

Women's Business Enterprise
National Council



Creating Opportunities...Recognizing Excellence

**Board of Directors Meeting
The Gaylord Resort
National Harbor, Maryland
March 22, 2011**

All materials for this and future Board meetings are available to all Board members at the private Board Intranet site <http://www.wbenc.org/auth/login.asp?id=253>

COMMITTEE REPORTS:

5:15 PM	GLOBAL SERVICES AND PROGRAMS	MICHAEL ROBINSON
5:20 PM	ETHICS COMMITTEE	MARY TACHER
5:25 PM	MEMBER SERVICES AND PROGRAMS	RUBY MCCLEARY
5:30 PM	NATIONAL CERTIFICATION	NANCY CONNER
5:35 PM	LEADERSHIP COUNCIL	GERI SWIFT
5:40 PM	WOMEN'S ENTERPRISE LEADERSHIP FORUM	HOLLI DORR
5:45 PM	CORPORATE MEMBERSHIP AND REVENUE GENERATION	THERESA HARRISON
5:50 PM	MARKETING, COMMUNICATIONS, AND BRAND MANAGEMENT	DEBRA JENNINGS-JOHNSON
5:55 PM	CLOSING	LAURA TAYLOR
6:00 PM	MEETING ADJOURNS	

OTHER MATERIALS:

- Board of Directors Contact List
- Regional Partner Organizations Contact List
- WBENC Staff Directory

Report of the Board Chair

Women's Business Enterprise National Council Board of Directors Meeting

Minutes of the Meeting
November 17, 2010—10:00am-12:00pm
The Westin Alexandria, Alexandria, Virginia

Meeting Roster

Chair	Pamela Prince-Eason, Pfizer	
President	Linda Denny	
Counsel	Jorge Romero, K&L Gates	
Corporation	Corporate Members	Present / Absent
Accenture	Al Williams	Present
Alcatel-Lucent	Lynn Scott	Present
Altria (frm Phillip Morris)	Diane Pinkney	Present
AT&T	Marianne Strobel	Present
Avis Budget Group	Lynn Boccio	Absent
Bank of America	Jeffrey Jones	Present
Chevron	Betsy Hosick	Present
Dell	Jens Gruenkemeier	Absent
Ernst & Young	Theresa Harrison	Present
Ford	Armando Ojeda	Present
Halliburton	Sherry Williams	Absent
IBM	Michael Robinson	Present
JCPenney	Mary Tacher	Present
Johnson & Johnson	Beverly Williamson	Present
Johnson Controls	Shelly Brown	Present
JP Morgan Chase	Kathryn Wikman	Present
KPMG	Barbara Carbone	Present
Macy's	Howard Thompson	Present
Manpower	Martha Artiles	Present
Marriott	Rosemarie Schmidt	Present
Microsoft	Cecilia Porto	Present
Motorola	Michelle Hawkins	Present
Office Depot	Shari Francis	Present
PepsiCo	Scott Buchanan	Present
Pfizer	Pamela Prince-Eason	Present
Pitney Bowes	Laura Taylor	Present
Raytheon	Benita Fortner	Present
Shell	Debra Clark Stewart	Present
The Coca Cola Co.	Johnnie Booker	Present
The Home Depot	Michelle Robinson	Present
Time Warner	Greta Davis	Present
United Airlines	Ruby McCleary	Present
UPS	Kathy Homeyer	Present

Verizon	Deloris Johnson-Cooper	Present
Wal-Mart	Tonia Smith	Absent
Leadership Council Members		Present / Absent
Astra	Diane McClelland	Absent
Center for Women and Enterprise	Susan Rittscher	Present
GWBC	Roz Lewis	Present
WBC Southeast	Debbie Hurst	Absent
WBDC Chicago	Carol Dougal	Present
WBDC Florida	Nancy Allen	Present
WBEA	Susan Repka	Present
WBEC PA, DL, sNJ	Geri Swift	Absent
WPEO-NY	Marsha Firestone	Present
Forum Members		Present / Absent
ASAP Staffing	Nancy Williams	Absent
Hollister Construction	Holli Dorr	Present
ICON	Pamela O'Rourke	Present
MDI	Ella Koscik	Absent
Neutral Posture	Rebecca Boenigk	Present
Superior Staffing	Lynne Marie Finn	Absent
TelTech Communications	Lisa Hanlon	Present
Accel	Tara Abraham	Present
The Warrior Group	Gail Warrior Lawrence	Absent
Expert Members		Present / Absent
Amgen	Farryn Melton	Present
Romneycom, L.L.C.	Lynthia Romney	Present
MBE Magazine	Ginger Conrad	Absent
Ex-Officio Members		Present / Absent
WBENC	Linda Denny	Present
K&L Gates	Jorge Romero	Present
Non-Board Members in Attendance		
WBENC	Susan Prado	
WBENC	Lynn Quinn	
WBENC	Diana Wells [minutes]	
WPEO-DC	Liz Cullen	
WBEC-South	Blanca Robinson (Nominated)	
ExxonMobil	Bridget Kostelnick (Nominated)	
Dell	Hali White (Nominated)	

CHAIRMAN'S REPORT: Pamela Prince-Eason

Chair Prince-Eason called the meeting to order after noting changes in the agenda, and that Hali White would be representing Dell in lieu of Jens Gruenkemeier.

Chair Prince-Eason asked for a motion to approve the minutes of the Board of Directors meeting held June 22, 2010 with the following revisions:

1. The list of corporate member attendees will be corrected to include Cheryl Stevens.
2. Debbie Hurst's organization will be corrected to read WBC Southwest and her status as "absent" will be corrected to "present."

Cheryl Stevens moved and Theresa Harrison seconded the motion to accept the minutes with the revisions and there being no further discussion, the motion passed unanimously.

Chair Prince-Eason reported that she has visited half the RPOs this year in order to better understand the ways they function. She encouraged the Board to attend more RPO events.

Chair Prince-Eason reported on the Extended Executive Committee retreat, which was attended by committee chairs and the Executive Committee. The two focuses of the retreat were to update the strategic plan created in 2008 and to address immediate action items.

A task force has been established to address the recent rapid growth in the organization, which will investigate the needs of every constituency. In particular, focus areas will be areas in which RPOs aren't properly equipped to meet demands. Cheryl Stevens will be the task force's sponsor and she requested that anyone who would like to be involved send her an email. A task force charter will be distributed that lays out its purpose and guidelines. Also discussed were databases, resources and corporate members to utilize. President Linda Denny gave an overview of the Women Owned Small Business Contracting Program (a.k.a. 8M Program) for which a written summary was provided. President Denny reported that the Women's Enterprise Leadership Forum is creating policies and processes for governing itself. Holli Dorr will move from her position as Vice Chair of the Forum to Chair, and a new Vice Chair will be selected. Holli Dorr will distribute information regarding self-nomination to the position. Applications should be submitted to the Executive Committee of the Forum.

Factors inhibiting involvement in the Forum as well as the promotion of diversity within the Forum were discussed; Holli Dorr stated that she will address these issues.

Board Resignations:

Chair Prince-Eason announced board resignations of: Delores Johnson-Cooper, Verizon; Michele Hawkins, Motorola; Laurie Acreman, ExxonMobile; and Kathryin Wikman, JP Morgan Chase. We appreciate all their contributions to the Board and to WBENC.

Board Nominations:

Nominating Committee Chair, Lynn Scott, presented the proposed slate of candidates to fill some of these vacancies, noting that not all vacancies will be filled at this time: Nannette Lawson, Motorola, replacing Michele Hawkins – term to expire December 2013; Bridget S. Kostelnik, ExxonMobil, replacing Laurie Acreman – term to expire December 2011.

Kathy Homeyer moved and Rebecca Boenigk seconded the motion to accept the nominations to the Board of Nanette Lawson, Motorola, term to expire December 2013, and Bridget S. Kostelnik, ExxonMobil, term to expire 2011, and there being no further discussion, the motion passed unanimously.

Mrs. Scott then presented the current Corporate Board Members proposed for re-election:

Lynn Boccio, Avis; Barbara Carbone, KPMG; Jeffrey Jones, Bank of America; Kathy Homeyer, UPS; Armando Ojeda, Ford; Cecelia Porto, Microsoft; Marianne Strobel, AT&T; Mary Tacher, JC Penney; Laura Taylor, Pitney Bowes; and Bev Williamson, Johnson & Johnson; are re-nominated to the Board for a new three-year term to expire December 2013.

Lynn Scott moved and Marsha Firestone seconded the motion to accept the re-nomination the above-named members, *in toto*, to the Board with a term expiring December 31, 2013, and there being no further discussion, the motion passed unanimously.

Chair Scott then presented the Leadership Council nominees: Blanca Robinson and Dr. Rea Waldon were nominated for a new three year term ending December 31, 2013.

Lynn Scott moved and Tara Abraham seconded the motion to accept the nominations to represent the Leadership Council of Blanca Robinson and Rea Waldon and there being no further discussion, the motion passed unanimously.

Nominating Chair, Lynn Scott, then explained that the Executive Committee has requested that the current Board Members representing the Women's Enterprise Leadership Forum continue in their roles until the Forum could create a different process for Forum nominations. With that in mind the following current Board members would continue to serve until nominees are selected using the new process: Rebecca Boenigk, Neutral Posture; Ella Koscik, Management Decisions; and Nancy Williams, ASAP, Pamela O'Rourke, ICON Information Consultants and Gail Warrior, The Warrior Group.

Lynn Scott moved and Barbara Carbone seconded the motion to accept the renewal of the terms of Rebecca Boenigk, Ella Koscik, Nancy Williams, Pamela O'Rourke and Gail Warrior. There being no further discussion, the motion passed unanimously.

Benita Fortner, Raytheon, has been nominated for Second Vice Chair of the Board of Directors for the term ending December 2013.

Lynn Scott moved and Jeff Jones seconded the motion to accept the nomination of Benita Fortner for Second Vice Chair of the Board and there being no further discussion, the motion passed unanimously.

The Executive Committee will continue as is, no vote was taken.

PRESIDENT'S REPORT: Linda Denny

President Linda Denny thanked all the Board members for their efforts and expressed appreciation for the WBENC staff for putting in long hours. Ms. Denny encouraged the Board to take advantage of the many opportunities to be engaged in the media and in RPOs. Ms. Denny referenced the executive summary she created of the Women-Owned Small Business Program (WOSB) included in the Board book along with the President's Report. Ms. Denny will continue to monitor the program's progress along with additional legislation. The website will include updates on the WOSB for reference by the Board.

