

WBENC

Join Forces. Succeed Together.

JUNE BOARD BOOK

Board of Directors Meeting
Hyatt Regency Orlando
Celebration Rooms 3 & 4
Orlando, FL

June 20, 2016

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
March Meeting	3
Attendance Sheet.....	4
Meeting Minutes.....	6
June Meeting Materials	9
Nominating Committee Report	10
Board Elections.....	11
Corporate Nominations.....	12
Board Chair and President’s Report	14
Committee Reports	
Finance.....	18
Audit	21
Leadership Council.....	22
Women’s Leadership Forum	25
Corporate Membership & Revenue Generation.....	27
U.S. Services & Programs	31
Global Services & Programs.....	32
Marketing, Communications & Brand Management	34
National Certification, Review and Appeals	36
WBENC Officers/Governance	41
Regional Partner Organizations (RPOs)	42
WBENC Staff	44

**Women's Business Enterprise National Council
Board of Directors Meeting
June 20, 2016: 4:00-6:00 PM
Orlando, FL**

AGENDA

- | | | |
|----------------|--|--|
| 4:00 PM | BOARD CHAIR'S REPORT | THERESA HARRISON |
| | A. Welcome | |
| | B. Approval of Minutes from the March 2016 meeting | |
| 4:10 PM | NOMINATING COMMITTEE REPORT | CLINT GRIMES |
| 4:20 PM | PRESIDENT'S REPORT | PAMELA PRINCE-EASON |
| 4:35 PM | TREASURER-FINANCE COMMITTEE REPORT | LARRY CALDWELL/
BARBARA CARBONE |
| | A. YTD 2016 Financial Results and plan to budget | |
| | B. Status of Audit (Barbara Carbone) | |
| 4:55 PM | AMBASSADORS IN ACTION | DEBRA JENNINGS-JOHNSON |
| 5:05 PM | COMMITTEE REPORTS | |
| | • NATIONAL CERTIFICATION, REVIEW AND APPEALS | KIM BROWN |
| | • DIGITIZATION STATUS | CANDACE WATERMAN |
| | • MEMBERSHIP & REVENUE GENERATION | BARBARA KUBICKI-HICKS |
| | • MARKETING COMMUNICATIONS & BRAND MANAGEMENT | BEV JENNINGS |
| | • US & GLOBAL SERVICES & PROGRAMS | RUBY MCCLEARY |
| | • STRATEGIC PLAN – PHASE II UPDATE | LAURA TAYLOR |
| | • LEADERSHIP COUNCIL | ROZ LEWIS |
| | • WOMEN'S ENTERPRISE LEADERSHIP FORUM | CHERYL SNEAD |
| 6:00 PM | CLOSING - MEETING ADJOURNS | THERESA HARRISON |

**Minutes of the March 22, 2016 WBENC
Board Meeting**

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

**Women's Business Enterprise National Council
Board of Directors Meeting
March 22, 2016: 1:00 PM – 3:30 PM
Goldwater Meeting Room
Phoenix, AZ**

Meeting Roster		
1. Board Chair	Theresa Harrison, EY	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. Altria Group, Inc.	Diane Pinkney	Present
6. AT&T	Alithia Bruinton	Present
7. Avis Budget Group, Inc.	Lynn Boccio	Notified Absent
8. Bank of America	Barbara Kubicki-Hicks	Present
9. BP America	Debra Jennings-Johnson	Present
10. Chevron	Paula Gibson	Present
11. Dell Inc.	Kim Brown	Present
12. Energy Future Holdings	Kevin Chase	Notified Absent
13. ExxonMobil Corporation	Linda Sexton	Authorized Designee
14. Ford Motor Company	VACANT	
15. GM	David Drouillard	Present
16. IBM Corporation	Michael Robinson	Present
17. Johnson & Johnson	Beverly Jennings	Present
18. JP Morgan Chase & Co.	VACANT	Present
19. KPMG LLP	Barbara Carbone	Present
20. Macy's, Inc.	John Munson	Present
21. ManpowerGroup	Nancy Creuziger	Present
22. Marriott International, Inc.	Dominica Groom	Present
23. Microsoft Corporation	Fernando Hernandez	Present
24. Motorola Solutions	Lisa Stenglein	Present
25. Nationwide Inc.	Pamela Pesta	Present
26. Nokia	Mark Artigues	Present
27. Office Depot/Office Max	VACANT	
28. PepsiCo, Inc.	Larry Caldwell	Present
29. Pfizer Inc	Mike Hoffman	Present
30. Pitney Bowes Inc.	Laura Taylor	Present
31. Raytheon	Benita Fortner	Present
32. Robert Half	Kathleen Trimble	Present
33. Shell	Debra Clark Stewart	Present
34. The Coca-Cola Company	Eyvon Austin	Present
35. The Home Depot	Sylvester Johnson	Present
36. Time Warner Inc.	Clint Grimes	Present
37. United Airlines	Ruby McCleary	Present
38. UPS	Estrella Cramer	Present
39. Verizon	Sandy Nielsen	Present
40. W.W. Grainger	Nancy Conner	Present
41. Walmart Stores, Inc.	Michael Byron	Present

Leadership Council Members		
42. WBDC of FL	Nancy Allen	Present
43. WBEC PA-DE-sNJ	Geri Swift	Present
44. WBCSouthwest	Debbie Hurst	Present
45. CWE	Susan Rittscher	Present
46. WBDC Chicago	Emilia DiMenco	Present
47. GWBC	Roz Lewis	Present
48. WPEO-NY	Marsha Firestone, Ph.D.	Present
49. WBEC-Great Lakes	Michelle Richards	Present
50. WBEC West	Pamela Williamson, Ph.D.	Present
Forum Members		
51. CRC Group, Inc.	Patricia Rodriguez-Christian	Present
52. ALOM	Hannah Kain	Present
55. Arbill	Julie Copeland	Absent
53. Banneker Industries	Cheryl Snead	Present
54. Consumer & Market Insights	Royalyn Reid	Present
56. Highroad Press	Hallie Satz	Present
57. JURISolutions	Cindy Towers	Present
57. MYCA	Patti Massey	Present
58. Private Eyes, Inc.	Sandra James	Present
60. Trans-Expedite, Inc.	Keeli Jernigan	Present
Expert Members		
61. Bristol-Myers Squibb	Farryn Melton	Present
62. Past Chair Emeritus	Cheryl Stevens	Present
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
Senior Director, Human Resources	Jill Sasso	Present
Regional Partner Organization		
ASTRA	Diane McClelland	Present
ORV-WBC	Sheila Mixon	Present
WBEA	April Day	Present
WBEC-South	Phala Mire	Present
WPEO-DC	Sandra Eberhard	Present
Board of Director Guests & Representatives		
Accenture	Nedra Dixon	Present
ExxonMobil Corporation	Nancy Swartout	Absent
Ford Motor Company	Renee Jones	Present
Walmart	Jenny Grieser	Present

CALL TO ORDER: Board Chair Theresa Harrison called the meeting to order at 1:00pm.

A Quorum was established - see Attendance sheet.

Ms. Theresa Harrison:

- Opened the meeting welcoming all to Phoenix
- Asked for a motion to approve November 2015 Board meeting minutes
 - Correction: Ms. Patricia Rodriguez-Christian requested a correction to the minutes. She was not present at the meeting and did not make the motion to approve filling of vacated seats.

Following a motion by Ms. Cheryl Snead and a second by Ms. Barbara Kubicki-Hicks the revised minutes from the November Board meeting were accepted and unanimously approved. There was no opposition; no further discussion.

NOMINATING COMMITTEE REPORT

DIANE PINKNEY

Ms. Diane Pinkney reported that she will be retiring following the March board meeting and Clint Grimes will take on the role of nominating committee chair.

- Reviewed current open board seats.
- Approve new member to current board seat: Mr. William Kapfer, Executive Director, Global Supplier Diversity, JP Morgan Chase & Co.
 - Reference PowerPoint

Following a motion by Michelle Richards and a second by Debra Jennings-Johnson, the new board candidate was unanimously approved; no objections and no further discussion.

PRESIDENT & BOARD CHAIR REPORT

PAMELA PRINCE-EASON

Full details can be found in Board Book.

- Welcomed all board members and recognized and thanked Ms. Diane Pinkney and Ms. Lynn Scott for their service to the board and congratulated them on their retirement.
- Welcomed Ms. Pat Birmingham to talk about the launch of the Act Intentionally campaign during Summit & Salute.
- Ms. Pat Birmingham reviewed the new Act Intentionally campaign and discussed the associated advertising and goals and objectives.
 - Reference PowerPoint

TREASURER-FINANCE COMMITTEE REPORT

LARRY CALDWELL

Full details included in presentation on Board Extranet site.

- Reported on the 2015 Unaudited Financial Results and reviewed progress on 2016 goals as well as sub-team progress.
- Ms. Pamela Prince-Eason thanked Mr. Caldwell and the WBENC staff for their work with the partners and expressed gratitude to Ms. Barbara Carbone and Mr. Jorge Romero for their strong governance over WBENC on the Audit & Finance committees.
 - Reference PowerPoint

AMBASSADORS IN ACTION

DEBRA JENNINGS-JOHNSON

Full details can be found in Board Book.

No additional items covered during meeting.

DIGITIZATION STATUS

CANDACE WATERMAN

Full details included in presentation on Board Extranet site.

- Gave an overview of the Digitization Project and announced a projected “go live” date in July 2015.
- Announced the B2GNow User Conference May 2-5, 2016 that will provide training to use the new system.

Ms. Pamela Prince-Eason shared with the board that Ernst & Young (EY) had offered to provide 5 scholarships to fund training for certification team staff members from WBENC and the RPOs. She requested additional volunteers to donate scholarship money to send additional representatives of WBENC and RPOs to the B2G User Conference which will also include specialized training for the WBENC system. The following board members will be donating \$2,000 each on behalf of their corporations in scholarship funds: David Drouillard (General Motors), Lisa Stenglein (Motorola), Dominica Groom (Marriott International), Kathleen Trimble (Robert Half), Laura Taylor (Pitney Bowes), Benita Fortner (Raytheon), Mike Hoffman (Pfizer), Debra Jennings-Johnson (BP America), Farryn Melton (Bristol-Meyers Squibb), Debra Clark-Stewart (Shell), Eyvon Austin (The Coca-Cola Co), Fernando Hernandez (Microsoft), Barb Kubicki (BOA), Nancy Creuziger (Manpower) and John Munson (Macy’s.) Ruby McCleary (United Airlines) agreed to donate flight vouchers and airline tickets in lieu of cash scholarships.

- Reference PowerPoint

NATIONAL CERTIFICATION, REVIEW AND APPEALS

NANCY CONNER

Full details can be found in Board Book.

Ms. Nancy Conner announced a sub-committee led by Ms. Kim Brown has been formed to investigate certification of woman-controlled businesses.

1:49 PM BREAK NOT TAKEN (By show of hands, group agreed)

STRATEGIC PLAN – PHASE II UPDATE

LAURA TAYLOR

Full details can be found in Board Book and presentation on Board Extranet site.

