

# WBENC

Join Forces. Succeed Together.

## JUNE BOARD BOOK

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Board of Directors Meeting  
Mandalay Bay Resort & Casino  
Las Vegas, Nevada  
Workshop Room 1

June 19, 2017

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

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**Women's Business Enterprise National Council  
Board of Directors Meeting  
June 19, 2017 - 3:00pm-6:00pm  
Mandalay Bay Resort & Casino  
Workshop Room 1**

**AGENDA**

<b>3:00 PM</b>	<b>BOARD CHAIR'S REPORT</b> <ul style="list-style-type: none"><li>• Approval of Meeting Minutes (March 2017)</li></ul>	<b>THERESA HARRISON</b>
<b>3:15 PM</b>	<b>NOMINATING COMMITTEE REPORT</b> <ul style="list-style-type: none"><li>• Board Member Replacement Vote</li><li>• Committee Update (Scorecard)</li></ul>	<b>CLINT GRIMES</b>
<b>3:45 PM</b>	<b>PRESIDENT &amp; CEO'S REPORT</b>	<b>PAMELA PRINCE-EASON</b>
<b>4:05 PM</b>	<b>TREASURER'S REPORT</b> <ul style="list-style-type: none"><li>• <b>FINANCE COMMITTEE REPORT</b></li><li>• <b>AUDIT COMMITTEE REPORT</b></li></ul>	<b>LARRY CALDWELL</b> <b>BARBARA CARBONE</b>
<b>4:30 PM</b>	<b>BREAK</b>	<b>ALL</b>
<b>4:45 PM</b>	<b>AMBASSADORS IN ACTION</b>	<b>DEBRA JENNINGS-JOHNSON</b>
<b>4:55 PM</b>	<b>STRATEGIC PLANNING REPORT (INCLUDES MEMBERSHIP MODEL)</b>	<b>LAURA TAYLOR</b>
<b>5:30 PM</b>	<b>CERTIFICATION COMMITTEE &amp; DIGITIZATION UPDATE</b> <b>LEADERSHIP COUNCIL</b> <b>WOMEN'S ENTERPRISE LEADERSHIP FORUM</b>	<b>CANDACE WATERMAN</b> <b>ROZ LEWIS</b> <b>CHERYL SNEAD</b>
<b>5:50 PM</b>	<b>CLOSING COMMENTS</b>	<b>THERESA HARRISON</b>
<b>6:00 PM</b>	<b>MEETING ADJOURNS</b>	

**Minutes of the March 21, 2017  
WBENC Board Meeting**

**Submitted for Approval  
During the June 2017  
Board Meeting**

**Women's Business Enterprise National Council**  
**Board of Directors Meeting**  
**March 21, 2017 – 9:00AM - 12:00PM**  
**New Orleans Marriott**  
**Balcony I, J, K**

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
<b>Corporation Corporate Members</b>		
4. Accenture	Nedra Dickson	Present
5. AT&T	Alithia Bruinton	Present
6. Avis Budget Group, Inc.	Lynn Boccio	Notified Absent
7. Bank of America	Barbara Kubicki-Hicks	Present
8. BP America	Debra Jennings-Johnson	Present
9. Chevron	VACANT	Notified Absent
10. Dell Inc.	Piyush Bhargava	Present
11. ExxonMobil Corporation	Doug Fisher	Present
12. Ford Motor Company	Renee Jones	Present
13. GM	David Drouillard	Present
14. IBM Corporation	Michael Robinson	Present
15. Johnson & Johnson	Beverly Jennings	Present
16. JP Morgan Chase & Co.	William Kapfer	Present
17. KPMG LLP	Barbara Carbone	Present
18. Macy's, Inc.	John Munson	Notified Absent
19. ManpowerGroup	Nancy Creuziger	Present
20. Marriott International, Inc.	Dominica Groom	Present
21. Microsoft Corporation	Fernando Hernandez	Present
22. Motorola Solutions	Lisa Stenglein	Notified Absent
23. Nationwide Inc.	Pamela Pesta	Present
24. Nokia	Mark Artigues	Notified Absent
25. Office Depot/Office Max	VACANT	Notified Absent
26. PepsiCo, Inc.	Larry Caldwell	Present
27. Pfizer Inc	Mike Hoffman	Present
28. Pitney Bowes Inc.	Laura Taylor	Present
29. Raytheon	Benita Fortner	Present
30. Robert Half	Kathleen Trimble	Present
31. Shell Oil Company	Debra Stewart	Authorized Designee
32. The Coca-Cola Company	Eyvon Austin	Present
33. The Home Depot	Sylvester Johnson	Present
34. Time Warner Inc.	Clint Grimes	Present
35. United Airlines	Ruby McCleary	Present
36. UPS	Estrella Cramer	Present
37. Verizon	Sandy Nielsen	Present
38. Vistra (formerly Energy Future Holdings)	VACANT	Authorized Designee
39. W.W. Grainger	Julie Cooke	Present
40. Walmart Stores, Inc.	Michael Byron	Present
41. VACANT SEAT (Formerly Altria)		

Leadership Council Members		
42. WBEA	April Day	Present
43. WBEC PA-DE-sNJ	Geri Swift	Present
44. WBCS	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. GLWBC	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
53. Arbill	Julie Copeland	Present
54. Banneker Industries	Cheryl Snead	Present
55. Consumer & Market Insights	Royalyn Reid	Present
56. Highroad Press	Hallie Satz	Present
57. JURISolutions	Cindy Towers	Present
58. MYCA	Patti Massey	Present
59. Private Eyes, Inc.	Sandra James	Present
60. Techway Services, Inc.	Cathi Coan	Present
Expert Members		
61. Bristol-Myers Squibb	Farryn Melton	Authorized Designee
62. Past Chair Emeritus	Cheryl Stevens	Present
63. ACT-1 Group	Janice Bryant-Howroyd	Notified Absent
WBENC Staff		
VP, Marketing & IT	Pat Birmingham	Present
VP, 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
WBDC of Florida	Nancy Allen	Present
WBEC PA-DE-sNJ	Angela Dowd-Burton	Present
WBEC South	Phala Mire	Notified Absent
WPEO-DC	Sandra Eberhard	Present
Board of Director Guests & Representatives		
Vistra	Phil Seidler	Present
Shell Oil Company	Brian Hall	Present
Bristol-Myers Squibb	Rondu Vincent	Present

**CALL TO ORDER:** Board Chair Ms. Theresa Harrison called the meeting to order at 9:05am.

*A Quorum was established - see Attendance sheet.*

Ms. Theresa Harrison:

- Opened the meeting by welcoming everyone to New Orleans for the kickoff of WBENC's 20<sup>th</sup> Anniversary.
- Asked if there were any corrections to the November 2016 Board meeting minutes. There were none.

*Following a motion by Ms. Cheryl Snead and a second by Ms. Barbara Kubicki-Hicks the meeting minutes from the November 2016 board meeting were accepted and unanimously approved. There was no opposition; no further discussion.*

## **NOMINATING COMMITTEE REPORT**

**CLINT GRIMES**

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

- Introduced three candidates recommended by the Nominating Committee for existing corporate board seats and asked if there were any concerns or comments. There were none.

*Following a motion by Ms. Debra Jennings-Johnson and a second by Ms. Barbara Kubicki-Hicks, the slate of candidates as recommended by the Nominating Committee was unanimously approved; no opposition; no further discussion.*

- Noted the Board Skill Set Survey had been sent and reminded everyone to complete and return it. Stated the purpose of the survey is for the Nominating Committee to identify any skill gaps on the present board and present all findings to the EEC in May or June to assist with strategic recruitment of new board members.
- Also stated review of the corporate board member scorecard continues and the committee hopes to have it completed and ready for the 2017 corporate re-nominations.

## **PRESIDENT & BOARD CHAIR REPORT**

**PAMELA PRINCE-EASON**

Full details can be found in Board Book.

- Noted WBENC senior leaders in the room and shared that Ms. Candace Waterman had been promoted to VP. Noted Ms. Pat Birmingham is the genius behind the Summit & Salute event and stated Ms. Jill Sasso also picking up responsibilities. Gave a quick update on Val Bunns, stating she is expected to return to work in late June.
- Gave an update on the upcoming Business Fair, stating in 2016 there were 2 pavilions and in 2017 there will be 4 with the addition of Pharma and Technology. Ms. Prince-Eason stated her wish is to see Utilities, Food & Beverage, Insurance and Banking next.
- Thanked everyone for the feedback on WBENCLink 2.0, stating it has been a huge success for WBE's and corporate members. Also shared that the focus is now on optimizing the platform internally for RPO members and staff.
- Stated an immense amount of time has been dedicated to Summit & Salute and National Conference and Business Fair (NCBF) for the 20<sup>th</sup> anniversary. Thanked all who committed to the industry panels at Summit & Salute and congratulated the 2016 Top Corps and also thanked Ms. Theresa Harrison and EY for the first CPO Summit set to take place at Summit & Salute.
- Noted that there is exciting work going on with the WOSB set aside program. Two years after the National Defense Authorization Act was signed into law, WBENC leadership is working with the new SBA administrator to put stricter rules in place to enforce the provisions of the act around formal certification of WOSB's. Because WBENC currently certifies over 75% of all third-party certified woman owned businesses, this should have a significant impact on WBENC.
- Shared 3 new programs in early phases of design: the Tuck II Program sponsored by IBM; the Women of Color program which WBENC will partner on with a yet unnamed corporate member; and the Shell Energy Executive program. Ms. Prince-Eason thanked Mr. Michael Robinson of IBM for his support in developing the Tuck II program. She also invited Mr. Brian Hall to stand and introduce the Shell Energy Executive program. Mr. Hall stated the program will be piloted in fall 2017 and is focused on capacity building for WBE's who are or wish to be competing in the oil and gas industry in the future. The program will be hosted at the Shell Training Center 40 minutes northwest of New Orleans where offshore personnel are trained. Ms. Prince-Eason stated all of these programs are examples of corporate members partnering with the overall supply chain and focusing on making WBE's aware of changes in all industries as well as assistance with access to capital.

