

WBENC

Join Forces. Succeed Together.

MARCH BOARD BOOK

Board of Directors Meeting
Renaissance Phoenix Downtown Marriott
Goldwater Meeting Room
Phoenix, AZ

March 22, 2016

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**Women’s Business Enterprise National Council
Board of Directors Meeting
March 22, 2016: 1:00-3:30 PM
Phoenix, AZ**

AGENDA

- 1:00 PM** **BOARD CHAIR’S REPORT** **THERESA HARRISON**
A. Welcome
B. Approval of Minutes from the November 2015 meeting
- 1:10 PM** **NOMINATING COMMITTEE REPORT** **DIANE PINKNEY**
- 1:20 PM** **PRESIDENT’S REPORT** **PAMELA PRINCE-EASON**
- 1:35 PM** **TREASURER-FINANCE COMMITTEE REPORT** **LARRY CALDWELL**
A. Review 2015 Unaudited Financial Results
B. Sub-team Progress
- 1:50 PM** **AMBASSADORS IN ACTION** **DEBRA JENNINGS-JOHNSON**
- 2:05 PM** **COMMITTEE REPORTS**
• **NATIONAL CERTIFICATION, REVIEW AND APPEALS** **NANCY CONNER**
• **DIGITIZATION STATUS** **CANDACE WATERMAN**
- 2:20 PM** **BRIEF BREAK**
- 2:30 PM** **COMMITTEE REPORTS (CONTINUED)**
• **STRATEGIC PLAN – PHASE II UPDATE** **LAURA TAYLOR**
• **MEMBERSHIP & REVENUE GENERATION** **BARBARA KUBICKI-HICKS**
• **MARKETING COMMUNICATIONS & BRAND MANAGEMENT** **BEV JENNINGS**
• **US & GLOBAL SERVICES & PROGRAMS** **RUBY MCCLEARY**
• **LEADERSHIP COUNCIL** **ROZ LEWIS**
• **WOMEN’S ENTERPRISE LEADERSHIP FORUM** **CHERYL SNEAD**
- 3:30 PM** **CLOSING - MEETING ADJOURNS** **THERESA HARRISON**

**Minutes of the November 20, 2015
WBENC Board Meeting**

**Submitted for Approval
During the March 2016
Board Meeting**

**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**

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	Alithia Bruinton <i>(Vote)</i>	n/a
8. Avis Budget Group, Inc.	Lynn Boccio	Absent
9. Bank of America	Barbara Kubicki-Hicks	Present
10. BP America	Debra Jennings-Johnson	Present
11. Chevron	Paula Gibson	Authorized Designee
12. Dell Inc.	Kim Brown	Present
13. Energy Future Holdings	Kevin Chase	Notified Absent
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	Notified Absent
19. Johnson & Johnson	Beverly Jennings	Notified Absent
20. JP Morgan Chase & Co.	Jacqueline Rosa	<i>Late arrival-9:36am</i>
21. KPMG LLP	Barbara Carbone	Notified Absent
22. Macy's, Inc.	John Munson	Notified Absent
23. ManpowerGroup	Nancy Creuziger	Present
24. Marriott International, Inc.	Dominica Groom	Notified Absent
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	Present
32. Robert Half	Kathleen Trimble	Present
33. Shell	Debra Stewart	Authorized Designee
34. The Coca-Cola Company	Eyvon Austin	Notified Absent
35. The Home Depot	Sylvester Johnson	Present
36. Time Warner Inc.	Clint Grimes	Present
37. United Airlines	Ruby McCleary	Notified Absent
38. UPS	Estrella Cramer	Present
39. Verizon	Sandy Nielsen	Absent
40. W.W. Grainger	Nancy Conner	Present
41. Walmart Stores, Inc.	Michael Byron <i>(Vote)</i>	n/a

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. WPEO-NY	Marsha Firestone, Ph.D.	Present
49. WBEC-Great Lakes	Michelle Richards	Present
50. <i>RPO Seat 9</i>	VACANT	
Forum Members		
51. ADP-LLC	Patricia Rodriguez-Christian	Notified Absent
52. ALOM	Hannah Kain	Present
55. Arbill	Julie Copeland	Present
53. Banneker Industries	Cheryl Snead	Notified Absent
54. Corporate Fitness Works	Brenda Loube	Present
56. Hired by Matrix	Sharon Olzerowicz	Present
57. MYCA	Patti Massey	Notified Absent
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		
Controller	Valerie Bunns	Present
VP, Marketing	Pat Birmingham	Present
Chief of Staff, Certification & Program Operations	Candace Waterman	Present
Project Manager, Marketing	Amanda Zack	Present
Executive Associate	Jade-Olivia Patton	Present
Regional Partner Organization		
ASTRA	Diane McClelland	Present
ORV-WBC	Sheila Mixon	Present
WBEA	April Day	Present
WBDC Chicago	Emilia DiMenco	Present
WPEO-DC	Sandra Eberhard	Present
WBEC West	Pamela Williamson, Ph.D.	Present
Board of Director Guests & Representatives		
Accenture	Nedra Dixon	Present
Shell	Brian Hall	Present
Chevron	David Feldman	Present

CALL TO ORDER: Board Chair Benita Fortner called the meeting to order at 9:06am

BOARD CHAIR REPORT:

BENITA FORTNER

Ms. Benita Fortner:

- Opened the meeting welcoming all
- Quorum established
- Approved minutes from June Board meeting
 - Correction: Mr. Sylvester Johnson, Home Depot was present for June Board meeting

Following a motion by Ms. Shari Francis and a second by Ms. Hannah Kain the revised minutes from the June Board meeting were accepted and unanimously approved. There was no opposition; no further discussions.

NOMINATING COMMITTEE REPORT:

DIANE PINKNEY

Ms. Diane Pinkney expressed gratitude to her team of Ms. Cheryl Snead, Ms. Roz Lewis and Mr. George Ehrgott

1. A ppt slide required corrections: Mike Hoffman was listed incorrectly and corrected to note his company; Pfizer. Pamela Pesta of Nationwide was missing from the ppt and Fernando Hernandez of Microsoft was included on the slide in error (Note: The published Board Book was correct.)

Following a motion by Ms. Barbara Kubicki-Hicks and a second by Ms. Keeli Jernigan the re-nomination of the twelve candidates in current seats for a new three year term was unanimously approved; no opposition.

2. Approve new members to current seats: Ms. Alithia Bruinton, AT&T Global Supplier Diversity Organization and Mr. Michael Bryon, Walmart Stores, Inc.

Following a motion by Ms. Laura Taylor and a second by Ms. Debra Jennings-Johnson, the two new board candidates noted above for the AT&T and Walmart open seats were unanimously approved.

3. Officer Elections: The Nominating Committee and Executive Committee reviewed the officer slate prior to the November Board Meeting. Ms. Diane Pinkney presented this ppt slide. After discussion, the open position of Nominating Committee chair was updated to include Ms. Diane Pinkney who agreed to serve a longer term.

Following a motion by Ms. Laura Taylor and a second by Ms. Linda Sexton, the election of officers as presented in the Board Book as well as the extension of Ms. Diane Pinkney's term as Nominating Committee Chair Elect were unanimously approved.

