

Women's Business Enterprise
National Council



Creating Opportunities...Recognizing Excellence

**Board of Directors Meeting
The Westin Alexandria
Alexandria, Virginia
November 18, 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>

**Women's Business Enterprise National Council
Board of Directors
The Westin Alexandria, Alexandria, Virginia
November 18, 2011
AGENDA**

8:00-8:30 AM BREAKFAST BUFFET

8:30 AM WELCOME AND INTRODUCTIONS LAURA TAYLOR
Approval of Minutes of meeting of June 21, 2011

8:35 AM PRESENTATION OF BOARD NOMINEES LYNN SCOTT

- A. Resignations from the Board--Corporate
1. Nannette Lawson, Motorola Solutions
 2. Betsy Hosick, Chevron Corporation
 3. Scott Buchanan, PepsiCo, Inc
 4. Martha Artiles, Manpower, Inc
 5. Johnnie Booker, The Coca-Cola Company
- B. Nominations to fill existing Board Seats--Corporate
1. Lisa Stenglein, Motorola (term to expire 12/2013)
 2. Greg Tibbles, Chevron Corporation (term to expire 12/2014)
 3. Larry Caldwell, PepsiCo (term to expire 12/2012)
 4. Nancy Creuziger, Manpower (term to expire 12/2012)
 5. Eyvon Austin, The Coca-Cola Company (term to expire 12/2014)
 6. Tara Spann, Staples (term to expire 12/2014) To fill OPEN Corporate Board seat
- C. Re-nominations to the Board-- Corporate (new term to expire 12/2014)
1. Al Williams, Accenture
 2. Diane Pinkney, Altria
 3. Debra Jennings-Johnson, BP America
 4. Cheryl Stevens, Energy Future Holdings
 5. Theresa Harrison, Ernst & Young
 6. Shelly Brown, Johnson Controls
 7. Rosemarie Schmidt, Marriott
 8. Debra Clark Stewart, Shell Oil Companies
 9. Greta Davis, Time Warner
 10. Ruby McCleary, United Airlines
 11. Nancy Conner, W.W. Grainger, Inc

Note: The Wal-Mart and Home Depot Corporate seats remain open

- D. Nomination & Re-nominations for new term to expire 12/2014--
Leadership Council
1. Pamela Williamson, WBEC West *Replacing Diane McClelland*
 2. Geri Swift, WBEC PA, DE, sNJ
 3. Carol Dougal, WBC Chicago

- E. Re-nominations & Nomination for new term to expire 12/2014--
Leadership Forum
1. Tara Abraham, Accel
 2. Julie Copeland, Arbill
 3. Olsa Martini, OLSA Resources, Inc
 4. Leah Brown , A10 Clinical Solution, Inc

- F. Executive Committee Slate -- for a two year term expiring December 31, 2013
1. Laura Taylor, Pitney Bowes--Board Chair
 2. Benita Fortner, Raytheon --Vice Chair
 3. Debra Jennings-Johnson, BP-- Vice Chair
 4. Kathy Homeyer, UPS--Treasurer
 5. Mary Tacher, JC Penney—Secretary
 6. Cheryl Stevens, Energy Future Holdings--Immediate Past Chair
 7. Nancy Conner, W.W. Grainger--National Certification Committee
 8. Theresa Harrison, Ernst and Young-- Membership & Revenue Generation
 9. Tara Spann, Staples--Marketing, Communications and Brand Management
 10. Lynn Scott, Alcatel-Lucent --Nominating Committee
 11. TBD--Member Services and Programs

**Jorge Romero, K&L Gates, Board Counsel and Pamela Prince-Eason, WBENC President & CEO are ex-officio members of the Executive Committee*

The Chairs of the Forum and the Leadership Council are elected by their respective groups, reviewed by the Nominating Committee and ratified by the Executive Committee. These Chairs are automatically members of the Executive Committee per the WBENC Bylaws. Individuals holding those positions do not require a vote of the board.