- Noted Capital One continues their review of WBENC's infrastructure. One result of their review includes WBENC staff moving to Microsoft Surface tablets as their current Dell laptops are phased out. They are also assisting with the WBENC office of the future. Stated information gathering is in the early stages and she will be collecting input from all board members in preparation for the expiration of WBENC's lease on the office space in Washington, D.C. in 2018.
- Mentioned the launch of the Legacy of Leaders EnCORE group during Summit & Salute, which Ms. Cheryl Stevens is leading. This is an initiative to bring past corporate leaders back into the WBENC network, similar to the Women of Distinction which retains WBE's in the network. Also noted that both Legacy of Leaders groups as well as past WBE Stars will be celebrated during Summit & Salute.
- Shared WBENC had a highly effective meeting with WIPP, the new administrator of the SBA and ranking members from both parties on March 8<sup>th</sup> at the WBENC office in D.C.
- Thanked Ms. Theresa Harrison for all of her recent speaking engagements on behalf of WBENC, which are outlined in the President & Board Chair report in the March Board Book.

### **TREASURER-FINANCE COMMITTEE REPORT**

**LARRY CALDWELL**

Full details included in Board Book and PowerPoint presentation on Board Extranet site.

- Thanked Ms. Pamela Prince-Eason and the WBENC Finance team for stepping up in Ms. Valerie Bunns' absence.
- Reviewed 2016, sharing that in light of the year's expense overruns we are thrilled to have ended in such a great position. WBENC continues to maintain a strong cash position due to timely invoicing of 2017 membership and sponsorship commitments, and there are no collection concerns in relation to the accounts receivable balance as of 12/31/16. Encouraged all corporate members to ensure timely payment of invoices in accordance with their payment terms.
- Gave an update on 2017, showing a comparison of 2016 actual (unaudited) numbers to the 2017 budget. Shared that the organization is in great shape, having achieved over 100% of the revenue goal for Summit & Salute and currently sitting at 85% of the revenue goal for the 2017 NCBF compared to 78% of goal at the same time in 2016.
- In covering the current cash position, stated WBENC is transferring \$1M to an investment account with PNC Bank in March for the safekeeping and growth of WBENC's unrestricted net assets reserve.
- Ms. Pamela Prince-Eason shared that Mr. Larry Caldwell and Ms. Barbara Carbone have done an excellent job supporting the staff while Ms. Valerie Bunns has been on medical leave. She also thanked all board members for entrusting WBENC with their money and stated WBENC has been prudent with the funds, putting it into experiences for everyone to enjoy surrounding the 20<sup>th</sup> Anniversary.
- Ms. Theresa Harrison stated she is monitoring Pam's workload and that of the team in Ms. Valerie Bunns' absence to ensure they are not overwhelmed. Also stated Ms. Barbara Carbone and Mr. Larry Caldwell are assisting to ensure there is a support plan in place, should it become necessary.
  - Ms. Barbara Carbone stated WBENC Financial Reporting Manager, Ms. Lauren Herman, and Staff Accountant, Ms. Ashley Jackson, have done an excellent job in Val's absence and have both experienced growth as a result of their expanded roles.

### **AMBASSADORS IN ACTION**

**DEBRA JENNINGS-JOHNSON**

- Asked all board members to turn to the person beside them and tell them they are great Ambassadors for WBENC.
- Thanked Ambassadors for their role in helping WBENC meet their membership goal for 2016 and noted the tremendous Ambassador participation in 2016 and Q1 2017.
- Reminded all Ambassadors of their assignment at Summit & Salute – to share a success story with the Ambassadors on the next call, April 4<sup>th</sup>, and stated sharing stories helps us all become better.



Full details included in Board Book and PowerPoint presentation on Board Extranet site.

- Thanked Ms. Pamela Prince-Eason, Ms. Theresa Harrison, Ms. Cheryl Stevens, Ms. Debbie Hurst and Ms. Candace Waterman for their continued partnership in the Strategic Plan work.
- Revisited the WBENC Vision, Mission and Goals as well as the approach to the Strategic Plan using the three elements: Growth, CORE and Governance.
- Shared that the next step is to identify all CORE program elements and set the standard for each, identifying the content delivered, who delivers it and how it is delivered. Also shared the target timing for each of the CORE program elements, adding that change management will be key to the overall process.
- Reviewed Governance deliverables, stating final reviews of the WBENC Network CORE Requirements and Operating Manual and Service Level Agreement are underway. Both will be presented to the Extended Executive Committee in May for approval on behalf of the board. Further reviewed the WBENC Network Requirements overview of RPO's to provide WBENC an annual business plan; allow all certified WBE's in good standing to participate in programs and pay the same fees across the network; allow WBENC National corporate members in good standing to access RPO events and services for the same fees, even if they are not a local RPO member; and all RPO's will charge a common certification fee to WBE's while providing a standard set of benefits.
  - Ms. Debra Jennings-Johnson asked if a corporate member is part of one RPO, but would like to attend an event/program for a different RPO, if they would need to pay for the event/programming. Ms. Laura Taylor replied that it would be at the discretion of the RPO hosting the program/event, but this structure helps promote that we are one network.
  - Ms. Geri Swift stated sometimes RPO's are required to do select sourcing for national corporate members who are not regional members. Ms. Pamela Prince-Eason responded, stating this is an opportunity for WBENC national members to have access, but the understanding is it can't be a large amount of work without some sort of compensation to the local RPO.
- Reviewed Growth deliverables, stating Mr. Larry Caldwell and Ms. Barbara Kubicki-Hicks have come aboard to help evaluate the current membership and dues structure and recommend alternative models to support growth objectives. White Hat Facts were reviewed with the RPO leaders and there will be a team meeting in April to continue the work and report findings to the EEC in Q2 2017. Also covered status of National Brand Evaluation, reviewing progress to date and stating there will be a six week effort beginning in April leading to a key decision point.

***Break: 10:25am to 10:40am***

**DIGITIZATION UPDATE****CANDACE WATERMAN**

Full details included in Board Book and PowerPoint presentation on Board Extranet site.

- Updated the group on digitization stats including user applications and fastest start-to-submit time.
- Reviewed the de Bono Six Thinking Hat Process which has been used for the entire project including the National Certification Committee, RPO's and B2GNow.
- Gave an overview of ongoing communication including full status updates every three months to obtain feedback; monthly discussions with the Leadership Council and RPO certification teams; annual RPO certification team training; and, in-person one-on-one meetings with WBENC CRM's and RPO's.
- Shared post go-live training and support includes weekly WBE training sessions, monthly corporate training sessions and RPO certification team access to on-demand and monthly webinars via Insights.

**NATIONAL CERTIFICATION UPDATE****EMILIA DIMENCO**

Full details included in Board Book.

- Reported the National Certification Committee meeting on March 20<sup>th</sup> focused on WBENCLink 2.0, noting it has been a good program to date. Also noted RPO's will need to leverage talent on the current certification committees as they will need less time to go through files due to new system.

- Also shared that an update to the current Site Visit form is underway. The last update was in 2008 and the effort is to ensure the best use of time during site visits.
- Noted the group is also focusing on social responsibility with WBE's in an effort to promote the values of diversity and inclusion practiced by WBENC corporate members.
- Ms. Candace Waterman noted two large WBE conglomerates were recently certified: Heico LLC and Jack Cooper Enterprises.
  - Ms. Hannah Kain asked that 3 year certifications for WBE's be considered to eliminate the need to annual re-upload certifications to corporate portals. Ms. Candace Waterman replied that it was mentioned during the NCC meeting and will be revisited.
  - Mr. William Kapfer asked if the committee has revisited a designation for woman-led firms. Ms. Candace Waterman replied they are looking at it.
  - Ms. Debra Jennings-Johnson asked if notification can be given to the WBENC network when a large WBE is certified. Ms. Candace Waterman noted an effort is underway to better communicate these types of certifications. Ms. Ruby McCleary suggested using the Insights Library as a communication tool.
- Ms. Pamela Prince-Eason announced to the group that Ms. Hannah Kain recently was awarded a large contract to supply materials to the U.S. Navy.

Ms. Pamela Prince-Eason noted a change to the agenda and invited Ms. Barbara Kubicki-Hicks to give an update on Corporate Membership and Revenue Generation.

### **CORPORATE MEMBERSHIP & REVENUE GENERATION**

**BARBARA KUBICKI-HICKS**

Full details included in Board Book.

