Ms. Prince-Eason shared that per her report, WBENC was the face for women in business at the film festival, and she would look into providing additional information about the panel.
- Ms. Prince-Eason shared that the anticipated Board Extranet passwords would be shared by Mary Callaghan and Amanda Zack in a secure manner.
- Ms. Jennings-Johnson asked about total RSVPs for the annual Corporate Membership Meeting. Ms. Prince-Eason announced that there were currently about 220 RSVPs. This is a renewed initiative by WBENC, which, as a dues paying organization, is reinstating an information sharing membership meeting. This is to increase inclusivity and transparency with those organizations that are not actively engaged in the Board.
- Ms. Fortner again congratulated all committee members on their work and outreach. At every step of the way, it's evident that there is alignment with the Strategic Plan.
- Ms. Prince-Eason reminded Board Members that there is a reception following the Board meeting to thank the Board and to celebrate Tuck alumni, Dorothy B. Brothers scholarship recipients, and Student Entrepreneurship Program participants.
- Ms. Carla Preston invited all Board Members to Booth 1639 for professional headshots on the Business Fair Floor.
- Ms. Francis reminded and invited all Board Members of the Office Depot reception for the evening.

ADJOURNMENT:**BENITA FORTNER**

Ms. Fortner thanked Board Members for their attendance and participation, and spoke to her enthusiasm for the National Conference and Business Fair. There being no further business, Barbara Kubicki-Hicks made a motion to close. It was seconded by Lynne Marie Finn. Ms. Fortner adjourned the meeting at 6:15 PM.

**Materials for November 20, 2015
WBENC Board of Directors Meeting**

Nominating Committee Report

Women's Business Enterprise National Council
Board of Directors Meeting
November 20, 2015

Nominating Committee
2015 Goals and Accomplishments
3rd 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 to the Executive Committee and Board of Directors

Activity – Prepared a Slate of Candidates for the November Board Meeting:

Corporate Nominations (NEW) to Existing Board seats: Two (2)

- Alithia Bruinton - AT&T.
Term will complete current term and will end Dec (add here).
- Michael Byron, Walmart.
Term to end December 2018.

Corporate Re-Nominations to Existing Board seats: Term to end December 2018 (3 year term): Twelve (12)

- Mark Artigues - Alcatel-Lucent
- Kim Brown – Dell, Inc.
- Larry Caldwell – PepsiCo, Inc.
- Benita Fortner – Raytheon
- Shari Francis – Office Depot
- Fernando Hernandez – Microsoft
- Mike Hoffman – Pfizer
- Sylvester Johnson – The Home Depot
- John Munson – Macy's
- Sandra Nielsen – Verizon
- Michael Robinson – IBM
- Jacqueline Rosa – JP Morgan Chase

Note: The Walmart seat is also on this rotation cycle. Michael Byron (above) is recommended to succeed Patricia Snyder for this new 3 year term.

WBE Nominations to Board: Term to end December 2018 (3 year term): Three (3)

- Cindy Towers – JURISolutions
- Hallie Satz – Highroad Press
- Royalyn Reid – Consumer & Market Insights (CMI)

RPO Nominations to Board: Term to end December 2018 (3 year term): Three (3)

- Emilia DiMenco – Women’s Business Development Council-Chicago
Newly elected Leadership Council Vice Chair
- Debbie Hurst – Women’s Business Council-Southwest
- Susan Rittscher – Center for Women & Enterprise

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
- Scheduled a second face to face meeting to finalize the application and develop the 2016 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:

Officer Slate : Term to end December 2017 (2 year term)

- Board Chair: Theresa Harrison, EY
- 1st Vice Chair: Kim Brown, Dell
- 2nd Vice Chair: Barbara Kubicki-Hicks, BOA
- Secretary: Debra Jennings-Johnson, BP Americas
- Treasurer: Larry Caldwell, PepsiCo
- Nominating Committee: Laura Taylor, Pitney Bowes

Corporate Nominations



Alithia Bruinton

Director – AT&T Global Supplier Diversity

Alithia Bruinton is a Director of the AT&T Supplier Diversity Organization. She has developed professional expertise in the areas of Supply Chain Inclusion, Network and Product management.

Her responsibilities cover different aspects of AT&T's Supplier Diversity business including developing and implementing strategies, leading the Channel Management and Prime Supplier Team, Growing Diverse Suppliers, Increasing Tier 2 Results; Matchmaking Events; Communications, and Utility Filings.

Prior to this assignment, Alithia was responsible for the ancillary products within the Local Products and Services segment of AT&T.

Previously, Alithia was a technician within the Bell Labs Division of AT&T. She has gained broad telecommunications experience from a series of assignments and deploying network projects.

She graduated from Stephens Institute with a Master of Science degree in Technology Management. Alithia has attended Executive Management Programs at Harvard Business School where she received extensive training in the areas of Leadership, Performance development and managing upward. She also attained a Six Sigma Greenbelt Certification. Alithia is currently teaching Theology classes in a local community.

Alithia is a board member on the Supplier Diversity Development Council, New York and New Jersey Minority Supplier Diversity Council and a team member of the Women Presidents' Educational Organization.

Alithia led a Women of Color Program within AT&T designed to grow women businesses. She has been recognized by AT&T for her exceptional talent and leadership capabilities. She graduated from the AT&T Leadership Program. Alithia attained over 20 awards and certificates in the areas of Technology, Leadership and Executive communications.



Michael A. Byron
Senior Director of Supplier Diversity, Wal-Mart Stores, Inc

Michael Byron currently serves as Senior Director of Supplier Diversity for Wal-Mart Stores, Inc. He leads the company's critical initiative to source \$20 billion with women-owned U.S. businesses by 2016.

Michael's team managed Walmart's 2013 spending of nearly \$13 billion with approximately 2,000 women- and minority-owned businesses. Under Michael's leadership, Walmart has been recognized for providing the best opportunities to woman-owned and multicultural businesses.

Michael also served from 2008-2012 as Vice President of Supplier Diversity at SUPERVALU, Inc., a U.S. wholesale and retail grocer with annual sales of \$44 billion and 180,000 employees. While at SUPERVALU, Michael increased the number of diverse suppliers by 5 to 10% annually and added \$425 million in supply chain spending with women-owned and minority suppliers.

Michael is consistently recognized as a passionate collaborator, speaker, panelist and for his business acumen and mentoring skills. He's received numerous personal and professional awards for his work in advancing business and supply chain inclusion.

Michael holds a bachelor of science in Business Management and Executive Retail Management and Leadership Certifications from Cornell University and University of Phoenix.

Board Chair & President's Report

Women's Business Enterprise National Council Report of the WBENC President and Board Chair to the Board of Directors November 20, 2015