- Introduced members of the Task Force and reported the Growth and Alignment Process Team Charter had been approved by the Executive Committee.
- Thanked the Leadership Council for their support and reviewed next steps in the process via the ppt. presentation. Ms. Pamela Prince-Eason stated that the Task Force is currently putting together an RFP for brand evaluation.

- Reference PowerPoint

MEMBERSHIP & REVENUE GENERATION

BARBARA KUBICKI-HICKS

Full details can be found in Board Book.

- Gave an update on current membership statistics in comparison to 2016 goals, reporting as of March 99% of goal has been reached (94% renewals and 5% new or rejoined members) with a 94% retention rate.
- Expressed gratitude to the committee and team for their hard work and stated the first session of the Quarterly Supplier Diversity Series, a new corporate member benefit, had an overwhelming response.
- Reviewed current progress on revenue goals for both Summit and Salute and NCBF and thanked all sponsors of both events.

- Reference PowerPoint

MARKETING COMMUNICATIONS & BRAND MANAGEMENT

BEVERLY JENNINGS-JOHNSON

Full details can be found in Board Book

Ms. Beverly Jennings-Johnson referenced the committee report in the Board Book and highlighted the “What’s Your Number” campaign.

US & GLOBAL SERVICES & PROGRAMS

RUBY MCCLEARY

Full details can be found in Board Book.

- Mentioned the new WEInnovate program debuting at Summit & Salute and encouraged group to attend Roundtable sessions during the week.
- Asked representatives of Top Corps in the room to stand and be recognized

LEADERSHIP COUNCIL

ROZ LEWIS

Full details can be found in Board Book.

- Asked for the help of corporate members to fill the gap between the goal for number of WBE’s and the current number.
- Stated two “asks” of corporate members: First, for corporate members to commit to help WBENC certify woman-owned businesses they are currently doing business with. Second, for corporate members to get involved in their regional organizations.

WOMEN’S ENTERPRISE LEADERSHIP FORUM

CHERYL SNEAD

Full details can be found in Board Book.

- Reported the first Forum meeting of the year occurred this morning.
- Encouraged corporate members to use the Forum as a focus group to help introduce technology and new ideas.
- Presented a gift to all board members from Ms. Theresa Harrison: Strategic Sourcing in the New Economy coauthored by Bonnie Keith, keynote speaker in the Forum meeting.

CLOSING-MEETING ADJOURNMENT

THERESA HARRISON

- Ms. Theresa Harrison asked Ms. Candace Waterman to give an update on the SBA ANPRM on WOSB’s and thanked all involved for their efforts in submitting WBENC’s response to the SBA ruling.
- Ms. Pamela Prince-Eason thanked the board for their volunteerism.

Following a motion by Ms. Kim Brown and a second by Ms. Farryn Melton the meeting was adjourned.

MEETING ADJOURNED AT 2:55PM

**Materials for June 20, 2016
WBENC Board of Directors Meeting**

Nominating Committee Report

**Women's Business Enterprise National Council
Board of Directors Meeting
June 20, 2016
Nominating Committee
2016 Goals and Objectives
2nd 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:

- March: Presented One Corporate Replacement Candidate (JP Morgan Chase Seat) which board unanimously approved
- June: Preparing slate of candidates for June Board Meeting to fill 2 of 4 open corporate seats

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

- Charter
- Application
- Committee Timeline

Activity:

- March: Scheduled a face to face meeting during the Summit and Salute to finalize supporting documentation and onboard the Nominating Committee's Vice Chair
- June: Held committee call to review slate of candidates prior to the June Board Meeting

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

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

Activity:

- Currently redesigning the corporate board scorecard and will provide recommendations for content changes, governance, training and execution.
- Committee meeting to be scheduled with Board Chair & President in July or August 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. Nancy Conner, W.W. Grainger

Corporate Nominations for Existing Board Seats:

- Ms. Renee Jones, Ford Motor Company; replacing Carla Traci Preston
- Ms. Julie Cooke, W.W. Grainger; replacing Nancy Conner

Corporate Nominations



Julie Cooke, W.W. Grainger

Julie Cooke, Sr. Director of Channel Development & Government Relations, joined Grainger in 2001. During her tenure, she has held numerous positions including Director of Business Development and Regional Sales Vice President. While serving in Grainger's Public Sector Organization, Julie co-developed the company's compliance guidelines for conducting business with government customers and is the facilitator of national training related to this topic. In her current role, Julie leads a team responsible for Grainger's relationship with resellers, with special focus on Grainger's Distributor Alliance Program. The Program, established in 2006, promotes diversity in customers' supply chains through an established network of small, woman, minority and veteran-owned distributors across the US. In addition, she has recently been given responsibility for marketing Grainger's Supplier Diversity Program, which encourages representation of small, woman, minority and veteran-owned manufacturers in Grainger's product offering. Prior to Grainger, Julie was employed by Xerox Corporation, where she held numerous marketing, sales & sales leadership positions and began her career-spanning, formal mentorship of a diverse group of co-workers. Julie earned her Bachelor of Science degree from The University of Maryland, College Park.

Corporate Nominations



BIOGRAPHY



RENEE JONES

- **Title:** Director, Supplier Diversity Development and Supply Chain Sustainability
- **Joined Ford:** 1987

Renee Jones joined Ford Motor Company in 1987 as a buyer. Since then she has worked in multiple capacities across Vehicle and Powertrain Purchasing where she was most recently the director, North America Chassis Purchasing. As director, Supplier Diversity Development and Supply Chain Sustainability, Renee and her team are responsible for providing access, growth, and development to 400+ minority, women, and veteran owned suppliers; identifying new production and non-production suppliers in growth markets and implementing Ford's global supply chain sustainability initiatives.

Renee serves on a number of boards and committees including the Board of Directors and the Executive Finance, Nominating and Corporate Development Committees of the Michigan Minority Supplier Development Council. She is also a member of the Automotive Industry Group Committee and Secretary of the Great Lakes Women's Business Council Board of Directors, a member of the Michigan Hispanic Chamber of Commerce Board of Directors, and the National Minority Supplier Development Council Automotive Industry Group and Board Chairs Committees. Renee has also been selected to serve as the United States Hispanic Chamber of Commerce Procurement Council Advisory Board Automotive & Aerospace Industry Lead.

Renee holds a Bachelor of Science in Industrial Engineering from General Motors Institute (now Kettering University) and a Master of Science in Operations Research from Western Michigan University. Renee started her career at General Motors as an Industrial Engineer and came to Ford shortly thereafter.

Board Chair & President's Report

Women's Business Enterprise National Council Report of the WBENC President and Board Chair To the Board of Directors June 20, 2016

Activities since March 2016: *Additional information can be found in Individual Committee reports.*

Governance, Board Management and Strategic Focus:

- Prepared agenda, board book and reviewed/prepared update materials for Extended Executive Committee Meetings and this Board Meeting. Continued on-going active planning and review of financial activity and performance including 2016 colleague goal setting occurring during this period.
- Actively involved in 2015 Audit which began in April.
- Laura Taylor continues to lead the current phase of the Strategic Planning process that is addressing the full WBENC network governance and structure. The 2 major sub-teams Laura introduced at the March Board Meeting launched and have been convening throughout April and May. Laura will provide a more detailed update at the June Board Meeting.
- Provided oversight and guidance for furthering the work of both the Oil & Gas and Automotive Industry Advisory Groups who are implementing industry strategies at the June NCBF. Our team also launched 2 additional groups, Technology and Pharmaceutical and they will be reconvening in July 2016. Planning is underway for creation of direction for Utilities, Food & Beverage, for Insurance and for Banking. It is our goal to advance 2 more groups in November 2016.
- The WBENC Business Development team has been adjusting due to a key resource departing in February 2016. We have 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.
- The team will be conducting the second session of the Supplier Diversity Professionals Series planned for June 7, 2016. The session will focus on 3 of our Top Corporations: IBM, Manpower and The Coca-Cola Company. Each of these companies will be talking about their focus on diversity, info about some of their key practices and what can be expected in the workshop each is offering at the NCBF. Thank you to Michael Robinson, Terrez Thompson and Shaleta Dunn for agreeing to present at what I know will be a wonderful 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.

Additionally we underwent our first audit by the SBA on the WOSB program. It was very successful and the strong teamwork between the National Certification Team and the Regional Certification Teams allowed us to be very well prepared and to handle all questions in a time manner with all needed information at our finger tips. Congratulations to Candace Waterman who coordinated this and led the work sessions with the SBA audit team.

- Thank you to the many Corporate Members who funded a certification team member to attend the special B2G Annual User Group session that included specialized sessions for the WBENC team. It was a huge success and the participants all believe this will be key to our successful implementation and uptake of the new certification technology. I will expand on this at the June Board Meeting.
- Benefits update – In January we were able to bring on a much needed resource with expertise to focus on Human Resource Management, benefits assessment and payroll/benefit provider performance. Thank you to Jill Sasso who has completed a market review and benchmark of WBENC’s benefits. This information will be useful in evolving WBENC. Summary information included:
 - At market or above average comparison for WBENC regarding benefits indicating this positions us well when seeking talent
 - Colleague satisfaction with WBENC benefits indicating that our benefits position us well in keeping our current colleagues satisfied and engaged.
 - Need for enhanced monitoring of current providers to ensure processes, policies and items committed in service agreements are provided to WBENC.
 - WBENC team efficiency compared in benchmarking was extremely favorable.
 - WBENC’s percent of total compensation compared to benchmark organizations was very favorable again noting efficiency.

Jill will be presenting some of this info at the June Board Meeting time permitting.

Operational Excellence:

- The WBENC team has enhanced our communication and coordination by utilizing monthly phone updates. This was very beneficial in advance of the March Summit & Salute and has been instrumental in planning the many new items we have planned for the June NCBF this year.
- Additionally, I am pleased to report that WBENC was identified as a “Best Places To Work” by the leading benchmark organization; ***The NonProfit Times***. A copy of the article is attached to this report for your review.
- WBENC’s 20th anniversary occurs in 2017. For this reason we have already begun planning so that you will know what will be available well in advance. A few items I can share now include:
 - Establishment of a Legacy of Leaders recognition providing engagement options for those who no longer had opportunities to be in roles to support WBENC
 1. Women of Distinction
 2. Encore Leadership Group

- Celebrating all past Stars vs. having a unique 2017 class
- Detailed work for the 2016 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. This NCBF we will be expanding the new program: WeINNOVATE! which was introduced at S&S to Top Corps only. It was a success and is being offered to all National Corporate Members in June. A special thank you to our NCBF Co-chairs: Accel, Imagen, Pinnacle, Shell, The Walt Disney Company and Wells Fargo and to all of you, “Thank you for all you continue to do to support the NCBF and the WBENC Network. **Our work is only possible because of all of you.**”
- Our Act Intentionally campaign is gathering momentum and we look forward to continuing to advance our activities in this area at the NCBF.
- We have implemented a 10 week summer intern program in the DC office. The purpose of this is to focus talent that is available during the summer timeframe to assist with last minute items for the June National Conference & Business Fair and then work with our team to strengthen items such as “checklists” that we would like to put in place after this important event.
- The results of the WBENC Tuck Program research study have just arrived. This information will be utilized to augment our current Tuck program and to create the anticipated launch of the Tuck II program in October of 2017. I huge thank you to IBM for their tremendous support and underwriting of this program.