Ms. Pamela Prince-Eason explained the protocol and process for new WBE seats beginning January 1, 2016

4. WBE nominations to Board: Ms. Cindy Towers, Ms. Hallie Satz, Ms. Royalyn Reid

Following a motion by Ms. Julie Copeland and a second by Ms. Hannah Kain, election of the 3 new WBE Board members was unanimously approved.

5. After noting that Ms. Blanca Robinson is retiring; RPO Nominations to the Board were reviewed. Dr. Pamela Williamson was presented to assume the seat being vacated by Ms. Blanca Robinson. Ms. Nancy Allen was affirmed to assume the remainder of the term previously being served by Ms. Rea Waldon and 3 year term RPO nominations to Board included Ms. Emilia DiMenco, Ms. Debbie Hurst and Ms. Susan Rittscher

Following a motion by Ms. Patricia Rodriguez-Christian and a second by Ms. Patty Massey, the filling of vacated open seats as noted above was unanimously approved. Following a motion by Ms. Geri Swift and a second by Ms. Blanca Robinson, Leadership Council seats were affirmed as proposed; no opposition.

During the closing of this report Ms. Julie Copeland was thanked for her significant service over the past 2 years as Chair of the WBE Forum and Ms. Emilia DiMenco was welcomed as Vice Chair of the RPO Leadership Council. The Board was reminded that the incoming WBE Board Members have not yet been notified.

Finally, Ms. Benita Fortner and Ms. Pamela Prince-Eason asserted that the succession plan of national officers has been established and followed. The new slate of officers will begin serving January 1, 2016

Before closing this report, Ms. Benita Fortner notified the appointment she and Ms. Theresa Harrison agreed for the OPEN Subject Matter Expert seat. Ms. Janice Bryant Howroyd Bryant will begin serving in April 2016. Ms. Benita Fortner then made closing comments reflecting on the past two years

- Chocolate from WBE Katrina Markoff's company was provided as a parting gift from Ms. Benita Fortner
- Ms. Benita Fortner thanked Ms. Laura Taylor for her leadership of this phase of the strategic plan
- Ms. Pamela Prince-Eason was recognized for her contribution to the success of WBENC

PRESIDENT'S REPORT:

PAMELA PRINCE-EASON

Full details can be found in the Board Book.

- Industry Advisory Board initiatives have been kicked off for Oil and Gas and Automotive. Ms. Pamela Prince-Eason thanked those on each Board for their guidance and leadership
- First RPO joint planning session was conducted by WBENC and WBEA. Joint 2016 goals have been identified
- WBENC presence at Go for the Greens will be less in 2016 due to the 2016 WBENC National Conference and Business Fair being held in Orlando three months prior. A small contingent will support the Go for the Greens event for 2016
- Excellent progress has been made with WOSB certification and Sole Source rulemaking preparation
- This year's TUCK Program was a huge success
 - EEC members attended final night activities.
- Top Corporation award winners will be notified in early December 2015
- Pleased to help many RPO's celebrate their 20th anniversaries this year
- Q3 and Q4 planned travel is included in the Board Book

MARKETING, COMMUNICATION & BRAND MANAGEMENT

PATRICIA BIRMINGHAM

Full details included in presentation on Board Intranet site.

- Ms. Pamela Prince-Eason invited Ms. Pat Birmingham to introduce the Act Intentionally Campaign
 - Reference PowerPoint
- Ms. Pat Birmingham described the mission and elevator pitch and explained the role of the avatars
- Ms. Pamela Prince-Eason informed the Board that WBENC has licensed the avatars

TREASURER-FINANCE COMMITTEE REPORT

LARRY CALDWELL

Full details included in presentation on Board Intranet site.

- Mr. Larry Caldwell reported on the 2015 YTD financials, the 2014 audit and presented the 2016 annual budget. He emphasized our progress toward achieving a strong UNA (unrestricted net asset) target
 - Reference PowerPoint

Ms. Laura Taylor moved and Ms. Debra Jennings-Johnson seconded the motion to approve the finance committee report and 2016 annual budget. All were in favor.

RESOLVED: The 2016 Annual Budget was unanimously approved.

BREAK 10:40am-10:55am

AMBASSADOR ACTION UPDATE:**DEBRA JENNINGS-JOHNSON**

Reported meetings this year have seen higher attendance, more robust conversations and have resulted in an increase in referrals of new potential Corporate members

- The ambassador network will expand to include Top Corporation awardees who are not currently on the Board
- Ms. Julie Copeland suggested including WBE's; Ms. Pamela Prince-Eason responded and offered to consult with Mr. Jorge Ramiro before making that decision

STRATEGIC PLAN PHASE II UPDATE:**LAURA TAYLOR**

Full details included in presentation on Board Intranet site.

- Ms. Laura Taylor reviewed the scope, goals and approach
- Provided summary recommendation for growth, CORE and governance
- Ms. Benita Fortner reiterated the need for confidentiality
- Ms. Geri Swift asked if a one-page informational with general dates and ideas would be provided to communicate to the RPO Boards. Ms. Pamela Prince-Eason agreed and it will be provided by 12/10/15

LEADERSHIP COUNCIL UPDATE:**DEBBIE HURST**

- Reviewed great progress
- Recognized and thanked all RPO's

WOMEN'S LEADERSHIP FORUM:**JULIE COPELAND**

- Reviewed great progress
- Recognized and thanked all WBE's

COMMITTEE REPORTS:**NANCY CONNER**

- A. Digitization
 - Ms. Nancy Conner shared that the National Certification Committee discussed some potential new process enhancements including the possible usage of videoconferencing for renewal certifications with no changes. Further discussion to occur with recommendations to be given to the EEC in 2016.
 - Recognized and thanked the committee
- B. Corporate Membership Revenue Generation
 - Committee goals on number of new members and on revenue from members were discussed (details noted in Board Book)
 - There were 29 members who declined to renew due primarily to mergers and to budgetary constraints
 - 2016 goals for events were noted as:
 - \$875K Summit & Salute goal
 - \$2.5M goal for Conference
 - The Value Proposition sub-committee completed their work and it is available on Insights for all WBENC constituents

CLOSING-MEETING ADJOURNMENT:

BENITA FORTNER

- Thanked all member of the Board for their support
- Reminded everyone about her transition to immediate past chair, as well as, assuming the Forum Corporate Liaison role vacated by Theresa Harrison's move to WBENC Board chair on January 1, 2016.
- Ms. Pat Birmingham reminded everyone that Summit & Salute registration is officially open
- The Board was reminded of password and login information provided in envelopes

Following a motion by Ms. Debra Jennings-Johnson and a second by Mr. Larry Caldwell the meeting was adjourned.