Ms. Denny has been collaborating with members of the National Women's Business Council (NWBC) in order to jump start the government agency. The NWBC is an advisory council to the president and congress, although it has no appointed leader and

empty seats. Dana Lewis has been appointed executive director and Dona James is the new chair of the NWBC, Ms. Denny reported. WBENC will have a seat on the board of NWBC and WBENC may suggest nominees for the board of NWBC. WBENC will actively suggest WBEs. Ms. Denny asserted that this is an example of women's business groups working together in a mutually beneficial situation. Ms. Denny stated that women's business organizations must build coalitions and encourage interorganizational communication.

Ms. Denny reported that the staff of WBENC are actively engaged in preparing for the Summit and Salute and the National Conference and Business Fair. A recent review of the Tuck program, including a small focus group, demonstrates the value WBEs and corporations see in Tuck.

Ms. Denny stated that new board member training will occur on January 25th, 2011, although it is possible to reschedule it if the date doesn't work. Ms. Denny mentioned the New Board Member Manual will be distributed and that training will be web-based.

Presidential Search Committee Report: Laura Taylor

Committee Chair, Laura Taylor, gave an update on the activities of the Search Committee. The search firm, Diversified Search, has completed interviews with WBENC staff about organizational goals and processes. Diversified Search has been asked to draft a letter to the Search Committee that will be distributed to WBENC constituents using the "President's Report" distribution list. The search firm will do a screening of candidates and will do the initial interviews during the first week of December. The process is estimated to be completed the first quarter of 2011.

Finance Committee and 2011 Budget: Kathy Homeyer

Treasurer and Finance Committee Chair, Kathy Homeyer, presented the proposed 2011 WBENC Budget showing the following:

Income	\$8,700,850
Expenses	<u>7,985,468</u>
Net income	\$715,382

There was discussion of how the budget would handle a delay in the implementation of the National Application Fee (by continuing to operate under the amounts set in the 2010 Budget since the NAF was not included).

Cheryl Stevens moved and Lynn Scott seconded the motion to accept the 2011 Budget as presented. The motion passed unanimously.

Treasurer Homeyer then presented the proposed policy resolutions for Joint Ventures and Gift Acceptance. Discussion ensued.

Nancy Conner moved and Marsha Firestone seconded the motion to accept the Joint Venture Policy and the Gift Acceptance Policy. The motion passed unanimously.

Mrs. Homeyer then presented the proposed Executive Compensation policy resolution.

After discussion the Executive Compensation Policy Resolution was withdrawn and not accepted.

Global Committee: Benita Fortner on behalf of Michael Robison

Committee is considering a book of resources for WBEs that will include information on doing business globally. A “tease” for the book should be out by Summit & Salute in 2011. If you have information to share please send to Benita or Michael.

Ethics Committee: Mary Tacher

Chair Mary Tacher presented revisions to two current WBENC policies; the Code of Ethics and the Conflict of Interest. There was some discussion.

Kathy Homeyer moved and Ruby McCleary seconded the motion to accept the Code of Ethics and Conflict of Interest Resolutions, which passed unanimously.

Member Services and Programs: Benita Fortner

Introducing a new ‘multi-layer corporate mixer’ on Thursday after the Summit & Salute. Asked corporate members to bring one or two prime contractors to participate, providing WBEs new opportunities on levels 1, 2 and 3. Information on scholarship that corporations make available to WBEs should be sent to Ruby McCleary or Betty Cole to be included in new catalogue that will be sent to WBEs. The Committee is working on speakers and workshops for the National Conference & Business Fair.

Leadership Council: Geri Swift

The goal for 2015 is 15,000 WBENC Certified WBEs. In 2010 we met the goal of 10,000. There are almost 500 corporate and government entities that accept WBENC Certification. Working on a documentation process for use in training to do MatchMaker events. There are a total of 350 different MatchMaking events annually. Standardizing the MOUs with government entities.

Women’s Enterprise Leadership Forum: Holli Dorr Vice Chair reporting

Tara Abraham, Accel, has been selected as the new Vice Chair. A plan is being devised for the selection of new members of the Forum. The Leadership Team met and created a 2011 Strategic Plan for the Forum. They are currently working to create the process and procedure for merging the Forum Governing Group and the Forum-At-Large and to have a new way to nominate, select and put forward WBE candidates for the WBENC Board of Director seats. The Forum would like to have a Executive Committee member as a liaison to the Forum.

Corporate Membership and Revenue Generation: Theresa Harrison

The new corporate member goal was 25 and we are ending with 26, after a loss of 22 members due to the economy. Paige Adams created an analysis membership gains and losses in order to identify gaps. They will prioritize Federal Government contractors, since there aren’t many that are corporate members. Looking at strategic corporate recruitment based on what WBEs can provide to them. On target for all committee goals. Bev Williamson will do outreach to sports organizations (NFL, NBA) and will target industry groups to foster an awareness of WBENC. One task force per industry. Laura Taylor did an Ambassador update. The Ambassadors have brought in four new corporate members. Are working to redesign the Ambassador eligibility and processes in order to expand the program.

Marketing, Communications and Brand Management: Debra Jennings-Johnson

Prioritizing Social Media and building a strategy for it in order to control any possible damaging situations. Damage control is important where there is more internet publicity.

Nominating Committee: Lynn Scott

Chair Lynn Scott did a brief presentation of the Board of Directors Scorecard and reviewed the definitions that will be used as part of the Scorecard. The Scorecard will be implemented at the end of 2011.

The Capacity Institute: Linda Denny

Ms. Denny reported that the Capacity Institute is intended to support the educational needs of WBEs in growing the capacity and scale of their businesses in addition to assisting in the creation of supplier diversity programs in corporations. She applauded the RPOs for their educational efforts but voiced concern that those who do not attend RPO events miss out on valuable knowledge. The educational content would be supplemental to that presented by RPOs.

Ms. Denny stated that no body of research exists for issues that our members need to know, particularly regarding capacity building and scaling. The Capacity Institute would include some content original to WBENC but it would pull from other resources already in existence as well. The Capacity Institute would serve WBEs, RPOs and Corporate members in different ways. Focus groups were recently held with WBEs as well as corporate members on ways the Capacity Institute could be of use.

Ms. Denny said that the priority at this point is identifying resources: RPOs, corporate members, universal partners and financial resources. The next steps in planning the Capacity Institute are:

1. Pull together the right people for participation in the think tank that will draw up the details for the Capacity Institute.
2. A high level concept paper will be sent to all board members as a result of the think tank.
3. A core curriculum and evaluation procedures will be proposed
4. Funding methods would be determined.

Ms. Denny asked that any feedback on the program be sent to her, so that she can understand what resources are available and what concerns exist. Responses should be sent by the end of 2010, to Chair Prince-Eason and Ms. Denny.

The meeting was adjourned by Chair Pamela Prince-Eason.

Board Elections

Resignations:
Corporate Members

HALLIBURTON

2107 CITYWEST BLVD., BUILDING 4 – 13TH FLOOR, HOUSTON, TEXAS 77042
PHONE: 713-839-2627

Sherry D. Williams
Sr. Vice President and
Chief Ethics & Compliance Officer

January 13, 2011

Paige Adams
Director of Development & Corporate Relations
Women's Business Enterprise National Council
1120 Connecticut Avenue, NW
Suite 1000
Washington, DC 20036

Dear Paige,

Please accept this letter as notice of Halliburton's cancellation of its national WBENC membership, and my formal resignation from the WBENC Board of Directors, effective December 31, 2010.

Halliburton's Supplier Diversity program has been integral to our business strategy for over a decade. We are proud of the program's past achievements and its contribution toward the development of Halliburton's supply chain diversification and capabilities.

Beginning in 2011, we have decided to realign our corporate strategy to focus our supplier diversity efforts at a local level. This move recognizes of the increasing need to advance our support of communities where we do business, and thereby have a more direct impact on local supplier and economic development.

It has been an honor to serve on the WBENC board, and to advance the cause of supplier diversity. Please extend my heartfelt wishes to all remaining board members and the WBENC management leadership for continued success.

Sincerely,



Sherry Williams
Vice President and Corporate Secretary
HALLIBURTON

Cc: Ramie Dingle, Manager, Supplier Diversity

Dear Linda,

Please accept this letter as my resignation from the WBENC Board of Directors due to my departure from Pfizer in February 2011. I have truly enjoyed my service to WBENC as a Board Member, Executive Committee Member and as Chair of the Board.

Pfizer will provide the Nomination Committee with their recommendation for the Board position that I am vacating. Pfizer is proud of their leadership in Diversity and find their representation on the WBENC board to be an important part of their Supplier Diversity Program.

I look forward to continuing to serve WBENC in the future in other capacities.

Best Regards,
Pamela Eason

Jeff Jones of Bank of America has notified WBENC of his resignation.



November 30, 2010

Linda Denny
President and CEO
Women's Business Enterprise Network Council (WBENC)

Dear Linda,

This letter is to inform you that I must resign as a member of the WBENC Board of Directors, effective immediately.

It has been my pleasure to serve on the board for the past year, however, due to some organizational realignment, I will be moving to a different position within World Wide Procurement. I feel that it is best for me to step down and allow Kim Brown, our new Vice President of General Procurement and Global Supplier Diversity to take over my board responsibilities. Kim brings a wealth of procurement and supplier diversity experience to her role and will be a great asset to Dell and WBENC.

I wish the organization only the best for the future, and regret any inconvenience my resignation may cause.

Sincerely,

Jens Gruenkemeier
Dell Inc.

cc: Pamela Eason, Chair, Board of Directors, WBENC
Lynn Scott, Director, Board of Directors, WBENC

*Armando Ojeda
2037 Regent Drive
Bloomfield Hills, MI 48302
grinones@aol.com*

Ms. Linda Denny
President
Womens Business Enterprise
National Council
1120 Connecticut Avenue, NW
Washington, DC 20036

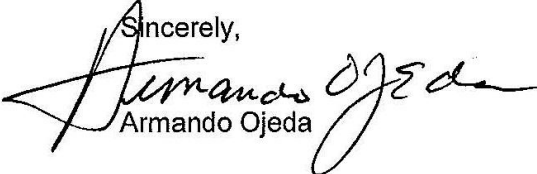
Dear Ms. Denny:

Please accept this correspondence as formal notification of my resignation from the WBENC Board of Directors effective January 1, 2011.

My departure from the Board is due to my retirement from Ford Motor Company on December 31, 2010.

Consistent with the announcement that Carla Traci Preston would assume the position of Director of Supplier Diversity Development, she is the individual designated to represent Ford Motor Company on the WBENC Board of Directors.

It was a privilege and a pleasure to serve on the WBENC Board and support the advancement of women business enterprises.