- Thanked co-chair, Ms. Dominica Groom and stated the committee is off to a great start.
- Echoed Mr. Larry Caldwell's report that 100% of the revenue goal for Summit & Salute has been met and 85% of goal for NCBF, but noted there is still work to do on the new membership goal. As of the board meeting, membership is already at 63% of the annual goal for 2017.
- Concerning membership renewals, reported 95% of corporate members have already committed for 2018.
- Noted that sponsorship opportunities are still available for NCBF and directed all who are interested in purchasing to Ms. Pat Birmingham.
- Stated there is work being done to identify alternate sources of revenue. A group is meeting in Washington D.C. the first week of April to work on the long-range plan.
- Ms. Pamela Prince-Eason thanked Accenture and EY for sponsoring Summit & Salute and for being long-term partners. She also thanked the two NCBF sponsors in the room – Bristol-Myers Squibb (Mr. Rondou Vincent) and ALOM Technologies (Ms. Hannah Kain). She also thanked Ms. Pamela Williamson, President of WBEC West and RPO Sponsor for the 2017 NCBF in Las Vegas.

### **LEADERSHIP COUNCIL**

**ROZ LEWIS**

Full details included in Board Book.

- Noted the Leadership Council is focusing on succession planning for RPO leaders and introduced Ms. Angela Dowd-Burton as Ms. Geri Swift's replacement as President of WBEC-PA-DE-SNJ. Shared that the council is gleaned some of the expertise from this experience as part of their work.
- Thanked the RPO leaders for working with WBENC and the Task Force towards common goals in the "We Are WBENC" spirit. All will be signing the new Service Agreement soon which will allow more ways to grow the network.
- Challenged national corporate members who are not members of an RPO to join at least one to learn more and get involved locally in scaling WBE's they could eventually use. Stated woman owned businesses are the engine driving the economy.
- Ms. Theresa Harrison thanked the Leadership Council for their hard work.

## **WOMEN'S ENTERPRISE LEADERSHIP FORUM**

**CHERYL SNEAD**

Full details can be found in Board Book.

- Noted there were 47 new members at the Forum meeting today, taking the full count to almost 400. Also shared the new Forum team reps could be identified by blue carnations they're wearing and encouraged the group to welcome them.
- Shared that in parallel to the board meeting and later in the afternoon, the Forum meetings were occurring and encouraged all to join. Noted the programming would include WBE 2 WBE Connections to encourage WBE's to do business together, as well as panel on best practices for WBE's in setting up a supplier diversity program. Further shared the keynote speaker would be Ms. Kate Megan from EY whose topics will be strategic planning and negotiation.
- Noted the Forum does succession planning via specified terms in the Forum overview document and planning for members rolling off and rolling on. Referred all to the org chart in the Forum report in the March Board Book.
- Asked all Forum members in the board meeting to stand and be recognized, and thanked Ms. Pamela Prince-Eason, the board of directors and the WBENC staff for a fabulous event.

## **CLOSING-MEETING ADJOURNMENT**

**THERESA HARRISON & PAMELA PRINCE-EASON**

- Ms. Theresa Harrison noted the importance of focusing on bringing more millennials into the WBENC network and asked anyone with ideas on how to accomplish this to reach out to herself or Ms. Pamela Prince-Eason to further discuss.
- Ms. Pamela Prince-Eason gave several updates on activities for the remainder of Summit & Salute.
- Ms. Patricia Birmingham gave a registration update of 1570 registrants which is a record for the Summit & Salute event. Also noted the 20<sup>th</sup> Anniversary magazine distributed at Summit & Salute was produced in conjunction with Limb Design and WBE Ms. Hallie Satz/Highroad Press.
- Ms. Pamela Prince-Eason noted Ms. Kathleen Trimble was present at the event after just recovering from her second heart surgery.
- Ms. Pamela Prince-Eason also reminded everyone that the Nemaocolin leadership retreat should be on their calendars and an agenda will follow in the next few weeks. She noted the group will be doing strategic work at the event and everyone's input is desired as a key part of the strategic planning for WBENC. Further shared that there will be an exclusive WeInnovate! Session.
- Ms. Pamela Prince-Eason asked Mr. Rondu Vincent to come up and share his story of partnering with a WBE to produce the wellness box distributed at the Healthcare Symposium hosted by Bristol-Myers Squibb. Mr. Vincent shared the contents of the wellness box, shared the many possible uses and encouraged all board members to take one with them.
- Ms. Theresa Harrison asked if there were any questions or additional topics. There were none.

*Following a motion by Ms. Debra Jennings-Johnson and a second by Ms. Geri Swift the meeting was adjourned.*

**MEETING ADJOURNED AT 11:38am**

# **Materials for June 19, 2017**

## **WBENC Board of Directors Meeting**

# Nominating Committee Report

## Women's Business Enterprise National Council Report to the WBENC Board of Directors June 19, 2017

**GOAL 1: 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:

May 2017

- During committee meeting on 5/4/2017 at WBENC Headquarters in Washington, D.C., the committee reviewed nominations for new board members to current corporate board seats as well as the new board seat and finalized a slate of candidates to be presented at June board meeting.

**GOAL 2: We will review, validate and update (as required) documents supporting the nomination process**

- Charter
- Application
- Committee Timeline

Activity:

May 2017

- Nominating Committee Chair, Clint Grimes, sent notice to all corporate board members with terms expiring in 2017, per the Committee Timeline.
- The New Board Member Application was updated to include additional skill set questions as well as full demographic and contact information for new board members.

**GOAL 3: We will develop metrics that track board member attributes and committee performance**

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

Activity:

April - May 2017

- During April and May committee meetings, members analyzed and discussed alternatives for an overhaul of the current Corporate Board Member Scorecard. The objective of the analysis and update was to create a process which more accurately evaluates service and contributions of board members in current corporate board seats. The committee finalized the new scorecard and will present it to the Executive Committee during the June meeting, proposing a pilot program of the new scorecard process for 2017 corporate member re-nominations.

- The committee also analyzed all data collected in the 2017 Board Skill Set Survey of current board members to assess demographics, skills and expertise of current board members and determine existing gaps. After thoroughly reviewing and discussing the results, the committee prepared a summary of the information and recommendations in a report to be presented to the Executive Committee during the June 2017 meeting. After presentation of the data in June, the committee will take direction from the Executive Committee on next steps to identify appropriate corporations to fill additional board seats in line with the change to the Bylaws approved by the full board in November 2016.

# Nominating Committee (cont'd)

## Board Elections:

### Corporate Nominations for Existing Board Seats:

- Lori George Billingsley, The Coca-Cola Company
- Julie Holmes, W.W. Grainger

### Corporate Nominations for New Board Seats

- Andy Butler, Procter & Gamble
  - *Open Altria seat replace with Procter & Gamble. Term expires 2017 (same expiration date as Altria)*

### Leadership Council Nominations for Existing Board Seats

- Nancy Allen, Women's Business Development Council of Florida

### Current Open Board Seats:

- Office Depot/Office Max

# Corporate Nominations



**Lori George Billingsley**  
**Vice President**  
**Community Relations**  
**Coca-Cola North America**

Lori George Billingsley has 30 years of public relations experience in developing and implementing breakthrough programs that meet organizational goals, target audience needs and produce results. Currently, she is the Vice President of Community Relations for Coca-Cola North America (CCNA). In this role, she oversees community giving, engagement and volunteerism for The Coca-Cola Company's (TCCC) North America operating unit.

She has been in the Public Affairs and Communications (PAC) function of TCCC for the past 15 years in a variety of positions, including Director of Community and Multicultural Communications and Executive Assistant to the Senior Vice President of CCNA PAC, Director of Shareowner Affairs, Director of Issues Communications and Director of Regional Communications.

Prior to joining TCCC, Lori had her own public relations consultancy, LG Communications. The consultancy provided communications solutions for corporations, nonprofit organizations, associations, foundations, and public relations firms. She was a vice president at Porter/Novelli, a leading public relations firm, where she managed a number of nationally-acclaimed public education campaigns for the National Heart, Lung, and Blood Institute and National Cancer Institute. She co-founded the firm's alliance building and multicultural communications practices and serviced clients, including federal agencies, Fortune 500 corporations, associations, and nonprofit organizations

Lori joined Porter/Novelli from the District of Columbia Government where she was a senior public affairs specialist. In that capacity, she wrote speeches, promotional materials, coordinated events, publicity, and community outreach efforts for the Office of Human Rights and Minority Business.

She was an associate professor of public relations at Ohio Dominican University in Columbus, Ohio; taught classes as an instructor and lecturer at Valor Christian College in Columbus, Ohio; and Howard University in Washington, D.C.

She is a member of Leadership Atlanta's Class of 2008 and of the Public Relations Society of America's (PRSA) Georgia Chapter. She serves on the Board of Directors of the Congressional Black Caucus Foundation, Inc., Atlanta Mission, Arete-Executive Women of Influence, The LAGRANT Foundation, ColorComm, Inc., Living Water for Girls and the International Black Women's Public Policy Institute (IBWPPI). She is a member of the Howard University School of Communications



(HUSOC) Board of Visitors and Co-Chair of American University's Women's Network. She is a member of The Atlanta Chapter of The Links, Inc.

She has served on the Executive Committee for PRSA's Multicultural Communications Section, the United Way of Greater Atlanta's Board and its Marketing Committee and Community Engagement Council. She served as Co-Chair of the 2015 International PRSA Conference.

# Corporate Nominations



**Julie Holmes**  
**Senior Channel Business Manager**  
**W.W. Grainger**

Julie Holmes, Sr. Channel Business Manager joined Grainger in 2014. Julie oversees Grainger's Mentor-Protégé Program (MPP). In this role, she is responsible for developing and implementing new programs for Grainger which will enable various forms of business development assistance to small/diverse businesses. In addition, she has recently been given communications, marketing and training responsibility for the Channel Development program. The Channel Development 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.