Public Representation of WBENC:

Media interviews:

Significant media partner and PR coverage of:

1. 2016 National Conference & Business Fair articles and support for follow-up articles covering various America’s Top Corporations for doing business with WBEs. Major media continues 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. Pamela Prince-Eason and Theresa Harrison attended Geri Swift’s March event participating in her Annual Meeting, Council Program and Lunch and her Council Meeting.
2. Continued participation in monthly “Group of 6” organizational committee meetings as part of the National Women’s Business Council (NWBC) operation and governance model. 6 WBENC team members will be participating in the White House initiative “The United State of Women” on June 14. We continue to create a larger presence for our WBEs through our connection with the NWBC. (I also supported and discussed planning for June NWBC Public Meeting planned for June 30, 2016.)

3. National Cert Team leaders Candace Waterman, Cheri Simmons and Nicki Johnson along with WPEO-DC represented WBENC at the Annual Federal Procurement Conference. (Previously the OSDBU Conference.)
4. Cheri Simmons represented Pamela Prince-Eason and attended Michelle Richards Annual Event in April. She also jointly chaired a meeting of the Automotive Industry Advisory Group in conjunction with Michelle's event.
5. Candace Waterman represented WBENC at the NGLCC Financial Services "Best of 30" Awards Dinner in DC.
6. Pamela Prince-Eason, Candace Waterman and Cheri Simmons supported various aspects of the Women's Presidents Organizations annual conference held in Baltimore in May with tremendous synergy continuing to occur between the organizations.
7. Candace Waterman continued her involvement in the Essence Entrepreneurship Board. The current focus is on planning for the Entrepreneurial Village that will appear at the Essence Festival in New Orleans in July.

Meetings & Events with WBENC Members:


- MGM – meeting with Tony Gladney to finalize MGM's commitment for the 2017 conference
- Wells Fargo – Successful in person meeting of WBENC-Wells Fargo Executive Training Program in late March in Phoenix. Continued discussions regarding planning for next session to be conducted in Orlando in June.
- **San Francisco Area Trip** – Robin Billups represented Pamela Prince-Eason in April for a series of visits that Pam was unable to attend due to a family emergency. Robin Billups and Dr. Pamela Williamson:
 1. Attended PG&E's BiAnnual Diversity Leadership Event
 2. Meeting and planning with Facebook new leader
 3. Meeting and planning with Kaiser Permanente regarding enhanced involvement for 2017 event

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April 1, 2016

Team Rubicon arrives in the Philippines within days of Typhoon Haiyan, Nov. 12, 2013. It took top honors in the study.
Photo by Kirk Jackson.



2016 NPT Best Nonprofits To Work

It's Fun, Games, Benefits And Serious Business At The Best Nonprofits

It's Fun, Games, Benefits And Serious Business At Top Nonprofits To Work

By MARK HRYWNA

There was a significant reduction in force (RIF) at BoardSource three years ago, in addition to the departure of its chief executive officer. The Washington, D.C.-based nonprofit that aims to strengthen nonprofit board leadership, has been working hard ever since on its organizational culture.

"We had a very short timeframe to get staff together. It was traumatizing, for staff that was kept, too. Creating a good working environment and culture was the number one priority for us," said Marci Sunderland, vice president of human resources. Two-thirds of the staff members were with the organization before the 2013 reorganization.

"We created an internal task force that looked at where we were as an organization, where we wanted to be, and how we get there," Sunderland said. They used an internal survey to get feedback from staff members and then hosted brown bag lunches to drill down deeper and eventually put together an organizational culture statement.

It must have worked because BoardSource was among the first-time organizations to grace *The NonProfit Times' Best Nonprofits To Work* 2016. With 30 employees, BoardSource ranked 12th among 18 nonprofits in the small category and 23rd out of 50 overall.

"One of the things we were aiming for was to be able to go through this process as a base year, and what feedback we got going through this process to see how we can make BoardSource better," Sunderland said.

Among the many returning organizations from 2015 is Team Rubicon, which ranked second overall last year but this year took the top spot. The nonprofit has 44 employees, including 31 at its Los Angeles-area headquarters, to qualify in the small organization category.

The sixth annual report is compiled with the help of Best Companies Group, Inc., (BCG). The Harrisburg, Pa.-based firm conducts a thorough organizational assessment. It's a multi-part process designed to gather detailed data about each participating nonprofit. The organization completes a questionnaire and then employees complete a confidential survey. Sources outside the organization also are contacted.

Collected information is combined to produce a detailed set of data enabling analysts to determine the strengths and opportunities of participating organizations. Workplaces are ranked based on this data and then the Employer Benchmark Summary is returned to each participating organization.

Managers at each nonprofit must complete the Employer Benefits & Policies Questionnaire (EQ), collecting information about policies, practices and demographics. The Employee Engagement and Satisfaction Survey consists of approximately 78 statements that employees respond to on a five-point agreement scale.

Results are analyzed and categorized according to eight core focus areas:

- Leadership and planning;
- Corporate culture and communications;

- Role satisfaction;
- Work environment;
- Relationship with supervisor;
- Training, development and resources;
- Pay and benefits; and,
- Overall engagement.

Nonprofits on the list scored on average 90 percent on the survey compared with 76 percent by all nonprofits not on the list. The percentage indicates respondents who answered "Agree Somewhat" and "Agree Strongly" to the 78 statements, such as "I would recommend working here to a friend," or "I like the people I work with at this organization."

The biggest disparities were found within the categories of leadership and planning (90 percent for nonprofits on the list compared to 71 percent for those not on the list) and corporate culture and communications (88 percent versus 71 percent). Nonprofits on the list did not score

less than 85 percent in any of the eight focus areas. For those that did not make the list, the highest score was 84 percent.

There were 10 key drivers identified by BCG that were common among the 50 organizations:

- I feel I am valued in this organization;
- I have confidence in the leadership of this organization;
- I like the type of work that I do;
- Most days, I feel I have made progress at work;
- This organization treats me like a person, not a number;
- I like the people I work with at this organization;
- There is room for me to advance at this organization;
- I can trust what this organization tells me;
- My job makes good use of my skills and abilities; and,

• This organization provides the technology, equipment and resources I need to do my job well.

A good salary and benefits package will always be a good draw for a nonprofit, and the *Best Nonprofits To Work* are no exception. The overall average exempt salary was \$74,351 among this year's 50 nonprofits. Five organizations boasted an average exempt salary of more than \$100,000:

- Birthright Israel Foundation, \$133,328
- Century Housing Corp, \$113,749
- Cinnaire, \$113,675
- National Communication Association, \$106,700
- National office of Communities In Schools, \$105,338

Beyond a good paycheck, a common thread among this year's Best Nonprofits To Work For was employee appreciation. Sometimes that included a monetary prize or bonus. Some 44 organizations have a formal program to recognize staff.

Top-ranked Team Rubicon last year instituted a quarterly award for staff called "The Teddy." That's on top of the existing, less formal and more casually named "Get Sh*t Done" award. The formerly quarterly accolade is now awarded monthly and includes a big mug and glass plate – "A cheers to you" – with nominations submitted by directors to human resources each month.

"The Teddy" was inspired by a famous quote in Teddy Roosevelt's 1910 speech, "The Man In The Arena" delivered in Paris. It embodies the concept of daring to be great, which sometimes might lead to failure, but daring with the best intentions always will have support.

Nominations can be submitted quarterly by staff members at TeamRubicon.org. Anyone is eligible for nominations, which go directly to CEO Jake Wood. The winner receives a golden teddy bear, certificate presented by Wood, a profile on the organization's career page, and a cool \$100 in cash. Correctly answering some Team Rubicon trivia questions from the CEO could yield additional cash.

Team Rubicon revamped its employee recognition program to align with cultural principles that were codified earlier in 2015, according to Candice Schmitt, director of human resources. Putting it in writing was important after making 23 new hires, having almost one-third of its 44 employees working remotely and opening another office in Dallas for operations staff.

"We're expanding a lot and have built up some support functions and added some capacity to HR," she said. The bulk of it has been in full-time regional administrators that are remote positions and used to be all-volunteer.

The organization also transitioned to a new human resources system that has entirely paperless on-boarding, making the process of time cards and other benefits documentation much easier, according to Schmitt. "The more we can automate, the better we can support our growing remote staff and allow employees to focus on the mission and supporting our volunteers," she said.

Continued on page 4

2016 NPT's Best Nonprofits To Work Top 50

Rank	Organization Listing	City	State
1	Team Rubicon	El Segundo	CA
2	OSU Foundation	Stillwater	OK
3	Big Brothers Big Sisters of the Midlands	Omaha	NE
4	The Center for Trauma & Resilience	Denver	CO
5	Brighton Center	San Antonio	TX
6	National Communication Association	Washington	DC
7	The Mission Continues	St. Louis	MO
8	AHC	Arlington	VA
9	Legal Aid Society of the District of Columbia	Washington	DC
10	Communities In Schools National Office	Arlington	VA
11	Pearl S. Buck International	Perkasie	PA
12	Space Foundation	Colorado Springs	CO
13	Kessler Foundation	West Orange	NJ
14	American Heart Association	Dallas	TX
15	National Board for Certification in Occupational Therapy	Gaithersburg	MD
16	Partnership for Public Service	Washington	DC
17	Alzheimer's Association	Chicago	IL
18	Make-A-Wish Illinois	Chicago	IL
19	CAP Tulsa	Tulsa	OK
20	ZERO - The End of Prostate Cancer	Alexandria	VA
21	Cinnaire	Lansing	MI
22	Young Community Developers	San Francisco	CA
23	BoardSource	Washington	DC
24	PRS	McLean	VA
25	Positive Coaching Alliance	Mountain View	CA
26	DoSomething.org	New York	NY
27	Women's Business Enterprise National Council	Washington	DC
28	The Ulman Cancer Fund for Young Adults	Baltimore	MD
29	Navy-Marine Corps Relief Society	Arlington	VA
30	SightLife	Seattle	WA
31	Pathway Homes	Fairfax	VA
32	Career Path Services	Spokane	WA
33	Downtown Streets Team	San Jose	CA
34	Emerge! Center Against Domestic Abuse	Tucson	AZ
35	The Achievement Network (ANet)	Boston	MA
36	North Carolina Outward Bound School	Asheville	NC
37	CCSSO	Washington	DC
38	Directions for Youth & Families	Columbus	OH
39	Community Food Bank of Southern Arizona	Tucson	AZ
40	iMentor	New York	NY
41	Soles4Souls	Old Hickory	TN
42	Caring Voice Coalition	Mechanicsville	VA
43	Century Housing Corporation	Culver City	CA
44	The Children's Home of Cincinnati	Cincinnati	OH
45	Year Up	Boston	MA
46	Birthright Israel Foundation	New York	NY
47	Community Legal Services of Mid-Florida	Daytona Beach	FL
48	Summer Search	San Francisco	CA
49	American College of Emergency Physicians	Irving	TX
50	Our Family Services	Tucson	AZ



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Continued from page 2

At BoardSource, "The Incredible Co-worker Award" is given away during the monthly staff happy hour. Employees nominate each other and the winner gets a trophy filled with candy and other knick-knacks, along with \$100 to use anywhere within the organization. That can be used for anything from hosting a happy hour to bringing cake and ice cream or even hiring a temp if a department needs help. "The team is looking for more opportunities like that as well as thinking about how we're recognizing service," Sunderland said.