Sincerely,

Armando Ojeda

Board Nominations: Corporate Members

Nominated for Board Chair:



Laura Taylor
Vice President, Strategic Sourcing and Procurement Operations

Enterprise Procurement



Laura Taylor has held management positions of increasing responsibility with multiple lines of during her over 25 years with Pitney Bowes. Currently she is Vice President, Strategic Sourcing and Procurement Operations. In her current position, Laura has accountability for indirect strategic sourcing, supplier relationship management, procurement solutions, supplier diversity, acquisition integration, the supplier contract management process and business controls and compliance.

In addition to past management roles in Finance and Accounting, Laura has an extensive background in business process design, improvement and implementation. Laura has been twice awarded with the company's One Standard Excellence Award for results in business process improvement. Prior to her current role, Laura was Vice President Global Procurement Strategy and Operations where she played a key role in the creation of the enterprise wide procurement function to leverage global resource and process capabilities. Laura led and directed the creation of a Procurement competency model used to develop critical capabilities. In her operational role, Laura had oversight to leverage common process, improve user experience and reduce operating costs of transactional procurement. Laura also developed a procurement savings strategy that defines a savings capture policy, a savings capture process and a management system. In 2010, Laura led the procurement work stream for a critical company wide strategic transformation program. These contributions have helped to enable Pitney Bowes' strategic sourcing savings initiatives, which have realized over \$300 million in benefits over the last six years.

Previously, Laura was Director, Customer Service Field Operations for the U.S. Mailing Systems Division. Where she led improvements in cost competitiveness, inventory accuracy and customer order cycle time, and the launch of a value added services program. Laura has also held Finance leadership roles in the Document Messaging Technologies line of business and in the North American Supply Chain organization.

Laura holds a Bachelor of Science degree in Finance from the University of Connecticut and a Master of Business Administration from Western Connecticut State University. Laura is an active member of the Board of Directors for the Women's Business Enterprise National Council (WBENC) where she is also Vice Chair of the Board. Laura is an active volunteer in Girl Scouts and her local school system. Laura also previously served on the Board of Directors of the Southwestern Connecticut Girl Scouts Council.



Barbara Kubicki-Hicks
Supply Chain Management Executive
Bank of America Supply Chain Management

Barbara Kubicki-Hicks is a Supply Chain Management executive in Global Supply Chain Management for Bank of America. Her team is aligned to the Consumer and Small Business Bank, Home Loans and Insurance, Global Risk, Global Human Resources and Global Marketing and Corporate Affairs organizations and has regional responsibility for SCM activities in Canada. She leads a 75 person team that is responsible for third party supplier engagement including proactive benefit planning, competitive bidding, contract negotiation and managing the total cost of ownership for \$4+Bn supplier spend.

Prior to this role, Kubicki-Hicks developed the framework for the Supply Chain Management global operating model and led a global vendor leverage transition program for the Bank of America/MBNA merger that reviewed \$15Bn in external spend and completed over 120 sourcing events that had a run-rate impact to the Card Services P&L of \$250MM. She also received Six Sigma Greenbelt certification for the development of a playbook for use during future mergers.

In the course of her career at Bank of America, she has held a number of leadership roles in Purchasing operations including vendor management and Technology where she spent a number of years implementing ERP financial systems globally.

Kubicki-Hicks joined Bank of America in 1990 after receiving a BS degree in Business Management from West Chester University. She lives in Landenberg, PA with her husband and son.



Thasunda Brown Duckett

**Senior Vice President
Northeast Region Manager
Chase Mortgage, a division of JP Morgan Chase**

Professional

Thasunda Brown Duckett is a Senior Vice President and East Regional Manager for Chase Mortgage. Thasunda manages a team of over 700 sales professionals who provide home financing counsel to buyers in the New York, New Jersey & Connecticut, Florida, Georgia & Louisiana markets. Thasunda's East business unit will originate over \$9 billion in home loans in 2011

As Region Manager, Thasunda spearheads sales strategies designed to meet the needs of a diverse customer base, identifies business opportunities to drive Chase's market share, drives credit and product changes that impact the Northeast and oversees professional talent development of the Managers and sales force.

Thasunda who has been at Chase since 2004, has also held senior leadership positions as Channel Executive of Bank Branch Integration and Director of Affordable Lending and Emerging Markets business. Prior to joining Chase Mortgage, Thasunda was a Director of Emerging Markets at Fannie Mae. Thasunda also serves on various Management Councils which aim to create and maintain a diverse and inclusive work environment for all JPMorganChase employees.

Prior to joining Chase Mortgage, Thasunda was a Director of Emerging Markets at Fannie Mae. In this position, Thasunda led execution of national strategies designed to increase homeownership among African Americans and Hispanics across the country.

Education and Professional Affiliations

Originally from Rochester, New York; Thasunda obtained her B.B.A. in Finance and Marketing from the University of Houston and her M.B.A from Baylor University. She is a member of Delta Sigma Theta Sorority Inc., Baylor University Alumni, the University of Houston Alumni, the Black MBA, the National Association of Female Executives and the National Association of Real Estate Brokers.

She is also the Founder of African American Leaders of Tomorrow, a professional association focused on heightening political awareness to impact social and economic change and a Board Member of Jr. Finance Literacy Academy. She has been recognized by EBONY magazine as a Top Young Professionals.

Personal

Thasunda and her husband Richard balance their professional lives with a full family life. They are the parents of three young children and own a UPS Franchise. They are both sports enthusiasts and enjoy traveling, reading and 'experimenting' in the kitchen.



Kimberly A. Brown
Vice President, Worldwide Procurement
Dell Inc.

Kim Brown joined Dell in 2010 and is the vice president of General Procurement. In this role, she oversees Dell's strategic management of indirect spend globally, and serves as the executive leader of Dell's global supplier diversity program.

Prior to Dell, she was the vice president of Procurement for Toys "R" Us, and responsible for driving procurement strategy, managing supplier relationships and collaborating with operations and merchandising teams. Before this, she was a 19-year veteran of General Electric where she held various sourcing and procurement positions, including general manager of Mexico Sourcing. Kim also worked for the Reynolds and Reynolds Company where she oversaw profit and loss for the Customer Relationship Management software module and led company-wide supply management initiatives.

Kim has an MBA from Gannon University and a Bachelor's degree in Mathematics from Clarion University.

Tonya Rozier-DeAnda, Verizon



Tonya Rozier-DeAnda is Director, Supplier Diversity, National Advocacy, Quality and Metrics, Strategic Sourcing Policies and Procedures and Supplier Relationship Management in support of all Verizon companies. In this capacity, she is responsible for increasing diverse spend, implementing quality systems and processes, as well as developing and implementing Sourcing and Supplier Relationship policies and initiatives, which achieve compliance, quality and productivity objectives.

Ms. Rozier-DeAnda is an executive with extensive telecommunications and leadership experience. Prior to her current assignment, Ms. Rozier-DeAnda spent eight years with Verizon Wireless, where she held various staff roles and successfully led teams responsible for Northeast Area sales compensation, event sponsorships, and strategic market research and analytics. She also held Northeast Area and Headquarters' positions where she managed teams responsible for complex contract and RFP response preparations in support of enterprise and government accounts for wireless voice, data and telemetry solutions. She also negotiated numerous of contracts, many of which generated revenue in excess of \$30 million annually.

She has also held Executive level positions at companies such as Telcordia Technologies, where Ms. Rozier-DeAnda negotiated and managed complex account programs and strategic relationships with accounts valued in excess of \$800 million from point of sale to implementation. Additionally, she negotiated numerous licensing agreements, Value Added Reseller (VAR) agreements, and strategic alliances which enhanced profitability that produced more than \$100 million in annual revenues.

Ms. Rozier-DeAnda has also held various positions responsible for software application design, testing, packaging, delivery, and installation. She has also managed large customer care centers, with results that consistently exceeded objectives.

Ms. Rozier-DeAnda earned a Masters Degree in Communication from Georgia State University, with a concentration in Public Relations, and a Bachelor of Arts Degree in English from Emory University. She resides in New Jersey.

**Carla Traci Preston
Ford Motor Company
Supplier Diversity Development**



Carla Traci Preston was named Director, Ford Supplier Diversity Development in December 2010. She previously held the position of Manager, Global Product Planning and Strategy, Product Development. Carla has over 15 years of experience in manufacturing, aerospace and automotive. Prior to her tenure with Ford Motor Company, she has held senior positions in engineering and quality with large manufacturing as well as Tier 1 suppliers.

Carla's contributions at Ford have focused on quality initiatives, strategy development and communication with the global Quality and Product Development organizations. Carla is alumni of the University of Michigan (BSE and MUP) and the University of Phoenix (MBA). She has received national awards from the Society of Hispanic Professional Engineers, the American Society for Quality (national) and Automotive Society of Quality Automotive Division, HENAAC and the Automotive Industry Action Group.

Carla is a board member of the National Minority Supplier Development Council (NMSDC), Michigan Minority Supplier Development Council (MMSDC) and Michigan Hispanic Chamber of Commerce. Carla is actively involved in various community organizations and with several of Ford's employee resource groups. Carla is currently the Chair of the Ford Hispanic Network.

Board Resignations:
Women's Enterprise Leadership Forum
Members



March 3, 2011

Laura Taylor, Acting Chair of the WBENC Board
Linda Denny, President and CEO
Susan Prado, VP Alliance Relationships
Holli Dorr, Forum Chair

Dear Madam Chairwoman & Directors:

The purpose of this correspondence is to inform you that I am resigning my position from the WBENC Board of Directors. It has been a great honor to be a part of this incredible organization and to have worked with all of you. This bitter-sweet decision is derived from continued growth in my company, which leaves much less time to devote to my responsibilities as a WBENC Board member, which I believe is a responsibility that must be fulfilled with complete commitment.

I can attest that WBENC is an organization that has made a profound difference in the lives of business women everywhere. Teltech Communications is one of your many success stories. We will continue as a certified WBE and as a strong supporter of WBENC.

The affiliation with WBENC has been instrumental in both my personal and professional development for which I will always be grateful. Please let me know if there is anything you need from me during this transition. With heartfelt thanks always.

Very Best Regards,

A handwritten signature in blue ink, appearing to read "L. Hanlon", with a long horizontal flourish extending to the right.