MEETING ADJOURNED AT 11:58am

Materials for March 22, 2016
WBENC Board of Directors Meeting

Nominating Committee Report

**Women's Business Enterprise National Council
Board of Directors Meeting
March 22, 2016
Nominating Committee
2016 Goals and Objectives
1st Quarter Accomplishments**

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

Activity:

Preparing a Slate of Candidates for the March Board Meeting:

- One Corporate Replacement Candidate

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

- Charter
- Application
- Committee Timeline

Accomplishments: Scheduled a face to face meeting during the Summit and Salute to finalize supporting documentation and onboard the Nominating Committee's Vice Chair

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.
- One Committee meeting scheduled with Board Chair & President in early March to review the recommended changes
- The redesigned scorecard will be presented to the Executive Committee for review and approval once updates have been completed

Nominating Committee (cont'd)

Board Elections:

Corporate Resignations of Existing Board Seats:

- Ms. Jacqueline Rosa, JP Morgan Chase
- Ms. Shari Francis, Office Depot/Office Max
- Ms. Diane Pinkney, Altria Group, Inc.

Corporate Nominations for Existing Board Seats:

- Mr. William Kapfer, JP Morgan Chase; replacing Jacqueline Rosa, term ends 12/2018

Corporate Nominations

WILLIAM R. KAPFER, PhD

154 W 18th Street #3D • NEW YORK, NY • 10011
(T): 917.273.5334 • William.R.Kapfer@JPMChase.com

Strategic thinker and alliance builder with a successful track record of fostering collaborations and activating creative relationships, while providing critical, high-level support to senior executive teams. Accomplished business relations professional with extensive experience in developing, implementing and ensuring the timely flow of organizational processes and communications to strengthen vendor and partner relationships, internally and externally, and diverse constituents while executing and managing multiple priorities and revenue goals.

2014 to Present:
New York, NY

JPMorgan Chase & Co.

Executive Director, Global Supplier Diversity

Responsible for developing and engaging certified minority-owned, women-owned, LGBT-owned, veteran and service-disabled veteran-owned businesses to integrate them into the JPMorgan Chase sourcing and procurement processes. Manage all internal relationships between lines of business and global supplier diversity team to create firm-wide awareness and foster partnerships with global supplier diversity program

- Direct the development and implementation of supplier diversity best practices, strategies, procedures and tactics to build an inclusive diverse supply chain
- Drive diverse supplier utilization goals enterprise-wide
- Champion for the growth of supplier diversity initiative internally and externally
- Maintain visibility of the firm's supplier diversity activity and recognition within JPMorgan Chase and outwardly to build brand equity with targeted consumer markets
- Facilitate strategic procurement alliances with business leaders, suppliers, customers and community
- Manage two vice president-level employees on supplier diversity team

2012 to 2014:
New York, NY

Walton Isaacson

Vice President, LGBT Marketing

Responsible for growing agency's LGBT marketing capabilities in order to best serve an expanding portfolio of clients working with Walton Isaacson on diversity initiatives. In addition, provided unique strategy for reaching other diversity markets, including African-American, Hispanic, Asian, Millennial and Women

- Managed client relationships, multi-million dollar budgets and consumer facing communications for various clients, including Toyota, Lexus, Wells Fargo, Macy's, Unilever and Jim Beam
- Researched and uncovered strategic insights for repositioning efforts and new product launches
- Developed and executed on targeted multi-media brand-building campaigns
- Built and cultivated new client relationships, business and revenue streams across team accounts

2006 to 2012:
New York, NY

Kapfer Group, LLC

Principal & Strategic Consultant

Full service marketing, brand and business development strategy company; providing diverse solutions to a host of travel, media, entertainment, luxury and lifestyle brands across national and local markets

- **Travel + Leisure Magazine:** Created and executed 2-year, celebrity-driven integrated marketing program for Silversea Cruises as part of a \$1 million ad campaign commitment

- **Genre Magazine:** Developed and executed on a 3-year print and digital business, including marketing, special events, sales and vendor relations for ABC audited gay men's lifestyle magazine, resulting in 47% increase in readership; added new advertising partners across retail, auto, travel and fashion categories; negotiated and managed all corporate partnership relationships, including campaigns with *Delta Air Lines, Cadillac, Absolut, American Airlines, Orbitz, Levi, HBO* and various domestic and international convention and visitors bureaus
- **Window Media:** Oversaw sales, marketing and promotions for country's largest niche publisher, created synergies across eight print and seven digital properties reaching 500,000 readers a week
- **Edge Media Network:** Designed and directed community marketing activities to ensure delivery against business goals and objectives for certified LGBT-owned online publisher reaching 550,000 readers across 19 URLs and 17 U.S. metropolitan cities, in addition to 70,000 subscribers to an interactive iPhone application
- **David Morris International:** Provided strategic and tactical direction for a leading luxury travel company and member of the Virtuoso network of the world's finest travel advisors; developed and implemented business development and strategic partnerships strategies, negotiated terms of client sales and marketing services contracts; managed sales plans, targets and forecasts
- **The Mixx:** Directed new business development efforts for a 15-year-old New York based, certified Women Business Enterprise; maintained effective current client and key partner affiliations, including diverse supplier relationships with *Pfizer, Mercedes-Benz, Johnson & Johnson* and *Top of The Rock @ Rockefeller Center*

2005 to 2006:
New York, NY

Travel + Leisure Magazine, Travel + Leisure Family Magazine

Merchandising Director

Oversaw the planning, creation and execution of integrated marketing platforms and initiatives for all advertiser categories across Travel + Leisure, Travel + Leisure Family and Travelandleisure.com (4.5M print readers; 1.2M unique visitors/month)

- Managed \$1.2 million annual department budget, reduced project spending levels/costs by 30% through leading 35 member national and international print/online sales team, directing added-value program design and execution: proposals, research, sales calls, event execution and client presentations
- Created and executed page-driving, multi-platform marketing programs and special events to win business for luxury brands across multiple categories, including: *Ralph Lauren, Regent Seven Seas Cruises, UBS, Infinity, Cadillac, Cunard, Jeep, Veuve Clicquot and Tiffany & Co.* Wrote 440 RFPs with 220 fulfillments in 2005
- Worked with Online, Creative, Consumer Marketing, Corporate and American Express cross-title departments on complex programs and campaigns

2003 to 2005:
New York, NY

Harper's Bazaar Magazine

Merchandising Director

Developed and executed all integrated marketing efforts for the oldest, continuously published fashion magazine in the world (3M print readers)

- Managed \$1 million annual department budget
- Led integrated marketing team in magazine turnaround strategy resulting in ad page growth of 31%, above any measured magazine in 2004
- Made client presentations and sales calls with publisher and sales staff resulting in 13% of all new business in 2004 with 35-pages of new content
- Developed customized advertiser driven integrated marketing proposals, including: *Gucci, David Yurman, Donna Karan, Ford, Cunard, Kleinfeld Bridal, Lancôme, Burberry and American Express*

- Created and fulfilled advertisers' promotions including multi-advertiser special events, Harper's Bazaar signature programs, direct mail and outdoor campaigns, sweepstakes and samplings
- Negotiated platform programs and third party partnerships

1998 to 2003: **Cinema Seattle/Seattle International Film Festival**
Seattle, WA

Director of Marketing and Corporate Relations

Directed all marketing, communications, special events and vendor relations programs for the largest film festival in the United States

- Executed marketing/development and vendor relations activities resulting in 74% of total annual budget for largest U.S. film festival; 25 days; 300 films; 160,000 attendees
- Established public/private partnerships with over 350 companies and vendors generating more than \$3 million in annual revenue. Produced 50+ events a year ranging from 100 to 2,800 targeted guests

1997 to 1998: **Miramax Films, New York, NY**
New York, NY

Associate Publicist

Developed publicity, promotions and marketing campaigns for feature films, including: "*Shakespeare in Love*" and "*Good Will Hunting*."