12. Tara Abraham Accel Inc, Forum Chair- expires 12/2013
13. Geri Swift, WBEC PA, DE, sNJ, Leadership Council Chair- expires 12/2012

- 9:10 AM BOARD CHAIR REPORT LAURA TAYLOR**
 (Written Report distributed during the meeting)
 -- Committee Reports
1. National Certification & Appeals
 2. Corporate Membership and Revenue Generation
 3. Ethics Committee
 - Resolutions: Conflict of Interest, Code of Ethics
 4. Global Services and Programs
 5. Marketing, Communications, and Brand Management
 6. Leadership Council
 7. Women's Enterprise Leadership Forum
- 9:30 AM PRESIDENT'S REPORT PAMELA PRINCE-EASON**
 (Written Report distributed during the meeting)
 -- Headquarters activities since last board meeting
- 9:50 AM STRATEGIC PLAN UPDATE CORE STEERING COMMITTEE**
- A. Cheryl Stevens
 - B. Laura Taylor
 - C. Benita Fortner
 - D. Pamela Prince-Eason
- 10:30 AM BREAK**
- 10:40 AM TREASURER-FINANCE COMMITTEE REPORT**
KATHY HOMEYER & LYNN QUINN
- A. 2012 WBENC Budget recommended by Finance and Executive Committees and related resolution
 - B. Financial Report as of October 31, 2011
 - C. Presentation of revised Executive Compensation Policy and related resolution
- 11:25 AM SUMMIT & SALUTE OUTLOOK**
RUBY MCCLEARY, THERESA HARRISON & DEBRA JENNINGS-JOHNSON
- A. Location, Time, and Theme
 - B. Major Sponsors
 - C. Workshops/ Speakers
- 11:55 AM CLOSING REMARKS LAURA TAYLOR**
- 12:00 PM MEETING ADJOURNS**

OTHER MATERIALS TO BE HANDED OUT DURING MEETING:

- President's Report
- Chairman's Report
- Conflict of Interest Policies*
- Code of Ethics*

*Distributed to new Board Members and those who have not submitted

June 2011 Board Meeting Minutes

Women's Business Enterprise National Council
Board of Directors Meeting
Mandalay Bay North Convention Center-Mariners A&B
Mandalay Bay North Convention Center Mariners AB
June 21, 2011 Meeting Minutes

Meeting Roster		
Chair	Laura Taylor, Pitney Bowes	
President	Pamela Prince-Eason, WBENC	
Counsel	Jorge Romero, K&L Gates	
Corporate Members		Present / Absent
Accenture	Al Williams	Present
Alcatel-Lucent	Lynn Scott	Present
Altria	Diane Pinkney	Present
AT&T	Marianne Strobel	Present
Avis Budget Group	Lynn Boccio	Present
Bank of America	Barbara Kubicki-Hicks	Present
BP America	Debra Jennings-Johnson	Present
Chevron	Betsy Hosick	Present
Dell Inc	Kimberly Brown	Present
Energy Future Holdings	Cheryl Stevens	Present
Ernst & Young	Theresa Harrison	Present
ExxonMobil Global Services	Bridget Snooks-Kostelnik	Present
Ford Motor Company	Carla Preston	Present
IBM	Michael Robinson	Present
JC Penney	Mary Tacher	Present
Johnson & Johnson	Beverly Williamson	Present
Johnson Controls	Shelly Brown	Present
JP Morgan Chase	Thasunda Duckett	Present
KPMG	Barbara Carbone	Present
Macy's	Howard Thompson	Present
Manpower	Martha Artiles	Absent
Marriott	Rosemarie Schmidt	Absent
Microsoft	Cecelia Porto	Present
Motorola	Nanette Lawson	Present
Office Depot	Shari Francis	Present
PepsiCo	Scott Buchanan	Absent
Pitney Bowes	Laura Taylor	Present
Raytheon	Benita Fortner	Present
Shell	Debra 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
W.W. Grainger	Nancy Conner	Present
Leadership Council Members		Present / Absent
Astra	Diane McClelland	Present