Employee recognition doesn't always have to be a big production. During staff meetings, supervisors announce employee anniversaries and other milestones. "We're really trying to formalize that and other ways to recognize staff," Sunderland said.

CAP Tulsa (No. 19 overall) provides staff with "Core Value" notepads. Every time a staff member does something above and beyond, a colleague may give them a personal message.

Chief Operating Officer Karen Kiely sends a note to staff every two weeks, highlighting things like grants received and employees in the local news. The human resources team highlights achievements each quarter on the home page, such as degrees earned, promotions, certifications, and speaking engagements. Employees are quick to point out if they've been left off in error. "I love that because that means that they read it and they care," Kiely said.

Children's Home of Cincinnati (No. 44 overall) has a newsletter every other week and all-staff emails that update employees on changes. CEO John Banchy tries to keep his ear to the ground and work among employees to get their perspective on policy changes. There has been a focus on leadership training for every manager, director and executive, the idea being to create a culture of engagement.

"It's an easy place to cut, but if our people are first, we're not going to cut... It's easy for directors and managers to say, 'I'm too busy,' but when they see us there, they know we are invested," Banchy said.

Chicago-based Alzheimer's Association (No. 17 overall) focuses on the three Cs of making employees feel valued:

- Communication is being transparent, updating staff on issues and direction;
- Collaboration is engaging task forces, committees, focus groups toward steering direction; and,
- Compassion is understanding that the employee's life goes beyond work.

"We all know that employees bring home is-



Karen Kiely

issues to work and work issues come home. Our leaders and co-workers understand the whole person," said Karen Wollensak, vice president of human resources.

At Make-A-Wish Illinois (No. 18 overall), CEO Stephanie Springs said they actively work on the office culture. "We may not be at it every single day but actively try to live the culture. It comes through in how we approach the work we do, it comes through in social things we do, in performance management, and we try to reinforce and live the culture. I think that's a big piece of why people like it here," she said.

The organization has a merit-based compensation plan based on performance, and in addition, staff members are eligible for a "thank you" cash bonus if fiscal year goals are reached. If it's been a good year and things have gone well collectively, the board will authorize the one-time payment to each employee. There's also an incentive program for leadership employees. Specific objectives are tied to overall goals for the organization.

That's the structured part of staff recognition. "The Wishys" are the unstructured – and one might say fun – part of that reinforcement. Each employee creates a unique award for another staff member to recognize the person's

strengths of the individual. It's the message and appreciation that are most important. Creativity is key; not a competition," Springs said.

Best Nonprofits To Work make a point of bringing staff together to connect with one another and get to know fellow employees beyond the office. "We want staff get to know each other on a different level other than projects. We encourage those friendships," BoardSource's Sunderland said. "You're seeing really different people just sitting and chatting about different things," during the monthly happy hours. "It's a way to build camaraderie as a team and appreciate them for what they're doing," she said.

Different departments might host it each month, sometimes picking a theme and decorating the conference room, and organizing get-to-know-you games.

The Downtown Streets Team (No. 33 overall), another newcomer to Best Nonprofits To Work for this year, has a task force dedicated to it. More serious or formal meetings are handled by dedicated staff but the Feel Good Committee handles things like throwing a joint, all-gender wedding shower – which they did when four employees got hitched last summer.

"We've always done fun stuff together but formalized it in committee," said Executive Di-



Candice Schmitt

Therapy) to a low of seven (Make-A-Wish Illinois and Soles4Souls).

Cinnaire recently established an unlimited vacation policy and has flex scheduling to allow employees to engage in volunteering opportunities. Staff doesn't have to go in during the two-week holiday season toward the end of the year. "If your work is wound up, you don't have to come in. We feel strongly about the strength of your family," said President and CEO Mark McDaniel.

Some 33 organizations provide cafeteria, meal subsidies or daily free snacks and beverages. Results from BoardSource's last employee survey indicated that staff members were interested in healthy eating and lifestyle, according to Sunderland, so a health and wellness task force was formed. The committee is tasked with distributing healthy living information but also bringing food for staff meetings. The initiative aims to make sure staff know about healthy options when it comes to food but also activities.

The task force started a scavenger hunt-like challenge to encourage people to take the stairs. Things are hidden in stairwells and employees can win prizes for finding the items.

All or part of employees' costs for health club memberships or fitness or wellness programs is picked up by 13 organizations. Lansing, Mich.-based Cinnaire (No. 21 overall) goes even further, offering a full gym at its headquarters. In addition, dry cleaning services pick up and drop off weekly for its employees.

Emerge! Center Against Domestic Abuse (No. 34 overall) in Tucson, Ariz., offers 24/7 assistance. A local massage therapist has come in to provide pro bono help to mitigate burnout. Compassion-fatigue sessions conducted by clinic staff help direct service staff members.

"There is no magic solution. It is draining. With massage, compassion fatigue, or a general attempt to have a really active culture of fun in the organization we try so that not every moment is crisis," explained CEO Ed Mercurio-Sakwa.

Brighton Center in San Antonio, Texas, (No. 5 overall) started the Energy, Drive, Goals, Execute (EDGE) program a year ago. Based on an online prize system within their insurance carrier, employees get points for things such as going to the gym and getting regular check-ups. Points can lead to prizes such as money toward a gym membership, Fitbit devices and wireless headphones. Some employees have lost 70 pounds through the program.

"It's a win-win. Really the focus is bringing health and awareness. Everything we do, we try to have a lot of options," CEO Kim Jeffries said. "We do incorporate Paleo, vegetarian, gluten-free, so we are supporting eating habits." *NPT*

2016 Top 10 Key Drivers

Rank	
1	I feel I am valued in this organization
2	I have confidence in the leadership of this organization
3	I like the type of work that I do
4	Most days, I feel I have made progress at work
5	This organization treats me like a person, not a number
6	I like the people I work with at this organization
7	There is room for me to advance at this organization
8	I can trust what this organization tells me
9	My job makes good use of my skills and abilities
10	This organization provides the technology, equipment and resources I need to do my job well

achievements. "The concept was really for us to be able to recognize each other for some accomplishment for the previous period of time, whether the end of the fiscal year, or if you did it last night for our team," Springs said. She encourages staff to "sprinkle in a little of their personality" and The Wishy usually aims to hit on something unique about that person and what they've accomplished, not a numerical goal.

"Sometimes it's done in a funny way, sometimes in a serious way. It takes on the personality" of the person awarding it, Springs said. One employee might not know the other very well so discovering something about their work mates adds another dimension, she said.

For instance, Springs recognized an employee for always doing an incredible job of showing gratitude to all the people she works with and being on lots of external event committees. The Wishys culminate with a presentation during the year-end celebration – in theater style, of course – followed by a happy hour and some networking.

"It's probably one of the events staff members enjoy the most. It lets us see a dimension of a person and it's also fun and communicates in a different kind of way," Springs said.

Staff members are asked to participate and draw names to determine the individual for whom they will create The Wishy. The award could be a certificate, trophy, scrapbook or even a snow globe. "It should be created to honor the

rector Eileen Richardson. Employees also participate in a variety of recreational activities, from volleyball and softball to fantasy football leagues. "There's always something for everyone," she said.

There's also an all-hands meeting where staff members meet the first Friday of each month. Sometimes the committee will organize barbeques or a department might take a beach day together. Downtown Streets Team also shuts down for its annual holiday party, in addition to the week between Christmas and New Year's Day. "Everyone can get downtime on top of other vacation. We're always dealing with complicated cases, sometimes working almost 24/7," Richardson said.

Team Rubicon might cater an early dinner or appetizers to try to get people to socialize around the office some more. "The idea is to get the staff to connect to one another, get to know each other more personally," Schmitt said. It was important to incorporate new activities, like movie nights on-site, to try to diversify the group as sometimes the same groups might attend happy hours. It's also a chance for directors to connect with the rest of the team, as they can't step out for a half-day to do a backpacking trip, Schmitt said.

The average paid number of holidays across the 50 organizations was 12.6, with a high of 35 (National Board for Certification in Occupational

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Best Large Organizations

Making sure staff members aren't just numbers

By ANDY SEGEDIN

Gerald Chertavian, founder and CEO of Year Up, which focuses on helping young adults in urban communities, likes to think of himself as a "chief people officer." The organization already boasts a competitive salary, up to 5 percent matching on contributions to employees' 401(k) plans and four weeks of vacation after the first year. But, Chertavian is keeping his ear to the ground.

Boston-based Year Up collects staff feedback through a variety of means, including surveys and questions submitted anonymously in a town-hall style format. Questions are "voted up" by staff and are answered by organizational leaders via video call to Year Up's staff in 13 regions. More flexible work schedules evolved from staff response. Year Up staff members now have the option of starting their workday earlier, later or to work four 10-hour days as opposed to the typical 9-to-5, five days per week.

"It requires constant listening, attention and willingness to adapt," Chertavian said of maintaining employee satisfaction. "I think that you've got to build the best listening mechanisms and systems you can and have people feel comfortable speaking the truth."

Year Up ranks 45th overall and fifth among large organizations in the *2016 NPT Best Nonprofits to Work* list. All five large organizations have appeared on the list at least once in the previous reports, meaning that sustained employee satisfaction and engagement are possible, but seldom easy or direct.

Straightforward metrics, such as liking the work one is doing (96 percent), enjoying co-workers (96 percent), and satisfaction with salary and benefits (90 percent), are among the key metrics separating large organizations that made the list and ones that didn't make the cut. Less tangible benchmarks such as feeling treated as a person as opposed to a number (91 percent of large organizations on the list as opposed to 67 percent not on), trust in leaders caring about employee wellbeing (91 percent to 64 percent), and feeling as though quality work is properly recognized (82 percent to 57 percent), are just as prevalent.

Creating a personal feel in a large organization doesn't have a one-size-fits-all answer. Year Up has the compounded challenge of rapid growth, increasing its staffing by 25 percent almost every year since launching in 2000. Chertavian anticipates that the organization will hire 250 staffers during 2016. The hiring spree, accompanied by a turnover rate of about 15 percent, will put staffing at about 800. Locations in Dallas and Los Angeles are about to open and Chertavian hopes to grow north of 20 percent in each of the next six years.

Maintaining employee satisfaction through growth incorporates competitive salary and benefits, stretch and advancement opportunities and the carrying out of leadership mandates. Each staffer responsible for another employee is required to follow four mandates: reinforce the values of the organization, demonstrate and

connect operating principles, connect staff to the purpose of their work and develop talent.

Chertavian said that he lives by those principles and often finds himself thanking staff members for performance. "Not a day goes by in my life as a CEO that I don't express my sincere appreciation."

Managers at CAP Tulsa, an antipoverty and childhood education organization in Tulsa, Okla., take a few approaches for making sure staff members feel included and valued, according to Karen Kiely, chief operating officer. Kiely issues notes to staff every two weeks, recognizing things such as grants received or employees featured in news articles. The HR team collects accomplishments such as promotions, earned degrees, certifications and speaking engagements and highlights them quarterly on the organization's homepage.