- Primary contact for VIP artists and corporate executives
- Wrote pitch letters, press releases, marketing briefs and press kits
- Organized national media campaigns, film premieres, industry screenings and corporate events
- Maintained relationships with influential members of the film/entertainment media
- Various administrative duties, including handling outgoing and incoming mail; distributing and filing program contracts, maintaining office equipment, office supplies and files; cataloging and storing programming screening materials

Doctor of Philosophy: Educational Leadership/Media Studies
Northern Arizona University, Flagstaff, AZ

Master of Education: Educational Administration
Northern Arizona University, Flagstaff, AZ

Bachelor of Science: Child Development & Family Relations
University of Arizona, Tucson, AZ

Board Chair & President's Report

Women's Business Enterprise National Council Report of the WBENC President and Board Chair To the Board of Directors March 22, 2016

Activities since November 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 Extended Executive Committee Meetings, upcoming March Industry & Committee meetings and Board Meeting. Continued on-going active planning and review of financial activity and performance including 2016 colleague goal setting occurring during this period.
- 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. Our March session is focused on Programming that is considered "Core to the CORE Platform." Laura will provide a more detailed update at the March Board Meeting.
- Provided oversight and guidance for furthering the work of both the Oil & Gas and Automotive Industry Advisory Groups who will be continuing their work in Phoenix. Additionally, both the Technology and Pharmaceutical Industry Advisory Groups are kicking off during the March S&S.
- The WBENC Business Development team continued to implement key Customer Relationship Management plans and to expand usage of the CRM tool. Goals are progressing in each and enhanced support to RPOs in each territory is a priority. Additionally this team conducted the inaugural Supplier Diversity Professionals Web Meeting. This focused on Value and the Business Case for Supplier Diversity. Extremely positive feedback with excitement for the next quarterly session.
- The WBENC Network continues to take a proactive role 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), led by Candace Waterman, provided a detailed response addressing legal rulemaking (ANPRM) to support 3rd party certification. Thank you to Marsha Firestone for providing a "writing" resource to ensure our best product was submitted. Congratulations to all leaders in our WBENC network for the excellent collaboration on this response.
- Additional strategic talent was added to the WBENC organization during the 1Q-2016. A full time Human Resources professional was added to the team when Jill Sasso joined the team. David Gifford-Robinson joined the Marketing team coming with very strong Diversity and Procurement background. Finally, Nettie Teter has returned to WBENC and is supporting the upcoming National Conference & Business Fair.

Operational Excellence:

- The WBENC team has enhanced our communication and coordination by utilizing monthly phone updates. In December we supported events conducted by ASTRA and held our meeting in person to receive personal career development training, communication style training and overall team communication of priorities for 2016.
- Detailed work 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. S&S is introducing a new program: WeINNOVATE! We look forward to evaluating this new value added way to connect WBEs and Corporations. A special thank you to our S&S Presenting Sponsors: EY, Accenture and Ampcus and to all of our sponsors of this special event. Support for 2016 NCBF is strong with Corporate Chair support coming from Disney, Wells Fargo and Shell and WBE Chair leadership coming from Accel, Imagen and Pinnacle. 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.

Public Representation of WBENC:

Media interviews:

Significant media partner and PR coverage of:

1. 2016 Summit & Salute articles and support for articles covering America’s Top Corporations for doing business with WBEs. Major media with WE-USA and Affinity.
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 March NWBC Public Meeting which is being held at the White House on March 7, 2016.
2. Pamela Prince-Eason was honored to support the Annual Events of the following RPOs:
 1. Diane McClelland – ASTRA’s December Awards Dinner followed by a Women’s Leadership Summit.
 2. Marsha Firestone – Partner’s Reception for supporters of WPEO NY and DC.
3. Candace Waterman and Mia Delano represented WBENC at the annual NGLCC event in November.

4. Pamela Prince-Eason, Candace Waterman, Pat Birmingham, Paige Adams and Lynn Scott attended the 2015 AIDC Women's Hall of Fame Awards in December where we were honored to celebrate the induction of Benita Fortner and several WBENC network colleagues.
5. Pamela Prince-Eason supported the February 2016 ISM Diversity Conference on behalf of WBENC.
6. Pamela Prince-Eason supported the February Enterprising Women Conference and Advisory Board Meetings.

Meetings & Events with WBENC Members:

- FedEx – Pam and Lakesha White participated in a FedEx operations HUB tour in Memphis followed by a joint planning session focused on additional work together.
- Intel – Pam attended Intel's first Women's Luncheon at the Consumer Electronics Show in January.
- Reynolds America – Pam and Paige conducted a New Member visit and orientation for Reynolds America team in North Carolina.
- Toyota – Pam and Candace attended the Toyota Opportunity Exchange. It was another fabulous event and Pam was honored to conduct a session for WBEs with Josette Wright-Lacey of NMSDC.
- Walmart - Paige attended the annual Year Beginning meeting on behalf of Pam to support the Women's Economic Empowerment Initiative.
- Wells Fargo – Paige and Pam conducted the kick-off meeting of the executive education program being piloted in 2016. Initial feedback focused on Business Plans and counseling sessions with owners. The group will next meet in Phoenix before the S&S. Initial feedback is extremely positive.

Finance Report

**Women's Business Enterprise National Council
Board of Directors Meeting
March 22, 2016
Finance Committee
First Quarter 2016 Goals and Accomplishments
(As of March 2, 2016)**

Goal: Define target level of net assets

Accomplishments:

- Based on the 2015 Unaudited December 31, 2015 Financial Statements with a net income of \$176,000, it is anticipated that WBENC will build the unrestricted net-assets (reserves) position to a balance of \$2,432,000 on December 31, 2015, approximately 66% of plan goal.
 - The Finance Committee developed and adopted a plan to build the unrestricted net assets balance. The target minimum reserve position is equal to a minimum of 6 months of average monthly operating costs, no more than 12 months, with an average 9 months of modified operating budget. The UNA should reach goal amount within five years by 2019.
 - 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 November Board of Directors' meeting, Mr. Caldwell reported on 2015 Forecast based on YTD October 31, 2015 financial results plus estimated income and expenses for the remaining months of the year. Highlight:
 - 2015 Forecast reflected net income of \$115,000 and was projected to surpass 2015 annual budget by \$113,000.
- The Finance Committee reviewed YTD November 30, 2015 actual results compared to 2015 Forecast during its January 25, 2016 conference call. Highlights:
 - WBENC's YTD November 30, 2015 financial statements indicated unrestricted net income (Change in net assets) was \$1,118,000 and higher than YTD November 30, 2015 budget by \$39,000. YTD November 30, 2015 expenses were \$39,000 higher than YTD November 30, 2015 budget and \$464,000 lower than 2015 Forecast.
 - All indications are that we will end the year with a better than anticipated budget directed by the board.
- The Finance Committee reviewed the Unaudited December 31, 2015 year-end financial results compared to the 2015 Forecast during its February 29, 2016 conference call. Highlights:
 - WBENC surpassed the 2015 Forecast by \$61,000 with unrestricted net income of \$176,000 and ahead of 2015 budget by \$173,000. We have operated from the forecast since completing 2016 budget.