Center for Women and Enterprise	Susan Rittscher	Present
GWBC	Roz Lewis	Present
WBC Southwest	Debbie Hurst	Present
WBDC Chicago	Carol Dougal	Present
WBEC- South	Blanca Robinson	Present
WBEA	Susan Repka	Present
WBEC PA, DL, sNJ	Geri Swift	Present
WPEO-NY	Marsha Firestone	Present
Ohio River Valley	Rea Waldon	Present
Business	Forum Members	Present / Absent
Accel, Inc	Tara Abraham	Present
Arbill	Julie Copeland	Present
Artech Information Systems	Ranjini Poddar	Present
Banneker Industries	Cheryl Snead	Present
CRC Group	Patricia Rodriguez Christian	Present
Hollister Construction	Holli Carpenter	Absent
ICON	Pamela O'Rourke	Present
Superior Staffing	Lynne Marie Finn	Present
	Expert Members	Present / Absent
Amgen	Farryn Melton	Present
Romneycom, L.L.C.	Lynthia Romney	Present
	Ex-Officio Members	Present / Absent
WBENC	Pamela Prince-Eason	Present
K&L Gates	Jorge Romero	Absent
WBENC Staff in Attendance		
	Pamela Prince-Eason	
	Lynn Quinn	
	Candace Waterman	
	Cristy McCullough	
	Paige Adams	
	Betty Cole	
	Helen Avery [minutes]	
Non-Board Members in Attendance		
ASAP Staffing	Nancy Williams	
Chevron	Greg Tibbles [Rep]	
GWBC	Roz Lewis	
Pfizer	Donna Donato	
Pfizer	Gwen Turner [Rep]	
The Mixx	Robyn Streisand	
Verizon	Donna Erhardt	
Wal-Mart	Teresa Barrera[Rep]	
WBC- Florida	Nancy Allen	
WBEC- Great Lakes	Michelle Richards	
WBEC West	Pam Williamson	
WPEO-DC	Sandra Eberhard	
Legislative Representative	Lisa Miller	

CHAIRMAN'S REPORT: LAURA TAYLOR

Chairman Laura Taylor called the meeting to order at 9:00 a.m.

Board Nominations

Donna Donato, Senior Director, Business Planning and Portfolio Management Pfizer was recommended to fill vacant Pfizer seat– term to expire December 2011.

Donna Erhardt, Director Sourcing and Supplier Diversity, Verizon was recommended to fill the Verizon seat– term to expire December 2012.

Laura Taylor called for a motion to approve the Board Nominations

Tara Abraham moved and Kathy Homeyer seconded the motion to accept the nominations of Donna Donato of Pfizer and Donna Erhardt of Verizon to the Board of Directors replacing Pamela Prince- Eason and Tonya Rozier-DeAnda respectively. With there being no further discussion, the motion passed unanimously.

Chairman Laura Taylor then invited Donna Donato and Donna Erhardt to join the Board meeting and introduced them to the Board members.

Each Board Member and guest introduced themselves.

Approval of Meeting Minutes

Laura Taylor called for a motion to approve the Meeting Minutes of March 22, 2011

Marsha Firestone moved and Michael Robinson seconded the motion to accept the minutes and there being no further discussion, the motion passed unanimously.

Report on the Executive Committee meetings and Board Committee Highlights

Laura Taylor commented that the strategic-plan process (WBENC's Roadmap to 2020), upon which the WBENC Board was about to embark, would address previously-discussed initiatives like the Capacity Institute, revenue generation, etc.

Board Resignations

Chairman Laura Taylor announced the board resignations of Tonia Smith, Wal-Mart; Tonya Rozier-DeAnda, Verizon; Michelle Robinson, Home Depot; and Ginger Conrad, MBE Magazine; recognizing them for their service.

The Wal-Mart, Home Depot, and one WBE board expert seats are currently vacant.

Resolutions: Proposed Bylaws Revisions

Cheryl Stevens presented the revisions relating to recent efforts to the overhaul the WBENC Bylaws. Bylaws changes were a product of research on non-profit bylaws and governance best practices.

Laura Taylor called for a motion to approve the revision of the Bylaws.

Cheryl Stevens moved and Lynn Scott seconded the motion to accept the revisions to the Bylaws and there being no further discussion, the motion passed unanimously.

TREASURER’S REPORT/FINANCE COMMITTEE: Lynn Quinn & Kathy Homeyer

Kathy Homeyer presented the 2010 audit report results and 2011 financial results as of May 31, 2011, which were better-than-budgeted and that surpassed the year-earlier period. Particular emphasis was placed on the Summit and Salute results, the National Conference and Business Fair revenue (as of June 6) and the strengthened Balance Sheet over May 31, 2010.

PRESIDENT’S REPORT: Pamela Prince-Eason

Pamela Prince-Eason reported on accomplishments, and risks and opportunities identified since becoming President at the beginning of April. She also reported on WBENC’s application to become a SBA third-party certifier of woman-owned small businesses (WOSB.)

Pamela Prince-Eason presented the overall strategic-plan process model that is being used to develop WBENC’s Roadmap to 2020, emphasizing the need for board dialogue and contributions in the initial stages. The model encompasses the following stages:

- Planning—select process WBENC would use to develop the Roadmap to 2020
- Understanding and business purpose—conduct SWOT analysis; test Mission and Vision hypothesis and capture input/modification; re-confirm COR values for purposes of moving into detailed work.
- Setting direction
- Establishing tactics and implementation plans.
- Monitoring progress

There was consensus that the process model selected and outlined by Ms. Prince-Eason was a sound approach for developing the Roadmap to 2020.