"This is a very complex organization," Pritchett said. "There are a lot of things that we do around our mission. I think folks who come here, it's not something that they can pick up after a few weeks. We have an extensive on-boarding process. I've been here just under two years and I'm still learning."

AHA, headquartered in Dallas, Texas, places a good deal of accountability on leaders to ensure that each of the organization's 3,000 employees feels important and in the loop. The everyday effort is HR supported, but leader driven, Pritchett said. Metrics such as turnover rate, which stands at about 13 percent, are monitored as a lack of retention slows progress.

"Leaders understand that they own those conversations with their folks," said Pritchett. "At the end of the day, when their folks aren't engaged or understand what they're supposed to

frankly, we want to hear."

TCH, which entered *The NPT* list as the fourth-rated large organization and 44th overall, provides new hires with a "family welcome," having lunch with a supervisor and meeting Banchy and staff across departments as part of on-boarding. The organization has also invested in personnel by offering dental and vision coverage, keeping health premiums flat, matching up to 4 percent on employee 403(b) plans and matching an addition 1.5 to 4 percent based on position and seniority.

TCH's turnover rates stand at 22 percent. The goal is to move the needle closer to 10 percent. Banchy sees improvements toward the organization's mission as a means of accomplishing that goal. "When we get improved outcomes, a byproduct will be staff retention," Banchy said. "People inherently want to be a part of a successful team. We have to keep our eye on the prize and that's being the best we can be in accomplishing our mission."

Alzheimer's Association, coming in second among large nonprofits and 17th overall on the NPT list, also relies on its hiring, on-boarding and staff communication processes to get employees moving, and staying in the right direction. The organization's on-boarding process, particularly for leaders, chapter executives and the like, has been adjusted for quick assimilation, according to Kate Wollensak, vice president of human resources.

The two-day process takes place at Alzheimer's Association's Chicago headquarters. There, new employees are taken on a tour of the library, call center and speak with members of a wide variety of departments. "It's the mentors, the peers they've created," said Wollensak. "When you have good on-boarding, you're likely to stay longer. You're assimilating." New hires are followed up on with 30, 60 and 90-day touch points to intervene on any early issue.

Association leaders rely on *The NPT* survey and focus groups to help gauge employee satisfaction. Beyond that, a three-Cs approach is utilized, according to Wollensak. There are:

- **Communications.** Executives consistently send updates to staff to share organizational updates and direction.

- **Compassion.** What Wollensak referred to as the human side, leaders understand that home issues sometimes come to work and work issues sometimes go home. Leaders are given the ability to offer workplace flexibility such as telecommuting to help staff.

- **Collaboration.** Task forces, committees and focus groups are used to engage employees in working toward organizational strategy. "It's easier to get up and go out to work knowing that you're valued," Wollensak said.

Feedback is used to make adjustments to the organization. In 2015, more attention was placed on professional development per staff request. Alzheimer's Association will similarly look to enhance its technology in 2016, such as implementing a more easily operational expense reporting system, in response to staff feedback, Wollensak said. *NPT*

2016 Large Nonprofits (250 or more employees)

Rank	Organization Listing	U.S. Employees
1	American Heart Association	3246
2	Alzheimer's Association	555
3	CAP Tulsa	550
4	The Children's Home of Cincinnati	297
5	Year Up	492



As long as people feel their voices are heard, they don't expect to get everything they want, but they do expect to have their voices heard. --John Banchy

Each staff member, for a more personal touch, keeps "Core Value" notepads at their desks. Staff members are encouraged to write a note when they see a co-worker do something positive and to hand it to them personally. "It allows leaders to see people doing well," Kiely said.

CAP Tulsa, which ranked third among large organizations and 19th overall in this year's list, counts on both creative and traditional measures to keep employee morale up. Though federal Head Start regulations prohibit organizations from outbidding for teachers, CAP Tulsa remains competitive with state rates and health coverage and benchmarks its policies to remain ahead of the game. Leaders will also mix things up with snow cone and lunch trucks in the summer, relaxed dress policies and annual service awards.

The efforts have helped CAP Tulsa trim the turnover rate from 25 percent to 17 percent during the past two years. "Our executive team's style is really about finding ways to have fun and make people feel valued in the process," Kiely said.

The nature of American Heart Association's (AHA) work helps to keep things fresh and exciting for employees year after year, according to Les Pritchett, vice president of human resources. AHA leaders are constantly adjusting and expanding the organization's mission as science evolves and staff members hold a strong relationship with the volunteer community and experts in the field in an "invigorating" work atmosphere.

be doing, it surfaces pretty quickly."

AHA ranked 14th overall and first among large organizations on NPT's list and is in the midst of building its talent management and leadership development initiatives. Talent management starts with succession planning and AHA's talent pipeline. Dialogues are created for career paths and staffers are engaged by learning what their current role could lead to down the road. AHA is also working toward building a track for emerging and existing leaders through programming and training.

John Banchy, president and CEO of The Children's Home of Cincinnati (TCH), said that creating and maintaining a positive work environment is easy so long as it remains an organizational focus. TCH leaders look to engage employees in informal settings such as team-building exercises, retreats, picnics and staff exchanges. One recent team-building exercise had staff build food baskets including turkey and dressing for the holidays.

Newsletters are sent to employees every other week and staff emails provide updates on organizational changes. Banchy said that he works on the ground, out in the field with managers, and speaks directly with employees and seeks input on policy changes. "As long as people feel their voices are heard, they don't expect to get everything they want, but they do expect to have their voices heard," Banchy said. "Quite

Best Medium-Sized Organizations

Fun and healthy employees propel medium-sized groups

By ANDY SEGEDIN

Kirk Jewell joined the OSU Foundation as president from the private sector. His profit-centered background led him to quickly reject the foundation's existing family atmosphere. He was sure to emphasize that staff wasn't a family, but a team, during the first six months of his tenure.

Well, that was 12 years ago and things change.

"I've since come back and apologized to my staff," Jewell said. "I didn't know before I got here that an organization could perform as a team, but still care like a family."

The past 12 years at the organization in Stillwater, Okla., have been a culture adjustment for Jewell and the foundation. There was a lot of "kumbaya" and a lack of accountability early on, Jewell said. While he has softened his style, expectations have also been elevated. "The way I describe the culture we are striving for is 'exceeding expectations and having fun with it,'" Jewell said.

The result is becoming this year's second-ranked organization in *The NPT Best Nonprofits to Work* survey and top medium-sized nonprofit. Much in the same fashion as OSU Foundation's culture change, many organizations on the list



A "money machine," which whips around coupons like a cyclone, is one of the attractions at the Brighton Center's annual carnival.

have worked in recent years toward trying new strategies in employee engagement, hiring, managing work-life balance and gauging success. The difference between top places to work and those off the list this year is razor thin in areas such as role satisfaction (91 percent to 82

percent) and engagement (92 percent to 82 percent). The differences are narrower than that of large and small organizations and illustrate how far a little extra effort can go.

OSU Foundation holds a staff retreat each spring featuring team-building exercises such as

a riff on speed dating that enables staffers to learn something about one another. The retreat also serves as a preview for the upcoming fiscal year that begins in July. A few months later, in early August, the organization hosts a year-end celebration featuring the awarding of a dozen culture-value obelisks to staff members.

Employees, excluding leaders, also receive a team bonus of up to 5 percent of base pay for performance as it compares to annual goals at the year-end celebration. Bonuses are typically on the high end, Jewell said, with the notable exception of the recession-hit 2008-09 fiscal year when staff decided not to take the \$300,000 to \$350,000 cumulative bonus to protect from further staffing cuts.

Jewell leans on his "Director of Mirth," an honorary position typically held by the head of human resources that helps carry the organization's culture. "I'm an accountant. I'm not fun by nature," Jewell said. "My wife is. I always try to find people who have fun." Each month, fundraisers who have raised \$1 million or more get to talk about their work over cookies and punch. Ice cream socials are also planned during the year.

The foundation's voluntary turnover rate

Continued on page 8



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Continued from page 7

stands at 8 percent and leaders have worked toward improving employee satisfaction through surveys and with an employee advisory board. The board, comprised of about 10 elected employees, vets staff ideas and suggestions and brings them to leadership. Additional emphasis was placed on finding strong fits in the hiring process, Jewell said, a priority given that the foundation plans to hire 20 development officers before its next campaign in about three years.

"We kiddingly call it the gauntlet," Jewell said. "You're going to meet a lot of people. We now are at a place where, if people see a red or orange flag around someone's fit (within the organization), they will vocalize it. We try to be more intentional about the culture fit."

Kessler Foundation in West Orange, N.J., is similarly dependent on the hiring process to foster a positive work environment. The foundation serves individuals with disabilities. It had a voluntary turnover rate of 12 percent last year, but has managed to retain nearly 100 percent of managers and scientists in recent years, according to Rodger DeRose, president and CEO.

When changes do occur, as they did a few years ago when two research directors departed, Kessler relies on target interviewing to find strong replacements. Prospective additions meet with representatives from several disciplines within the organization -- each with a very specific focus for their questions that highlight areas including teamwork, communications and problem solving.

The process prevents applicants from becoming prepped early on by the types of questions they will field and also provides a greater understanding of the individual, DeRose said. The interviewers get together and discuss the focus of their meetings and their impressions.

"A lot of presidents and CEOs [will say] 'We became the best business because of time off, salary, the work environment is flexible and comfortable. We invest in employees,'" DeRose said. "Everybody is going to say those types of things. But I really think it comes down to, what is the mission of the organization and can people relate to that mission?"

That isn't to imply that Kessler, the sixth-rated, medium-sized organization and 13th overall, switches to autopilot once a hire is made. A spot bonus for meeting and exceeding expectations is one method used to convey appreciation. For example, a scientist who wins a grant for the foundation will immediately receive a spot bonus from a few hundred to a few thousand dollars based on the grant size. Similarly, an employee might receive a spot bonus for taking a leadership role in organizing a semi-annual foundation meeting.

"It's not just the scientific wins. It's also recognizing smaller performance achievements in the organization to say to the individual that we appreciate the work that you are doing," DeRose said.

Quality work at Cinnaire, formerly Great Lakes Capital Fund, in Lansing, Mich., is met with some end-of-year time off. "We kind of slow the company down for that two weeks," said Mark McDaniel, president and CEO, of the holiday season. "It's almost a two-week holiday. We have a lot going on year end, but if your work is wound up, you don't have to come in."

Cinnaire takes a few outside-the-box ap-

proaches when it comes to time off. Employees are provided with time off for volunteer service. McDaniel recently unveiled an unlimited employee vacation plan, which is not tied to earned or accrued time. Employees may take as much time off as they like provided goals are met and a workflow problem isn't created by the absence.

"It's contrary to everybody's thoughts on vacation," McDaniel said. "I've been studying this for a year. The biggest message to people is 'We trust you. We're all professionals, we shouldn't have to judge your vacation time.'"