- For 2015 WBENC recorded total revenue of \$10,290,000, \$132,000 lower than forecast and surpassing the budget by \$444,000; attributed to our signature events, i.e., Summit & Salute and National Conference Business Fair, record-breaking attendance and Membership 91% retention rate from last year.
 - Expenses were well managed and maintained throughout the year. For 2015 total expenses were \$10,114,000, \$193,000 lower than forecast and \$271,000 higher than 2015 budget. We continued to deliver better and better events and do that very cost effectively. Both signature events saw an increase in attendance over the prior year as we managed expenses and balanced escalating costs.
- Statement of Financial Position (Balance Sheet): WBENC's liquidity position remains strong. The operating cash balance at December 31, 2015 was \$4,061,000, \$862,000 higher than December 31, 2014; attributed to collection efforts and opening registration for 2016 Summit & Salute. This is a very positive sign. Accounts receivables as of December 31, 2015 were \$1,393,000 (net of allowance for doubtful accounts of \$22,000) and \$277,000 lower than last year; attributed to collection. As of February 12, 2015 \$745,000 or 53% of the accounts receivable balance has been collected.
 - During the March 2016 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 Treasurer and WBENC staff presented the 2016 budget recommended by the Finance Committee to the Extended Executive Committee (EEC) on November 13, 2015. The EEC recommended that WBENC staff identify cost containment measures to disclose the steps taken to manage expenses and to balance escalating costs. The EEC did not request any adjustments to 2016 budget.
- On November 19, 2015 the 2016 budget recommended by the Extended Executive Committee was approved by the Board.

Audit Committee Report

**Women's Business Enterprise National Council
Board of Directors Meeting
March 22, 2016
Audit Committee
First Quarter 2016 Goals and Accomplishments
(As of February 24, 2016)**

Goal: Oversee completion of the 2015 audit

Accomplishments:

- The 2015 audit is scheduled to begin on April 18, 2016.
- A pre-engagement meeting with the audit partner will be held on March 22, 2016.

Goal: Ensure WBENC has the appropriate level of internal controls

Accomplishments:

- Will be completed through the 2015 audit process.

Goal: Oversee implementation and execution of the WBENC Whistleblower Policy

Accomplishments:

- Nothing to report this period.

Goal: Completion of 2014 Form 990

Accomplishments:

- Completed 2014 Form 990. WBENC's audit firm, WBENC staff, and the Audit Committee review the form on November 3, 2015. The process of having the Audit Committee review the Form 990 before submission to the IRS satisfies the best practice/compliance element of having the Board of Directors review the Form 990 before the organization files the return.

Leadership Council Report

Women's Business Enterprise National Council Board of Directors Meeting March 22, 2016 Leadership Council First Quarter 2016 Leadership Council Goals

By-Law Excerpt:

Leadership Council

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

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

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

- Objective: To reach 14,000 WBEs by December 2016.
 - As of 2-1-2016, there were 13,035 certified WBE 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 2-1-2016, there were 2,121 WOSBs certified firms.
- Objective: Document the growth of "dues paying" corporate & government members at the regional level.
 - As of 2-1-2016, 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.
 - In 2015, there were 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 2-1-2016, there were 24 regional events with 701 total participants held across the WBENC network in 2016.

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 2-26-2016, all RPOs have provided approval to extend the 2015 Service Agreement through December 2016.
 - The Leadership Council and WBENC Network Task Force will participate in a March work session focused on identifying and finalizing programming that is core to the CORE
 - The Leadership Council has identified representatives to serve on the Network Task Force sub-committees:
 - Growth and Alignment Process Sub-Committee
 - Emilia DiMenco (WBDC Chicago)
 - Phala Mire (WBEC-South)
 - Ad-Hoc Corporate Membership Structure Committee
 - Michelle Richards (Great Lakes WBC)
 - Pamela Williamsons (WBEC-West)

Women's Enterprise Leadership Forum Report

Women's Business Enterprise National Council Board of Directors Meeting March 2016 Women's Enterprise Forum 2016 (Q1) Goals and Accomplishments (As of February 22, 2016)

***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 Participation and Diversification

- a. Involve all sizes and types of WBE businesses
- b. Forum and WBENC Affiliate(s) continued alignment and collaboration
- c. Engagement of new WBEs at Forum Meetings

Accomplishment: During the first quarter, the Leadership of the Forum hosted a Forum Representative call, open to all 148 WBEs to discuss the 2016 vision for the Forum, the modifications made to the Overview Document and agenda for the upcoming March meeting.

Accomplishment: Prior to the March Forum Meeting, the Membership & WBE Recruitment Team is coordinating a dinner for Forum Representatives. Each Forum Representative is encouraged to invite one new WBE not currently engaged in the Forum to the networking dinner.

Accomplishment: The Forum will kick off its March meeting with a breakfast program with the Leadership Council as historically done.

2. Goal: Building Personal and Professional Capacity through Education & Programming

- a. Special Events or opportunities through *Forum First*
- b. Subject matter expert panels and/or keynote speakers

Accomplishment: During the 2015 November Forum Meeting, the Forum hosted a WBE panel on "Doing Business with the Government" where WBEs gave their insight into why and how to pursue government contracts and lessons learned.

Accomplishment: During the 2015 November Forum Meeting, Shelia Dews-Johnson and Darlene Fuller from McCormick and Sodexo participated in an intimate panel discussion introducing Corporations from the Food & Beverage Industry to the Forum Representatives. During this panel each company highlighted their procurement process, how they identify new suppliers and the different programs they offer to WBEs looking to do business with McCormick and Sodexo.

Accomplishment: In 2016, the Forum will create additional programming with WBENC corporate and government members. Beginning in March, Forum Representatives participate in a session with JP Morgan Chase on Access to Capital. While in the afternoon, UPS will join the Forum Meeting for a session on innovation and 3D printing.

Accomplishment: To conclude the March Forum Meeting, Bonnie Keith, Founder and President of The Forefront Group, will be the keynote speaker. As a certified WBE, she will address the crowd on strategic sourcing, win-win collaboration and supply chain management.

Accomplishment: As part of WBENC's ongoing commitment to *Forum First*, Forum Representatives were the first to receive communication of the open application process for the 2016 Tuck- WBENC Executive Program.

Accomplishment: During the upcoming Summit & Salute, a new program WeInnovate will be introduced giving WBEs the opportunity to pitch their innovative products or services to a group of corporate members. Through *Forum First*, Forum Representatives were the first to receive the program information and application process.