Activities since June 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 October Extended Executive Committee Planning Retreat, upcoming November Industry & Committee meetings and Board Meeting. Continued on-going active planning and review of financial activity and performance, as well as, forecast and 2016 budget preparation occurring during this period. Pre-reviewed all financial statements for all Finance Committee Meetings and prepared recommendation of 2016 Budget to be voted on during the November 2015 Board Meeting. Reviewed and approved our 990 filing and participated in discussions with our external auditors and WBENC Audit Committee to finalize.
- There was 1 Executive Committee/Extended Executive Committee meetings during this time period. (October 7-9, 2015) This meeting was primarily dedicated to nominating committee actions required for November Board Meeting, 2016 budget preparation and recommendation from the Finance Committee and active participation of the Extended Executive Committee in the Network Strategic Planning underway led by Laura Taylor. The full Board will be updated on each of these items as part of the November 2015 Board Meeting. (See agenda.)
- Laura Taylor continues to lead the current phase of the Strategic Planning process that is addressing the full WBENC network governance and structure. This is progressing collaboratively with the RPO Leadership Council and a special Network Planning Team Meeting with the Leadership Council was held in Dallas on July 9-10, 2015. In November, Laura and team will be visiting with the Leadership Council and with the Women's Forum in order to share status of the team's work and to gather additional strategic inputs from both groups.
- Provided oversight and guidance for furthering the work of both the Oil & Gas and Automotive Industry Advisory Groups. The Automotive Industry Advisory Group met face to face during Michelle Richards' Annual Conference in late September and both Advisory Groups will be meeting again on 11/19/2015.
- New collaboration discussions and planning underway with Starbucks, Darden, CVS and several other retailers regarding 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. Goals are progressing in each territory and enhanced support to RPOs in each territory is a priority. Pam and Candace conducted the first joint planning discussion with April Day and her Board Chair in mid-October 2015.
- As we began discussing and reporting in our June 2015 Board Meeting, WBENC is taking a forward looking and proactive role at steps required to ensure timely and successful implementation of a viable process (by the SBA) for WOSB 3rd Party certification. WBENC (on behalf of our entire network) has been actively educating interested parties regarding our 3rd party certification process, our oversight process, the benefits and strengths of WBENC's certification process and ways in which we think utilization of the Corporate Led WBENC Certification Processes as a benchmark can expedite implementation of the WOSB 3rd party legal requirements. Attached at the end of this report you will find oversight support by Senator Jeanne Shaheen that has been provided to the SBA. Candace Waterman, myself and Cheri Simmons are actively involved in staff discussions that support timely progress.
- After a terribly successful Tuck WBENC Program (thank you IBM and other corporate supporters) the week of October 4, 2015, the WBENC Executive Team supported planning for a Tuck II program. Assessment of opportunity will occur during 1Q-2016. This item is not included in the 2016 budget but if implemented would be done so with a sponsorship model.
- Research, ROI Measurement and Economic Impact Studies are identified as areas of priority for our focus in both 2015 and 2016. A research study was commissioned in June 2015 to assess impacts from the current Tuck-WBENC program. A formal report to be shared with the Board is expected by 12-31-2015.

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. To date the team has conducted 10 sessions which continue to prepare all staff to represent WBENC in the best way possible.
- Early preparation for 2016 Summit & Salute (Phoenix, AZ) and National Conference & Business Fair (Orlando, FL) have been a main focus for the WBENC team. We continue to "stretch and challenge" ourselves to elevate our offerings and maximize your ROI. Feedback continues to be very positive. We are well ahead in our planning for 2016 events (additional needs due to growth secured in July and joint planning with Disney completed). Progress for future years is underway with initial

discussions with 2017 RPO Host Council President Dr. Pamela Williamson (Las Vegas), as well as, considerable planning for 2018 with Michelle Richards (Detroit). Hotels and the Detroit Convention Center have been secured with advance commitment of sponsors for a significant number of key sponsorships by corporations and WBEs in Michelle's territory. GM and DTE are currently announced as Corporate lead sponsors in 2018. As a reminder Accenture, EY and Ampcus are again committed to the role of presenting sponsors for our 2016 S&S. Disney and Wells Fargo, along with Accel, Imagen and Pinnacle are committed to chairing our 2016 NCBF. Thank you to all of you who are continuing to support the WBENC Network. Our work is only possible because of all of you.

- Supported America's Top Corporations for Doing Business with WBEs award process along with all members of the BD team. Andrew Gaeckle is leading our "updated" process and feedback from those who participated this year has been extremely favorable. Scoring of applications is currently underway with the goal of finalizing during the month of November in order to assist corporations in planning attendees for the March S&S.

Public Representation of WBENC:

Media interviews:

Significant media partner and PR coverage of:

1. 2015 NCBF Event and Host Committee follow-up articles. Major media with WE-USA for National Conference Edition and follow-up, as well as, recognition of Diversity Leadership which included many of our Corporate Supplier Diversity professionals and all 14 RPO leaders.
2. Coverage of Women-Owned logo plans and usage.
3. Coverage of WBENC role of advancing women's business growth.

Partner Meetings and Events:

1. Continued participation in monthly "Group of 6" organizational committee meetings as part of the National Women's Business Council (NWBC) operation and governance model. Supported and discussed planning for September and December NWBC Public Meetings.
2. Candace Waterman participated in WIPP meetings and celebration of Barbara Kasoff's retirement. (July and November)
3. Pamela Prince-Eason was honored to support the Annual Events of the following RPOs:
 1. Diane McClelland – ASTRA's Economic Summit (July in Seattle) and annual events planned for December in San Francisco (w/Robin Billups and other team members.)
 2. Roz Lewis – GWBC- August

3. Pamela Williamson – WBEC West (w/Robin Billups) – September
4. Geri Swift – 20th Year Celebration of her WBDC in Philadelphia – November
5. Michelle Richards – CEED - September
6. Debbie Hurst – 20th Anniversary Celebration of WBCS in Dallas – November – Pam and Benita Fortner
7. Sandra Eberhard – WPEO DC - Candace Waterman and the WBENC Staff attended her 15 year anniversary event in DC.

Congratulations to all of our RPO's and their teams for extremely successful events.

4. Candace Waterman and Pamela Prince-Eason conducted 5 year RPO REVIEWS with ORV in August and with WBEA in October.
5. Andrew Gaeckle represented WBENC by supporting the Western Pennsylvania Oil & Gas Matchmaker and Education event in early August.
6. Paige Adams represented WBENC during the August Billion Dollar Roundtable meeting in Dallas.
7. Candace Waterman represented WBENC at the annual NGLCC event in August.
8. Congratulations to Pat Birmingham for another successful Go 4 the Green's Event in Orlando in September. The WBENC team's support of this event continues to contribute to the success of the program.
9. Pamela Prince-Eason and Michelle Richards hosted an Automotive Industry Advisory Group Meeting in Detroit – September 29, 2015. Pam, Pat Birmingham and Candace Waterman all supported Michelle's annual event and visited with many Corporate Members and WBE attendees.
10. Pamela Prince-Eason, Eduardo Pereira and Candace Waterman attended the 2015 USHCC Conference in Houston in October. Pam and Candace supported BP in their host role for the event.
11. Paige Adams represented WBENC at the 2015 Sports Diversity Event attended by MLB, USTA and other sporting organizations in October.
12. USBLN & NAWBO – Lynn Scott represented WBENC at both events in TX in September.
13. Robin Billups and Pamela Prince-Eason represented WBENC at the October 2015 NMSDC National Conference in San Diego. We were able to conduct a large number of meetings with our Corporate Membership base. Congratulations to our Members who received important recognitions and awards.

Meetings & Events with WBENC Members:

- AT&T – Pam, Paige Adams and Debbie Hurst met with new Supplier Diversity leadership at AT&T on July 8 in Dallas. This meeting was very informational and reaffirmed AT&T's priority of support WBEs and the WBENC network as the organization is reorganizing.
- Boeing – Pam met with Janice Green and conducted a customer relationship meeting (CRM activity) at Boeing headquarters in WA.
- Starbucks – Pam met with the Starbucks team and CPO and conducted a customer relationship meeting at their Seattle HQ.
- Disney – Pam, Pat Birmingham and Candace Waterman met with Disney to identify strategic support needs and opportunities for ROI during 2016 NCBF.
- Wyndam – Pam and Paige met with the Wyndam team for a CRM discussion, as well as, identifying opportunities for supporting 2016 NCBF in Orlando.
- Paige supported BOA's 25th Anniversary Supplier Diversity Program in NC in late August.
- Paige visited Fiat Chrysler Automotive in support of their Supplier Diversity event in mid-September (Michigan). Additionally, Pam met with FCA leadership in late September for a customer relationship meeting.
- Wells Fargo – Paige and Pam have had several planning sessions with Wells Fargo colleagues regarding the execution of a new executive education program concept they plan to fund. Piloting of this initiative will begin December 10, 2015 at Wells Fargo HQ in San Francisco.
- Darden – Pam and Pat Birmingham met with the Darden CPO and Supplier Diversity leader to discuss opportunities for further involvement with WBENC in 2016.
- JCI – Mia Delano supported the JCI Supplier Diversity Summit in September in Milwaukee.
- Allstate - Mia Delano supported the Allstate Supplier Diversity Summit in October in Chicago.
- Manpower – Mia Delano supported the Manpower Supplier Diversity Summit in October in Milwaukee.
- CVS – Pam and Paige conducted a CRM session and attended WBE Executive Education Program graduation.
- Met Life – Pam attended the inaugural Diverse Supplier Program, presenting information regarding WBENC and certification in November in New York.