The time off hasn't restricted Cinnaire's leaders' ambition. The organization slots in at 21st in *The NPT* survey, eighth among medium-sized nonprofits and hopes to become one of the five largest community development financial institutions in the country within the next 10 years.

Cinnaire employees sketch out organizational growth during an annual two-day summit, which focuses on specific growth themes. Summits are structured to promote employee growth

provide optimum service while also attempting to make work more engaging and less draining for staff.

Emerge! experienced a 25-percent voluntary turnover rate last fiscal year. Burnout and employees moving on to pursue advanced degrees are common, making traditional methods of evaluating turnover poor indicators of morale, Mercurio-Sakwa said. Instead, Emerge! conducts satisfaction surveys throughout the year and pays attention to departures not meeting the typical profile.

Employee appreciation is promoted throughout the year with events such as the annual potluck arranged by the culture club, quarterly team building and monthly staff meetings featuring activities and snacks.

Emerge! operates a "Wow bucks" program in which employees give the fake currency to their coworkers for going above and beyond. Accumulated bucks lead to prizes such as gift cards and Emerge! swag. "Essentially, it's employee-

rier. EDGE incentivizes employees to hit the gym, eat right and go for regular medical, dental and vision check-ups to receive points.

Points can lead to money toward a gym membership, wireless headphones, Fitbits and entry into a cash drawing. The points system is used to help the demographic of the center's workforce. The vast majority of employees are women with an average age of 33, according to Jefferies. Most of the employees are married with children and have limited time for themselves. "They always put themselves last and we wanted to make a fun way to have some incentive to take care of themselves," Jefferies said.

Some employees have lost in excess of 70 pounds with the help of the program. Those efforts have been met with a streamlined health plan that no longer differentiates between exempt and non-exempt employees. All employees were transitioned to a health program this past September in which Brighton foots 90 percent of the tab. A discount program by the carrier helps employees pay for their share at next to no cost.

Brighton, the second ranked medium-sized organization and fifth overall, has cut its turnover rate almost in half since 2011, from 33 to 17 percent. "It's our employees are telling us what's going on," Jefferies said. "They are driving changes. They hold themselves and us accountable."

Kimberly Sanchez, executive director of Community Legal Services of Mid-Florida (CLSMF) headquartered in Daytona Beach, Fla., has been on both sides of that exchange within the past two years. Sanchez worked as a staff attorney at the nonprofit for about seven years before moving up to deputy director. CLSMF's longtime executive director retired about six months in, thrusting Sanchez into the interim and then fulltime role.

CLSMF, the 24th ranked medium-sized nonprofit and 47th overall in the *NPT Top 50*, has long boasted a quality benefits program including 100-percent premium coverage for employee health and dental. Sanchez has looked to make her mark by continuing to show staff that they are valued and looking for ways to improve organizational operations.

Sanchez practices an open-door policy and sends handwritten birthday and Christmas cards to staff. Employees are engaged in the strategic planning process and progress is marked during quarterly staff meetings during which client accolades are highlighted. "I really try to engage and include staff in our vision so that they have some ownership in the organization, so that they don't feel like they're just coming to work for a paycheck," Sanchez said. "My staff wants to be part of something."

An operations position was created to help collect, track and analyze data in an effort to keep CLSMF ahead of the curve. Internally, giving employees measurables provides them with goals and keeps everyone accountable, mission-driven and motivated, according to Sanchez.

Her relatively quick climb up the ladder provides Sanchez with the credibility of still being one of the staff. Asked what she would share with other leaders based on her perspective, Sanchez emphasized honesty and directness. "I think the answer is candor, transparency and communication," she said. "I think that's really it. People want to follow somebody that they think is being genuine with them and in line with their goals. It's that easy." *NPT*

2016 Medium Nonprofits (50 - 249 employees)		
Rank	Organization Listing	U.S. Employees
1	OSU Foundation	148
2	Brighton Center	106
3	AHC	72
4	Legal Aid Society of the District of Columbia	51
5	Communities In Schools National Office	50
6	Kessler Foundation	114
7	Partnership for Public Service	94
8	Cinnaire	75
9	PRS	82
10	Positive Coaching Alliance	65
11	DoSomething.org	52
12	Navy-Marine Corps Relief Society	211
13	SightLife	146
14	Pathway Homes	120
15	Career Path Services	98
16	Emerge! Center Against Domestic Abuse	66
17	The Achievement Network (ANet)	177
18	North Carolina Outward Bound School	52
19	CCSSO	78
20	Directions for Youth & Families	137
21	Community Food Bank of Southern Arizona	115
22	iMentor	116
23	Century Housing Corporation	66
24	Community Legal Services of Mid-Florida	82
25	Summer Search	134
26	American College of Emergency Physicians	125
27	Our Family Services	66

and insight into how that growth relates to the organization's direction.

Cinnaire helps staff handle personal pressures at the office. A full gym was set up in the basement and a dry-cleaning company picks up and drops off clothing weekly. "People get stressed about everyday things you have to get done," McDaniel said. "What we're trying to do is give people some relief."

Managing employee stress is similarly a point of emphasis at Emerge! Center Against Domestic Abuse in Tucson, Ariz., an organization that ranks 16th among medium-sized nonprofits and 34th overall. Emerge! offers clients 24/7 crisis support, which takes a toll on employees, leading Emerge! to secure a local massage therapist to provide pro bono treatment to help relieve stress. "We don't limit it to direct-service staff, but it was created with that in mind," Ed Mercurio-Sakwa, CEO, said of the program. "That crisis transfers to those doing the work."

Emerge! evolves and restructures staff positions, shuffling responsibilities, periodically. The purpose of the adjustments combines a desire to

to-employee appreciation," Mercurio-Sakwa said. "It's a goofy-but-fun mechanism for that."

Leaders at Brighton Center in San Antonio, Texas try to inject some fun into the organization at least once a month. Events include a cowboy-themed staff breakfast and "Show Your Love" week with candy-grams and valentines. The center had put on an annual Saturday picnic, which was poorly attended. Through a task group call, leaders learned that Saturdays were difficult on employees and families. Brighton has hosted the picnic and carnival during the workday for the past two years, complete with traditional fare, competitions and managers in dunking booths.

The center complements workplace fun with birthday cards, anniversary cards and recognizing births and deaths in staffers' families. "We try to let them know that we are part of their life, not just their work life," said CEO Kim Jefferies.

One of Brighton's newest employee initiatives, Energy, Drive, Goals, Execute (EDGE), kicked off in February, 2015 and includes an online prize program offered by the organization's insurance car-

Best Small Organizations

Fighting burnout keys success at small organizations

By MARK HRYWNA

Downtown Streets Team (DST) has been adding staff during the past several years, which got Eileen Richardson thinking about how to retain those employees. Over the years, people tend to need a break and they end up going to another organization or switch jobs. "It's a self-imposed sabbatical of sorts," said Richardson, DST's executive director.

Most staff members have been at DST from one to four years. Richardson implemented a sabbatical program last year in which employees are entitled to four weeks. "It's a vacation to do whatever you want to do," she said. On top of accumulated vacation time, it could mean as much as six to seven weeks of time off.

The sabbatical is meant for employees "to truly get out of the rat race for a bit," Richardson said. "One of our keys to success is we want them to take a break – but come back to us," she said.

Training, career advancement, and staffing levels were areas where organizations in the small category of the *Best Nonprofits To Work* really distinguished themselves from those that didn't make the list.

Each nonprofit completed the Employer Benefits & Policies Questionnaire (EQ) from Best Companies Group (BCG), providing information

about policies, practices and demographics. The Employee Engagement and Satisfaction Survey features 78 statements that employees respond

to on a five-point agreement scale, such as "Agree Somewhat" and "Agree Strongly."

Among small organizations, the biggest disparity between those on the list and those that didn't make it were in the categories of:

- Leadership and planning, where small nonprofits that made the list scored 93 percent versus 78 percent;
- Training, development, resources, 86 percent versus 72 percent; and,
- Overall employee engagement, 94 percent versus 81 percent.

Where small organizations diverged was among initial and ongoing training, encouraging staff to explore growth and advancement within the organization.

Within the categories, small organizations on the list distinguished themselves from those not on the list in areas such as:

- Providing as much initial and ongoing training as needed;
- Encouragement to explore growth or advancement opportunities within the organization; and,
- Understanding what's expected for career advancement.

Continued on page 10



Team Rubicon receiving its marching orders. Photo by Kirk Jackson.

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Continued from page 9

There was a wide disparity among small non-profits when it came to staffing levels being adequate to ensure quality products or services, and satisfaction with tuition reimbursement benefits.

"We're in the people business. We have to back each other up. We can work hard to get four people jobs, and if suddenly all four people have an interview the next day, you need to tap some co-workers to handle that. It's all about teamwork," Richardson said.

"Other agencies are so bogged down by their funding. Some advertise that 60 percent of your job will be paperwork. What caseworker went to school to do that? I don't want someone who studied the current system because the fact is the current system doesn't work; it hasn't worked," Richardson said.

At Team Rubicon, CEO Jake Wood often pushes employees to consider their work-life balance and take a personal day or two after a busy period. When an event takes place over a weekend, such as the annual leadership conference, employees are encouraged to take one to two days off for personal matters, according to Candice Schmitt, director of human resources. "It often comes after lots of operational meetings, if people aren't taking time off," she said. "It's easy around here, in tight offices, you see people throughout day. It's easy to pick up on it when burnout rates are getting high," Schmitt said.

Wood has at times required staff to even take a one-week "staycation" to catch up with family

and friends.

Team Rubicon also tries to create a buddy system with new hires. About half of new hires have some prior exposure to the organization but it's such a tight-knit group that it can be intimidating, Schmitt said. New hires are paired up with people who started around the same time.

Some veterans struggle with a structured environment, so they might be paired up with someone who's on their team or a manager taking them under their wing or looking out for them, Schmitt said. "It's a very informal program," she said. "It's just something we do to

support new hires and some of our vets who have a tougher time in this professional environment," Schmitt said.

After a significant staff reduction three years ago, leaders of BoardSource in Washington, D.C., have worked hard on organizational culture. They created an internal task force that looked at where the organization is, where it wants to be, and how to get there. An internal survey was used to get feedback from staff, followed by some brown bag lunches to drill down deeper and compile an organizational culture statement.

"One of the things we were aiming for was to be able to go through this process," set a base year and feedback received through the process would be used to see how the organization could be made better, said Marci Sunderland, vice president of human capital and operations.

Sunderland said transparency within the organization was important. "Obviously, not everyone can know every single thing about the organization, but as much as we can, across the organization, we included staff in conversations at appropriate levels," she said. "Most organizations I talked to prior to putting together the task force, when they'd done things like that, they brought in outside consultants. We felt strongly that it had to come from within, having really open and frank conversations," Sunderland said. "Definitely doing it from within was key to our success," she said.

"We actively work our culture. We do a lot of things. We've defined it. We may not be at it every single day but actively try to live the culture," said Stephanie Springs, CEO of Make-A-Wish Illinois. "It comes through in how we approach the work we do, comes through in social things we do, in performance management, try to reinforce, live the culture. I think that's a big piece of why people like it here," she said.