Julie's professional career as a corporate executive is diverse. Prior to joining Grainger, Julie was employed by Johnson Controls, Xerox Corporation, the Federal Bureau of Investigation, and the General Accounting Office where she held numerous auditing, investigative, sales and sales leadership positions.

Julie holds a Bachelor of Arts degree in Urban Affairs from Virginia Tech, Blacksburg, VA and a Master of Public Administration degree from the University of North Carolina at Chapel Hill.

Julie is a member of The Links, Incorporated, an international, not-for-profit corporation, which is one of the nation's oldest and largest volunteer service organizations committed to enriching, sustaining and positively impacts outcomes of individuals in the community. Julie is also active in her church where she leads the church's Restoration Ministry.

Julie and her husband reside in Suffolk, Virginia and have two daughters.

# Corporate Nominations



**Andrew Butler**  
**Associate Director**  
**Supplier Diversity, Sustainability, & Innovation**  
**The Procter & Gamble Company**

<b>Residence</b>	<b>Birthplace</b>	<b>Hometown</b>
Cincinnati, Ohio	Seoul, South Korea	Rochester, New York

<b>Education</b>	
Carnegie Mellon University B.S. Economics, 2006	Xavier University M.B.A., 2013

**Joined P&G:** June 26, 2006

#### **Year Positions Held**

2016 Associate Director, Supplier Diversity, Sustainability, & Innovation  
2014 Corporate Supplier Diversity Manager  
2011 Purchases Group Manager, Global External Supply Solutions  
2008 Senior Purchasing Manager, Global Packaging Purchases  
2006 Purchasing Manager, Global Asset Recovery Purchases

#### **Affiliations and Activities**

Board Member, Ohio Minority Supplier Development Council (OMSDC)  
Steering Team, Ohio River Valley Women's Business Council (ORVWBC)  
Chair, OMSDC Cincinnati Local Advisory Council  
Chair, Hopkins District & Outreach, Boy Scouts of America Dan Beard Council  
P&G Asian-Pacific American Purchases Leadership Team

# Leadership Council Nominations



**G. Nancy Allen**  
**President & CEO**  
**Women's Business Development Council of Florida**

G. Nancy Allen is an international speaker, coach, consultant and expert on women's business issues. Nancy has over 30 years of experience helping small business owners at all stages of growth. As President and CEO of WBDC Florida/Her Company Incorporated, Nancy manages and leads an incredible team of staff, sponsors, partners and women business leaders who are dedicated to certifying, connecting and championing women in business.

Nancy has been recognized for her work on behalf of women in business through numerous prestigious awards:

1. Nancy was recently honored by the International Career and Business Alliance (ICABA) as one of South Florida's 100 most accomplished Caribbean Americans. She is especially proud of this award because it highlights her heritage as well as her professional accomplishments.
2. Nancy is the recipient of the World Women Leadership Achievement Award from the World Women Leadership Congress
3. Nancy is also the proud recipient of the Association Marketing Award from Women in ECommerce.
4. Most recently Nancy was named Honorary Ambassador of Cascais, Portugal by the Ambassador's Club of the Industry Sector of Cascais and the Estoril Coast.

Nancy's personal motto is Connections, Creativity and Courage in all endeavors. She holds a Master's Degree from the Johns Hopkins School of Advanced International Studies (SAIS, 1982). She was born in Haiti and raised in South Florida. Nancy is bi-lingual in English and French and is fluent in Spanish and Creole.

# Board Chair & President's Report

## Women's Business Enterprise National Council Report to the WBENC Board of Directors June 19, 2017

**Activities since March 2017:** *Additional information can be found in Individual Committee reports.*

### **Governance, Board Management and Strategic Focus:**

- Jill Sasso prepared June agenda and board book. Pamela reviewed/prepared update materials for Extended Executive Committee Meetings and this Board Meeting. Theresa Harrison led monthly Extended Executive Committee Meetings and attended Finance Committee monthly calls.
- Significant focus during this time period on financial reporting and participation in formal 2016 external audit. Financial results to date indicate that we are keeping pace with our stretch goals and the team's staff goals show "on target" at mid-year allowing us to meet our stretch goals for 2017.
- Laura Taylor continues to lead the current phase of the Strategic Planning process that is addressing the full WBENC network governance and structure. All sub-teams achieved key deliverables for discussion at the June Board Meeting. Laura will provide a more detailed update on the team's progress during the Board Meeting and Barb Kubicki, Larry Caldwell and Jill Sasso will provide a deep dive regarding the Membership Sub-team.
- All 4 active Industry Advisory Groups are organized for advancing supply chain understanding at the 2017 Business Fair. Additionally, Utilities and Banking are both preparing to launch their Advisory Boards that will support WBENC's mission.
- The WOB logo initiative continues to progress and the commitment of major corporations to spend increases with women-owned businesses is advancing through a new Spend Collaboration Model WBENC has launched along with 9 Corporations whose CEOs took on the challenge to make public progress in order to continue to advance progress and results.
- ActIntentionally strategy has advanced and Hes4Shes strategy is being launched at the National Conference & Business Fair.

### **Operational Excellence:**

- Significant staff focus on upcoming National Conference & Business Fair, as well as, planned Strategic Planning Retreat to be held at Nemaquin in August.
- The WBENC Network continues to take a proactive role to ensure timely and successful implementation of a viable process (by the SBA) for WOSB 3<sup>rd</sup> Party certification. The WBENC network is honored to host the new SBA Administrator, Linda McMahon, at the National Conference & Business Fair in Las Vegas, NV.

- We now have four new programs for 2017 three of which are being executed in the 2<sup>nd</sup> half of 2017. We look forward to reporting back on the success of the *Advanced Tuck Program* in conjunction with Tuck and IBM, a new *Women of Color Development Program*, a Growth Program by Wells Fargo and finally, Shell is funding an *Oil & Gas Focused WBE Development Program* similar to Tuck. This will be done in collaboration with other Oil & Gas leaders, and UT-Austin. All 4 of these programs are great examples of Joining Forces to Succeed Together! Our WBEs are very fortunate.
- In April LSI will be providing a write up to WBENC on methodology to ensure that WBENC understands the level of insurance that should exist at both the WBENC and RPO level. Once that is received, we will create a review team to benchmark our current state and determine if action is required.
- Capital One finalized their review of our IT infrastructure and identified points of vulnerability in February 2017. We have a defined roadmap to true up all key points and implemented all aspects of our change in May 2017.
- Capital One is supporting our effort to assess WBENC space (facility) needs for the time period after our current lease expires in December 2018. The Capital One team is currently reviewing our contracts, commitments and demographics. We will be understanding the office of the future and the expectations of the WBENC National office as part of this process and will be engaging many of you as we survey what will be required beginning in 2019.
- Additionally, I am pleased to report that WBENC was named as a winner of the When Work Works Award by the Society for Human Resources Management (SHRM). To qualify for the award a rigorous assessment that incorporates national benchmarks of employer practices was used and all WBENC staff were surveyed. This recognition places WBENC in the top 20% of employers nationally in terms of programs, policies and culture for creating an effective and flexible workplace.

## **Public Representation of WBENC:**

### **Media interviews:**

Significant media partner and PR coverage of:

1. 2017 National Conference & Business Fair advertising and articles. Also much follow-up for articles covering Summit & Salute and America's Top Corporations for doing business with WBEs.
2. Coverage of WBENC role in advancing women's business growth along with Press Releases and inquiries related to our newly launched Corporate Spend Collaborative.
3. Significantly enhanced strategic focus and active social media usage by WBENC staff.

### **Partner Meetings and Events:**

1. Continued participation in monthly "Group of 6" organizational committee meetings as part of the National Women's Business Council (NWBC) operation and governance model. Also participated in Council Public Meetings in March and May 2017.
2. Pamela Prince-Eason supported Astra's search for a successor for the organization. (Diane McClelland is retiring in July 2017.) In addition, conducted compliance review of the Portland operations.
3. Pat Birmingham attended US Veteran Chamber of Commerce meeting in Connecticut (at Aetna) with Senator Blumenthal and Corporate supporting organizations. We are supporting the incubation of this important National Veteran support group chartered by Congress. As a note, we will be continuing our support of Keith King's Veteran Certification based out of Michigan as well.

4. Candace Waterman supported Michelle Richard's April Annual event and also met with the Automobile Industry Advisory Board.
5. Pamela Prince-Eason and Marsha Firestone attended Odyssey as speakers in May. Candace Waterman, Theresa Harrison, Angela Dowd-Burton and Phala Mire continued to represent the importance of WBENC certification and made many connections with highly successful leaders and WBEs.
6. Jill Sasso represented WBENC at 2 Dallas based events supporting WBCS and a new partnership.
7. Pamela Prince-Eason participated in a WEConnect International panel at their March Conference in DC.
8. Pamela Prince-Eason is supporting on an on-going basis the Executive Transition Management team formed to support the change of leadership at WBEC PA-DE-sNJ.