Upcoming visits planned: Toyota Opportunity Exchange (November 9 - Ohio), National Veteran Trade Fair (November 10-11 - CT), Well's Fargo Executive Education Kick-off Session (December 10, 2015 – San Francisco), ASTRA's Awards Event (December 10, 2015 – Presidio, San Francisco), ASTRA WBE Event (December 11 & 12, 2015, Northern CA), WBENC Staff Meeting following ASTRA events (12/13-12/14 in CA.)

Finance Committee Report

Women's Business Enterprise National Council Board of Directors Meeting

November 2015

Third & Fourth Quarters 2015 Goals and Accomplishments (as of November 9, 2015)

Goal: Define target level of net assets.

Accomplishments:

- Based on the 2014 Audited Financial Statements with a net income of \$326,000, it is anticipated that WBENC will have restored the unrestricted net-assets (reserves) position to a balance of \$2,257,000 on December 31, 2014, approximately 62% of plan goal.
 - The Finance Committee developed and adopted a plan to replenish the unrestricted net assets balance. The target minimum reserve position is equal to a minimum of 6 months of average monthly operating costs and no more than 12 months of average monthly operating costs with a goal of 9 months. The UNA should reach goal amount within five years.
 - Targeted UNA Goals: 6 months of UNA is \$3.7M

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

Accomplishments:

- During the June Board of Directors' meeting, Mr. Caldwell reported on YTD May 31, 2015 Financial Results to include 2015 Summit & Salute, 2015 National Conference & Business Fair and presented the Unrestricted Net Assets (UNA) Reserve Policy Draft.
- The Finance Committee reviewed YTD June 30, 2015 actual results compared to YTD June 30, 2015 budget and YTD June 30, 2014 actual results during its July 27, 2015 conference call. Highlights:
 - WBENC's YTD June 30, 2015 financial statements indicated unrestricted net income (Change in net assets) was \$3,308,000 and higher than YTD June 30, 2015 budget by \$179,000, surpassing YTD June 30, 2014 actual by \$87,000.
 - Note: The annual revenue is generated in the first six months of the year. This normally generates a high surplus and reflects higher net income in the first half of the year. The surplus will be reduced throughout the year, as the net income will diminish and our monthly expenses exceed our monthly revenue.
 - Revenue: YTD June 30, 2015 revenue was \$144,000 higher than the YTD June 30, 2015 budget and \$420,000 higher than the YTD June 30, 2014 actual. This was largely attributed to our signature events: Summit & Salute and NCBF. For the remaining half of 2015, there are two programs to execute: Go For the Greens, September 17 -19, and Tuck Executive

Educational Program, October 4 - 9. Revenue budgeted for these two programs are \$20,000 and \$325,000 respectively. We exceeded Membership revenue goal by \$38,000.

- 2015 NCBF YTD June 30, 2015 revenue was \$4,113,000, higher than year-to-date June 30, 2015 budget by \$163,000 and outpaced year-to-date June 30, 2014 actual by \$215,000.
 - Expenses: YTD June 30, 2015 expenses were \$36,000 lower than the YTD June 30, 2015 budget and \$333,000 higher than YTD June 30, 2014 actual. We are still finalizing/closing out the conference expenditures.
- The Finance Committee reviewed YTD July 31, 2015 actual results compared to YTD July 31, 2015 budget and YTD July 31, 2014 actual results during its August 24, 2015 conference call. Highlights:
- WBENC's YTD July 31, 2015 financial statements indicated unrestricted net income (Change in net assets) was \$3,308,000 and higher than YTD July 31, 2015 budget by \$179,000, surpassing YTD July 31, 2014 actual by \$87,000.
 - Revenue: 2015 National Conference & Business Fair (NCBF) YTD July 31, 2015 revenue was \$4,194,000, higher than YTD July 31, 2015 budget by \$244,000 and outpaced YTD July 31, 2014 actual by \$297,000. Our biggest success was in registration fees. We surpassed our registration budget by \$222,000. Conference highlights:
 - Sponsors total 121 compared to 118 sponsors in 2014.
 - Exhibit count stands at more than 317 compared to 325 in 2014. Although this year's conference had slightly fewer exhibitors, most of our exhibitors upgraded their space. In addition, our exhibit space sold out in advance.
 - Onsite attendance was 3,499 compared to 3,363 in 2014. This was our most well attended conference to date. We had 228 attendees to register onsite resulting in \$96,000 compared to \$92,000 in 2014.
 - Silent Auction raised approximately \$95,000 in revenue, \$57,000 in power meetings and \$38,000 from the sale of goods and services.
 - YTD July 31, 2015 Membership revenue was \$3,847,000 and has exceeded 2015 revenue goal by \$106,000.
 - Expenses: YTD July 31, 2015 expenses were \$64,000 lower than YTD July 31, 2015 budget and \$400,000 higher than YTD July 31, 2014 actual. We have received/paid the majority of the expenses for NCBF. As part of the 2016 Budget Development process, we will complete a comprehensive forecast based on a review of the YTD August 2015 results to project the outcome for this year.
 - 2014 Audit: With the completion of the audit, we released year-end results from operations through December 31, 2014 Audited Financial Statements and Governance Letter. We are pleased to report that 2014 audit did not identify material weaknesses and/or significant deficiencies in internal control. Therefore, no Management Letter was issued.
 - The 2016 budget development process started in August.
- The Finance Committee reviewed YTD August 31, 2015 actual results compared to YTD August 31, 2015 budget and YTD August 31, 2014 actual results during its October 1, 2015 conference call. Highlights:

- WBENC's YTD August 31, 2015 financial statements indicated unrestricted net income (Change in net assets) was \$2,470,000 and higher than YTD August 31, 2015 budget by \$420,000, surpassing YTD August 31, 2014 actual by \$41,000. There are two programs that will impact our financial statements in the coming months: Go For the Greens and Tuck Executive Program forecasting \$5,000 and \$350,000 in revenue respectively.
 - YTD August 31, 2015 expenses were \$64,000 lower than YTD August 31, 2015 budget and \$400,000 higher than YTD August 31, 2014 actual. A comprehensive forecast is currently under way in conjunction with the 2016 budget development process. The forecast will determine what resources are required for the remainder of the year.
- The Finance Committee reviewed the YTD September 30, 2015 actual results compared to the YTD September 30, 2015 budget, YTD September 30, 2014 actual results and reviewed/deliberated 2016 Budget during its October 26, 2015 conference call. Highlights:
 - WBENC's YTD September 30, 2015 financial statements indicated unrestricted net income (Change in net assets) was \$2,122,000 and higher than YTD September 30, 2015 budget by \$454,000, lower than YTD September 30, 2014 actual by \$99,000.
 - A full comprehensive financial forecast was completed as part of 2016 budget development. The annual forecast currently shows net income of \$115,000 and is projected to surpass the 2015 annual budget by \$113,000. With one quarter of 2015 remaining, all indications are that we will end the year with a better than expected budget directed by the board.
 - YTD September 30, 2015 expenses were \$44,000 lower than YTD September 30, 2015 budget and \$435,000 higher than YTD September 30, 2014 actual. We continue to keep a tight reigns on our expenses as we close out the year and to achieve our forecast.
 - 2016 Budget Draft was presented to the Finance Committee for review and deliberation. The committee received 2016 Consolidated Unrestricted Budget compared to 2015 Forecast and 2015 Budget, for each major programs were deliberated.
 - Statement of Financial Position (Balance Sheet) as of September 30, 2015 remains healthy and very positive. In September the operating cash balance was \$564,000 higher than the previous year. Accounts receivables as of September 3, 2015 were \$509,000 (net of allowance for doubtful accounts of \$53,000) and \$54,000 lower than last year.
 - During the November 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:

- The Finance Committee Chair and Vice Chair conducted an in-depth review of the 2016 Budget Draft with WBENC Staff on October 13, 2015.
- The Finance Committee received the 2016 Budget Draft for review/deliberation on October 26, 2015.
- The Finance Committee will present 2016 Recommended Budget to the Extended Executive Committee for review on November 13, 2015.
- The 2016 Proposed Budget by the Extended Executive Committee will be distributed to the Board for review in advance of the November 20, 2015 meeting.
- Board action required at the November 20, 2015 meeting: deliberation and approval of the 2016 Recommended Budget.