Lisa Hanlon
Managing Member

Board Nominations:
Women's Enterprise Leadership Forum
Members



Cheryl W. Snead

Forum Member Since: (Year) 2008

Appointed by: (Corporation Name or RPO) Center for Women & Enterprise (CWE)

Cheryl W. Snead is the President and Chief Executive Officer of Banneker Industries, Inc. a world class provider of Supply Chain Management solutions that is headquartered in North Smithfield, Rhode Island. With operations across the United States and expanding internationally, the company specializes in third and fourth party logistics, supplier managed inventory, fulfillment, packaging and distribution services. The company was named the **2008 National Subcontractor of the Year** by the U.S. Small Business Administration and Ms. Snead was recognized as a "2009 Star" by Women's Business Enterprise National Council (WBENC)

Ms. Snead received her undergraduate degree in Mechanical Engineering from the University of Massachusetts. She worked for General Electric (GE) honing her engineering and management skills before continuing her education. She later received her Masters' Degree in Business from Krannert School of Management at Purdue University and went on to manage the machine shop operations of a small, minority owned firm in Rhode Island before starting Banneker Industries in 1991. The company is named after Benjamin Banneker the first recognized African American mathematician, astronomer and inventor. Ms. Snead received an honorary Doctor of Business Administration degree from Bryant University in Smithfield, Rhode Island in May 2006. She is also a green belt Six Sigma Specialist.

Banneker Industries, Inc. and Ms. Snead have received numerous awards, both for business accomplishments and ongoing civic work. Banneker Industries and its founder have been recognized nationally in Inc., MBE, Essence and Black Enterprise magazines and on CNN Money cable television.

Cheryl W. Snead currently chairs the Women Enterprise Leadership Forum's (WELF's) Certification Committee and is a member of the Executive Committee. Besides her involvement with the Leadership Forum, she serves on the professional Boards of AMICA Insurance Company, Bank Rhode Island and the Rhode Island Economic Development Corporation (RIEDC). Her community activities include serving on the Board of Waterfire and a charter member and Past President of the Greater Providence RI Chapter of The Links, Incorporated. She is a current Board of Trustee of Bryant University and a passionate, motivational speaker advocating youth, minority and women empowerment.

Poddar, Ranjini

President
Artech Information Systems LLC

Ranjini Poddar is the co-founder and president of Artech Information Systems, a \$280 million leading diversity firm that provides workforce solutions, IT consulting and outsourced project services to 45+ Fortune 500 clients around the globe.

Born in India, Ranjini came to the United States when she was eight years old and resided in California for most of her early years. She obtained her BS in Information and Computer Science at UC Irvine.



At just 23 years old, Ranjini was completing her JD at Yale Law School when she recognized a void in the IT consulting marketplace. At that time—1992—the idea of IT outsourcing was relatively new and somewhat unrefined. Although qualified IT services and advice were available, the quality and continuity of deliverables were inconsistent. With this in mind, Ranjini and her husband Ajay opened the doors of Artech. In 1999, after working in Corporate Finance and Mergers and Acquisitions for the pre-eminent Wall Street law firm Sullivan & Cromwell, Ranjini joined Artech full-time to pursue her vision: to raise the bar of IT consulting services.

Under Ranjini's leadership, Artech has exceeded revenue goals, expanded service lines, and established a team of over 400 support staff and 5,000 consultants at 20 national and global locations. Artech has been profitable since 1994 and achieved an astounding compound annual growth rate (CAGR) of 48% from 2006 through 2009*. Artech now has the distinction of being ranked one of the fastest-growing companies in the US by several industry and media associations and the #1 largest WBE IT staffing firm in the US*.

**Staffing Industry Analysts 2010 Reports*

Social Responsibility & Corporate Citizenship

Ranjini is driving Artech's comprehensive social responsibility initiative. Clearly, a hot topic among large and multi-national corporations, Artech is ahead of the curve, having already launched a "green" program and currently developing the blueprint for global citizenship goals, compliance, reporting and accountability.

Artech Corporate Headquarters

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BIOGRAPHY

Pamela Chambers O'Rourke



Pamela Chambers O'Rourke, a native Houstonian, received her MIS degree at the University of Houston as a single mother, working a full-time Information Technology job. When her former employer told her to stop "spoiling the clients" she knew it was time to move on. Her fathers' encouraging words "Among all my children, I believe you will be the most successful" and having fifteen (15) years Information Technology know-how working in Corporate America were all she needed to take the leap and launch her own business.

She founded ICON Information Consultants, LP in 1998 to fulfill her vision of what a consulting company should be. What started from humble beginnings with the tenacity of kudzu, a prolific flowering vine that quickly grows over any fixed object, Pamela has now built an organization with more than 1200 employees in 48 states and revenues in excess of \$87.5 million (2009) with forecasted revenues for 2010 of \$125 million plus. (We did achieve that goal which is a 37.5% increase from 2009.)

Her intent was to create human capital solutions focusing on client needs in the IT arena. She has landed Fortune 100/500 clients such as Halliburton, Shell, ExxonMobil, Waste Management, Hewlett-Packard, Pitney Bowes, Alcatel-Lucent, Perot Systems, UPS and many other well-pleased clients. "She'll take a hit before she'll let either a client or an employee [consultant] down. She's the most customer-oriented supplier that I've ever met", said one client. Under her leadership ICON has grown and prospered, having never experienced a single quarter without a profit by remaining steadfastly customer-oriented despite the ever changing trends in the IT market.

Pamela's spirit of generosity and caring is equally displayed in the community. She donates time, resources and money to support women business enterprise organizations such as WBENC (serving as a board member), WBCS (serving as a board member), WPO, WBEA, C200 and more. She sponsors other WBE's at national WBENC events to help them achieve their own success through the myriad of networking opportunities presented there. Additionally, 99% of all products and services utilized by ICON's corporate office come directly from M/WBE's. Pamela also serves on the Board of Directors for AVANCE, a nonprofit Head Start program, focusing on parent education, early childhood development, brain development, literacy, and school readiness. The program serves economically disadvantaged children and families with a special focus on helping preschoolers develop the early reading and math skills they need to be successful in school. In addition, Pamela generously donated over \$30,000 to help create AVANCE's new computer lab, where adult students can further their educational and career goals.

Pamela has been the recipient of numerous business awards over the years, including the U.S. Small Business Administration's 2005 "Women in Business Champion of the Year", Fast Company Magazine's "Top 25 Women Business Builders", and many more. She was honored as a finalist for WIPP's "Member to Watch" and ICON has earned numerous places on the Inc. 5000 Inaugural List of Fastest Growing Private Companies, as well as the Houston Business Journals 2007, 2008 and 2009 "Houston Fast 100" and "Top 100 Fastest Growing Woman-Owned Businesses". With all that she has been recognized for, her most desired and shining accomplishments are being named the 2008 WBEA/WBENC "STAR", being awarded as Ernst & Young's Entrepreneur Of The Year 2009, Business Services Category for the Houston and Gulf Coast Area as well as WBEA Supplier of the Year 2009. To Pamela, these are very special awards and the icing on the cake for 12 years of perseverance, caring and personal growth.



NAME: Julie B. Copeland

Forum Member Since: (Year) 2007

Appointed by: (Corporation Name or RPO) WBEC – Geri Swift

As the leader of Arbill, Julie is dedicated to leading a company which provides optimal safety solutions for today's businesses. During Julie's tenure as President & CEO, she implemented Arbill's customer-focused process, which values the direct return on investment of your safety program by reducing the hard costs of insurance, missed work, and even litigation. Julie also expanded the company's scope beyond strictly manufacturing and distribution of industrial safety products to integrated safety programs - enabling a true end-to-end safety solution.

Julie has received both regional and national recognition for Arbill's excellence, innovation and growth, and demonstrates her commitments to both the safety industry and continuous education through her board and association memberships. She also demonstrates her safety industry knowledge and passion through frequent speaking engagements on issues driving workplace safety, and has been quoted in media outlets such as *SmartMoney.com*, *Forbes.com*, *Entrepreneur*, and *Diversity Edge*.

Julie graduated from Syracuse University and holds an MBA in Marketing from the Fox School of Business at Temple University. She resides in suburban Philadelphia with her husband Brad and their two sons and daughter.

Patricia Rodriguez Christian



Ms. Rodriguez Christian's experience began in the 1980s as a partner in a marketing communications firm that served Fortune 500 firms. Her corporate experience was as a Territory Sales Manager for a Fortune 50 company. Patricia's public sector experience was as a Consultant to the U.S. Dept. of Commerce in its diversity initiatives. The consultancy focused on promoting products in Europe through the U.S. & Foreign Commercial Service. She identified market ready minority firms and facilitated their introduction to overseas markets through the assistance of the US&FCS and the Office of the Secretary of Commerce.

She also served on the United States Presidential Task Force of the National Information Infrastructure Advisory Council (NIIAC). The taskforce formulated recommendations for the President of the United States on how to bring technology and information to rural and economically challenged communities.

At the U.S. Dept. of Commerce her program focused on increasing university sponsored research funding at Minority Serving Institutions. She was awarded the Bronze Medal Award for Superior Federal Service in 1999 from the U.S. Department of Commerce for her work on this program.

Ms. Rodriguez Christian left public service in 2000 to join her husband in Dallas. She is the founder and President of CRC Group, Inc a business services company; a partner at Alliance of Diversity Printers, owner of Bent Tree Florist and she and her husband own Marcus Café.

She is active professionally and civically in the Dallas community. She has served as:

- Commissioner for the City of Dallas, Office of Cultural Affairs
- Community Advocate on the City of Dallas Public Art Committee
- Board Member, Women's Business Council-Southwest
- Board Member, D/FW Minority Supplier Development Council.
- WBENC National Women's Forum Member

Ms. Rodriguez Christian earned a B.S. in Business Administration, University of Phoenix and a Masters of Public Administration from University of New Mexico. She has also attended The Washington Institute at Georgetown University, and the Amos Tuck School of Business at Dartmouth.



NAME: Sharon A. Burton

Forum Member Since: (Year) 2003

Appointed by: (Corporation Name or RPO) AT&T

Sharon A. Burton began her professional career in transportation as a traffic manager for a specialty chemical company based in Atlanta Georgia. Sharon spent five years learning about the transportation industry from the customer side of the desk.

Impressed with her industry knowledge, one of the nation's largest transportation providers, ABF Freight Systems, recruited her into their sales program. Sharon was eventually promoted to district sales manager; responsible for traveling the southeastern United States expanding service into mid market areas. Sharon was promoted and transferred to the operations side of the business; serving as terminal manager for one of the largest trucking terminals in the Southeast. At that time, Sharon was one of only three female managers in the United States.

In January of 1989, Sharon joined Robart Transportation as Executive Vice President. In 1994, Sharon had the vision to begin a transportation management and consulting division, The RL Services Group, LLC.

In 1996 Sharon became President and CEO of Robart Transportation, Inc. and the RL Services Group, LLC. Sharon's transportation articles and editorials have been published in Transport Topics, Traffic World magazine, Atlanta Business Chronicle and the Gwinnett Business Journal to name a few. She has been a guest speaker at women's leadership conferences and forums throughout the Southeast. September of 2004 Sharon initiated a buy out; becoming sole owner and making The Robart Companies 100% woman owned; an accomplishment achieved by very few women in the transportation industry.