Action items:

- Report on results of the Board survey, which will be conducted after the meeting. The survey will address individual affirmation of the SWOT analysis results from the group work during the strategic planning session today.
- Progress report on the strategic-plan process at the November 2011 meeting.

There being no further business, Chair Laura Taylor adjourned the meeting at 9:45 a.m.

STRATEGIC PLANNING SESSION-

Immediately following the adjournment of the office business meeting, a strategic planning session was convened, facilitated by Joyce Golden and Ellyn McKay. The focus of the session was to conduct an Organizational Assessment to begin identifying WBENC’s “Current State.” The Board worked in small groups with the objective of reaching consensus on the top three strengths, weaknesses, opportunities, and threats (SWOT analysis.).

Board Elections

Resignations



September 2, 2011

Laura Taylor
Chair, Board of Directors
WBENC
1120 Connecticut Avenue, NW
Suite 1000
Washington DC 20036

Dear Laura:

I will be leaving Motorola Solutions as of September 2nd, and, so, am writing to resign as a member of the WBENC Board of Directors. I have been involved with WBENC over the last 12 years at many levels and will miss the interaction with all of you and the great community of WBE's.

It is Motorola Solution's wish to continue to have a Board membership with WBENC. Lisa Stenglein, Director of Systems & Indirect Procurement and Supplier Diversity would like to apply to replace me as Board member. Her contact info is 847-576-6206 and email is lisa.stenglein@motorolasolutions.com. Please send her the required application documents.

I wish the Board and Staff of WBENC all the best in future endeavors.

Best Regards,

A handwritten signature in cursive script that reads 'Nannette Lawson'.

Nannette Lawson
Supplier Diversity Manager
Motorola Solutions, Inc.
2900 S. Diablo Way, Bldg. A, Suite 150
Tempe, AZ 85282
480-208-9377 (phone)
847-761-1366 (fax)
nan.lawson@motorolasolutions.com



Betsy Hosick **Chevron**
GM, Strategic Capability 1400 Smith Street
Corporate Procurement Houston, Texas 77002
Tel (713) 372-9608
bets@chevron.com

September 16, 2011

Pamela A. Prince-Eason
President and CEO
Women's Business Enterprise National Council
1120 Connecticut Avenue, NW
Suite 1000
Washington, DC 20036

Dear Pamela,

After much consideration, I respectfully submit my resignation from the Women's Business Enterprise National Council Board of Directors, effective December 31, 2011. It has been a great privilege to serve in this capacity for the past three years. During this time, I have met many wonderful people and have enjoyed working with and getting to know my fellow Board members.

Chevron's commitment to maintaining a strong partnership with WBENC remains strong. Therefore, I would like to recommend that my colleague Greg Tibbles, GM Procurement Downstream, Technology & Services, be elected to take the Chevron seat at the Board meeting to be held November 18, 2011. I am confident that his leadership skills and commitment to supplier diversity will be a valuable asset to the Board.

Thank you for providing me the opportunity to work with such an outstanding organization. I wish WBENC all the best.

Sincerely,

Betsy Hosick



1 Pepsi Way Somers, New York 10589 www.pepsico.com

September 22, 2011

Pamela Prince-Eason
President and CEO
Women's Business Enterprise National Council
1120 Connecticut Avenue, NW, Suite 1000
Washington, DC 20036

Dear Pamela,

I will be retiring from PepsiCo at the end of this year, and therefore, I must inform you of my resignation from the WBENC Board of Directors.

PepsiCo would like to recommend Larry Caldwell to serve on the Board in my stead. Larry is a great supporter of the WBENC mission as evidenced by his decade plus of work with the Women's Business Council Southwest, including serving as the Chairman in 2008 – 2009, as well as his involvement in many WBENC events over the years. We are confident Larry will continue the strong support PepsiCo has shown for WBENC since its inception.

It has been a distinct pleasure to serve on the WBENC Board for the past seven years supporting the advancement of women-owned business. The passion for the work shown by the WBENC staff, the other corporate members of WBENC, the regional affiliates, and of course, all the talented WBE's has made my Board tenure an inspiring experience.

I wish WBENC and the Board all the best in their future endeavors.

Sincerely,

A handwritten signature in black ink that reads "Scott".