"There's a collective understanding across this organization of why we're here. It goes into a collective passion of why we're here: Make things better for families going through something really difficult," Springs said. *NPT*

2016 Small Nonprofits (15 - 49 employees)

Rank	Organization Listing	U.S. Employees
1	Team Rubicon	44
2	Big Brothers Big Sisters of the Midlands	32
3	The Center for Trauma & Resilience	16
4	National Communication Association	15
5	The Mission Continues	47
6	Pearl S. Buck International	16
7	Space Foundation	49
8	National Board for Certification in Occupational Therapy	35
9	Make-A-Wish Illinois	45
10	ZERO - The End of Prostate Cancer	20
11	Young Community Developers	30
12	BoardSource	30
13	Women's Business Enterprise National Council	20
14	The Ulman Cancer Fund for Young Adults	21
15	Downtown Streets Team	38
16	Soles4Souls	33
17	Caring Voice Coalition	46
18	Birthright Israel Foundation	49

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Finance Report

Women's Business Enterprise National Council
Board of Directors Meeting
June 20, 2016
Finance Committee
Second Quarter 2016 Goals and Accomplishments
(As of June 7, 2016)

Goal: Define target level of net assets.

Accomplishments:

[Note these financial results are repeated from the report on the first quarter goals and accomplishments since the 2015 draft audit report has not been issued at the time of the writing of this report.]

- Based on 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, ahead of 5 year target.
 - 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 March Board of Directors' meeting, Mr. Caldwell reported on 2015 Unaudited Financial Results and update on 2016 progress.
- The Finance Committee reviewed the YTD February 29, 2016 actual results compared to YTD February 29, 2016 budget during its April 25, 2016 conference call. Highlights:
 - WBENC's YTD February 29, 2016 financial statements indicated unrestricted net income (Change in net assets) was \$4,751,000, lower than YTD February 29, 2016 budget by \$73,000 and lower than YTD February 28, 2015 actual by \$553,000.
- The Finance Committee reviewed the YTD April 30, 2016 actual results compared to the YTD April 30, 2016 budget during its June 2, 2016 conference call. Highlights:
 - WBENC's YTD April 30, 2016 financial statements indicated unrestricted net income (Change in net assets) was \$4,839,000, lower than YTD April 30, 2016 budget by \$1,210,000 and lower than YTD April 30, 2015 actual by \$645,000. This actual to budget variance is a lag in billing. [This surplus condition in net income is quite normal at this time of year due to receiving most of the revenue during the first six months of the year. The surplus will be reduced through the year, as our monthly expenses exceed our monthly revenue.]

- Manual forecasting indicates confidence in revenue and end of year net income.

- 2016 Summit & Salute**

	2016	2015
Revenue	\$1,197,000	\$ 1,166,000
Registration	1,513	1,489
Sponsors	99	96

- As we continue to grow and to enhance attendee’s experience by adding new programs, we anticipate an uptick in expenses similar to our experience this year. Expenses were \$851,000 and exceeded budget by \$176,000. The expense overrun consisted of anticipated expenses. We communicated that we did not qualify for tax exemption in Arizona and anticipated taxes on Food & Beverages (\$57k). The expenses related to launching WEInnovate (\$10k) and overage for the two dynamic speakers at the event (\$10k). The remaining expenses were related to the event being held in two locations: Renaissance Hotel and Phoenix Convention Center and the requirement to build two stages (\$42k) instead of one stage as we have done in the past and cost for onsite registration (\$22k).
- 2016 National Conference & Business Fair (NCBF)** continues to develop. As of May 27, we have approximately \$2,600,000 in sponsorship commitments. Registration and exhibit fees are on track to meet budget.
- Year-to-date April 30, 2016 **Membership** revenue was \$3,711,000. As of the writing of this report, we have met the year-end goal.
- Because we have exceeded expenses to date, we have implemented detail tracking on our largest spend areas.
- Statement of Financial Position (Balance Sheet): WBENC’s liquidity position remains strong. The operating cash balance at April 30, 2015 was \$5,834,000, \$85,000 higher than April 30, 2015. Our cash level peaks as a result of our two signature events in March and June. Subsequent to the events, cash flow out exceeds cash flow in. Accounts receivables as of April 30, 2016, were \$1,308,000 (net of allowance for doubtful accounts of \$11,500), \$965,000 lower than the April 30, 2015, balance of \$2,273,000 (net of allowance for doubtful accounts of \$76,000). This variance is largely attributable to later billing of sponsorships and membership dues. We continue to work through billing requirements that are different than last year. As more of our corporate members are requiring purchase order numbers to be included on invoices for payment. We continue to work through this process change. As of May 20, \$351,000 or 27% of the accounts receivable balance has been collected.
- During the June 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:

- This will occur during the third and fourth quarters (approval by the board at the November 2016 meeting).

Audit Committee Report

**Women's Business Enterprise National Council
Board of Directors Meeting
June 20, 2016
Audit Committee
Second Quarter 2016 Goals and Accomplishments
(As of June 7, 2016)**

Goal: Oversee completion of the 2015 audit.

Accomplishments:

- The Audit Committee met with Holly Caporale, Partner, Councilor, Buchanan & Mitchell on March 22, 2016. Topics of discussion included:
 - Review of the December 31, 2015 unaudited financial statements, 2015 engagement letter, audit plan/risk assessment, update on personnel and internal controls.
 - Discussions covered segregation of duties, internal controls surrounding payroll, and credit card statements. President/CEO continues to review/approve financial transactions executed by the Controller.
- WBENC staff discussed changes that have occurred or are planned in processes or policies, personnel or IT systems that impact financial reporting.
 - Personnel changes were discussed. A Senior Accountant was hired on March 16, 2016. Roles and responsibilities of the Finance Department will also be reviewed.
- The Audit Committee, without WBENC Staff, met in Executive Session with the audit partner.
- As of this writing, the 2015 draft Audited Financial Statements and the auditors' Management Comment Letter are expected to be completed by the end of June.

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 2015 Form 990.

Accomplishments:

- Filed IRS Form 8868 to extend the 2015 IRS Form 990 filing deadline to August 15, 2016

Leadership Council Report

Women's Business Enterprise National Council

Board of Directors Meeting

June 20, 2016

Leadership Council

Q2 2016 Leadership Council Goals & Accomplishments (as of 5-1-2016)

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's. 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 5-1-2016, there were 13,262 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 5-1-2016, there were 2,232 WOSBs certified firms.
- Objective: Document the growth of "dues paying" corporate & government members at the regional level.
 - As of 5-1-2016, there are 534 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 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 5-1-2016, there were 32 regional events with 902 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 participated in a work session in March focused on identifying and finalizing programming that is core to the CORE.

As a result of the discussion in March 2016, the LC has agreed to a common certification application fee across all RPOs to be implemented January 2017

	New & Recerts are the same			
Under 1 M				\$350.00
1 M but under 5M				\$500.00
5M but under 10 M				\$750.00
10M but under 50 M				\$1,000.00
50M or more				\$1,250.00

- 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 June 2016 Women's Enterprise Forum 2016 (Q2) Goals and Accomplishments (as of 5-24-2016)

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

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: At the March Forum Meeting, the Leadership Council joined the Forum Representatives for breakfast and programming. The programming included recognition around their 2016 WBE Star, their corporate members, states their RPO covers for certification and any upcoming events WBEs can attend.

Accomplishment: The March Forum Meeting opened with a review of the 2016 Goals and importance of Diversity and Inclusion within the Forum by the Leadership of the Forum. They shared their personal stories of getting involved in WBENC and the Forum and the impact it has made on their businesses.

Accomplishment: To better engage Forum Team Representatives, not serving on Committees, we established sub goals by Team for WBEs to be more involved in developing programming and initiatives to enhance the Forum Meetings, WBE Networking and Capacity Building throughout the year. It has been well received as everyone wants to be engaged in both WBENC and the Forum's success.

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: Exclusive Forum First opportunities this quarter included, pre-Summit & Salute access to the Power Lunches, initial access to the WeInnovate application process and access to the first information and sign up for the JP Morgan Chase workshop on access to capital.

Accomplishment: During the March Forum Meeting, Daniel Remba, Small Business Technology Leader for The UPS Store, presented to the Forum on innovation and more specifically 3D Printing.

Accomplishment: At the March Forum Meeting, keynote speaker Bonnie Keith delivered information and presented seven different models for creating value within your business to a crowded room of 250 people. Follow-up webinars by Forum Speakers and key topics identified by Forum members will be held between meetings to provide a deeper dive into subjects of interest. Bonnie Keith's follow-up webinar will be held in July.

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: The Leadership of the Forum, under the guidance of Cheryl Snead the Forum Chair, will participate on Forum Team calls. 1st Vice Chair, Patricia Rodriguez-Christian will oversee the Membership and Marketing Teams, while 2nd Vice Chair, Patti Massey will participate in Domestic and Global Programs meetings and Cheryl will participate on the Government Team. Each Chair of the five Forum Teams participated in a call with their new Leadership of the Forum Representative, WBENC staff lead and the Chair of the Forum for alignment and goal setting.

Accomplishment: Cheryl Snead, Forum Chair, presented the new Leadership structure and briefly reviewed the changes to the Women's Enterprise Forum Overview Document to the Ambassadors this quarter. The information was extremely well received including what the Forum can do for the WBENC Ambassadors and what the Forum would like from this WBENC network group.

Corporate Membership & Revenue Generation Report

Women's Business Enterprise National Council
Board of Directors Meeting
June 20, 2016
Corporate Membership & Revenue Generation Report

Overview

WBENC is continuing to see the positive results of the restructuring of our Business Development (BD) team in mid-2014, the addition of new, more targeted programs and services being provided to our Members in their annual benefits, and a strategic approach to Membership that is aligned with our enhanced offerings. The BD team has already reached both its numerical goal for New Members for 2016, as well as reached and exceeded its monetary goal for Membership for 2016. This report focuses on Membership and Revenue Generation overall, and the numbers contained in this report are some of the best WBENC has seen in its near 20 year history.

The WBENC BD team works in partnership with the CMRG Committee. Activities for this Committee will be reported as significant changes and implementations are made. For now, the overall success pertaining to WBENC Corporate Membership & Revenue Generation will be the primary focus of this report, as the work being done by the CMRG Committee is directly related to the success in these organizational areas.

WBENC National Membership Update:

Please note: All membership monetary figures are as of 6/3/2016. 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: 102.8% **Currently \$115,000 over Goal!*

Current Total National Members: **292** (includes New & Rejoined) **8 Members away from 300!*
New Members: **30** (see list below)
Rejoined Members: **6** (see list below)

2016 Membership Renewal Revenue Projected: \$3,944,500
2016 Membership Renewals Invoiced: \$3,762,500 **95% of projected**
2016 Overall Membership Confirmed: **\$4,115,000** (renewals, new & rejoined)

2016 New Member Goal: **30**
Achieved: 100% (new Members only)
New Member Revenue: **\$263,000**

Rejoined Member Revenue: \$89,500

2016 New & Rejoined Corporate Members (30 New, 6 Rejoined)		
AARP	Express Scripts (rejoined)	NiSource
Alkermes, Inc.	Federal Reserve Bank of Chicago (rejoined)	Phillips 66 (rejoined)
American Transmission Company	Fifth Third Bank	The Resource Group, an Ascension Subsidiary
AMN Healthcare Inc.	First Data Corporation	Reynolds American Inc.
Apex Learning	Hanon Systems USA, LLC	Ricoh USA, Inc.
Ardent Mills	HealthTrust (rejoined)	Scholastic Inc.
Bartech/Guidant Group	HP Inc.	Stryker Corporation
Baxalta US, Inc.	JE Dunn Construction Company	TD Bank, N.A.
Charter Communications	Lear Corporation	Turnitin
CLEAResult	Medtronic	USAA
Crown Castle	Merck KGaA, Darmstadt Germany	Valvoline LLC
Cummins Inc. (rejoined)	Milwaukee Public Schools (rejoined)	VMWare, Inc.