Sharon has served on the board of the Greater Women's Business Council for the past seven years. During that time, she has been a member of the executive committee, chaired the education committee, and participated in the board development group. Sharon has recently stepped down from board membership on a local level, in order to devote more time to WBENC. Currently she serves under Holli Dorr and Tara Abraham as a member of the Forum Leadership Team and Chairs one of the CORR committees devoted to marketing and brand management. This committee is aligned and dedicated to furthering WBENC's Strategic Plan and increasing awareness of the benefits of certification and membership of the organization.

Sharon currently serves on both community and nonprofit boards, giving her time and energy to communities and causes that matter to us all. Sharon and The Robart Companies give back to the community on local, regional and national levels. Whether it is animals, seniors, or children in need, a percentage of Robart's profits are targeted to help others.

Report of the President and CEO

**Women's Business Enterprise National Council
Board of Directors Meeting
March 22, 2011**

Report of the President to the WBENC Board of Directors

Headquarters Activities since November 17, 2010: *See committee reports for additional activity*

Office of the President: *President and CEO Linda Denny, Diana Wells Executive Assistant*

Board Management:

- Major format overhaul and update of the *Board Orientation Manual*, which is a complete history of and statement of policies and procedures for WBENC's Board Directors. It includes a summary of **all** Board meeting minutes and passed resolutions.
- Updated all records and documents that provide a history of the members of the Board of Directors, their term of service and other data
- Prepared agenda for March 22, 2011 Board Meeting, including the Board Book, and the Extended Executive Committee meeting
- Prepared agenda for, executed and documented with meeting minutes Executive Committee meetings in January, February and March 2011
- Board Committee involvement:
 - Nominating Committee—staff to this committee--edited proposed charter document and others bringing them more up to date, managed information and applications for all new proposed nominees for Director positions
 - Participated in or worked with Chair and staff liaison for numerous Board committees.

WBENC Events and Awards:

- Personally called all companies that applied to be a WBENC Top Corporation to notify them if they had been selected or not.
 - Several follow-up meetings with staff and corporations
 - Oversaw planning, recruited speaker and scripted Top Corporations Award event
- Led and supervised WBENC staff and consultants in planning and producing the 2011 Summit & Salute and Top Corporations Award events, including walk through of the sites.
- Involved in planning and preparation for the WBENC National Conference & Business Fair
 - Review and discuss of Student Program
 - Recruited top sponsors for current and future conferences

Public Representation of WBENC:

- Media interviews :
 - *Diversity Careers in Engineering & Information Technology:* interviewed for National Conference, quote you along with Co-Chairs, a second article on Top Corporations winners

- Quoted in all press releases about Summit & Salute, Top Corporation Award winners, WBE Business Stars, National Conference & Business Fair\
- Story on certification for *Kansas City Business* (along with Carol Dougal)
- *Smart CEO* did a Q&A and photo .
- *Bloomberg* for a story on the SBA ruling on set-asides for women.
- *The Network Journal* on women of color as business owners
- *E-Glam* national newsletter on certification and its benefit
- Provided quote for *WE* on WBENC-Tuck story.
- Broadcast interview with *Women's Radio* promoting Summit & Salute
- Meetings and Events:
 - Two White House meetings on small business/health care topics
 - Spoke for Enterprising Women Conference and Awards
 - National Women's Business Organizations Council-founding meeting (name may change)
 - SBA update
 - Spoke to class on Women as Leaders at the University of Maryland

Meetings & Events with WBENC Members:

- Walgreens—about inclusion in their "Community Corner" national advertising and in-store display
- Office Depot—MatchMaker meeting—spoke on panel
- Women's Business Development Center—Minneapolis (a satellite office of WBDC Chicago) spoke at their 5th anniversary celebration
- AT&T Marketing to Women's Business leader
- 2 different in person meetings with Cargill senior executives, category managers and supplier diversity leaders
- In person meetings with representatives from Staples, Office Depot, Best Buy, Kellogg's, Target, Super Value, Harris Bank, UPS, GE, Coca Cola, Accenture, Verizon (just after Board meeting) and other RPO corporate members and non-corporate members.
- Scheduled phone meeting with PepsiCo's new Supplier Diversity lead Ricardo Barrientos, AT&T, The Home Depot and many others.

WBENC Marketing & Communications :

- Wrote and taped three video segments of "President's Message" for WBENC website
- Wrote four articles for the "President's Report" electronic newsletter from WBENC

Other Projects of the President:

- *Submitted an application for WBENC to become a SBA Third Party Certifier:* Worked with

Senior Director Candace Waterman, VP Susan Prado, several SBA experts, Leadership Council and Board Chair/Vice Chair. No idea when to expect approval, much internal work to be done.

- Project Plan Sponsor for the National Application Fee Project Plan, which has been created and
 - presented to the Executive Committee
- Worked with VP Susan Prado and Forum Leadership to create and execute new process and
 - procedures for selection of Form members on the WBENC Board of Directors and merger of
 - Forum Governing Group and Forum-At-Large groups
- Signed MOU with WEConnect International
- The Capacity Institute: continued laying groundwork, planned and executed 1 Corporate and 1
 - WBE Focus Group meetings in Atlanta, also attend by GWBC Executive Director, Roz Lewis
 - Meeting with David Burton, representing the Diverse Manufacturing Supply Chain Alliance, a prospective provider of content
 - Several meetings with Dona Story-WBE owner of Govtips.biz—possible content provider
 - Six corporate leaders (5 Board members) have volunteers to be part of Think Tank guiding the basic planning for CI

WBENC Programs: *Betty Cole*

- Summit & Salute programming
 - Worked with program task force to finalize program content and follow up on details
 - Part-time help was secured to assist with Multi-Tier Networking
 - Participated in pre-event briefings with two keynote speakers, as well as general session panels
 - Solicited and organized roundtable table hosts and discussion recorders
- National Conference programming
 - Worked with program task force to develop workshop tracks, individual workshops and recruit presenters for each
 - Participated in February 22-23 site visit in Las Vegas
- Top Corporations:
 - WBE Selection Panel met in December and selected 20 Top Corporations
 - Communicated with Top Corporations regarding March 23 ceremony and provided feedback on applications to applicants
- Dorothy B. Brothers Executive Scholarship Program
 - 21 WBE awardees were selected in December
 - Communicated with all awardees by phone and email; began working with each WBE to award the scholarship payments to the school program of their choice (to be used in 2011)
- Tuck-WBENC Executive Program
 - Followed up on details of program review, discussed with program committee

- Scheduled call with Tuck to discuss suggestions from program review
- NGLCC
 - Attended diversity roundtable at NYSE and presented an award their Diversity and Leadership in Financial Services Awards Dinner
- MatchMaker
 - Conference call with SupplierGATEWAY and Benita Fortner of Raytheon was held in January to discuss relationship and next steps
 - Convened SMPR, SupplierGATEWAY and WBENC to discuss process improvements for upcoming conference MatchMaker
- Top Corps Coaching Initiative
 - Participated in conference calls with team members to discuss project
- Represented WBENC at Omega World Travel Holiday Luncheon
- Updated program web pages

Finance and Operations (as of March 4, 2011): *Lynn Quinn, Valerie Bunns, Jason Moore, Samantha Xia, Alice Spears*

- WBENC's preliminary, unaudited financial statements for the fiscal year ended December 31, 2010 report unrestricted net income (Change in net assets) of \$805,000.
 - Outperformed the annual budget by \$560,000 and the annual forecast by \$118,000. 2010 results were \$304,000 higher than 2009 audited net results.
 - Based on the preliminary 2010 performance, WBENC will have restored the unrestricted net-asset (reserves) position to a positive balance of about \$827,000; improved from an unrestricted net asset position of \$22,000 at the end 2009.
 - This balance is just \$12,000 lower than the goal for December 31, 2011, according to the replenishment plan adopted by the Finance Committee in June 2010, which was to achieve an unrestricted net asset level of 33.33% of expenses by the end of 2015.
 - Over the last three years WBENC has achieved a \$2 million turnaround from the December 31, 2007 unrestricted net asset *deficit* balance of just under \$1.2 million.
 - The 2010 audit is scheduled to begin April 4, 2011.
- The Audit Committee reviewed the IRS Form 990 for calendar year 2009 before submission to the IRS on November 15, 2010, thereby satisfying the best practice/compliance element of having the Board of Directors review the Form 990 before the organization files the return.
 - The annual tax return was posted to the Board intranet.
- The RPOs received their fifth and final 2010 allocation payment in mid-February, based on the preliminary 2010 financial results.
- The National Application Fee project plan was completed by the project team staff, which is comprised of Alliance Relationships, IT, Finance, and Marketing and Communications staff. The project plan consists of a comprehensive set of documents; including the process for managing communications, change, risk, and quality during project-plan execution, and clearly-defined roles and responsibilities of other stakeholder groups (Executive Committee, Finance Committee, Leadership Council, and Forum Leadership Team):

1. Project Charter
2. Communications Management Plan
3. Change Management Plan
4. Risk Management Plan
5. Quality Management Plan
6. Requirements Charter
7. Process Flow Charts
8. MS Project Plan
 - Communications about the project plan to the stakeholder groups are awaiting final approval by the plan sponsors, the Chair of the Board and the President and CEO.
 - The next step will be to deliver to stakeholder groups the pre-launch communications about the National Application fee (distinguished from project-plan communications discussed in the previous bullet.) This includes WBENCLink messaging about the new fee, separate RPO processing fee, payment procedures, etc.
 - The WBENCLink programming has been completed and will be tested during March.
 - Initially, the project plan indicated launch of fee collection on July 1, 2011. However, because of the timing of the leadership transition, the launch date will likely move to August 1, 2011.
- WBENC will be changing telecommunication suppliers in mid-March. The new supplier allows WBENC to combine data (internet) and voice (telephone) services, which were previously separate, for about the same price previously paid for voice alone; the speed of data transmission will also be enhanced.
- The staff performance review and 2011 goal-setting cycle was completed in early February.
- WBENC has selected Minneapolis as the venue for the 2013 National Conference and Business Fair. The dates will be Tuesday, June 25 through Thursday, June 27, 2013.
- In anticipation of the current DC-office lease expiration on October 31, 2011, with WBENC's tenant representative, Jones Lang LaSalle, WBENC's space needs have been analyzed and determined; and options to explore in the DC metro area (in addition to our current space) have been reviewed and narrowed down. Initial site visits are scheduled for the second week of March.

WBENC's Marketing, Communications and Brand Management Division: *Cristy McCullough*

- Projects completed or in-progress:
 - Completed Transition Plan for President & CEO
 - Led Social Media Task Force to complete Phase 1 of Social Media review, findings, and recommendations.
 - Drafted Website Continuity Plan and Hacker Response & Prevention Plan
 - Met Summit & Salute deadlines to complete ad and Program Book generated during 1Q2011.
 - Conducted preliminary review of WBE Star video to air at 2011 Salute Awards Dinner.