**Women’s Business Enterprise National Council
Board of Directors Meeting
Resolution to Approve the 2016 Budget Recommended by the Finance
Committee**

November 20, 2015

WHEREAS, the Finance Committee has reviewed and adopted the 2016 budget and recommended its acceptance by the Executive Committee;

WHEREAS, the Executive Committee has reviewed and accepted the 2016 budget recommended by the Finance Committee;

NOW THEREFORE, be it RESOLVED that the Board of Directors approves the 2016 budget recommended by the Finance Committee:

Revenue	\$10,632,250
Expenses	<u>\$10,450,024</u>
Net Income	<u>\$182,226</u>

Audit Committee Report

**Women's Business Enterprise National Council
Board of Directors Meeting
November 2015
Third & Fourth Quarters 2015 Goals and Accomplishments (as of
November 9, 2015)**

Goal: Oversee completion of the 2014 audit.

Accomplishments:

- Completed in July 2015.
- The Audit Committee and WBENC Staff met with the audit partner, Holly Caporale, on July 21, 2015 to review and discuss the draft of the Audited Financial Statements. The committee received an overview of the Audited Financial Statements. There was no Management Comment Letter issued.

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

Accomplishments:

- Completed through the 2014 audit report review in July 2015.

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

Accomplishments:

- Nothing to report this period.

Goal: Completion of 2014 Form 990.

Accomplishments:

- The 2014 Form 990, which will be due on November 16, 2015. (Please note: The Form 990 filing deadline is normally November 15. However, the deadline falls on a Sunday and is moved to Monday, November 16.)
- The Audit Committee and WBENC Staff met with the audit partner, Holly Caporale, on November 3, 2015 to review the Form 990 draft. 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 November 2015

Third Quarter 2015 Goals & Accomplishments (as of October 1, 2015)

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 10-1-2015 there are currently 12,988 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 10-1-2015, there are currently 2,032 WOSBs certified firms.
- Objective: Document the growth of "dues paying" corporate & government members at the regional level.
 - As of 10-1-2015, there are 528 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.
 - To date, there have been 4 RPOs who have shared best practices from an operational excellence perspective; and it has been determined that each year in March during the LC Retreat that time will be allocated for a more formalized collection method.

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 10-1-2015, there were 454 regional events with 31,682 total participants held across the WBENC network in 2015.

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 provide their recommendations on program categories that are *core to the CORE* delivery for the WBENC network.
 - The LC and Network Task Force had a successful work session in July 2015 to provide input and recommendations on growth strategies for the WBENC Network.
 - There is a work session scheduled with the Network Task Force for November 2015 regarding network Governance inclusive of WBENC and the RPOs.

Women's Enterprise Leadership Forum Report

**Women's Business Enterprise National Council
Board of Directors Meeting
November 20, 2015
Women's Enterprise Forum
2015 (Q3&4) Goals and Accomplishments**

Overall Purpose of the Forum: *The Forum serves in an advisory capacity providing input and feedback to the Women's Business Enterprise Nation Council (WBENC). As a Forum member, WBEs represent the voice of all women'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: The Forum Marketing Team has worked diligently to reach out to WBEs in their regions to solicit story recommendations for the WBENC President's Report. Through the use of a Story Recommendation Form, thirteen stories were selected from Forum Representatives input for the 2015 President's Reports.

Accomplishment: The Forum Leadership Team met in Orlando, FL prior to the Go for the Greens Conference for their annual strategic planning retreat. During this meeting they discussed the past year, accomplishments and lessons learned. They also developed 2016 Forum goals and draft 2016 programming outline.

Accomplishment: The second annual Forum Representative WBE to WBE MatchMaker event will occur at the November Forum meeting. Fifty (50) Forum Representatives will participate as suppliers and take part in the MatchMaker process using WBENC's new tool. Thirteen (13) WBEs selected to participate as buyers and reviewed Forum Representative company profiles to select their meetings promoting doing business with the WBENC WBE network.

2. Goal: Building Capacity through Education & Programming

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

Accomplishment: As part of WBENC's *Forum First* initiative the President's Report has been hosting a Your Advice column. The column is designed to solely feature Forum Representatives sharing their advice and wisdom with the WBENC network.

Accomplishment: The Forum hosted keynote speaker Eric Ellis who presented information on “Embracing 5 Keys to Organically Growing Your Business”, during the 2015 National Conference and Business fair, which was open to all attendees and had over 200 participants.

Accomplishment: Through WBENC’s #ACTIntentionally initiative, Forum Representatives from the Membership & Revenue Generation Board Committee created a Forum Give Back Campaign that was launched at the June Forum Meeting. Over thirty (30) Forum Representatives participated bringing suits, shoes, jewelry, makeup and other various items to donate to Dress for Success, Austin during the 2015 National Conference & Business Fair. In total, eighty-seven (87) items were donated at the kickoff.

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: During the Forum Leadership Retreat, Chairs and Vice Chairs of the Forum Teams gave status updates and progress reports on their 2015 Team Goals. The Forum Leadership Team provided input and discussed ways for their Teams to collaborate over the next year toward advancing the Forum and propelling WBENC forward with WBE input.

Accomplishment: The Forum Leadership proposed modifications to the Overview Document as well as other supporting Forum Documents and presented these items to WBENC leadership for review. A working session will be conducted with the Forum Leadership and the WBENC Leadership Team by the end of 2015 to finalize changes to the Forum Governing Documents.

Accomplishment: The Forum will participate in a work session with the WBENC Network Team and Leadership Council in November providing inputs on programming that is core to WBENC’s C.O.R.E.

Corporate Membership & Revenue Generation Committee Report

**Women's Business Enterprise National Council
Board of Directors Meeting
November 20, 2015
Corporate Membership & Revenue Generation Committee
3Q4Q2015 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 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.

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 have continued to leverage the expertise of our Ambassadors, and focused 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 took place, the group did not meet by phone as the information was somewhat redundant. Instead, a brief memo detailing any action items or items of note was sent out. There has been a heavier focus on sharing Ambassador success stories to demonstrate how effective Ambassador outreach can be and how simple it is to conduct. Most recently, the Ambassadors were instrumental in identifying lapsed members that they could assist in contacting to initiate rejoining conversations for 2016. They have also given input to the Value Proposition sub-committee regarding industry groups that could be resources for strategic WBE and corporate member recruitment. Going forward, the Ambassadors will continue to be invaluable organization representatives whose efforts and creativity are integral to WBENC's future.

Business Development Membership and Event Sponsorship Update

Note: All membership monetary figures are as of 10/31/2015. The most accurate information will be available in the Board finance report.