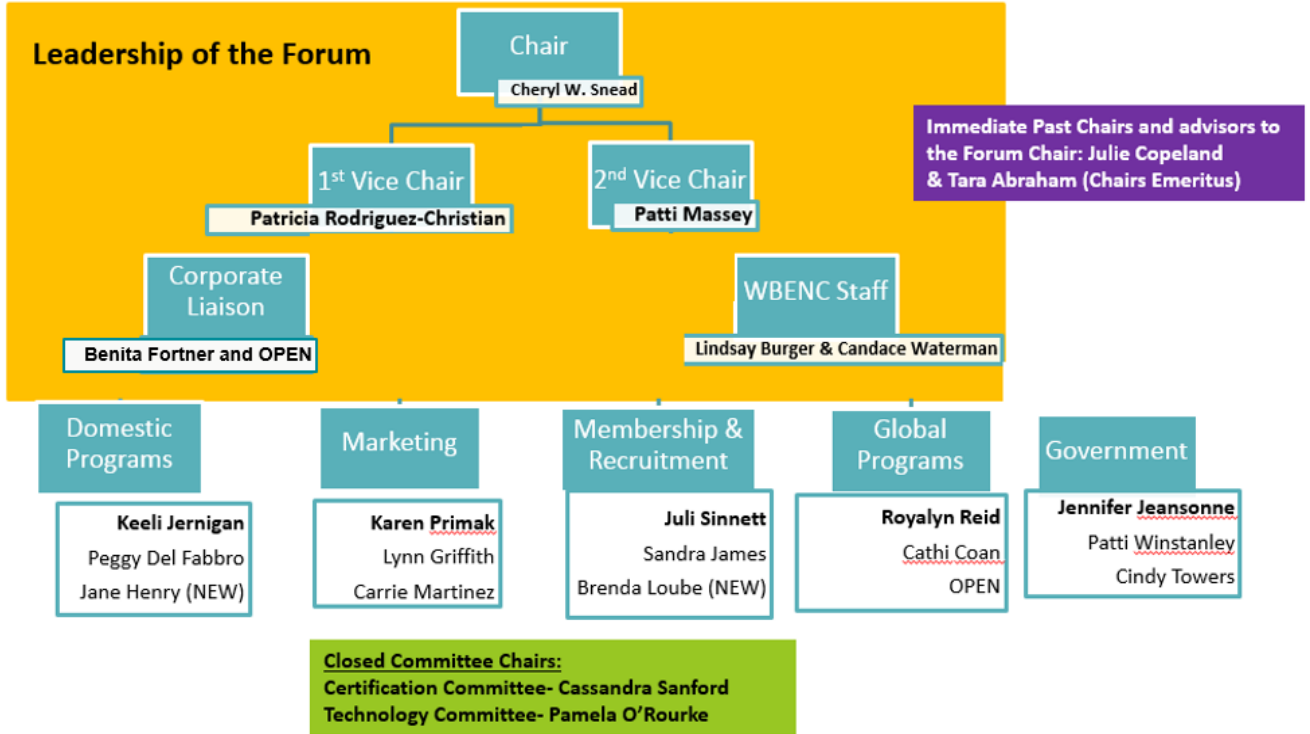
3. Goals: Governance/Communications

- a. Strategic Input to the Board and Board Committees
- b. Onboarding process for all newly appointed positions
- c. Communicate Forum governance throughout the WBENC network

Accomplishment: New Forum Chair, Cheryl Snead, began her term in January of 2016. As part of her transition, she engaged in one to one onboarding discussions with each member of the Leadership of the Forum. Such onboarding discussions were made with newly appointed 2nd Vice Chair of the Forum, Patti Massey, President of MYCA Group, who is the immediate past chair of the Forum Marketing Team.

Accomplishment: Modifications and new sections were added to the Forum Overview Document to incorporate the new Forum Team Representatives description and process, new Forum Team meeting agenda template and Team Descriptions as well as a visual aid referencing the new structure of the Forum. This updated Forum Overview Document along with the new leadership application and scorecard process was launched with the Forum Representatives in 2016 (Q1).

Forum Leadership Structure



Corporate Membership & Revenue Generation Report

Women's Business Enterprise National Council Board of Directors Meeting March 22, 2016

Corporate Membership & Revenue Generation Committee 1Q 2016 Goals and Accomplishments

Overview

To improve the Committee's effectiveness, the group was divided into three sub-committees focused on the following: membership retention & engagement; value proposition; and fund development. We found this to be a successful way to achieve set goals and we will continue to function this way in 2016.

WBENC is beginning to see the positive results of the restructuring of our Business Development (BD) team in mid-2014. By assigning each Member an account manager from the BD team, we have been able to increase and deepen our overall engagement with this part of our constituency which has led to an increased retention rate of Members; increased sponsorship participation and overall participation in WBENC national events; and, the expansion and creation of the types of membership benefits our Members are seeking. It has also led to stronger communication and collaboration with the RPOs and WBENC in the regions each BD team member is assigned.

As the WBENC BD team works in partnership with the CMRG Committee, this report will focus on the activities of the CMRG Committee, and its respective sub-committees listed above where pertinent, as well as major business development goals around membership and event sponsorships, new Member benefits, Ambassador planning, and any specific areas of interest worth noting.

WBENC National Membership Update:

Please note: All membership monetary figures are as of 2/23/2016. The most accurate information will be available in the Board finance report.

2016 Overall Membership Revenue Goal: **\$4,000,000** (includes New Member revenue)
% of Revenue Goal Achieved: 96%

Current Total National Members: **285** (includes New & Rejoined)
New Members: **13** (see list below)
Rejoined Members: **5** (see list below)

2016 Membership Renewal Revenue Projected: **\$3,944,500**
**does not include value of in-kind arrangements*
2016 Membership Renewals Invoiced: **\$3,617,500** **92% of projected**
2016 Overall Membership Invoiced: **\$3,831,000** (renewals, new & rejoined)

2016 New Member Goal: 30
 Achieved: 43% (new Members only)
 New Member Revenue: \$126,500
 Rejoined Member Revenue: \$87,000

2016 New & Rejoined Corporate Members		
AARP	Hanon Systems USA, LLC	Reynolds American Inc.
AMN Healthcare Inc.	HealthTrust (rejoined)	Stryker Corporation
Ardent Mills	Medtronic	USAA
Charter Communications	Milwaukee Public Schools (rejoined)	VMWare, Inc.
Cummins Inc. (rejoined)	NiSource	
Express Scripts (rejoined)	Phillips 66 (rejoined)	
Fifth Third Bank	The Resource Group, an Ascension Subsidiary	

**Rejoined Members are corporations whose Membership had lapsed. Due to improved budgets or new leadership, they have re-established their WBENC Membership.*

Renewal efforts for 2016 began in September of 2015. Our Member Retention rate is strong at 97%. However, the following 11 members have declined to renew:

2016 Non-Renewals (Lost Revenue \$133,500, 3% of projected revenue)		
Creative Artist Agency	Lockheed Martin Corporation	Southeastern Grocers
Del Monte Foods, Inc.	Mars Chocolate NA	Sprint Nextel Corporation
Federal Home Loan Bank of Chicago	MillerCoors LLC	Visteon Corporation
Florida Blue	Nestle North America	

All companies listed as Non-Renewals automatically become Prospective Members that the Business Development team continues to focus on throughout the year. Both MillerCoors and Sprint Nextel are going through significant restructuring and have indicated they will try and renew their membership in 2017 if budgets allow.