- Conducted Webinar on *WBE Secrets to Success: Preparing for and Working WBENC's Summit & Salute*
- Scheduled to oversee Corporate-WBE Roundtable Discussions at 2011 Summit.
- Met WBENC Conference deadline to complete Conference Registration Brochure
- Distributed three issues of President's Report during 1Q2011.
- Produced and aired four videos including two President's Video Messages, one WBENC News, and one special edition on *Tips for Preparing for WBENC's 2011 Summit & Salute*
- Contributed to Walgreen's Salute to Women Business Enterprises
- Contributed to WBENC Corporate Coaching initiative
- Secured 14 Media Sponsors as of 1Q2011.
- Multiple website enhancements
- Website Content Management System and Intranet Training with Staff
- List Management Enhancements
- Events
 - Attended DiversityInc Conference and Top 50 Companies for Diversity Awards Ceremony

Alliance Relationships: *Susan Prado, Candace Waterman, Susan Cates*

Certification & Training

- Conducted Compliance Reviews
 - ASTRA (February)
- Conducted Certification Training-129 participants (December 2010- February 2011)
- Reviewed (and made final determination) 13 franchise agreements for multiple RPOs – this is a procedure that was implemented in January 2009 to ensure that we are consistent with agreement interpretation.
- Worked on and submitted the SBA Third Party Certifier Application
- Responded to 677 phone calls and 4411 emails as of March 9th.
- WBENCLink
 - Training (December through March 9)
 - Trained 340 WBES
 - Trained 33 Corporate members

Leadership Council/RPOs

- Successfully transitioned Blanca Robinson (WBEC-South) into the Vice Chair position
- Participated in monthly conference calls with the LC
- Developed a new reporting mechanism for capturing files processed, events held in each region and regional MoU oversight

Women's Enterprise Leadership Forum

- Confirmed the Forum Leadership Team (FLT) of 15 – Forum Chair, Vice Chair, Immediate Past Chair, COR4 Committee Chairs and Vice Chairs.
- Several meetings of FLT were held.
- Implemented the merger of the Forum Governing Group and the Forum At Large into one Forum.
- Created the process and then carried out the procedure to conduct the nomination and scoring process for 6 open WBE board seats – had 23 applicants – referred the top ten to the Nominating Committee for review and recommendation to the WBENC Executive Committee.

National Application Fee

- Participated in conference calls regarding the implementation of the National Application Fee (WBENCLink, marketing campaign, workflow, etc)
- Worked with CVM to develop the WBENCLink workflow for the program
- Provided a complete Visio (workflow) to the Project Manager

National Certification Committee

- Project Kermit
 - Identified a Task Force
- Appeal to National Appeals Committee resulted in overturned denial after site visit (Chicago)

WBENC Website

- Provided updated RPO list and interactive map information for the Certification Tab

External Events

- Represented WBENC at the Financial Services Awards at the NYSE for National Gay and Lesbian Chamber of Commerce (NGLCC).
- Represented WBENC at several events, including the NAWBO-LA Leadership & Legacy Awards (Los Angeles); and NAWBO California Public Policy Days (Sacramento).
- Met with new contact at the U. S. Hispanic Chamber of Commerce (USHCC) to begin revision of the existing MOU.
- Initiated discussion with Airport Minority Advisory Council's (AMAC) new representative to update existing MOU.
- Initiated discussion with new representative at Women's Construction Owners and Executives (WCOE) to create an MOU.

Global Business Committee

- Held one conference call meeting.
- Formed a task force to plan two Global Business focused workshops at the National Conference and Business Fair.

Membership & Revenue Generation: *Paige Adams and Kim Jones*

In addition to the Ambassadors tasks, the focus of the Membership department has been on member renewal confirmations; dues payment collection which is coordinated with the Accounting Department; and heavy prospecting through Ambassadors and other events. As of 3/9/2011,

- 22 companies have chosen to not renew in 2010, or in the case of Schering-Plough have merged with another entity.
- There are 16 new & rejoined members. A rejoined member is a company that is a former WBENC member but has been lapsed for 2 or more years.
- Total membership equals 229
- Dues statements and renewal confirmation requests were sent out to the entire membership for 2011 in Fall 2010. Follow up on requests for invoices and has been ongoing since October 2010. At this point, 213 of the 239 members from 2010 have renewed resulting in a 89% retention rate. We expect that number to increase as

- companies gain budget approval. An unfortunate trend in 2011 has been the increase in companies who've had to wait much longer than usual for budget approval.
- Other items of note: Linda Denny and Paige Adams accepted Cargill's invitation to meet with their senior leadership and category lead managers at Cargill headquarters. The visit served as both a membership outreach action as well as a development opportunity. During the visit, Linda announced that the WBENC conference would be in Minneapolis in 2013. The announcement was made in front of Cargill, other area WBENC corporate members, and host of local WBEs during the WBDC-MN reception. There was great excitement, and tremendous interest in participation.
 - The Development team has been entirely focused on preparations for the Summit & Salute and the national conference. Through a concerted effort of the staff, the Development Committee and some of the Ambassadors, the sponsorship goal for the event was achieved several weeks in advance of the program. Overall registrant numbers and admission dollars are also on track to meet designated goals.
 - For the conference, a strong push is needed to hit the sponsorship goal by early April in order to meet publication deadlines. An unusual trend that is a welcome change is a marked increase in the number of WBE sponsors for the conference. This type of WBE participation has not been seen in several years. Furthermore, the conference Host Committee has 9 members which is a strong number, and all are resourceful women who will be a great asset for raising awareness of the program.
 - During the February site visit, Leslie Bonds of DIR and Theresa Harrison, Ernst & Young, invited the Development team, the conference co-chairs, and the Host Council representatives to attend the DIR reception that took place following their annual supplier diversity training. The event was informal, but provided good face to face interaction with corporate members and a casual forum for discussion about the conference and the Summit & Salute.
 - Paige Adams has also been working with Amgen to assist in a one-day workshop planned for April 26. The all day session will be hosted by Amgen at its headquarters, and recognition and revenue will be shared between WBENC, VAMBOA, NAWBO and the regional NMSDC chapter. This is an excellent opportunity to discuss the benefits of certification, corporate membership and promote the conference. Other program topics will touch on access to capital and current government activities.
 - Ambassadors Update
 - Since January, the Ambassadors have met two times.
 - The November assignment for corporate to corporate outreach to inactive members as defined by their participation level was extended through February. Inactive members were chosen based on a number of factors including whether they've attended, exhibited, sponsored and if they are on Board committees. New members from 2010 were included on the list no matter what their participation to ensure they have a 'buddy'. Ambassadors are due to complete their outreach before the April meeting.
 - No matter what the designated monthly activity may be, Ambassadors are always charged with raising awareness about WBENC and referring prospects to Kim.

Treasurer's Report/Finance Committee

**Women's Business Enterprise National Council
Board of Directors Meeting
March 22, 2011
Finance Committee
Fourth Quarter 2010/First Quarter 2011 Goals and Accomplishments
(as of March 9, 2011)**

Goal: Monitor target level of net assets.

Accomplishments

- WBENC's preliminary, unaudited financial statements for the fiscal year ended December 31, 2010 report unrestricted net income (Change in net assets) of \$805,000.
 - Based on the preliminary 2010 performance, WBENC will have restored the unrestricted net-asset (reserves) position to a positive balance of about \$827,000; improved from an unrestricted net asset position of \$22,000 at the end 2009.
 - This balance is just \$12,000 lower than the goal for December 31, 2011, according to the replenishment plan adopted by the Finance Committee in June 2010, which was to achieve an unrestricted net asset level of 33.33% of expenses by the end of 2015.
 - Over the last three years WBENC has achieved a \$2 million turnaround from the December 31, 2007 unrestricted net asset *deficit* balance of just under \$1.2 million.

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

Accomplishments:

- During the November 2010 Board of Directors' meeting, Ms. Homeyer reported on the most recent financial results. Highlights:
 - Year-to-date October 31, 2010 net results were \$367,000 higher than the year-to-date budget and \$351,000 higher than year-to-date October 31, 2009.
 - The 2010 annual forecast of \$709,000 was \$464,000 higher than the 2010 annual budget.
 - October 31, 2010 balance sheet was significantly stronger than at October 31, 2009:
 - Cash was \$847,000 higher than at October 31, 2009.
 - Net liquid current assets were \$788,000 higher than at October 31, 2009.
 - Net working capital was \$801,000 higher than at October 31, 2009.
- Ms. Homeyer presented the 2011 budget recommended by the Finance and Executive Committees:

Income	\$8,700,851
<u>Expenses</u>	<u>7,985,468</u>
<u>Net Income</u>	<u>\$ 715,383</u>

 - The Board of Directors approved the 2011 budget recommended by the Finance and Executive Committees, with the following proviso: 2011 spending will continue at the 2010 expense levels until the National Application Fee is implemented.

- The 2011 budget reflects National Application Fee revenue from February 1, 2011. Due to expressed stakeholder concerns during the previous day's committee meetings, the President and CEO and the Chair of the Board agreed to delay the fee launch.
- The National Application Fee will be implemented as quickly as possible. In the meantime, WBENC will manage 2011 planned new expense investments against the loss of fee income, following the process employed in response to income attrition in 2008 and 2009. New initiatives will be vetted by appropriate committees.

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:

- The Tuck program review occurred on November 3, 2010.
 - The Finance Committee reviewed the Tuck Program Review document, the Tuck financial analysis from 2008 through the 2011 budget; and the Tuck Program Review draft meeting notes from the program. One of the committee's goals was to gain closure near the beginning of the year so the program cycle could commence earlier.
 - The Finance Committee requested the following additional input from the Domestic Services and Programs Committee before deliberation could be completed:
 - What is the recommended program design?
 - What are the program requirements?
 - Who attends?
 - Who finds the best value in the program?
 - Should seats be offered to other organizations, like NGLCC or SBA?
 - What are the suggested changes and recommendations?
 - The Domestic Services and Programs Committee provided the input requested in January. *The Finance Committee will discuss and make recommendations during their March 22, 2011 meeting.*

Goal: Review and recommend 2012 budget to the board of directors.

Accomplishments:

- This will occur during the fourth quarter (approval by the board at the November 2011 meeting.)

Goal: Ensure compliance Form 990 requirements.

Accomplishments:

- The Audit Committee reviewed the IRS Form 990 for calendar year 2009 before submission to the IRS on November 15, 2010, thereby satisfying the best practice/compliance element of having the Board of Directors review the Form 990 before the organization files the return.
 - The annual tax return was posted to the Board intranet.