Scott Buchanan
SVP, Global Indirects
Strategic Supply Management

cc: Grace Puma
Laura Taylor
Ricardo Barrientos

Helen,

As you may be aware, Martha Artiles has left ManpowerGroup, but she asked Jeanna Winkler, Manager, Supplier Diversity and Supply Chain Initiatives, to be the interim contact for communications and board meetings. Here is Jeanna's contact info:

Jeanna Winkler,
Manager, Supplier Diversity and Supply Chain Initiatives
ManpowerGroup
100 Manpower Place
Milwaukee, WI 53212
V: 414.906.6840
E: jeanna.winkler@manpowergroup.com

Thanks,
Mary

Please note new email address below.



Mary B. Stewart
Communications Professional
Diversity

ManpowerGroup
100 Manpower Place
Milwaukee, WI 53212

T: +1 414 906 6317
F: +1 414 906 6190

mary.stewart@manpowergroup.com
www.manpowergroup.com

Board Nominations




Lisa Stenglein
Senior Director, Systems and Indirect
Procurement
Motorola Solutions

Lisa Stenglein is a Senior Director for Motorola Solutions, which is focused on Government & Public Safety and Enterprise Mobility. Motorola Solutions designs, manufactures, installs and services analog and digital two-way radios, voice and data communication products and systems for private networks, electronic digital assistants (EDAs), bar code scanners, RFID readers, wireless LAN infrastructure as well as end-to-end enterprise mobility solutions.

Lisa leads the Systems and Indirect Procurement Organization. She also leads the eProcurement Operations and Corporate Diversity teams. Prior to her role in Procurement, Lisa most recently led the Systems Engineering and Third Party Operations team for the Core Networks Division. During her 18 years at Motorola she has held roles in Engineering, Customer Support, Testing and Integration, Project Management and Product Management.

Lisa has a Computer Science and Mathematics Bachelor's Degree which she earned from Marquette University.



Name Greg Tibbles	
Current Position General Manager Procurement, Downstream; Technology & Services	
Opc Corporation	
Business Unit	
Work Location San Ramon, CA	
Home Country USA	
Educational Background Advanced Certificate in Supply Chain Management, W.P. Carey School of Business, Arizona State University	
Career Highlights <p>Greg started his career in 1978 with Standard Oil Company of California in Marketing Operations & Transportation but moved the next year to what was then the Computer Services Department where he worked until 1990 on software projects for both Downstream and Upstream. This was followed by six years of resident assignments in London, England and Lagos, Nigeria.</p> <p>Following a rotational stint as Information Technology Manager at Tengizchevroil (TCO) in Tengiz, Kazakhstan, Greg was appointed TCO Services Manager. This position oversaw the operational management of non-hydrocarbon infrastructure support operations including aviation, railroad operations, purchasing, materials management, building management, camp catering, light duty vehicle fleet and heavy duty equipment management.</p> <p>In 2001 Greg relocated to Atyrau, Kazakhstan when he was appointed Manager, Total Supplier Management, responsible for all Contracting and Material Procurement activities for Tengizchevroil as well as Local Content and Small Business Development.</p> <p>In 2003 he relocated to Caracas, Venezuela to manage Supply Chain activities for Latin America Upstream. Following the Chevron/Unocal merger in 2005, Greg moved to Bangkok, Thailand as General Manager, Supply Chain Management (SCM) for the Asia South Business Unit where he worked to integrate the legacy Chevron and Unocal supply chain processes and activities. He also served on the board of CUEL Ltd, an engineering, construction and installation company owned in part by Chevron and located in Thailand and was chairman of the Executive Committee.</p> <p>In 2008, Greg returned to Lagos as SCM GM for the Nigeria/Mid-Africa SBU. He assumed his current position in July 2010.</p>	

Larry Caldwell PepsiCo



Current Role:

Larry Caldwell is Vice President of Strategic Supply Management for PepsiCo. He is responsible for global sourcing of IT, business transformation, travel and corporate services. Larry has been in his current position since August, 2010.

Previous Experience:

Larry began his career at PepsiCo in 1983 as a manufacturing analyst at Frito-Lay, Inc. Since joining PepsiCo, Larry has held various management positions in the Finance, Operations, and Procurement functions. Larry was promoted in 1997 to the position of Director of Service and Distribution of Frito-Lay Canada. He returned to the U.S. in 1999 to become the Director of Other Goods and Services Purchasing for Frito-Lay, Inc. In 2002, Larry was promoted to Vice President of Procurement leading the global purchase of IT goods and services. In 2008, Larry moved to the role of Vice President of Procurement for PepsiAmericas, responsible for all direct materials and other goods and services for PepsiCo's Eastern European operations.