**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 95%. However, the following 22 members have either declined to renew, or were suspended for not responding by the renewal deadline:

2016 Non-Renewals (NR)/Suspensions (22 total) (Lost Revenue \$220,500, 5% of projected revenue)		
CA Inc.	Lockheed Martin Corporation (NR)	Recall Corporation (NR)
Creative Artists Agency, LLC (NR)	Mars Chocolate NA	Rockwell Automation
Del Monte Foods, Inc. (NR)	MedAssets Supply Chain (NR)	Southeastern Grocers (NR)
Federal Home Loan Bank of Chicago (NR)	MillerCoors LLC (NR)	Sprint Nextel Corporation (NR)
Florida Blue (NR)	Navient Solutions (NR)	Visteon Corporation (NR)
Forest City Enterprises	Nestle North America (NR)	Wisconsin Energy Corporation
GfK Holdings, Inc. (NR)	Novo Nordisk, Inc.	
Kraft Heinz Company	Portsmouth Public Schools	

All companies listed as Non-Renewals automatically become Prospective Members that the Business Development team continues to focus on throughout the year. Many of these companies are going through significant restructuring and have indicated their plans are to renew their membership in 2017 if budgets allow.

National Conference & Business Fair 2016 Sponsorship Update:

Here we are, back in the sunshine state for this year's National Conference & Business Fair!

Conference Sponsorship Goal:	\$2,550,000
Pledged as of 6/3/2016:	\$2,603,000
Percentage achieved:	102% *\$53,000 over goal!

- 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.
- New Conference elements added this year that are bringing increased value to our membership:
 - **WBENC Corporate Member Services Booth** - As our event continues to grow year after year, we know we aren't always the easiest people to track down. To remedy this situation, the Business Development Team will host its own booth #1608 to enable face to face meetings with new & existing Corporate Members, as well as prospects.
 - **Energy & Automotive Pavilions** – Also on the Business Fair floor you will find two new features that the members of our Advisory Councils for each of these industries have put together – both are equally impressive and serve to further expand the knowledge base of our WBEs within these industries and connect them to their primes. The work these Advisory Councils have been doing has led to increased awareness of WBENC to their primes.
 - **WeInnovate!** Open to all Corporate Members at NCBF, we will offer industry-focused innovation sessions, where WBEs will showcase their companies' expertise in areas of innovation that are critical to WBENC's Corporate Members.
- In 2017, WBENC will celebrate its 20th Anniversary and WBENC Leadership and the BD team are in the process of creating the 20th Anniversary Sponsorship Book that will be available to all National Members in July.

Business Development & CMRG Committee Updates:

- **2016 New National Member Benefit – Supplier Diversity Professional Series**
Launched January 2016, with 164 participants!
The second session of this series is scheduled for June 7, 2016 and will feature insight from WBENC Top Corps The Coca-Cola Company, IBM & ManpowerGroup. As of May 25th, we have 180 registrants.

- **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.

- A Spring Update to all National Members, highlighting our 2016 accomplishments thus far, informing them of upcoming programs to take part in, and checking-in on their overall needs, went out on May 18th.

- **Membership Retention & Engagement, Staff Lead – Robin Billups**

Dominica Groom of Marriott International, Inc. serves as the Chair for this Subcommittee. All membership committee activity is directed by the ongoing needs of our Members, and prospective Members, with guidance from the 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. Current Subcommittee areas of focus:

- **More in-depth analysis of annual Membership goal setting**, to create less arbitrary figures moving forward
- **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.

- **Fund Development Subcommittee, Staff Lead – Mia Delano:**

Barb Kubicki-Hicks of Bank of America serves as the Chair for this Sub-committee 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.

- **Q2 Goal – Creation of Formal Intake Process for all WBENC Fund Development Ideation** **next phase of implementation to begin in July 2016*

Lisa Stenglein of Motorola, together with Barb Kubicki-Hicks, created a vetting template based on what is used in the corporate world. This tool is in the final phase of 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.

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 development area to approve new programs or initiatives and monitor and measure effectiveness of new and existing programs, initiatives and revenue streams.

Programs Report

**Women's Business Enterprise National Council
Board of Directors Meeting
June 20, 2016
Opportunities/Programming (U.S.)
Q1/2 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 2016 events
- 2016 Summit & Salute had 9 industry/best practice round tables. Members of the committee evaluated the sessions and coordinated attendee evaluations
- 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
- Sub-committee formed in March to develop a Tier II/III webinar for the Insights Library
- 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, 2016

Opportunities/Programming (Global)

2016 Goals and Accomplishments

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.**

Status: Team in place and ready for Conference workshops

- **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.**

Status: Current. Global International Guide and Survey to be published on WBENC website.

- **Publish 3 Global WBE and 1 Corporate Success Story to be included with the President's Report.**

Status: Completed

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 they 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.

Status: In process

Goal: Define a plan that will improve communications and assist in education of WBEs and Corporations on the difference between the WBENC Global Services Committee and WEConnect International. Continuing to work closely with WEConnect International and the Forum Global Committee to define the strategy in achieving this goal.

Status: Delineation between Global Committee and WEConnect completed.

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.

Status: Completed. P. Birmingham to publish reports.

Marketing Report

**Women's Business Enterprise National Council
Board of Directors Meeting
June 20, 2016
Marketing, Communications, & Brand Management Committee
Q1/2 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; the Blog has had over 2,000 page views per month
2. GOAL: Growth
 - a. What's Your Number? Campaign to highlight growth between WBEs, WBEs/Corporate Members, etc. – launching campaign with "What's Your #?" buttons at June NCBF
 - 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 ensure 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 was reviewed at March meeting. Mid-year statistics will be updated after NCBF; review with sub-committee to address gaps/additional information.
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 ensure 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 including email blasts, social media, event web site, electronic invitation and President's Report features supported unprecedented attendance at the Summit & Salute.

2016 1,513 S&S Attendees

2015 1,489 S&S Attendees

2014 1,364 attendees

94% of attendees surveyed would recommend this event (net promoter score – up 1% from 2015)

93 % 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, there were 1,466 registered attendees. 1,356 attendees were registered as of Early Bird in 2015. This represents 8% growth in Early Bird registrations.

2015 statistics

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

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 Q2 Goals and Accomplishments
(as of 5-1-2016)**

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
- The committees first meeting is scheduled for June 8 where discovery information and charter elements will be discussed

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 formally instituted 9-15-2011 and as of 5-1-2016 there were 2,232 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
- WBENC successfully passed the SBA audit completed May 18-19, 2016 where 50 files were requested and 14 were reviewed. Additionally, the SBA discussed, reviewed and documented the WBENC organizational structure, fee structure for certification applications and file review processes

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 visits 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)

<p>6. Complete initial process mapping for current landscape</p> <ul style="list-style-type: none"> a. WBENC mapping b. RPO Input c. NCC 	<p>Current process consensus amongst WBENC and RPOs is essential to new integration discussions and work</p>	<ul style="list-style-type: none"> a. February 2015 (COMPLETE) b. March 2015 (COMPLETE) c. March 2015 (COMPLETE)
<p>7. Apply high level process mapping to all RPOs and obtained 6 Hat input from the RPOs relevant to the new system.</p>	<p>Provided the WBENC mapping to the RPOs for analysis of each RPO business process to identify gaps and trends</p>	<ul style="list-style-type: none"> a. April –June 2015 (COMPLETE)
<p>8. Conduct initial RFI</p>	<p>Conducted a search and identified 3 potential suppliers amongst WBENC network firms and 1 Microsoft referral:</p> <ul 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 	<ul style="list-style-type: none"> a. April- July 2015 (COMPLETE)
<p>9. Synthesize all RPO mapping and 6 Hat input</p>		<ul style="list-style-type: none"> a. July 2015 (COMPLETE)
<p>10. Participated in system demo as a result of RFI responses</p>	<p>Of the 4 potential suppliers, demos were conducted by 2:</p> <ul style="list-style-type: none"> a. B2GNow b. ConnXus 	<ul style="list-style-type: none"> a. July-September 2015 (COMPLETE)
<p>11. Conducted demo of WBENCLink for potential supplier</p>	<p>As a result of the demos, WBENC conducted a demo of WBENCLink for one potential supplier:</p> <ul style="list-style-type: none"> a. B2GNow 	<ul style="list-style-type: none"> a. September 2015 (COMPLETE)
<p>12. Document process mapping and work flow for transitioning to the new WBENCLink</p>	<p>Evaluation of potential new system and WBENC needs to develop enhanced system & process improvements</p>	<ul style="list-style-type: none"> a. October – November 2015 (COMPLETE)
<p>13. Finalize selection process</p>	<p>As a result of comprehensive evaluation a supplier was selected</p> <ul style="list-style-type: none"> a. B2GNow 	<ul style="list-style-type: none"> 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 (COMPLETE)
16. Complete implementation plan for transitioning	The kick-off meeting and ongoing transition meetings being held weekly	a. February 2016 and ongoing (COMPLETE)
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 (COMPLETE)
18. Met with CVM and B2G for initial data migration plan	Collaboration and key understandings regarding the data is critical to the success of the project	a. March 2016 (COMPLETE)
19. Leadership Council Update	Review of all project elements and ongoing through project completion	a. March and ongoing (COMPLETE)
20. RPO Certification Team Training	Robust process training is essential to the success of the implementation	a. March and ongoing through implementation (COMPLETE)
21. Coordination of RPO Certification Team and WBENC Certification Dept. to attend the B2G User Conference	B2G holds an annual User Conference and due to the Q3 implementation they will provide a WBENC specific track during the conference. There were 42 WBENC attendees of which 4 were LC members; ASTRA, WBDC-Chicago, ORVWBC, WPEO-DC	a. May 2-5, 2016 (COMPLETE)

NEXT STEPS

Deliverable	Notes	Timing
a. 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 Q2 implementation	a. March and ongoing
b. Identify Testing Teams	As historically done, WBENC will identify Testing Teams who represent all constituents and Penetration Testing Team	a. May- July 2016

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

Accomplishments:

- As of 5-1 -2016, the Appeals Committee has received 7 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 4 Live Meeting Sessions (January – April): 62 participants

GOAL: Continue to deliver WBENCLink Training.

Accomplishment:

Delivered Live Meeting sessions (January – April): 42 participants

WBENC Governance

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

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

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Territory: Delaware, Pennsylvania, Southern New Jersey

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Territory: District of Columbia, Maryland, Virginia

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

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