2015 New Member Goal: 30
Actual: 29
Achieved: 96%
New Member Revenue: \$250,750

Overall Membership Revenue Goal

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

Membership Revenue Invoiced

(does not include value of in-kind arrangements): \$3,865,750

% of Revenue Goal Achieved: 104%

<u>New Corporate Members</u>		
Abbott	GM Financial	Office of the Comptroller of the Currency
American Water	Halyard Health	Orlando Health
Barclays Capital, Inc.	Intel	Ortho Clinical Diagnostics
BASF	Kraft Heinz Company	PSC Industrial Outsourcing, LP
Burns & McDonnell	Liberty Mutual Insurance	S.C. Johnson & Son, Inc.
CA Inc.	GM Financial	Sony Pictures Entertainment
Closure Systems International Inc.	Halyard Health	Teva Pharmaceuticals
Depository Trust & Clearing Corp.	L'Oreal USA	Verisk Analytics
Education Networks of America	Luxottica North America	VWR International
Facebook	McCormick & Co., Inc.	
Florida Blue	Motion Industries Inc.	

*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 29 members have declined to renew or were deactivated due to no response:

<u>Declined and Deactivated Members</u>			
Allergan, Inc.	Citgo Petroleum Corporation	Federal Reserve Bank of Dallas	Sage
BBVA Compass	City of South Bend	Forest Laboratories, Inc.	Schneider Electric
Big Heart Pet Brands	ConAgra Foods	Guidant Group	Technology Integration Group
BlackBerry	Consumer Financial Protection Bureau	Mack Trucks, Inc.	United Stationers (now Essendant)
Blue Cross & Blue Shield Association	EMC Corporation	Milwaukee Public Schools	United Technologies Corporation
Board of Governors of the Federal Reserve System	Express Scripts, Inc.	Phillips66	URS Corporation (now AECOM)

Bright Horizons Family Solutions	Federal Home Loan Bank of Boston	Saatchi & Saatchi North America, Inc.	Veolia Environment
			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 \$300,500. Mack Trucks, Phillips66, and United Technologies Corporation have indicated they will try to renew their respective memberships in 2016 if budget allows.

Summit & Salute 2016 Numerical Goals:

Total Sponsorship Goal:	\$850,000
Actual as of 11/05/2015:	\$195,000
Percentage Achieved:	23%
Expected Attendance:	1,300

Ampcus, Accenture and EY continue with their roles as Presenting Sponsors of the Summit & Salute in 2016. For the first time, we are taking the Summit & Salute to the western region where the event will be held in Phoenix, AZ. Just as the New Orleans Summit & Salute exhibited terrific energy and a plethora of first-time attendees, we expect Phoenix to be equally successful by drawing those who’ve never had the Summit & Salute experience. In addition, we are less likely to face the uncertain winter weather that has inhibited attendee travel to the Baltimore/DC area in recent years. Summit & Salute sponsorship information has been disseminated via an e-blast, and reminders have been sent to National Corporate Members as well as the Forum.

National Conference & Business Fair 2016 Numerical Goals*:

Conference Sponsorship Goal:	\$2,550,000
Pledged as of 11/05/2015:	\$1,012,500
Percentage achieved:	40%

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

2016 Conference Sponsorship Outreach

Our 2016 NCBF Co-Chairs include: Wells Fargo, The Walt Disney Company, Accel inc., Imagen, and Pinnacle Group. In 2015, WBENC increased the number of co-chairs from four to six, and was able to continue to provide tremendous visibility to these premier sponsors. For 2016, we have five companies committed to the top sponsorship tier, and are looking forward to returning to Orlando, Fl.

We have implemented an innovative approach to the use of Host Councils for the coming year. Rather than having one RPO shoulder the responsibility of increasing awareness and attendance in the region, we have asked the three RPOs responsible for the Southeast to be joint Host Councils. The RPOs include: WBEC South, Greater Women’s Business Council, and WBDC Florida. Each of these organizations has a strong network, and we feel their combined efforts have the potential to push conference attendance over 4,000. Furthermore, the number of Host Committee members has been increased from 12 to 18

with six WBEs being selected from each RPO region. Brenda Loube, president of Corporate Fitness Works, is the Host Committee Chair.

Business Development Team Activities

2016 Membership Renewal and Engagement Outreach

Membership renewal statements have been sent to the entire Corporate Membership. The BD team is now engaged in follow-up with their assigned regions and accounts to discuss renewal steps as well as provide information on event and program engagement for 2016. Maintaining a high retention rate is the linchpin for reaching our 2016 membership revenue goal of \$4,000,000.

Since June, the team has continued with its strategic travel to key conferences and corporate member events. WBENC was represented at national conferences, including: USHCC, NGLCC, NMSDC, USBLN, and the BDR Summit. At each, the goal was member engagement and prospect development. Furthermore, BD staff has taken notable steps to participate in programs that have important regional impact or are supporting a key corporate member achievements such as the following: Allstate 8th Annual Supplier Diversity Exchange; ManpowerGroup 13th Annual Supplier Diversity Roundtable; the WBEC-West and WBDC annual conferences; the Bank of America 25th Anniversary Supplier Diversity Summit; the Diversity & Inclusion Sports Consortium Annual Meeting; and the Fiat Chrysler Automobiles 16th Annual Matchmaker. This is just a sampling of what was achieved in terms of in-person outreach since the June conference. The team along with WBENC leadership found this strategic participation extraordinarily beneficial in strengthening existing relationships, laying the foundation for new partnerships, and staying on top of current trends in the diversity marketplace.

Sub-Committee Reports

Value Proposition Subcommittee – 2015 Executive Brief

The Value Proposition Subcommittee, led by chair Linda Sexton of ExxonMobil and vice chair, Jennifer Jeansonne of Eagle Consulting LLC, the first WBE to serve in this position, made great progress on its primary Goals for 2015:

1. 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. Led by Jennifer Jeansonne of Eagle Consulting.
2. Create ways to assist our Corporate Members in Strengthening their Business Case for Supplier Diversity to strengthen 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 increased ROI for WBENC. Led by Linda Sexton of ExxonMobil.

3. 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. Led by Debra Jennings-Johnson of BP.

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; and,
- Feel Important – that they are doing something for the greater good.

Goal 1, Findings:

WBENC is in a holding-pattern waiting for final information from the SBA; however, the following work has been done.

Through our research and ongoing conversations with different individuals in our targeted groups for growth in this area (Government Agencies, Prime Contractors, & WBEs/WOSBs), we have come to the conclusion that Government Agencies aren't necessarily the target here. What WBENC currently offers is not perceived as valuable to the Government Agencies at this time; when it comes to the database, they use SAM, and the majority of our current other benefits are difficult for them to justify from the cost perspective of \$2,500 annually as well as event attendance/travel costs on their very limited budgets.

The Government Primes are our true target for becoming Corporate Members. All Prime Contractors for the Government have to show a "good faith effort" when reporting their goals – what organizations are they members of and how do they engage are key components that our current Corporate Members who are also Primes to the Government use in this reporting process. They discuss the depth of their relationship with WBENC as part of this. The idea is such that even if they haven't met their contracting goals, they are "ok" if they are showing a "good faith effort."

Recommended Next Steps for WBENC:

- Creating value thru affordable, engagement opportunities that are Government Contracting focused, whether this is a Government/Primes MatchMaker, a Meet & Greet type setting, or even a small Expo, the key to grabbing this audience is centered around low-cost engagement activities specifically for them to reach WOSBs face-to-face. These engagement activities would be limited to WOSBs only which, once we gain momentum, will also be a value-add for our eligible WBEs to become WOSBs.
- Once we have built up these engagement activities, we will be able to bring a different value proposition to the Government Agencies, if we seek to go down this route. In the beginning, we feel it is necessary to show a "good faith effort" on our part by either comp'd participation or very low cost for them to participate (e.g. sans Membership), **if they help us engage their Primes.**
- We have a list of Government Primes that we need to take a closer look at with the Membership Subcommittee once we have worked out the Value Proposition for this group.

Goal 2, Findings:

We have a lot of new Corporate Members, and Prospects, who have new supplier diversity programs they have just launched, or that have new staff coming into existing programs that they want to evaluate and grow. We also have many longtime Members whose supplier diversity programs are being heavily scrutinized for various reasons, and they are seeking our assistance in strengthening their ROI. We have found that WBENC is adequately resourced from both a staff perspective, as well as from an overall Membership perspective, to meet their needs and deliver on these requests.