Supplier Diversity:

Larry has served on the Women's Business Council Southwest (WBCS) Board of Directors since 2000. The WBCS is leader in supporting WBEs grow their business, setting the standard for other regional Councils. He was Chairman of the Board from 2008-2009 and is currently the Chair of the Nominating Committee and a member of the Executive, Finance and Compensation committees. Both Larry and PepsiCo are dedicated to providing opportunities to diverse suppliers.

Education/Personal Info:

Larry graduated from Texas A&M University Commerce with both a B.A. in Accounting and a MBA in Business. He is also a Texas CPA.

Larry and his wife Patricia reside in Plano, Texas and are the parents of three children.

Nancy Creuziger

Vice-President, Global Finance Business Performance



ManpowerGroup

Nancy's broad range of international experience overseeing financial, operational and information technology projects has had a significant impact on improving business efficiency and productivity at ManpowerGroup. Since joining the company in 1990, Nancy has held positions of increasing responsibility including Vice-President, Corporate Controller and Vice-President, Audit Advisory Services.

In her current role, Nancy plays a leadership role in a wide variety of global special projects including the development and roll-out of the Innovative Workforce Solutions / Client Opportunity Review Framework, the MSP Global Center of Excellence, leading the MSP Back-office Taskforce, and the Borderless Talent Solutions Program. In addition, she monitors and participates in new system developments to ensure these projects add value to our clients and our business and to ensure the projects remain on schedule and on budget.

During her tenure with our company, Nancy has effectively driven new workflow and procedures to streamline financial processes including payroll, billing and accounts receivable by working with entities around the world and corporate groups. She led our company's Sarbanes-Oxley compliance and our two comprehensive SG&A reduction initiatives – Projects Titan and Titan Up! – which achieved over \$150 million in savings globally. Nancy began her career at Deloitte Touche Tohmatsu (formerly Touche Ross & Co.) in Milwaukee, WI and Denver, CO.

Nancy holds a Bachelor of Business Administration degree from the University of Wisconsin – Madison, is a Certified Public Accountant, and a Certified Six Sigma Green Belt. She serves on the Board of Easter Seals Southeast Wisconsin and is a member of the Wisconsin Society of Certified Public Accountants. She lives in Dousman, WI with her husband, Roger Wojtak.



Eyvon C. Austin

Global Supplier Diversity Manager The Coca-Cola Company

Eyvon C. Austin is a global supplier diversity manager with The Coca-Cola Company. With the Company since January of 2003, Eyvon works with Coca-Cola procurement groups to implement initiatives that identify potential suppliers and provide them with critical information and access to Coca-Cola's purchasing process.

An advocate internally and externally and receiving numerous accolades and recognition, Eyvon's experience includes working with and establishing valued relationships with Minority Business Enterprises (MBE) and Women Business Enterprises (WBE) as well as corporate stakeholders and various community leaders and constituent groups. She currently serves on the Enterprising Women Advisory Board, The Conference Board Supplier Diversity Leadership Council and the Greater Women's Business Council Programs Committee (Chair) where she was also Chair of the Board of Directors. Active in her community, Eyvon supports many other educational and service based non-profit organizations including, Alpha Kappa Alpha Sorority, Inc. her sorority.

Prior to joining Coca-Cola, she held the position of Supplier Diversity Administrator with United Space Alliance, a NASA Space Operations Company. There she also performed various roles in Human Resources including college recruitment and other generalist duties. Other professional experiences include Human Resources Coordinator with Kelly Services, Inc. and Graduate Programs Administrator for the University of South Florida. Eyvon has a Bachelor of Arts degree in English from Tougaloo College and a Master of Arts degree in Public Administration & Policy Analysis from The University of South Florida.

She resides in Atlanta, Georgia with her husband, son, and daughter.



**Tara Spann – Executive Director of Diversity Initiatives,
Staples North American Delivery**

Tara Spann is responsible for the direction and management of diversity initiatives for Staples North American Delivery, Staples, Inc. A key part of her role is directing the supplier diversity program in Staples Advantage, the fastest-growing business of Staples serving mid-sized and Fortune 1000 companies. Ms. Spann oversees the development and execution of partnership programs that help Advantage customers reach their purchasing goals from diverse suppliers. Ms. Spann also directs Staples' relationship with the National Minority Supplier Development Council, the Women's Business Enterprise National Council, their regional and local affiliates, WEConnect Canada and the National Gay and Lesbian Chamber of Commerce. Additionally, she supports the advancement of Staples as a great place to work with a diverse and talented workforce. Ms. Spann reports directly to Joe Doody, president of Staples North American Delivery.