Summit & Salute 2016 Sponsorship Update:

For the first time, the Summit & Salute will be held in the western region, taking place March 22-24 in Phoenix, AZ, and we are anticipating a strong turnout.

Summit & Salute Sponsorship Goal:	\$850,000
Actual as of 2/23/2016:	\$901,500 *\$51,500 over goal!
Percentage Achieved:	107%

- Ampcus (WBE), Accenture and EY have continued with their roles as Presenting Sponsors of the Summit & Salute in 2016.
- We also have two Platinum Sponsors Wells Fargo and UPS; four Diamond Sponsors Allstate, Chevron, Raytheon & TOYOTA; and, 49 additional Corporate Sponsors, 28 additional WBE Sponsors and 3 RPO Sponsors.
- 68 Corporate Members are participating in the Procurement Opportunity Programs, Meet & Greet and 1:1 MatchMaker

National Conference & Business Fair 2016 Sponsorship Update:

It's back to the sunshine state we go for this year's National Conference & Business Fair, set to take place June 21-23 in Orlando, FL.

Conference Sponsorship Goal:	\$2,550,000
Pledged as of 2/23/2016:	\$2,015,000
Percentage achieved:	79%

- 2016 NCBF Co-Chairs include: Shell, The Walt Disney Company, Wells Fargo, Accel Inc. (WBE), Imagen (WBE) and Pinnacle Group (WBE). 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.
- We are continuing to close sponsorships every day and are confident we will hit our goal.
- This 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 Host Council RPOs are: 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.
- The Chair of this year's Host Committee is Brenda Loubé, president, Corporate Fitness Works, and she leads 17 Host Committee Members from throughout the region, the largest Host Committee WBENC has had to date.

Business Development & CMRG Committee Updates:

- **2016 New National Member Benefit – Supplier Diversity Professional Series**
Launched January 2016, with 164 participants!

The ongoing and open engagement with our National Members we have referred to throughout this report is what led to the creation of this new educational and ideas-sharing series specifically for the supplier diversity professionals within the corporations we serve. Launched in January 2016, to an overwhelmingly positive response, the WBENC Supplier Diversity Professional Series addresses the concerns and challenges Supplier Diversity professionals face on a day-to-day basis, utilizing the collective expertise of our National Corporate Member constituency, as well as outside professionals when necessary, to create a space for idea exchange and support to assist in strengthening the programs of all WBENC National Members. This is a quarterly series that will address a different topic related to Supplier Diversity at each meeting, the content of which is driven by our National Members. Each session will be held electronically utilizing WBENC's GoTo Meeting webinar platform, to ease the time and budget constraints of our Members.

At our January 28th launch, WBENC CEO Pam Eason opened with an overview of why the series was created and what we intend to accomplish. Then Linda Sexton of Exxon Mobil Corporation, and Chair of the Value Proposition Subcommittee, led the presentation titled *Value Proposition: The Benefits of Supplier Diversity to Corporations*. Joining her in this presentation were Debra Jennings-Johnson of BP America and Andy Butler of The Procter & Gamble Company, who all contributed to the creation of the piece through their work on the Value Proposition Subcommittee in 2015. At the end of the presentation, the panel took questions from the participants.

The feedback we received following this incredibly successful launch was extremely positive from both new WBENC National Members with new programs, to longtime Members with seasoned, world-class programs. Our goal moving forward is to continue to deliver high-level content that has something for everyone.

Additionally, the presentations and related documents from this Series are housed in *Insights*, WBENC's online resource library, and only accessible to our National Members.

- **2016 Membership Renewal and Engagement Outreach**

The BD team along with WBENC leadership found our new 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.

- Maintaining a high retention rate with our existing Members is key for reaching our annual Membership Revenue Goals. The 2016 Membership Revenue Goal is \$4,000,000 and we are currently tracking at a 97% retention rate.

- The WBENC BD team will continue with its ongoing outreach efforts and continuous engagement to each of their assigned Members within their respective regions.
 - The WBENC BD team will continue to travel to key conference and corporate events where WBENC representation is requested to deepen engagement with current Members, as well as connect with our key Prospects.
- **Membership Retention & Engagement, Staff Lead – Robin Billups**
This Subcommittee is currently seeking a new Chair.

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.

- **2016 Prospecting:** The WBENC BD Team created a “Top 40” list of prospective corporations with current supplier diversity programs that includes some of the prime suppliers to our current Corporate Members, and the federal government, as well as corporations that align with our industry-specific focus areas for 2016. This will be a focal point for Member Prospecting for 2016. Additionally, the creation of the *Value Proposition: The Benefits of Supplier Diversity to Corporations* by the Value Proposition Subcommittee has given us a new presentation tool to work from, and easily adapt, moving forward.
- **Ambassadors Program**
Although a formal Ambassadors meeting has not yet been held at the time this report was drafted, the first meeting will take place in person at the Summit & Salute, this remains a critical element to our business development process, especially with the recruitment and onboarding of New Members, and prospective WBEs. In 2016, we plan to allocate additional staff resources to the Ambassadors program and will continue to look for creative ways to expand this program to further leverage the expertise of our Ambassadors, provide the tools our Ambassadors need in order to be successful, and focus on how to improve the program so that there is genuine value for its participants.
- **Fund Development Subcommittee, Staff Lead – Mia Delano:**
Barb Kubicki of Bank of America serves as the Chair for this Subcommittee and Pauline Gebon of Metlife serves as the Vice Chair. 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.
 - **Q1 Goal – Creation of Formal Intake Process for all WBENC Fund Development Ideation**
Lisa Stenglein of Motorola, together with Barb Kubicki, created a vetting template based on what is used in the corporate world. This tool is currently being adapted to fit what would work for WBENC. A portion 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 CMRG 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.

How this ties to the Long Range Plan – Once the framework for the formal intake process of ideas is in place, this can be used to thoroughly analyze proposed revenue growth ideas, and identify key revenue sources, in order to make educated recommendations regarding what sources would be in alignment with WBENC’s strategic goals and create a 3-5 year long range plan. The goal is to implement infrastructure that is useful to more than just the business develop area to approve new programs or initiatives and monitor and measure effectiveness of new and existing programs, initiatives and revenue streams.

- **WBENC 20th Anniversary Giving Campaign** – The initial goal was to research and recommend the appropriate policies for implementing an online individual giving campaign in the fall of 2015. However, there were concerns about the impact that an individual giving campaign might have on the WBENC RPOs. We would like to start exploring another approach with this as launching online giving in 2016 will be an important pillar for fundraising around WBENC’s 20th Anniversary which will occur in 2017.

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 tracking tool. There are a limited number of online giving mechanisms that will work in conjunction with our CRM software. Before moving forward with a tool, we need 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. By establishing a true process around this initiative, it will become a sustainable fundraising tool for WBENC in the future.