This group pulled together and shared information from their own situations, as well as reached out to other WBENC Corporate Members for their input and developed a PowerPoint document, ***Value Proposition: The Benefits of Supplier Diversity to Corporations***, that explores ways to change the perception of supplier diversity from *the right thing to do* to one that *adds shareholder value*. This document can be used by the business development team in meetings and presentations, as well as serve as the basis for newly expanded *WBENC Best Practices* piece once approved and finalized. **A shortened version of the presentation was shared with both the WBENC Board of Directors at the June conference.*

Recommended Next Steps for WBENC:

- Continue to bolster this document with additional quotes from the CEOs of some of our Top Corporations, as well as any other strong and relevant information that they are willing to share. Then approve and finalize for use by the BD team, as well as others, and upload to Insights, in a possible Corporate Resources shelf.
- Create a Corporate Workshop track for NCBF that includes higher-level programming options for our Members, working with our longtime Members as SMEs. Other organizations who deliver such content, such as DIR, are building their databases to compete with us. To remain relevant to both existing Members and Prospects and truly address these needs, we need to deliver this content.

Goal 3, Findings:

Industry-specific programming and forums carry a high-level of value for both our Corporate Members and our WBEs. The Corporate Members and Prospects, especially ones with newer programs, are attracted to the peer-to-peer interaction and best-practicing sharing that comes from this interaction. Continuing to find ways to strengthen this content, and ways in which we deliver this content, will lead to increased ROI for all parties involved.

Furthermore, if we are going to be most effective in this space for our WBEs, we need to better prepare them for what is to come – which is generally done by the forecasters, engineers and other subject matter experts within the corporations/industry leaders. By the time the opportunities come to procurement, if the suppliers aren't ready, it makes it harder for them to compete. They must know what's happening a good 18 mos-2 years in advance. For example, the automotive industry plans 5 years out, the suppliers need to be at the table earlier, during the planning phase, to know how to prepare their businesses to compete effectively.

Recommended Next Steps for WBENC:

- Continue to align with the top groups within each industry sector we serve as their certification and supplier diversity partner in the women's space. Typically there are 1-2 leaders in each space. We have started a list of who these groups are, but it needs more work. This strategic alignment can help us in the following ways:
 - Identify Subject Matter Experts
 - 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.
 - Reach Potential WBEs/Strategic Marketing of Certification
- Take a closer look at a more granular breakdown our current certified WBEs not just by industry as we currently define it in WBENCLink, but deeper than this, so we can better understand and analyze who we currently serve and identify gaps that need attention.
- Consider delivering programs within the regions that are best known for the specific industries we are targeting, in collaboration with the RPOs. We go to them.
 - For example: Houston – for energy; Silicon Valley – for technology; Detroit – for automotive
 - 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. Also an opportunity for our current Members to invite their primes.

Membership Retention & Engagement, Staff Lead – Robin Billups: The 3Q2015 meeting (July), focused on debriefing from the successful, record breaking national conference and trade show. We also affirmed that all membership committee activity is directed by the needs and guidance from WBENC Leadership Team in conjunction with the Board and other crucial committee work. Meetings will be scheduled as business and projects are formulated thus from time to time the standing meeting schedule may be modified or brief, depending on the agenda.

Prospecting:

The BD Team has an ongoing focus to identify new corporate members to include large prime suppliers and complimentary suppliers who service these corporations. The Team shared outreach and prospecting activity in support of events sponsored by corporate members and RPOs. The focus: Minneapolis prospects – 3M, Ameriprise, St. Jude, and UnitedHealth Group; St. Louis prospects – Ameren, Express Scripts, Magellan Health. Further discussions centered on the concept of identifying prospects that fall within the WBENC Industry Advisory Boards, Oil & Gas as well as Automotive, which were launched during the NCBF.

As mentioned in prior reports, prospecting decks by industry sector will be developed over time in conjunction with the efforts resulting from the Value Proposition working committee. These decks will be tailored for each industry sector and sanctioned by WBENC Leadership for prospecting engagement.

Engagement/Retention:

Committee members will be engaged in supporting the membership renewal process for 2016. In alignment with the assistance offered by the Ambassadors, Committee members will be asked to aid in determining the best approach to communicate with companies who have indicated they will not renew for non-budgetary reasons and to find contacts at companies where no response has been received. Mid-year review calls were set up with a large number of our corporate members where the BD account manager refreshed information in the CRM profiles, affirmed the primary contacts and other critical team members, and opened discussion related to Industry Sector focus. These tactics are minimizing non-renewals and providing insight on how to best support the corporate members' needs. This has been received positively by the corporations who have been engaged while also receiving accolades on the WBENC process and go forward plans.

Outreach:

Under the premise of WBENC "ACT Intentionally" strategy detailed below is a brief synopsis of the successful launch and coordination of the Forum Community Impact/Give Back Campaign which took place during the NCTF. This project was well received and identified as something WBENC/Forum can replicate in each market during the national conference.

#ACTIntentionally- 2015 Forum Give Back Campaign

Partnering with: Dress for Success in Austin, TX

Committee Members: Sharon Mahin, Sharon Olzerowicz and Cindy Towers

Executive Summary

The *ACTIntentionally* initiative encourages each person within the WBENC network to support those who support WBENC. Whether they be a WBE business or corporate member, by *ACTIntentionally* we have the ability to greatly impact the buying power within the US economy. As part of this initiative, WBENC also intends to Give Back to the communities that our constituents travel to for WBENC national events such as the Summit & Salute and the National Conference & Business Fair.

- The kickoff of this year's #ACTIntentionally Forum Give Back Campaign was a great success! Forum Representatives were enthusiastic about the introduction of the campaign and their ability to impact the city where the 2015 National Conference & Business Fair was held. Through this initiative, 30 Forum Representatives who were in attendance donated 87 items to Dress for Success Austin, Texas. Donated items included 26 full suits, 17 dresses, cosmetics, shoes and briefcases.

Recommendations: To improve future outcomes, these recommendations are being considered:

1. An additional reminder to participate, the day before the Forum Meeting.
2. An option should be made available to engage Forum Representatives who are unable to attend the Forum Meeting. Many expressed an interest in donating to this initiative with Dress for Success but were unable to do so.
3. For greater reach, open it up to the larger WBENC community.

Outreach – Ongoing considerations:

- **Government Sector Open House:** The mission is to provide more insight to the government sector while supporting our corporate clients who have increasing tracking/reporting compliance requirements.
 - Create an opportunity to leverage the WOSB certification in support of our corporate partners who have government contracts;
 - Increase the number of WOSB certified WBEs and induce WBENC membership;
 - Address the Government sector desire to participate in Matchmakers thus increasing WBENC revenue stream and providing additional opportunities to WBE constituents.

A listing of potential agencies has been generated; 1.5-2 hour event in conjunction with the November Board dates is the targeted timeframe.

- **Diversity Calendar of Events:** Compile a comprehensive outreach calendar 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.
 - An updated events calendar through 2016 for consideration has been developed; it is not all inclusive but a start. The team has requested from alliance partners.
- **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.
- **Thank You Campaign:** 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. Project may be considered in the near term with the Forum Leadership.

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 Plan – 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.

Update:

The goal of this team is to build a 3-5 year long range plan/model for WBENC that provides visibility into the ROI on current revenue streams and insight into future initiatives/programs that require alternate funding mechanisms. The first phase includes the completion of the following tasks by January 2016:

- Develop framework for long range plan components
- Add existing revenue streams and ROI, if appropriate to long range plan framework
- Add strategic priorities to long range plan framework including funding mechanism for each, if known
- Implement infrastructure to approve new programs or initiatives and monitor and measure effectiveness of new and existing programs, initiatives and revenue streams

Business Case Tool:

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 were described in the June 2015 Board Report.