#### **Meetings & Events with WBENC Members:**

- **Accenture and Delta** – WBENC, Accenture and Delta began planning for a focused partnership in 2017.
- **Capital One** – Pamela Prince-Eason met twice with Cap One team supporting our "office of the future" review.
- **The Coca-Cola Company** – Ongoing discussions regarding future collaboration.
- **IBM** – Pamela Prince-Eason and Candace Waterman continued discussions with Michael Robinson to understand and plan content for a new Advanced Tuck Program to be conducted in 2017.
- **Johnson & Johnson** – Pamela Prince-Eason supported Beverly Jennings at the J&J Women's Leadership Summit. I was honored to moderate a tremendous story between J&J and a key woman-owned supplier which was shared with key women leaders across J&J.
- **MasterCard** – Pamela Prince-Eason and Rian Edwards supported the MasterCard Annual Diversity Summit in May.
- **MGM** – Pamela Prince-Eason, Pat Birmingham and Candace Waterman continue detailed discussions on MGM support for NCBF and costs associated with the event.
- **PepsiCo** – partner call to discuss Board Membership and engagement.
- **Shell** – Ongoing discussions with Shell team regarding WBE development program for WBEs working in the Oil & Gas industry.
- **Walmart** – Pamela Prince-Eason and many team members supported the launch of the WBENC Spend Collaborative at the Walmart Summit on Women held in DC on March 29, 2017.
- **Wells Fargo** – Pamela Prince-Eason and Mia Delano discussed 2017 Development Program plan with Wells Fargo team.

# Finance Report

## Women's Business Enterprise National Council Report to the WBENC Board of Directors June 19, 2017

### **GOAL 1: Oversee the monthly and yearly financial reporting process and increase the awareness of the Board of Directors with regards to WBENC's financial position**

#### **Accomplishments:**

- During the June, 2017 Board of Directors meeting, Larry Caldwell (Treasurer) will report on WBENC's May, 2017 financial results and provide more detail on the Conference's revenue components.
- The Finance Committee had a conference call on May 22, 2017 to review the April, 2017 financial statements. Key points from this meeting include:
  - Total year-to-date revenues as of 4/30/17 are \$9.89mm. This represents 85% of the total 2017 revenue budget of \$11.58mm.
  - Total year-to-date expenses as of 4/30/17 are \$3.65mm. This represents 32% of the total 2017 expense budget of \$11.58mm. It is normal for expenses to be low at this point in the year because WBENC's largest expenses will be incurred in June and July as a result of the Conference.
  - The cash balance at 4/30/17 was \$7.21mm, which is \$1.38mm higher than at 4/30/16.
  - The balance in Accounts Receivable at 4/30/17, net of the allowance for doubtful accounts, was approximately \$1.87mm. This is \$646k higher than at 4/30/16 because Conference invoicing occurred earlier in 2017 than it did last year. WBENC staff does not have any major collection concerns at this time.
  - In regards to the 2017 Summit + Salute:
    - WBENC met its sponsorship revenue goal and came very close to meeting its registration revenue goal. Both were stretch goals and WBENC is pleased with these results.
    - The auction did not earn as much as was hoped, but WBENC intends to make up the \$36k shortage at the Conference auction.
    - Salute expenses exceeded the budget by approximately \$80k. This was due to several small overages across a number of areas including speaker fees and event setup/staging costs. This overage will be compensated for by WBENC's contingency budget.
    - The number of attendees reached 1,600 in 2017, as compared to 1,513 in 2016.
- At the Board of Directors meeting on March 21<sup>st</sup>, 2017, Mr. Caldwell reported on WBENC's 2016 unaudited financial results. Mr. Caldwell also provided an overview of WBENC's 2017 financial progress and the establishment of the investment account.



- The Finance Committee had an in-person meeting on March 20<sup>th</sup>, 2017 in New Orleans during which the Committee performed a final review of the Treasurer's Report to the Board.

## **GOAL 2: Establish an investments account for the safekeeping and growth of WBENC's net assets reserve**

### Accomplishments:

- In February, 2017, WBENC opened an investments account with PNC Bank. On 3/31/17, \$1.0mm was transferred into the account. This represents a portion of the \$2.45mm unrestricted net assets reserve accumulated as of 12/31/15. The other portion remains in WBENC's operating account. Upon completion of the 2016 audit, the reserve balance as of 12/31/16 will be identified.
- The Finance Committee developed and adopted a plan to build WBENC's unrestricted net assets balance. The target reserve is equal to 9 months of average monthly operating costs, as defined under a modified operating budget. The minimum reserve is equal to 6 months of average monthly operating costs and the maximum reserve is equal to 12 months of average monthly operating costs. The initial target of this goal is to reach the 6-month reserve mark, which is approximately \$3.7mm, by year 2020.

## **GOAL 3: 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, 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:

- A Corporate Membership Structure Sub-Committee meeting was held May 19, 2017 to gain an understanding of current membership models across the network. Larry Caldwell (Treasurer) and Barbara Kubicki-Hicks (1<sup>st</sup> Vice Chair) are using feedback from the group discussion to formulate hypotheses on WBENC membership which will be presented to the board to gather feedback at the June board meeting.

## **GOAL 4: Move Dorothy B. Brothers funds to an interest-bearing account**

- WBENC has received a proposal from Bank of America and is reviewing it.

## **GOAL 5: Review and approve the 2018 budget and recommend it to the Board of Directors**

- This process will occur during the 3<sup>rd</sup> and 4<sup>th</sup> quarters of 2017. The final budget will be recommended to the Board at the November 2017 meeting.

# Audit Committee Report

## Women's Business Enterprise National Council Report to the WBENC Board of Directors June 19, 2017

### **GOAL 1: Oversee completion of the 2016 audit**

- Preliminary audit fieldwork was performed on December 12-13, 2016.
- An Audit Committee phone conference was held on April 4<sup>th</sup>, 2017 to discuss and plan for the 2016 audit. This meeting included Holly Caporale, Audit Partner, and Lisa Drummond, Audit Manager, from Councilor, Buchanan, and Mitchell (CBM).
- The remainder of the audit fieldwork was performed from April 17-19, 2017.
- The audit file is being reviewed by the auditors and a draft of the audit report is expected by the end of June, 2017.

### **GOAL 2: Oversee Completion of the 2016 Form 990**

- The 2016 Form 990 will be completed by WBENC's audit firm, reviewed by the WBENC staff, and then reviewed by the Audit Committee. The process of having the Audit Committee review the Form 990 before submission to the IRS satisfies the compliance element of having the Board of Directors review the Form 990 before the organization files the return.
- WBENC plans to file the 2016 Form 990 by August 15, 2017 which is the due date when a 3-month extension is requested. WBENC's auditors filed the extension request on behalf of WBENC in May, 2017 and it was approved by the IRS.

### **GOAL 3: Ensure WBENC has the appropriate level of internal controls**

- This will be assessed by WBENC's audit firm as a part of the 2016 audit. Any deficiencies identified by the auditors will be addressed by WBENC management and the Audit Committee in a timely manner.
- In light of WBENC's Controller being out on medical leave, Pamela Prince-Eason (President & CEO) and Lauren Herman (Financial Reporting Manager) are ensuring that a reasonable separation of duties is being maintained in the Finance Department. Ms. Prince-Eason and Ms. Herman are notifying Barbara Carbone (Audit Committee Chair) whenever a situation arises in which a separation of duties cannot be maintained due to the small number of WBENC staff.

# Leadership Council Report

## Women's Business Enterprise National Council Report to the WBENC Board of Directors June 19, 2017

By-Law Excerpt:

Leadership Council

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

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

#### **Leadership Council Goal 1: to further the business case for WBE Supplier Diversity.**

- Objective: To reach increase the number of certified WBE firms by 8% with a stretch goal of 10%.
  - As of 5-15-2017, there were 14,113 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 5-15-2017, there were 2,491 certified WOSB firms.
- Objective: Document the growth of "dues paying" corporate & government members at the regional level.
  - As of 5-15-2017, there are 539 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/ Council Best Practices.
  - An Insights pack has been formed as a repository for the related documents in an effort to memorialize them for ease of sharing.

**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 5-15-2017, there were 57 regional events with 814 total participants held across the WBENC network.

**WBENC Strategic Plan – GOAL 3: Ensure the organizational capacity and governance will support attainment of the strategic plan and maintain routine business operations through appropriate Resources**

**Leadership Council Goal 3: To collaborate with WBENC in implementing its Strategic Plan: Roadmap to Growth & Sustainability.**

- Objective: Be actively engaged with the WBENC Network Task Force to develop a network model that ensures the WBENC network growth and sustainability.
  - All RPOs will sign the new 2017 Service Agreement Package which will be effective July 2, 2017 – December 31, 2020.
    - The WBENC Task Force successfully worked in conjunction with the Leadership Council to develop a new Service Agreement Package that contains the Service Agreement and WBENC CORE Requirements and Operating Manual.
  - The Leadership Council and WBENC Network Task Force participated in a work session March 2017 focused on developing content and finalizing standardized programming that is core to the CORE which will be delivered across the WBENC Network.
    - *WBE Onboarding* will launch Q3 2017 across all 14 RPOs
    - *How To Do Business With The Government* will launch Q3 2017 as a pilot with 2-3 RPOs
  - 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)
    - Corporate Membership Structure Sub-Committee
      - Michelle Richards (Great Lakes WBC)
      - Pamela Williamsons (WBEC-West)

# Women's Enterprise Forum Report

## Women's Business Enterprise National Council Report to the WBENC Board of Directors June 19, 2017

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

### **GOAL 1: 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:** With the Q1 onboarding of our new Forum Team Representatives (FTRs), we invited them as well as our other Forum attendees to a social dinner the night before our March Forum Meeting. Each new FTR was given a blue carnation for easy identification and to ensure that each new FTR sat with a diverse group of WBEs, including members of the Forum Leadership Team and Leadership of the Forum. New FTRs were also acknowledged the next day during and throughout the Forum Meeting by their flowers.