Prior to joining Staples, Ms. Spann served as senior software licensing negotiator at Harvard University where she negotiated the terms and conditions of enterprise licensing software contracts. Ms. Spann was also the contract manager of Harvard University's procurement management department, where she was responsible for managing the University's minority procurement program, government compliance regulations and audits for purchasing as well as implementing strategic vendor alliances. She is a graduate of Northeastern University in Electrical Engineering and Suffolk University Law School in Boston, Massachusetts.

Report of the Board Chair

Women's Business Enterprise National Council
Board of Directors Meeting
November 18, 2011

Report of the Chair of the Board to the WBENC Board of Directors

Activities since June 21, 2011: *See Pamela Prince-Eason's Board Report and Individual Committee reports for additional activity*

Board Governance & Management:

- Conducted EEC monthly meetings with additional follow-up on key activities around WOSB implementation, nominating committee activity, forum leadership and 2012 budget.
- Led Board continuity efforts regarding identification of WBENC committee structure chairs and vice chairs working with Nominating Committee and various Board members to ensure strong resource and skill support and a structure for effective succession.
- As part of EEC Board strategic planning session, led review of Finance Committee Chair and WBENC COO Presentation of recommended 2012 budget impacts.

WBENC's Roadmap to 2020:

Conducted Extended Executive Committee Retreat October 11-13, 2011. Significant time dedicated to Strategic Planning with additional topics noted below. Formal communication to the Board of Directors was provided via email from Laura Taylor (peason@wbenc.org account) on 10/31/2011. Details are reiterated here.

The goal of the overall planning process is to make the future state of the organization something tangible and concrete so that our Board members and other stakeholders can evaluate process against goals along the way to the WBENC Roadmap to 2020 vision. At the end of our overall strategic planning process we will have:

- A consensus built "to be" future
- A strategic plan providing overall guidance and agreed direction for the organization with roughly ten year horizon identified stretching WBENC to transform during the set time frame
- Within that, a long range plan with a three year horizon measured in one year increments to ensure continuity of direction and manage cultural change and expected outcomes toward our "to be" future state
- A set of tactical plans with a short term focus that will be utilized to drive and measure each goal area to closure.

As a reminder, prior to the June board meeting, we developed a framework for our strategic plan process and defined a five part approach.

Part 1 – Planning

- Select process used to develop WBENC's Roadmap to 2020
- Assign project leadership
- Identify participants

Part 2 – Understanding and Business Purpose

- Conduct SWOT analysis
- Test Vision and Mission hypothesis
- Reconfirm COR values
- Create goals and guiding principles for clarity of direction in detailed work

Part 3 – Setting Direction

- Define strategic charters for COR pillars (long range plans)
- Confirm strategic charters are aligned with vision, mission, goals, and guiding principles
- Select team leads and team resources

Part 4 – Establishing Tactics and Implementation plans

- Establish tactics
- Create implementation plans

Part 5 – Monitoring Progress

- Create measures, methods, and process to monitor progress of elements in WBENC Roadmap to 2020
- Report progress to EEC, Board, and committees after implementation

The EEC utilized the outputs from the June Board Member meeting (SWOT & survey) to move the work forward during the retreat. I am pleased to share that we now have a draft vision and mission statement to share and will be requesting comments during the November Board meeting.

“Draft” Vision: To be the global leader in women’s business development

“Draft” Mission Statement: WBENC’s mission is to fuel economic growth globally through access opportunities, by identifying, certifying, and facilitating development of women-owned businesses.

We also established a framework for the strategic charters, assigned team leads, provided direction on team composition, and laid out next steps. Our strategic plan committees and leads are as follows:

<u>Team</u>	<u>Lead</u>
Certification	Nancy Conner
Opportunities	Ruby McCleary
Resources	Theresa Harrison
Recognition	Debra Jennings-Johnson

Pamela Prince Eason will serve as temporary leader for the Technology Committee until a corporate member is identified, and Pamela O'Rourke, President and CEO of Icon, will be the WBE subject matter expert for this committee.