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.

Update - Promoting the Business Case:

As further refinements are made to the Business Case, it was brought forward for discussion that the committee should concurrently prepare educational/promotional communications concerning the Business Case tool to share with other Board committees. The value of this tool will have a positive impact if utilized broadly. However, it will be a significant change to existing processes. To address concerns and questions, Pauline Gebon is leading a sub-team to build a communication plan that can be easily shared with the other committees. Ideally, this will be ready for distribution at the March 2016 Committee meetings if not before.

Individual Giving Campaign – The initial goal of this subset was 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.

Update: With the implementation of the CRM tool that took place in late 2014, there is additional discussion and research that needs to occur to ensure the online giving portal is in sync with our primary fundraising tool. There are a limited number of online giving mechanisms that will mesh with our CRM software. Before moving forward with a tool, the team wants to explore what procedures need to be in place to properly track those entities that donate online so that we are able to follow up with them in the future. Another consideration that was surfaced due to discussion around the Business Case was the impact that a giving campaign might have on the Anniversary outreach being conducted by a number of WBENC RPOs who are celebrating significant anniversaries in 2015. However, launching online giving in 2016 will be an important pillar for fundraising around WBENC's 20th Anniversary which will occur in 2017.

U.S. Programs Report

**Women's Business Enterprise National Council
Board of Directors Meeting
November 20, 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); develop webinars to be available real time so constituents do not have to wait for an event to access. These webinars will compliment WBENC event programming.

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 online Presentation Proposal" to align with the guidelines for 2016 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 2016 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 2015 events into 2016 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 November 20, 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: Completed

- 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: In process

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: Plan Developed

Summary: Draft notification to Corp Members composed and will be reviewed for approved at the November meeting. Once approved by WBENC, the Corp Letter/Survey to be sent and a target completion date of January 15, 2016. This date is dependent upon approval of WBENC.

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: Delineation of responsibilities between WBENC Global Committee and WEConnect International developed. Currently reviewing the process of “How To” communicate this to the WBENC family, eg., put in Newsletter, on website, etc.

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

Status: Completed

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

Marketing Report

Women's Business Enterprise National Council Board of Directors Meeting November 20, 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. – target to implement campaign by March 2016 for S&S as part of the national WBE – WBE program
3. GOAL: Marketing Dashboard
 - a. Continue to refine and develop metrics to measure the health of our programs (e.g. net promoter score), 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 (Q4 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 teams 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. Perform social media audit Q4 2015 to refine strategy and 2016 activity
 - c. 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

- d. Support campaigns and programs (Women Owned Logo, ACTIntentionally, #Hes4SHes) - ongoing
 - e. 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; (ongoing)
 - b. Incorporate across all marketing initiatives
 - c. Evaluate involvement with universities
8. 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 contacts 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.

3,499 Attendees

96% of attendees surveyed would recommend this event

93% of attendees surveyed said the contacts made throughout the event would lead to one or more business opportunities

Go For the Greens

The Forum Leadership team held their annual retreat in conjunction with Go For the Greens

28 Forum members attended the full conference. The Forum led the power rounds workshop where multiple topics were discussed among the participants. WBENC leadership and staff and the Board Chair all attended the conference as well as several National Corporate members.

Certification Report

Women's Business Enterprise National Council November 2015 WBENC Board Meeting National Certification Committee (Includes the National Certification Review Committee & National Certification Appeals Committee) 2015 Q3 Goals and Accomplishments (as of October 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 10-1-2015 there were 2,032 certified WOSB firms.
- As of October 2015, WBENC has communicated with appropriate government parties to take a lead role to ensure there is appropriate governance and oversight in the timely implementation of the certification rule passed in the December 2014 NDAA regarding Sole Source and 3rd Party Certification.

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 and transitioning the network 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*

Deliverable	Notes	Timing
1. WBENCLink stability assessment	System stabilization is imperative prior to project initiation	a. January 2013- January 2014 (COMPLETE)
2. Analysis of certifying entities currently utilizing a digitized process	Government and 3 rd party certifiers included in analysis	a. March 2014 (COMPLETE)
3. Analysis of required application documentation	Comparison of other certifying entities included in analysis	a. March 2014 (COMPLETE)
4. Enhancement and implementation of Recertification process improvements	Six month pilot conducted, post analysis conducted and full implementation completed	a. October 2013-April 2014 (COMPLETE)
5. Technology & digitization options discovery (i.e.: best tools, network impact analysis, etc) a. Tool discovery: Pitney Bowes b. Tool discovery & network impact: Logistics Solutions	Evaluations and discovery sessions relevant to both approaches; bolt-on and total system conversion	a. November 2014 (COMPLETE) b. October 2013- November 2014 (COMPLETE)
6. Complete initial process mapping for current landscape a. WBENC mapping b. RPO Input c. NCC	Current process consensus amongst WBENC and RPOs is essential to new integration discussions and work	a. February 2015 (COMPLETE) b. March 2015 (COMPLETE) c. March 2015 (COMPLETE)
7. Apply high level process mapping to all RPOs and obtained 6 Hat input from the RPOs relevant to the new system.	Provided the WBENC mapping to the RPOs for analysis of each RPO business process to identify gaps and trends	a. April - June 2015 (COMPLETE)

8. Conduct initial RFI	Conducted a search and identified 3 potential suppliers amongst WBENC network firms and 1 Microsoft referral: 1. B2GNow- regional corporate member 2. ConnXus- national corporate member 3. Logistics Solutions, Inc.- MBE firm 4. Prism- WBE firm	a. April- July 2015 (COMPLETE)
9. Synthesize all RPO mapping and 6 Hat input		a. July 2015 (COMPLETE)
10. Participated in system demo as a result of RFI responses	Of the 4 potential suppliers, demos were conducted by 2: a. B2GNow b. ConnXus	a. July-September 2015 (COMPLETE)
11. Conducted demo of WBENCLink for potential supplier	As a result of the demo's, WBENC conducted a demo of WBENCLink for one potential supplier: a. B2GNow	a. September 2015 (COMPLETE)

- *Immediate Next Steps*
 - Document process mapping and work flow for transitioning to the new WBENCLink
 - Complete analysis of WBENC WBE application questions to ensure there are no gaps in data collected during the certification process
 - Complete supplier selection process
 - Complete a comprehensive communication strategy
 - Complete implementation plan for transitioning

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

Accomplishments:

- As of 10-1-2015, the Appeals Committee has dispositioned 15 files.
- As of 10-1-2015, the National Certification Review Committee has processed 16 files (revenue in excess of \$500 million or unique business structures):
 - *New*
 - Libertas
 - Sun-Yin
 - KDDK Group
 - *Recertification*
 - HPM located

- Morrow-Meadow
- Act1 Group
- ALLSOURCE
- Ariela & Associates, Inc
- Rodale
- SHI, International
- Jelmar
- Magnuson Products
- Bass Engineering
- ERB
- 84 Lumber
- Gloria Duchin, Inc

GOAL: Continue to deliver Certification Training for RPO Certification Committee Members.

Accomplishment:

- Delivered 8 Live Meeting Sessions (January – September) 81 participants

GOAL: Continue to deliver WBENCLink Training.

Accomplishment:

- Delivered Live Meeting sessions (January – September) 52 participants.