**Accomplishment:** The Forum hosted its first WBE2WBE Connections at the March meeting with great success. Open to Forum Representatives and WBEs who arrived at the Summit & Salute early, participants were able to form relationships with WBEs looking to buy their products or services, partner with one another and/or serve as reference with other corporate members.

### **GOAL 2: 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:** The March Forum keynote speaker Kate Megan, Negotiations and Business Development Leader for EY, will host a deeper dive webinar on the keynote she presented. This webinar will be available to Forum Representatives and their teams in the June/ July timeframe. This is an ongoing program established last year to continue the conversation on key topics and professional development of all Forum Representatives.

**Accomplishment:** In alignment with our programming in March, the Global Programs Team will host a panel during the June Forum Meeting. This panel will focus on the WBENC Global resources available to WBEs as well as information on "Sourcing Global vs. Going Global" from the corporate and WBE perspectives.

### **GOAL 3: Governance/Communications**

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

**Accomplishment:** The newly appointed Forum Team Representatives (FTRs) selected Forum Teams they wish to participate on. After deliberation in Q1, they will become active members of one of the five open Forum Teams beginning at the June Forum Meeting.

**Accomplishment:** The Leadership of the Forum held a call on April 25<sup>th</sup> to debrief the March Forum Meeting and review recommendations for changes to our Nomination Scorecard for WBENC Executive approval before our “*Call for Nominations*” beginning in May. There will be (3) Open Seats on the Forum Leadership Team, including the 2<sup>nd</sup> Vice Chair of the Forum and (4) Open Board Seats effective 1/1/2018. The updated Scorecard recommendations were approved by the WBENC President and aligned with the WBENC Nomination Committee direction. Our Nomination process begins in May with self-nominations closing in late June, the week after NCBF.

**Accomplishment:** A Forum Leadership Team call for all Team Chairs and Vice Chairs was held on May 9<sup>th</sup>. Agenda topics included summarized feedback from the March Meeting, updates on all Teams’ initiatives, and overview of the “*Call for Nomination*” process and timeline. A preview of the upcoming June Forum Meeting Agenda was also discussed, which is being planned by our Global Program Team.

**Accomplishment:** An All Forum Representative Call was held on May 23<sup>rd</sup> outlining the Agenda for the June Meeting and the “*Call for Nomination*” process. WBEs can self-nominate for either an open FLT or Board Seat, if they meet the eligibility requirements outlined in the Forum Overview Document. Some current and past WBEs that have served on the Forum Leadership Team (FLT) and/or WBENC Board shared their experiences and the value-add to themselves personally and to their business.

# Corporate Membership & Revenue Generation Report

## Women's Business Enterprise National Council Report to the WBENC Board of Directors June 19, 2017

### Overview

WBENC is continuing to see the positive results of the new and enhanced targeted programs and services being provided to our Members in their annual benefits, and a more strategic approach to Membership that is aligned with these offerings and better utilizes our community of leaders.

This report focuses on Membership and Revenue Generation overall, and the figures contained in this report continue to be the best WBENC has seen in its 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 5/22/2017. The most accurate information will be available in the Board finance report.*

2017 Overall Membership Revenue Goal: \$4,236,000 (includes New Member revenue)  
**2017 Overall Membership Confirmed:** \$4,322,375 (renewals, new & rejoined)  
% of Revenue Goal Achieved: 102%

**\*Hit and surpassed 2017 Membership Revenue Goal on 3/29/2017!**

2017 Member Goal: 324  
**% of Member Goal Achieved: 96.9% \*10 more to go!**

**Current Total National Members: 314** (includes New & Rejoined)  
**New Members: 25** (see list below)  
**Rejoined Members: 6** (see list below)

2017 Membership Renewal Revenue Projected: \$4,214,500  
**2017 Membership Renewals Invoiced: \$4,044,375 \*96% - 1% higher than 2016!**

New Member Revenue: \$202,000  
Rejoined Member Revenue: \$76,000  
**2017 New/Rej. Revenue Overall: \$278,000**

<b>2017 New &amp; Rejoined Corporate Members – 25 New, 6 Rejoined</b>		
<i>*New Members since March are bolded</i>		
Adient	Cox Enterprises Inc. (rejoined)	<b>Omnicom Media Group</b>
Airbus Americas, Inc.	<b>Crisis Prevention Institute</b>	<b>Pontoon Solutions</b>
Altec Industries, Inc.	Federal Home Loan Bank of San Francisco	<b>Rockwell Automation (rejoined)</b>
<b>Aurora Health Care</b>	Federal Reserve Bank of St. Louis	Saatchi & Saatchi (rejoined)
BlueCross BlueShield of Tennessee	<b>General Electric</b>	Sonoco Products Company
BorgWarner	Houghton Mifflin Harcourt	State of Minnesota, Department of Administration - Materials Management Division
Boston Scientific	<b>Imagine Learning, Inc.</b>	SunButter LLC
C.H. ROBINSON	Jacobs	United Technologies Corp (rejoined)
Celgene Corporation	Mayo Clinic	Yanfeng Global Automotive Interiors
Citrix, Inc.	Navient Solutions, Inc. (rejoined)	
<b>Construction Specialties, Inc.</b>	Nestle North America (rejoined)	

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



**Our Member Retention rate is extremely strong at 96% and has increased 1% over 2016, which is .5% higher than anticipated.** However, the following 13 members have declined to renew or have been suspended for non-responsiveness/no known contacts at this time.

<b>2017 Non-Renewals &amp; Suspensions – 11 Non-Renewals, 8 Suspended (Lost Revenue \$156,000, 3.7% of projected revenue)</b>		
Amdocs (suspended)	Depository Trust & Clearing Corp. (suspended)	Starwood Hotels and Resorts Worldwide, Inc. <i>*Purchased by Marriott</i>
American Water (suspended)	JM Family Enterprises, Inc. (suspended)	Turnitin (suspended)
AMN Healthcare Inc.	Leo Burnett USA (suspended)	VMWare, Inc. <i>*Purchased by Dell Technologies</i>
Best Buy <i>*Loss of primary contact; supporting locally only this year</i>	Luxottica North America	Willis Towers Watson (suspended)
Brocade <i>*Merger, new ppl.</i>	Milwaukee Public Schools	
Closure Systems International Inc.	Pepco Holdings, Inc. <i>*Purchased by Exelon</i>	
David Michael & Co., part of the IFF family <i>*Purchase by IFF; no SD program establish yet</i>	Scholastic Inc. (suspended)	

All companies listed as Non-Renewals and Suspended automatically become Prospective Members that the Business Development team continues to focus on throughout the year.

**Summit & Salute 2017 Sponsorships:**

Summit & Salute Sponsorship Goal: \$1,167,500  
**Final Sponsorship Revenue: \$1,175,000**  
 Percentage Achieved: 101%

**National Conference & Business Fair 2017 Sponsorships:**

Conference Sponsorship Goal: \$2,900,000  
**Pledged as of 5/22/2017: \$2,932,500**  
 Percentage achieved: 101%

# U.S. Services & Programs Report

## Women's Business Enterprise National Council Report to the WBENC Board of Directors June 19, 2017

### **GOAL 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.

### **GOAL 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 2017 events.
- 2017 Summit & Salute had 11 "The Future of" industry sessions. Members of the committee evaluated the sessions and coordinated attendee evaluations.
- 2017 National Conference has 21 scheduled sessions. Committee members will participate as evaluators and assist in the logistics of the sessions.
- Working with committee to refine and improve the evaluator role. This role is important to the success of the sessions, providing a resource in the room to assist the facilitator, distribute and collect evaluation forms; and to evaluate the session overall from a content, relevance, and presenter perspective.
- Developed a new online "Presentation Proposal" to align with the guidelines for 2017 programming and beyond; to be used when the need arises to solicit session presenters.

### **GOAL 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 industry expertise of the Top Corporations for "Future of XX" industry sessions at 2017 Summit & Salute and National Conference workshop sessions.
- Sub-committee formed in 2016 to develop a Tier II/III and Beyond webinar for the Insights Library to be completed by Q4 2017.
- Creating a continuum between Summit & Salute and National Conference sessions.
- Highlighting workshop content after events in President's Report articles, Insights and other mediums (e.g. WBENC Blog).

#### **GOAL 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 2017 programming into 2018 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 Report to the WBENC Board of Directors June 19, 2017

**GOAL 1: Continue education process with WBEs on the prospect of going global. This will be accomplished via various channels:**

- a. Provide educational workshops at the National Conference & Business Fair
- b. Continuous review and updates to the Global International Guide

**Accomplishment:** The Global Committee workshop subcommittee created “The Intricacies of Establishing and Growing your Global Footprint” for the National Conference & Business Fair. This panel discussion will host both corporate members and WBEs in a discussion around establishment and growth of business development, challenges and opportunities impacting the global supply chain.

**Accomplishment:** On behalf of the Global Committee, WBEs who serve on the Global Committee in collaboration with the Forum Global Team developed and hosted a panel during the June Forum meeting. The panel, “Source Global vs. Going Global” included WBEs and corporate panelists who discussed the benefits and risks doing business globally.