- The following governance policies, to ensure WBENC is compliant with all best practices promulgated by the IRS for not-for-profit organizations were approved by the board on November 17, 2010: *Joint Venture*, *Gift Acceptance*, and an updated *Code of Ethics for the Board of Directors* and *Conflict of Interest Policy* with the *Form 990 and Conflict of Interest Questionnaire* (from the Ethics Committee.) The *Executive Compensation Policy* was tabled until the March 22, 2011 meeting, so that an Executive Compensation Committee could be added to the policy.
 - ***Board action required at the March 22, 2011 meeting: adoption of revised Executive Compensation Policy.***

Other Financial Matters:

- A previous committee action item related to disposition of cash deposits in excess of the \$250,000 FDIC insurance guarantee was resolved for the short term, eliminating risk exposure for WBENC's operating and Dorothy B. Brothers Fund cash.
 - Federal regulations changed. Enhanced FDIC coverage began December 31, 2010. The FDIC will insure all funds in a "noninterest-bearing transaction account," or checking account, in full from December 31, 2010, through December 31, 2012. There are no limits on coverage.
 - Since the cash- balance risk has been eliminated by the new regulation, the committee agreed to keep WBENC's cash in the existing BOA noninterest-bearing transaction account, or checking account.
 - In addition, since the Dorothy B. Brothers savings account is earning very minimal interest, the committee agreed that the assets be transferred to a noninterest-bearing transaction account, or checking account, so the funds are fully protected by FDIC insurance; this was completed in early February 2011.
 - FDIC-related bank fees will increase as a result of the new regulation. During this two-year period, the committee will continue to explore and analyze longer-term investment opportunities for cash in excess of operational needs to further minimize risk.

Audit Committee

**Women's Business Enterprise National Council
Board of Directors Meeting
March 22, 2011
Audit Committee
Fourth Quarter 2010/First Quarter 2011 Goals and
Accomplishments (as of March 9, 2011)**

Goal: Oversee completion of the 2010 audit.

Accomplishments:

- The 2010 audit is scheduled to commence on April 4, 2011.
 - A pre-engagement meeting with the audit partner will be held on March 22, 2011.
- The Audit Committee reviewed the IRS Form 990 for calendar year 2009 before submission to the IRS on November 15, 2010, thereby satisfying the best practice/compliance element of having the Board of Directors review the Form 990 before the organization files the return.
 - The annual tax return was posted to the Board intranet.

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

Accomplishments:

- Will be completed through the 2010 audit process.

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

Accomplishments:

- Nothing to report this period.

Global Services and Programs Committee

**Women's Business Enterprise National Council
Board of Directors Meeting
March 22, 2011
Global Services and Programs Committee
1Q 2010 Goals and Accomplishments**

Goal: Assemble two workshop panels for the National Conference and Business Fair. Focus: assist and educate WBEs and corporations who want to expand global operations and contacts.

Accomplishments:

- Established a task force that is assembling the panels.
- Descriptions have been written for inclusion in the conference program.

Goal: Create educational modules for WBEs. Focus: a specific "how to" curriculum explaining the basics of doing business globally.

Accomplishments:

- The Education Committee Chair is overseeing the work of the conference task force and will utilize the materials developed for the workshops to form a basis for the educational modules.

Goal: Define and clarify the working relationship with WEConnect International.

Accomplishments:

- Initiated discussion to better plan for "buddies" at the National Conference and Business Fair.
- Initiated discussion with Astra Women's Business Alliance to allow collaboration and coordination with Astra's Asian Business Initiative.

Goal: Work to involve and orient more of the WBENC Corporate Board Members who have global operations.

- Plan a meeting with the relevant corporate board members.

U.S. Services & Program Committee

**Women's Business Enterprise National Council
Board of Directors Meeting
March 22, 2011
U.S. Services & Programs Committee
1Q 2011 Goals and Accomplishments**

Goal: Establish new timeline for Dorothy B. Brothers Executive Scholarship Program.

Accomplishments:

- Established application deadline for May 27
- Application and webpage revised.

Goal: Implement recommendations from Tuck-WBENC Executive Program review.

Accomplishments:

- Established WBE application deadline for June 30; other applicants to fill remaining seats through July 29
- Program review feedback identified the need for a clearer distinction between the basic and advanced program content class. This year the basic program will be offered. Worked with Tuck program director to implement changes such as request for new case studies to include service companies.

Goal: Process improvement for MatchMaker Meetings

Accomplishments:

- WBENC, SupplierGATEWAY and SMPR met to discuss process improvements to the matchmaker process. Developed roles and responsibilities matrix to clearly identify action items and point of contact responsible to ensure smooth process in the future. Discussed the timeline and process for the conference MatchMaker. Corporate participants must be confirmed by May 2 and WBEs registered by May 13 will be eligible for the MatchMaker.
- WBEs registered for the conference and eligible for the conference will receive an email from SupplierGATEWAY (either manual or automated) to let the WBE know about next steps.

Goal: Secure keynotes for 2012 Summit & Salute and 2012 National Conference seven months out from each event.

Accomplishments:

- Summit & Salute keynotes to be selected by August 31
- National Conference keynotes to be selected by November 1

- As part of process improvement, each event manager will be invited to participate in event task force meetings.

Additional Program Plans in Process:

- Completed 2011 Summit & Salute planning.
- The National Conference Task Force completed the workshops presenter lineups for the 2011 event and all keynote speakers are lined up: Annie Duke, Tony Hsieh and Soledad O'Brien.

National Certification Committee

**Women's Business Enterprise National Council
Board of Directors Meeting
March 22, 2011
National Certification Committee
(includes the National Certification Review Committee &
National Certification Appeals Committee)
2011 (Q1) Goals and Accomplishments**

The goals will be finalized during the March meeting and modifications will be reported as required.

GOAL: Develop a digitization plan for the certification process (Project Kermit – Go Green!).

Accomplishments:

- Task Force members have been identified and will begin comprehensive research in Q2.

GOAL: Analyze criteria for the SBA-Women Owned Small Business (WOSB) Program and develop a policy for processing files as an approved Third Party Certifier.

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

GOAL: Continue to improve and streamline the certification process.

Accomplishments:

- Currently working with CVM on the National Application Fee workflow

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

GOAL: Continue to deliver Certification Training .

Accomplishments:

- Delivered 2 Live Meeting sessions (January- February)- 90 participants

GOAL: Continue to deliver WBENCLink Training.

Accomplishments:

- Delivered 2 Live Meeting sessions (January-February) -30 participants.

GOAL: Continue to analyze certification data and report trends to constituency groups.

Leadership Council

**Women's Business Enterprise National Council
Board of Directors Meeting
March 22, 2011
Leadership Council
1Q 2011 Goals and Accomplishments**

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.

Accomplishments: The 2011 LC Goals were finalized in February 2011; data collection, benchmarking and reporting has begun & shall be conducted throughout the year.

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 increase number of completed application reviews by at least 8-10%. This objective will be reviewed mid-year to determine the NAF impact.
- Objective: To increase and benchmark the number of corporate members which recognize WBENC.
- Objective: To increase and benchmark the number of government and quasi-government purchasing programs which recognize WBENC.
- Objective: To develop best practices plan for growth and development of the Councils.

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;

- Objective: To provide education and training for WBE business growth in the current environment

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 creating new revenue generating ideas through skills and expertise, consultation, and active support in making efforts successful.

- Objective: Provide recommendations on all proposed revenue generating ideas.
- Objective: Be actively engaged in vetting new revenue generating ideas and their sustainability and profitability as it relates to both WBENC and the RPOs

Women's Enterprise Leadership Forum

**Women's Business Enterprise National Council
Board of Directors Meeting
March 22, 2011
Women's Enterprise Leadership Forum
Q1 2011 Goals and Accomplishments**

Goal: Create a Forum Leadership Team (aka FLT) that encompasses the COR₄ Committee Chairs and Vice Chairs, the Forum Chair, Forum Vice Chair and Immediate Past Chair.

Accomplishments: The FLT is actively engaged in the rebranding of the Forum. Monthly meetings are held via phone with the FLT. COR₄ Chairs conduct meetings with their committees each month. The FLT will meet four times this year including the annual planning retreat in NYC in September,

Goal: Revise the process to nominate WBE Board members that represent the diversity of all certified WBEs in regard to ethnicity, size and location. This process included an application, scorecard, seven person Scoring Team and review and recommendation by WBENC's Nominating Committee.

Accomplishments: Twenty three diverse Forum members applied for WBE board positions. Applications were scored and sent to the Nominating Committee for review and selection.

Goal: Merge the Forum at Large and the Governing Group (aka FAL and GG). Unite both groups to provide structure purpose and value to all Forum members.

Accomplishments: To date, 15 of 18 FAL members have returned commitment letters confirming their membership in the merged Forum.

Goal: Revise current Forum nomination and application process. WBEs will apply for Forum membership with a new application. Members of the Forum's Recruitment Committee will propose a new process for review by WBENC's Executive Committee. Forum membership goal is to form a group that is approximately 1% of all certified WBEs. No changes are proposed for the Regional Partner Organization appointees.

Accomplishments: Flow chart of proposed process is in draft; estimated completion in June 2011.

Goal: Create and launch a bi-monthly newsletter, webpage and regular advertising to support the Forum's goals to improve communication, transparency and recruitment of new members.

Accomplishments: Layout and initial design is in process – the first issue will be distributed in April 2011.

Corporate Membership and Revenue Generation Committee

**Women's Business Enterprise National Council
Board of Directors Meeting
March 22, 2011**

**Corporate Membership and Revenue Generation Committee
1Q 2011 Goals and Accomplishments**

Goal Category: Membership Growth and Retention

Objectives:

1) Review and revise Ambassadors program to align with strategic member recruitment and retention goals.

Ambassadors Program Update

- In the 1st Quarter, the Ambassadors have met two times. In addition to specific assignments, they always have the task of referring prospective corporate members. As a group, the Ambassadors have referred more than 60 prospects. Four of those became members in 2010.
- Ambassadors are actively engaged in sharing best practices with peer members, and in some cases, implementing a mentoring relationship.
- Ambassadors are aggressively working to engage our "less active members." A "less active member" is defined as someone who is not fully leveraging WBENC member benefits (i.e. no committee involvement, sparse use of WBENCLink), and has a low rate of participation in major events such as Summit & Salute and the National Conference. Less active members are more likely to not renew their membership because they are not fully engaged with the organization.