WBENC Governance

Executive Committee

Board Chair

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

1st Vice Chair

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

2nd Vice Chair

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

Secretary

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

Immediate Past Chair

Laura Taylor
Director, Procurement
Pitney Bowes Inc.
Laura.taylor@pb.com

Treasurer

Larry Caldwell
Vice President of Strategic
Supply Management
PepsiCo, Inc.
larry.w.caldwell@pepsico.com

Leadership Council Chair

Debbie Hurst
President
WBC- Southwest
dhurst@wbcsouthwest.org

Women's Enterprise Forum Chair

Julie Copeland
President & CEO
Arbill
jcopeland@arbill.com

Certification Committee Chair

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

Marketing, Communications and Brand Management Chair

Beverly Jennings
Head, Supplier Diversity &
Inclusion
Johnson & Johnson
bjennin2@its.jnj

Membership and Revenue Generation Chair

Barbara Kubicki-Hicks
Senior Vice President,
Procurement Services
Executive
Bank of America
Barbara.kubicki@
bankofamerica.com

Counsel to the Board *ex-officio*

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

President & CEO *ex-officio*

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

Extended Executive Committee

Audit Committee Chair

Barbara Carbone
Partner in Charge Audit,
Northern California
KPMG LLP
bcarbone@kpmg.com

U.S. Services & Programs Committee Chair

Ruby McCleary
Director of Supplier
Diversity - Procurement
United Airlines
Ruby.mccleary@united.com

Global Services & Programs Committee

Michael Robinson
Program Director, Global

Supplier Diversity and
Supplier Connection, IBM
Corporation
mkrobins@us.ibm.com

Nominating Committee Chair

Diane Pinkney
Senior Manager, HQ
Procurement
Altria Group, Inc.
diane.j.pinkney@altria.com

Leadership Council

Vice Chair
Roz Lewis
President and CEO
GWBC
rlewis@gwbc.biz

Women's Enterprise Forum

Vice Chair
Cheryl Snead
CEO
Banneker Industries, Inc.
c_snead@banneker.com

Women's Enterprise Forum

2nd Vice Chair
Patricia Rodriguez-
Christian
President and CEO
ADP-LLC
patricia@adp-llc.com

Regional Partner Organizations

Astra Women's Business Alliance

Diane L. McClelland

President

dimac@astrawba.org

4800 SW Meadows Road, Suite 480

Lake Oswego, OR, 97035-8620

tel: (503) 941-9724

fax: (503) 210-0332

<http://www.astrawba.org>

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

Center for Women & Enterprise

Susan Rittscher

President & CEO

CEOCertification@cweonline.org

24 School Street, 7th floor

Boston, MA, 02108

tel: (617) 532-0224

fax: (617) 536-7373

<http://www.cweonline.org>

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

Greater Women's Business Council

Roz Lewis

President & CEO

rlewis@gwbc.biz

1355 Peachtree Street NE,

Suite 640

Atlanta, GA, 30361

tel: (404) 846-3314 x3

fax: (404) 745-0151

<http://www.gwbc.biz>

Territory: Georgia, North & South Carolina

Ohio River Valley Women's Business Council

Sheila Mixon

Interim Executive Director

smixon@orvwbc.org

3458 Reading Road

Cincinnati, OH 45229

Tel: (513) 487-6537

fax: (513) 559-5447

<http://www.orvwbc.org>

Territory: Ohio, Kentucky, West Virginia

Great Lakes Women's Business Council

Michelle Richards

President

mrichards@miceed.org

33109 Schoolcraft Rd.

Livonia, MI 48150

tel: (734) 677-1400

fax: (734) 677-1465

<http://www.miceed.org>

Territory: Michigan, Indiana

Women's Business Development Center- Chicago

Emilia DiMenco

President & CEO

edimenco@wbdc.org

8 South Michigan, 4th floor

Suite 400

Chicago, IL, 60603

tel: (312) 853-3477 ext. 390

fax: (312) 853-0145

<http://www.wbdc.org>

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

Women's Business Development Council of Florida

Nancy Allen

President & CEO

nancyallen@womensbusiness.info

13155 SW 134 Street, Suite 205

Miami, FL 33186

tel: (305) 971-9446

fax: (305) 971-7061

<http://www.womensbusiness.info>

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

Women's Business Council-Southwest

Debbie Hurst

President

dhurst@wbcsouthwest.org

2201 N. Collins, Suite 158

Arlington, TX, 76011

tel: (817) 299-0566

fax: (817) 299-0949

<http://www.wbcsouthwest.org>

Territory: North Texas, New Mexico,
Oklahoma, Arkansas

Women's Business Enterprise Council PA-DE-sNJ

Geri Swift

President

gswift@wbecouncil.org

1315 Walnut Street, Suite 1116

Philadelphia, PA, 19107-4711

tel: (877) 790-9232

fax: (215) 790-9231

<http://www.wbecouncil.org>

Territory: Pennsylvania, Delaware, Southern New Jersey

Women Presidents' Educational Organization-DC

Sandra Eberhard

Executive Director

sandra@womenpresidentsorg.com

1120 Connecticut Ave. NW, Suite 1000

Washington, DC, 20036-3951

tel: (202) 595-2628

fax: (202) 872-5505

<http://www.wpeo.us>

Territory: Virginia, Maryland, Washington DC

Women's Business Enterprise Council South

Blanca Robinson

President

blanca@wbecsouth.org

2800 Veterans Memorial Blvd., Suite 180

Metairie, LA 70002

tel: (504) 830-0149

fax: (504) 830-3895

<http://www.wbecsouth.org>

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

Women Presidents' Educational Organization-NY

Marsha Firestone, Ph.D.

President & Founder

marsha@womenpresidentsorg.com

155 E. 55th. Street, Suite 4H

New York, NY, 10022

tel: (212) 688-4114

fax: (212) 688-4766

<http://www.wpeo.us>

Territory: New York, North New Jersey, South Connecticut

Women's Business Enterprise Alliance

April Day

President

aday@wbea-texas.org

9800 Northwest Freeway, Suite 120

Houston, TX, 77092

tel: (713) 681-9232

fax: (713) 681-9242

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

Territory: South Texas

Women's Business Enterprise Council-West

Pamela S. Williamson, Ph.D.

President & CEO

pamela@wbec-west.org

1515 N. Greenfield Road, Suite 102

Mesa, AZ, 85205

tel: (480) 962-0639

fax: (480) 969-2717

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

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

WBENC Staff

Women's Business Enterprise National Council

1120 Connecticut Avenue, NW Suite 1000

Washington, DC, 20036

Main: 202-872-5515

Fax: 202-872-5505

Pamela Prince-Eason

President and CEO

peason@wbenc.org

Extension: 5506

Paige Adams

Senior Director, Development and

Corporate Relations

padams@wbenc.org

Extension: 8020

Robin Billups

Director, Business Development

rbillups@wbenc.org

Extension: 8689

Pat Birmingham

Vice President, Marketing

pbirmingham@wbenc.org

Extension: 8006

Laura Buckley

Director, Marketing

Lbuckley@wbenc.org

Extension: 5516

Valerie Bunns

Controller

vbunns@wbenc.org

Extension: 5508

Lindsay Burger

Senior Program Manager

lolzerowicz@wbenc.org

Extension: 8102

Susan Cates

Manager, Certification and WBENCLink

scates@wbenc.org

Extension: 8100

Mia Delano

Director, Business Development

mdelano@wbenc.org

Extension: 8024

Andrew Gaeckle

Senior Manager, Strategic Programs

agaeckle@wbenc.org

Extension: 8888

Nicki Green-Johnson

Director, Certification

ngreen@wbenc.org

Extension: 8810

Lauren Herman

Senior Accountant

lbauchat@wbenc.org

Extension: 8011

Jade-Olivia Patton

Executive Associate

Jpatton@wbenc.org

Extension: 8015

Laura Rehbehn (Swenson)

Senior Manager, Marketing, Communications

& Brand Management

lrehbehn@wbenc.org

Extension: 5519

Lynn Scott

Director, Governance and Compliance

lscott@wbenc.org

Extension 1007

Cheri Simmons

Director, Certification & Procurement

Delivery Service

Csimmons@wbenc.org

Extension: 8029

Candace Waterman

Chief of Staff, Certification & Program

Operations

cwaterman@wbenc.org

202-872-5517

LaKesha White

Senior Compliance Manager

lwhite@wbenc.org

Extension: 8021

Amanda Zack

Executive Associate

azack@wbenc.org

Extension: 5039