**Accomplishment:** The Global Committee is continuously working with the WBENC Marketing Team to publish and increase visibility of the Global International Guide on the WBENC website. The Committee has received approval on the Global Insights Pak and is focused on educating WBEs and Corporate Members on using the online portal.

**GOAL 2: Obtain feedback from WBENC Corporate Members regarding their individual purchasing requirements outside of the U.S. This will include areas such as geographic preference, commodities/services to be procured, how they define a successful supplier, etc. An ad hoc project team is working on a survey that will be sent out to WBENC Corporations**

**Accomplishment:** The Global subcommittee working on the corporate member survey has decided to regroup and a different avenue for gaining the viewpoint of corporate members doing business globally.

**GOAL 3: Define a plan that will improve communications and assist in education of WBEs and Corporations on the strategic alliance with and difference between the WBENC Global Services Committee and WEConnect International**

**Accomplishment:** WEConnect International and the leadership of the Global Committee have been working together to develop a Global Trade Mission to take place in the Fall. Together, it was decided that the location of the first mission will be London and participants will attend the WEConnect International conference as well as meet with other corporate entities in the country. A formal plan will be presented to WBENC Leadership in July.

**GOAL 4: Identify methods for publishing Global information on the WBENC website or on Insights. This will be accomplished via:**

- c. Global Success Story visibility
- d. Providing content to WBENC marketing platforms on Global initiatives

# Marketing, Communications & Brand Management Report

## Women’s Business Enterprise National Council Report to the WBENC Board of Directors June 19, 2017

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:

### GOAL 1: 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 an Instagram account in January to complement and reinforce our social media presence.
- c. Social media sub-committee provided strategic input to enhance and update our social media strategy resulting in strong year over year metrics. With a dedicated resource on the marketing team implementing the strategy, this subcommittee’s goals are completed.

	January 1, 2016 Actuals	January 1, 2017 Actuals	2017/2016 Growth Rate
<b>Facebook Fans</b>	6362	8845	1.39
<b>Average Facebook Reactions</b>	7	17.67	2.52
<b>Average Post Reach</b>	155 (avg for 2015)	940 (avg for 2016)	6.06
<b>Twitter Followers</b>	3632	5031	1.39
<b>Avg Twitter Retweets</b>	2.19	2.33	1.06
<b>Avg Twitter Likes</b>	1.85	4.49	2.43
<b>Instagram Followers</b>	n/a	32	n/a
<b>Instagram Likes</b>	n/a	n/a	n/a
<b>LinkedIn Followers</b>	902	1794	1.99
<b>LinkedIn Engagement Range</b>	n/a	.69-2.68%	0.77

- d. Incorporate feedback from March in person meeting to form a new subcommittee going forward focused on some or all the items below, after these are vetted with WBENC Leadership:
  - i. 1 page information sheet on WBENC, providing consistent messaging about the organization; more succinct than the CORE brochure
  - ii. Crystallized Value Proposition – for Corporate Members and WBEs
  - iii. More promotional materials for our corporate representatives to utilize to promote and support WBENC within their organizations

## **GOAL 2: Growth**

- a. What's Your Number? Campaign to highlight growth between WBEs, WBEs/Corporate Members, etc. – launched campaign with “What's Your #?” buttons at June 2016; several RPOs used the tactic at regional events; this campaign will be revisited for 2018, as we are focusing on Women Owned logo, Act Intentionally and HeS4Shes in conjunction with the 20<sup>th</sup> Anniversary events.
- b. Continue to spotlight best practices in achieving growth on multiple platforms (President's Report, Blog, social media, external media opportunities)

## **GOAL 3: Marketing Dashboard**

- a. Continue to refine and develop metrics to measure the health of our programs (e.g. net promoter score),
  - b. Review post event surveys to insure we are collecting relevant and timely data- in progress
  - c. Support the business case for diversity programs and support of WBE development-ongoing
- Dashboard Subcommittee work is completed and will move into “business as usual” for the WBENC marketing team.

## **GOAL 4: Support RPO/WBENC Marketing Collaboration**

- a. Collaboration via monthly meetings to use our collective marketing efforts to the benefit of our entire community; share best practices; reduce duplicate efforts- ongoing
- b. Broaden our reach and insure alignment; supporting “Join Forces. Succeed Together.”-ongoing

## **GOAL 5: 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

## **GOAL 6: Ongoing Communications**

- a. Form a subcommittee to support the revising of the President's Report and WBENC website. Thinking about how we deliver the content, making it more concise and easier to digest. Thinking about the type of content we want to push out and make it more digestible. How much, how often, what size, how are we doing to evolve from where we are today.

## **GOAL 7: Research**

- a. Form a subcommittee on how to capture and utilize research, initially centered around on how we are evaluating our content.

## **GOAL 8: 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.

2017 - 1,600 S&S Attendees

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)

## **National Conference & Business Fair**

WBENC continued to use targeted marketing and tools such as the sponsorship brochure, social media, WBENC Blog, and President's report to promote this event.

2017 statistic for attendees will be communicated during the Board meeting.

### 2016 statistics

3,947 Attendees

97.4% of attendees surveyed would recommend this event

90% of attendees surveyed said the contacts made throughout the event would lead to one or more business opportunities

### 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



# National Certification Committee Report

## Women's Business Enterprise National Council Report to the WBENC Board of Directors June 19, 2017

**GOAL 1: To collaborate with WBENC in developing and implementing its Strategic Plan: Roadmap to Growth & Sustainability**

**Accomplishments:**

- A sub-committee has been formed investigate criteria which could be used in designating majority (51%) women controlled firms, who are WBENC WBE- Certified, and those who have or desire to have capital infusion from investors
- The sub-committee completed the charter and draft criteria for the designation and is poised to obtain input from financial/investor SMEs to ensure the proposed criteria is appropriate from an investor perspective
- The discovery work will be presented to the WBENC EEC Q2-2017 for discussion

**GOAL 2: Continue to review criteria for the SBA-Women Owned Small Business (WOSB) Program and refine policies for processing files as an approved Third Party Certifier**

**Accomplishments:**

- The program was formerly instituted 9-15-2011 and as of 5-15-2017 there were 2,491 certified WOSB firms
- In an effort to further solidify WBENC in the Government arena, a Government Task Force has been formed and will officially launch June 2017
- WBENC will continue to pursue opportunities to maintain itself as the leading third-party certifier of WOSB firms

**GOAL 3: Continue to evaluate and make recommendations for Standards and Procedures**

**GOAL 4: Continue to improve and streamline the certification process**

**Accomplishments:**

- A sub-committee has been formed to finalize the criteria for the use of technology (i.e.: Skype for business, etc.) for use in conducting recertification site visits which will be done through a pilot program with the RPOs
- The committee is conducting analysis of the current Site Visit form to gain insight that will assist in developing updated/new forms that will be utilized for varying stages the certification lifecycle.
  - Recertification- 2 to 5 years
  - Recertification- 6 to 9 years
  - Recertification – 9 years or more
- Successfully transitioned the network to a totally digitized environment September 2016

## NEXT STEPS

Deliverable	Notes	Timing
1. Conduct Post Go-Live Feedback and Input Sessions	<p>With any technology implementation, it is imperative to obtain feedback from each user group. Since the launch on September 19, we have consistently obtained feedback from the RPOs in a formalized manner and will continue to do so.</p> <p>Additionally, in Q2- Q3 of 2017 (post go-live), we will develop and conduct surveys for the WBEs and Corporate/Government Members to also obtain their feedback.</p>	<p>a. RPOs-September 2016 and ongoing</p> <p>b. Leadership Council input/feedback session- March 2017</p> <p>c. Extensive post go-live training and input/feedback sessions were held in May 2017 with the RPO Certification Teams (there was 100% RPO participation/representation)</p> <p>d. WBEs- August 2017 and ongoing</p> <p>e. Corporate/Government Members- August 2017 and ongoing</p>
2. Communication Plan	<p>The communication plan is a living document which is updated as the project is completed. Priority has been given to the WBEs who are using the system for the first time during the recertification process. We will continue this methodology for the first full year of implementation.</p>	January 2017 and ongoing

### GOAL 5: Continue review of Appeals and National Certification Review applications on a timely basis

#### Accomplishments:

- As of 5-15-2017, the Appeals Committee has received 6 files.
- As of 5-15-2017, the National Certification Review Committee has received 45 files (revenue in excess of \$500 million or unique business structures):
  - *New*
    - Heico Company (21 files)
    - Carylton (19 files)
    - JackCooper
  - *Recertification*
    - SHI International Corp.
    - Ariela Alpha
    - Act1 Group
    - HPM

**GOAL 6: Continue to deliver Certification Training for RPO Certification Committee Members**

**Accomplishment:**

- Delivered 4 Live Meeting Sessions (January- April) with 43 total participants

**GOAL 7: Continue to deliver WBENCLink Training**

**Accomplishment:**

- B2G has delivered Live Meeting Sessions as a service to WBENC (January- April) for 212 new WBE WBENCLink2.0 users

# WBENC Governance

## Executive Committee

### **Board Chair**

Theresa Harrison  
Diversity & Inclusiveness  
Procurement Leader  
EY  
theresa.harrison@ey.com

### **1<sup>st</sup> Vice Chair**

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

### **2<sup>nd</sup> Vice Chair**

Debra Jennings-Johnson  
Senior Director, Supplier  
Diversity  
BP America, Inc.  
debra.jennings-johnson@bp.com