2) Ensure numerical and revenues goals for membership are achieved

2011 New Member Goal: 30
Actual: 16
Achieved: 53%

New Member Revenue Goal – \$160,000

Current: \$191,000
% of Revenue Goal Achieved: 119%

Overall Membership Revenue Goal

(includes new member revenue): \$3,165,000

Membership Revenue Invoiced: \$2,982,000

2011 New Members	Rejoined*
Graham Packaging Company	Interpublic Group
DTE Energy	BNSF Railway
CHEP Multimedia	General Motors Corporation
Recall Corporation	Mars Chocolate
AREVA Inc.	Asurion Insurance Services, Inc.
BancTec, Inc.	Humana, Inc.
WAUSAU Financial Systems, Inc.	HSBC
Forest Laboratories, Inc.	
Best Buy	

% of Revenue Goal Achieved: 94%

*Rejoined members are corporations whose membership had lapsed for two or more years. Now, due to improved budgets or new leadership, they have re-established their WBENC corporate membership.

A strong communications campaign has been operating continuously since late September 2010 in terms of reaching out to confirm renewal for 2011 with all WBENC members. At this point, there are 9 who have either declined renewing or have merged with other companies and can not continue a separate membership in this calendar year.

3) Develop strategic recruitment outreach

- Hold at least two informational events to promote corporate membership and certification

Status:

a) Linda Denny and Paige Adams visited Cargill headquarters and spoke with senior leadership about membership benefits, current WBENC strategy, and encouraged participation in the national conference. In addition, they spoke with Target, Best Buy and Medtronic regarding the same items. As the 2013 conference will be in Minneapolis, this opportunity was used to encourage high level conference support for that event.

b) Amgen is hosting a one day workshop on April 28 where WBENC is a co-host and has been asked to speak about certification in front of an audience with WBEs, prospective WBEs, corporate members, and non-corporate members.

- Conduct gap analysis of certified WBE capabilities by industry and commodity codes – *In progress*
- Survey current corporate members as to what products/services they use – *In progress*
- Survey WBEs as to what products/services they use – *In progress*
- Identify industry events for Casinos, Cosmetic companies, Advertising, Restaurants, and Government contractors as sources of prospective corporate members. These areas have been identified as “hot targets.” – *In progress*

Goal: Development Sustainability

Objectives:

- 1) Event fundraising goals

Summit & Salute 2011 Numerical Goals:

Sponsorship Goal:	\$717,000
Actual as of 3/8/2011:	\$727,000
Percentage Achieved:	101%

We're very pleased that in the second year of offering the Presenting Sponsor category, we do have (2) companies in this role. Accenture LLP and Ernst & Young LLP will be Presenting Sponsors at the 2011 Summit & Salute.

Marketing, Communications, and Brand Management Committee

**Women's Business Enterprise National Council
Board of Directors Meeting
March 22, 2011
Marketing, Communications, & Brand Management Committee
1Q 2011 Goals and Accomplishments**

Goal: Grow Statistical Performance of the President's Report

Accomplishments:

- **2011** (As of March 9. NOTE: New Website was launched mid-February 2010)
- **President's Report**
 - Distribution List: 20,373
 - New Subscribers via WBENC.org: 1,622
 - Average Open Rate: 24.47%
 - Click-Thru Rate to WBENC.org: 14.73%
 - NOTE: *Compare our open rate and click-thru to industry averages for other non-profits: open rate = 20%, click-thru rate = 11%. However, 25.4% reflects need to add 3-4 annual direct marketing campaigns and social media tools to help reach other 74% of distribution list.*
- **Web Traffic**
 - Average Monthly Unique Visitors: 17,462
 - Unique Visitors (January 1-March 9, 2011): 40,633
 - Total Visitors – Unique and Returning (January 1-March 9, 2011) 60,315
 - Most popular pages (in order of popularity)
 - Home 28.41%
 - Certification 26.69%
 - About WBENC 3.42%
 - Re-Certification 3.06%

Goal: Establish Statistical Baseline to Measure Performance of the Conference e-Newsletter

Accomplishments:

- **2011 e-Conference Newsletter – Volume 1**
- Distribution List: 11,523
- Open Rate: 17.5%
- Click-Thru Rate 7.0%
- Most popular pages (in order of popularity)
 - Exhibitor Prospectus 24.6%
 - Online Registration 18.5%
 - Schedule-At-A-Glance 13.5%

Goal: Increase value of WBENC Website

Accomplishments:

- Created and posted four videos (One WBENC National News, Two President's Message from Linda Denny, and One Special Report - Tips for Preparing for WBENC's 2011 Summit & Salute)
- Authorized and approved the production and training for WBENC's Website Continuity Plan and WBENC's Website Hacker Response Plan.

Goal: Direct Marketing Initiatives for 2011 Event Collateral

Accomplishments:

- Directed the development, design, and review processes for the 2011 marketing collateral and program books/guide for WBENC's Summit & Salute and WBENC National Conference & Business Fair.

Goal: Generate Social Media Plan

Accomplishments:

- Established a Social Media Task Force consisting of representatives from AT&T, BP, Pepsico, Robart Companies, Staples, Greater Women's Business Council, and WBENC.
- Worked with Saberfort, Inc. (consulting firm) to review key WBENC documents and interview key WBENC personnel to identify potential risks and exposures that may occur upon launch of WBENC's social media initiatives.
- Building and reviewing the appropriate infrastructure documents to protect WBENC and its constituents in the event of any given number of security or crisis issues.
- Conducted a social media survey to identify constituent social media network usage, concerns, and preferences for WBENC's use to support their needs. Results will be used to support a Social Media Engagement Strategy and to prioritize use as we grow social media capabilities. Here are some selected highlights from a portion of the survey:
 - 1,010 responses representing 86% WBENC Certified WBEs, 7% non-WBENC Certified woman/women owned businesses, and 5% WBENC Corporate Members.
 - 71% of all respondents currently use social media, 19% do not yet use social media but want to, and 10% have no interest in using social media.
 - 79% of all respondents use Linked In, 76% use Facebook, 39% use YouTube, and 37% use Twitter.
 - 42% of all respondents use social media networks 1-4 hours per week, 30% use social media networks 1-4 hours per month, and 14% use social media networks 1-4 hours per day.
 - 63% of all respondents have no concerns with WBENC using social media, 28% are concerned with hackers and security, and 10% are concerned about negative comments being posted about their companies.
 - When responding to how they would like WBENC to use social media, here are the top 10 responses out of 14 possible answers, not including the 7% who shared other uses:
 - 66% of all respondents wants WBENC to use social media to promote business opportunities from WBENC Certified WBEs,
 - 65% wants WBENC to use social media to promote business opportunities from Corporate Members,
 - 62% wants WBENC to use social media to promote products and services of WBENC Certified WBEs
 - 62% wants WBENC to use social media to provide business tips and best practices
 - 46% wants WBENC to use social media to showcase business success stories
 - 44% wants WBENC to use social media to coordinate topical discussion forums
 - 43% wants WBENC to use social media to showcase insights from subject matter experts
 - 42% wants WBENC to use social media networks to showcase business connection stories
 - 39% wants WBENC to use social media to promote business opportunities from WBENC national HQ
 - 27% wants WBENC to use social media to promote its national events

Nominating Committee

**Women's Business Enterprise National Council
Board of Directors Meeting
March 22, 2011
Nominating Committee
2011 Goals and 1Q Accomplishments**

Goal: Provide a slate of qualified Board of Director candidates to the Executive Committee and Board of Directors in October and November or as needed to fill vacancies.

Accomplishments:

- Received resignations from five current corporate Board members
- Requested nominations from corporations with open seats, received applications, vetted applicants and created a slate of candidates for election to fill open seats
 - Halliburton resigning seat. After discussion decided to not fill until the call for nominations in the Fall of 2011
- Received from the Women's Enterprise Leadership Forum Selection Committee a spreadsheet identifying the ten top (of 23) candidates for Forum Board seats
- Discussed each recommended Forum candidate and selected six to fill open seats as of April 1, 2011
 - Using a random selection method, assigned term length for each (1-3 years)
- Presented both slates to the Executive Committee for review
- Discussed and endorsed the selection of Acting Chair Laura Taylor as Chair to finish term started by Pamela Prince-Eason, ending 12/2011
- Will present both slates and Chair nomination during the March 2011 Board of Directors meeting for election

Goal: Document process and prepare policies and procedures to govern the corporate board nomination process

Accomplishments:

- Reviewed and documented the Committee charter and processes

Goal: Review alternate ways to increase corporate membership in Board as it relates to the Forum and RPO membership

Accomplishments:

- No action

Goal: Track diversity of Board by industry, ethnicity, region and Gender

Accomplishments:

- Documented and completed for 2010

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WBENC's Board of Directors

The Executive Committee

The Executive Committee

- Board Chair
- 1st Vice Chair
- 2nd Vice Chair
- Immediate Past Chair
- Leadership Council Chair
- Forum Chair
- Treasurer (also Finance Com. Chair)
- Secretary
- Membership & Revenue Generation Chair
- Member Services and Programs Chair
- Certification Committee Chair
- Marketing, Communications & Brand Management Chair
- Nominating Committee Chair
- President & CEO, WBENC (Ex-Officio)

Counsel to the Board attends Executive Committee meetings as requested and is an Ex-Officio member. An “Extended Executive Committee,” inclusive of all committee chairs including Audit, Ethics, Field Governance, Global Services and Programs and Compensation meets in conjunction with Board of Directors’ meetings.

The Officers (3-14-2011)

Acting Chair

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Vice President, Enterprise Procurement
Pitney Bowes, Inc.

Counsel to the Board

Jorge Romero
Kirkpatrick & Lockhart Preston Gates Ellis LLP
Ex-officio

President & CEO

Linda Denny
WBENC
Ex-Officio

Secretary

Michelle Sourie Robinson
Director, Supplier Diversity
The Home Depot

Acting 1st Vice Chair

Benita Fortner
Director, Supplier Diversity
Raytheon Company

Treasurer

Kathy Homeyer
Director, Supplier Diversity
UPS

2nd Vice Chair

Vacant

Additional Executive Committee Members (non-officers)

Immediate Past Chair

Cheryl Stevens, Vice President, Supplier Diversity, Energy Future Holdings

Leadership Council Chair

Geri Swift, President, WBEC-PA, DE, sNJ

Women's Enterprise Leadership Forum Chair

Holli Dorr, President, Hollister Construction

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Nancy Conner, Manager, Supplier Diversity, W.W. Grainger

Membership and Revenue Generation Chair

Theresa Harrison, Director, Supplier Diversity, Ernst & Young

Member Services and Programs Chair

Vacant

Marketing, Communications and Brand Management Chair

Debra Jennings-Johnson, Director Supplier Diversity, BP America, Inc.

Nominating Committee Chair

Lynn Scott, Senior Director Supplier Diversity, Alcatel-Lucent



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