Programs Report

**Women's Business Enterprise National Council
Board of Directors Meeting
March 22, 2016
Opportunities/Programming (U.S.)
Q1 2016 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, Insights and other medium

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 March 22, 2016 Opportunities/Programming (Global)

The Global Business Committee continues to drill down on the actions that came out of the WBE Survey performed in 2015.

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 Orlando. 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 and Corporate members informative programs at the Conference.
- Continuing to review and update the Global International Guide. 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.
- Publish 3 Global WBE and one Corporate Success Stories to be included with the President's Report.

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

- A project team is working on a survey that will be sent out to WBENC Corporations. Based on that feedback a plan will be defined to combine the Corporation needs together with the global WBEs business strategies.

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

- Continuing to work closely with WEConnect International and the Forum Global Committee to define the strategy in achieving this goal.

Goal: Identify methods for publishing Global information on the WBENC website or on a Global independent website

- A team will be formed to review options and provide recommendations. This would include some level of GBC messaging within the current WBENC social media sites.

Marketing Report

Women's Business Enterprise National Council
Board of Directors Meeting
March 22, 2016
Marketing, Communications, & Brand Management Committee
Q1 2016 Goals and Accomplishments

The committee has revised their goals and areas of focus as follows to reflect major outcomes as a result of our marketing strategy and to align with WBENC's CORE strategies:

1. GOAL: Visibility

- a. Provide marketing support and collateral across multiple platforms to reach all constituents
- b. Have two way engagement/touchpoints consistently throughout the year—Launched the new WBENC Blog in February – an additional touchpoint with a focus on younger WBEs

2. GOAL: Growth

- a. What's Your Number? Campaign to highlight growth between WBEs, WBEs/Corporate Members, etc. – need to align with Forum initiatives and implement a campaign
- b. Continue to spotlight best practices in achieving growth on multiple platforms (President's Report, Blog, social media, external media opportunities)

3. GOAL: Marketing Dashboard

- a. Continue to refine and develop metrics to measure the health of our programs (e.g. net promoter score),
- 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 will be reviewed/refined at March meeting

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 and the Blog -ongoing

6. GOAL: Event Marketing

Summit & Salute

Targeted marketing will include email blasts, social media (including new blog), Presidents Report, and press releases.

Goal is to meet or exceed 2015 attendees (1,489); with 93% or more of attendees recommending this event to others (net promoter score).

National Conference & Business Fair

WBENC will continue to use targeted marketing and tools such as the sponsorship brochure and online conference brochure to promote this event. The early bird deadline is April 1st,, 2016. At this deadline we will measure number of registrations over 2015 with a target growth of 5%.

Another goal is to meet or exceed our 2015 net promoter score (96%) representing the percent of attendees that would recommend this event to others.

Certification Report

**Women's Business Enterprise National Council
March 2016 WBENC Board Meeting
National Certification Committee
(Includes the National Certification Review Committee &
National Certification Appeals Committee)
2016 Q1 Goals and Accomplishments
(As of 2-1-2016)**

GOAL: To collaborate with WBENC in developing and implementing its Strategic Plan: Roadmap to Growth & Sustainability

Accomplishments:

- A sub-committee has been formed investigate the criteria which could be used in certifying majority (51%) women controlled firms that have had capital infusion from investors

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

Accomplishments:

- The program was formerly instituted 9-15-2011 and as of 2-1-2016 there were 2,121 certified WOSB firms.
- As a result of the NDAA passed in December 2014 relevant to Sole Source & 3rd Party Certification, on February 16, 2016, WBENC on behalf of the entire network and strategic partners (NGLCC, USHCC & WPO) provided a response to the SBA ANPRM. The open response period regarding Third-party Certification asked for input on the three key areas:
 1. Third Party Certification
 2. SBA Certification Program
 3. Certification by States and Federal Agencies
- WBENC will continue to pursue opportunities to maintain itself as the leading third-party certifier of WOSB firms

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

Accomplishments:

- Updated the Standards, March 2016 to include clarification on Trust/ESOP criteria relevant to all legal structures.

GOAL: Continue to improve and streamline the certification process

Accomplishments:

- The Site Visit Sub-Committee has developed criteria for the use of site visit on recertification applicants. A pilot will be conducted May – November 2016
- Digitization- developed the framework for transitioning the network to a digitized environment
 - *Objectives*
 - Improve the current paper process for certification applications (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: <ol style="list-style-type: none"> 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: <ol style="list-style-type: none"> a. B2GNow b. ConnXus 	a. July-September 2015 (COMPLETE)
11. Conducted demo of WBENCLink for potential supplier		As a result of the demos, WBENC conducted a demo of WBENCLink for one potential supplier: <ol style="list-style-type: none"> a. B2GNow 	a. September 2015 (COMPLETE)
12. Document process mapping and work flow for transitioning to the new WBENCLink		Evaluation of potential new system and WBENC needs to develop enhanced system & process improvements	a. October – November 2015 (COMPLETE)
13. Finalize selection process		As a result of comprehensive evaluation a supplier was selected <ol style="list-style-type: none"> a. B2GNow 	a. January – February 2016

14. Complete analysis of WBENC WBE application questions		Application data is relevant information is collected for WBENC Standards and sourcing	a. January-February 2016 (COMPLETE)
15. Complete SOW and obtain all appropriate legal documentation			a. January - February 2016
16. Complete implementation plan for transitioning		The kick-off meeting and ongoing transition meetings being held weekly	a. February 2016 and ongoing
17. Meet with CVM to discuss 2016 services and data migration requirements		Collaboration with the current supplier for data migration to the new supplier is critical for a successful project	a. January – March 2016

NEXT STEPS

Deliverable	Notes	Timing
1. Meet with CVM and B2G regarding data migration plan	Collaboration and key understandings regarding the data is critical to the success of the project	a. March 2016
2. Leadership Council	Review of all project elements and ongoing through project completion	a. March – July 2016
b. RPO Certification Team Training	Robust process training is essential to the success of the implementation	a. March- June 2016
b. Coordinate RPO Certification Team and WBENC Certification Department attendance at B2GNow User Conference	B2G holds an annual User Conference and due to the July implementation they will provide a WBENC specific track during the conference	a. May 2-6, 2016
c. Complete Communication Plan	The communication plan is a living document which is updated as the project is completed a. Priority given to WBEs whose applications will be due during July 2016 implementation	a. February and ongoing
d. Identify Testing Teams	As historically done, WBENC will identify Testing Teams who represent all constituents	a. April 2016

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

Accomplishments:

- As of 2-1-2016, the Appeals Committee has received 4 files.
- As of 2-1-2016, the National Certification Review Committee has received 16 files (revenue in excess of \$500 million or unique business structures):
 - *New*
 - Viva Consulting Group
 - Broadcasters General Store, Inc
 - Heico Company (11 files)
 - *Recertification*
 - SHI International Corp.
 - Quality One Wireless
 - HPM Construction LLC

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

Accomplishment:

- Delivered 2 Live Meeting Sessions (January – February) 43 participants

GOAL: Continue to deliver WBENCLink Training

Accomplishment:

- Delivered Live Meeting sessions (January – February 27 participants)

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