### **Secretary**

David Drouillard  
Executive Director, Indirect  
Purchasing & Supplier Diversity  
General Motors  
david.drouillard@gm.com

### **Immediate Past Chair**

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

### **Treasurer**

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

### **Leadership Council Chair**

Roz Lewis  
President & CEO  
Greater Women's Business  
Council  
rlewis@gwbc.biz

### **Women's Enterprise Forum Chair**

Cheryl Snead  
CEO  
Banneker Industries, Inc.  
c\_snead@banneker.com

### **Certification Committee Chair**

Debra Stewart  
Manager, Supplier Diversity &  
Diversity Outreach  
Shell Oil Company  
debra.stewart@shell.com

### **Marketing, Communications and Brand Management Chair**

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

### **Membership and Revenue Generation Chair**

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

### **Nominating Committee Chair**

Clint Grimes  
Executive Director, Global  
Sourcing & Supplier Diversity  
Time Warner, Inc.  
clint.grimes@timewarner.com

### **Counsel to the Board *ex-officio***

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

### **President & CEO *ex-officio***

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

## **Extended Executive Committee**

### **Audit Committee Chair**

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

### **U.S. Services & Programs Committee Chair**

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

### **Global Services & Programs Committee**

Michael Robinson  
Program Director, Global Supplier Diversity  
IBM  
mkrobins@us.ibm.com

### **Leadership Council**

Vice Chair  
Emilia DiMenco  
President & CEO  
Women's Business Development Center-Chicago  
edimenco@wbdc.org

### **Women's Enterprise Forum**

1<sup>st</sup> Vice Chair  
Patricia Rodriguez-Christian  
President & CEO  
CRC Group, Inc.  
patricia@crcgroupinc.com

### **Women's Enterprise Forum**

2<sup>nd</sup> Vice Chair  
Patricia Massey  
MYCA Group  
pmassey@mycagroup.com

# Regional Partner Organizations

## Astra Women's Business Alliance (ASTRA)

**Diane L. McClelland**

*President*

**dimac@astrawba.org**

4800 SW Meadows Road, Suite 480

Lake Oswego, OR, 97035-8620

tel: (503) 941-9724

<http://www.astrawba.org>

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

## Center for Women & Enterprise (CWE)

**Susan Rittscher**

*President & CEO*

**CEOCertification@cweonline.org**

24 School Street, 7<sup>th</sup> floor

Boston, MA, 02108

tel: (617) 532-0224

fax: (617) 536-7373

<http://www.cweonline.org/certification>

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

## Great Lakes Women's Business Council (GLWBC)

**Michelle Richards**

*President*

**mrichards@greatlakeswbc.org**

33109 Schoolcraft Rd.

Livonia, MI 48150

tel: (734) 677-1400

fax: (734) 677-1465

<http://www.greatlakeswbc.org>

**Territory:** Indiana, Michigan

## Greater Women's Business Council (GWBC)

**Roz Lewis**

*President & CEO*

**rlewis@gwbc.biz**

1355 Peachtree Street NE

Suite 640

Atlanta, GA, 30309

tel: (404) 846-3314 x1

fax: (404) 745-0151

<http://www.gwbc.biz>

**Territory:** Georgia, North & South Carolina

## Ohio River Valley Women's Business Council (ORV-WBC)

**Sheila Mixon**

*Executive Director*

**smixon@orvwbc.org**

3458 Reading Road

Cincinnati, OH 45229

tel: (513) 487-6503

fax: (513) 559-5447

<http://www.orvwbc.org>

**Territory:** Kentucky, Ohio, West Virginia

## Women's Business Council-Southwest (WBCS)

**Debbie Hurst**

*President*

**dhurst@wbcsouthwest.org**

2201 N. Collins, Suite 158

Arlington, TX, 76011

tel: (817) 299-0566

fax: (817) 299-0949

<http://www.wbcsouthwest.org>

**Territory:** North Texas, New Mexico, Oklahoma, Arkansas

## Women's Business Development Center-Chicago (WBDC Chicago)

**Emilia DiMenco**

*President & CEO*

**edimenco@wbdc.org**

8 South Michigan Ave., 4th floor, Suite 400

Chicago, IL, 60603

tel: (312) 853-3477

fax: (312) 853-0145

<http://www.wbdc.org>

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

## Women's Business Development Council of Florida (WBDC of Florida)

**Nancy Allen**

*President & CEO*

**nancyallen@womensbusiness.info**

13155 SW 134 Street, Suite 205

Miami, FL 33186

tel: (305) 971-9446

fax: (305) 971-7061

<http://www.womensbusiness.info>

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

**Women's Business Enterprise Alliance (WBEA)**

**April Day**

*President*

**aday@wbea-texas.org**

9800 Northwest Freeway, Suite 120

Houston, TX, 77092

tel: (713) 681-9232

fax: (713) 681-9242

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

**Territory:** South Texas

**Women's Business Enterprise Council PA-DE-sNJ  
(WBEC PA-DE-sNJ)**

**Angela Dowd-Burton**

*President*

**adowd-burton@wbecouncil.org**

1315 Walnut Street, Suite 1116

Philadelphia, PA, 19107-4711

tel: (877) 790-9232

fax: (215) 790-9231

<http://www.wbecouncil.org>

**Territory:** Delaware, Pennsylvania, Southern New Jersey

**Women's Business Enterprise Council South  
(WBEC South)**

**Phala K. Mire**

*President*

**pkmire@wbecsouth.org**

2800 Veterans Memorial Blvd., Suite 180

Metairie, LA 70002

tel: (504) 301-5847

fax: (504) 830-3895

<http://www.wbecsouth.org>

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

**Women's Business Enterprise Council-West  
(WBEC West)**

**Pamela S. Williamson, Ph.D.**

*President & CEO*

**pamela@wbec-west.org**

1515 N. Greenfield Road, Suite 102

Mesa, AZ, 85205

tel: (480) 962-0639

fax: (480) 969-2717

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

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

**Women Presidents' Educational Organization-DC  
(WPEO-DC)**

**Sandra Eberhard**

*Executive Director*

**sandra@womenpresidentsorg.com**

1120 Connecticut Ave. NW, Suite 1000

Washington, DC, 20036-3951

tel: (202) 595-2637

fax: (202) 872-5505

<http://www.wpeo.us>

**Territory:** District of Columbia, Maryland, Virginia

**Women Presidents' Educational Organization-NY  
(WPEO-NY)**

**Marsha Firestone, Ph.D.**

*President & Founder*

**marsha@womenpresidentsorg.com**

155 E. 55th. Street, Suite 4H

New York, NY, 10022

tel: (212) 688-4114

fax: (212) 688-4766

<http://www.wpeo.us>

**Territory:** South Connecticut, North New Jersey, New York State

# WBENC Staff

## Women's Business Enterprise National Council

1120 Connecticut Avenue, NW Suite 1000, Washington, DC, 20036

Main: 202-872-5515

Fax: 202-872-5505

### **Pamela Prince-Eason**

President and CEO

peason@wbenc.org

### **Lindsey All**

Senior Manager, Marketing, Programs and  
Business Development

lall@wbenc.org

(202) 872-5516

### **Pat Birmingham**

Vice President, WBENC

Marketing and Technology

pbirmingham@wbenc.org

(202) 315-1482

### **Hannah Brown**

Executive Associate

hbrown@wbenc.org

(202) 315-1489

### **Valerie Bunns**

Controller

vbunns@wbenc.org

(202) 872-5508

### **Lindsay Burger**

Senior Program Manager

lburger@wbenc.org

(202) 315-1519

### **Jessica Carlson**

Senior Manager, Marketing & Communications

jcarlson@wbenc.org

(202) 872-5515

### **Susan Cates**

Manager, Certification and WBENCLink Support

scates@wbenc.org

(202) 315-1516

### **Mia Delano**

Senior Director, Business Development

mdelano@wbenc.org

(202) 315-1501

### **Rian Edwards**

Business Development Outreach Lead

redwards@wbenc.org

(202) 315-1498

### **Vaughn Farris**

Senior Manager, Strategic Programs

vfarris@wbenc.org

(202) 315-1520

### **Andrew Gaeckle**

Director, Strategic Planning

agaeckle@wbenc.org

(202) 315-1497

### **David Gifford-Robinson**

Director, Marketing

drobinson@wbenc.org

(202) 315-1483

### **Lauren Herman**

Financial Reporting Manager

lherman@wbenc.org

(202) 315-1490

### **Ashley Jackson**

Staff Accountant

ajackson@wbenc.org

(202) 315-1525

### **Jill Sasso**

Senior Director, Human Resources

jsasso@wbenc.org

(202) 315-1493



**Meridith Satz**

Senior Manager, Certification

msatz@wbenc.org

(202) 315-1522

**Laura Swenson**

Senior Manager, Marketing,

Communications & Brand Management

lswenson@wbenc.org

(202) 872-5519

**Nettie Teter**

Project Manager, Marketing

nteter@wbenc.org

(202) 315-1485

**Martha Valenzuela**

Senior Manager, Certification & WBENCLink

mvalenzuela@wbenc.org

(202) 872-5518

**Candace Waterman**

Vice President, WBENC

Certification and Program Operations

cwaterman@wbenc.org

(202) 872-5517

**LaKesha White**

Associate Director, Compliance

lwhite@wbenc.org

(202) 315-1499

**Amanda Zack**

Senior Manager, Marketing

azack@wbenc.org

(202) 315-1476