Key next steps include the formation of teams for each area. Again, each team will include representation from every constituency group (the Leadership Forum - women business owners, the Leadership Council - regional partner organizations, WBENC Staff and Buying Entities – members, both corporations & government entities). Another component of our plan is to provide routine updates to our Board of Directors.

Public Representation of WBENC:

- Forbes interview for “The Competitive Edge: Corporate Partnerships with Women Owned Businesses”
- Represented Pitney Bowes and WBENC at CT ISM Board of Advisory meetings - September 2011 and November 2011
- Participated in a CPO panel on the Developments in Corporate Procurement and their Impact on Supplier Diversity at the Greater New England Minority Supplier Development Council Conference and Trade Expo in October 2011

Other Projects:

- Supported WOSB preparation with participation at the August 4th working session at WBENC's offices with WBENC staff, RPO's, and select corporate members.
- Conducted review of Ethics Committee Charter led by Mary Tacher. This will be presented to the EC at our next EC meeting.
- Based on the Ethics Committee Charter work, I have asked Cheryl Stevens to lead an effort to create charters for other WBENC Committees. This work will begin with a prioritization by committee.
- Consulted with Nominating Committee as it related to interpretation of WBENC's Bylaws in preparation for BOD recommendations.
- Conducted an initial review of committee participation and leadership for all corporate BOD members. This analysis was leveraged as input to the nominating committee process and helpful in identifying opportunities to increase engagement of board members in key initiatives. We are also leveraging this for the strategic planning committees.

Ambassador Program Transition:

- Held transition meetings with WBENC staff, new executive sponsor (Debra Jennings Johnson) and new corporate liaison (Wendy Matheu). We provided program documentation, support materials, and meeting process steps. Debra and the team have embraced the transition and I am confident that our Ambassador Program will continue to flourish for WBENC.

Report of the President and CEO
to be distributed during the Board Meeting

**Women's Business Enterprise National Council
Board of Directors Meeting
November 18, 2011**

Report of the President to the WBENC Board of Directors

President's Activities since June 21, 2011: *See Laura Taylor's Board Report and Individual Committee reports for additional activity*

Office of the President: *President and CEO Pamela Prince-Eason supported by Helen Avery*

Board Management and Strategic Planning Process:

- Prepared agenda, board book and participated in creating Strategic Planning update materials for EEC Retreat, November 16 & 17 Committee updates and November 18, 2011 Board Meeting. Reviewed and modified New Board Member Orientation materials for session to be held on November 17, 2011.
- Participated in all Executive Committee & Extended Executive Committee Meetings during July, August, September, October and November (to date.) Details of the EEC Strategic Planning retreat are included in detail in Laura Taylor's update.
- Participated in Nominating Committee process. A special "thank you" to Lynn Scott for her leadership of this process. Documentation of process, roles and requirements were created to support this important process going forward.
- Conducted information session with the Department of Commerce Minority Economic Development office regarding on-going collaboration. Formal commitments will be documented and discussed with the Board and EEC during 1Q-2012.
- Met with representative from the Securities & Exchange Commission (SEC) regarding their goals to support certified women-owned businesses. Discussions are identifying working relationship with formal commitment to be documented and discussed with the Board and EEC in either Dec 2011 or 1Q-2012.

Operational Excellence:

- Held Management discussion with CVM regarding the business being acquired. Concern over lack of advance communication expressed and required meeting for understanding of on-going support and future vision. We are continuing discussions, however, I am satisfied that we are at little risk of any activity that would impact access to our WBENC Link data or certification process software within the next 18-24 months.
- Jointly with Board members on WOSB team, staff, and RPO partners, created initial government certification strategy, implemented WOSB certification pilot and 1st phase with technical support, and provided Government Website utilized by entire WBENC network. As an organization, we invested in hiring an additional National resource to support this new offering: LaKesha White. A special thank you to everyone who worked on this important effort and for the successful collaboration that delivered a strong product to market in a professional and effective way. Additional thanks to Michelle Richards who provided strong start-up educational and informational support for WBEs across the US through development of a standard training deck for WBEs and repeated offerings of webcast seminars about "*How to do Business with the Federal Government.*"
- Met with Finance Committee to discuss recommendation to provide WOSB certification with no additional fee. During the strategic planning process development of more robust

offerings including additional opportunities and resources will be evaluated to assess Revenue Generating potential.

- In conjunction with the review of key business processes and roles of WBENC staff, focused effort on understanding President's Report process, identified process improvements and am continuing to focus on avenues that improve content and messaging for our readers.
- Reviewed de-brief items from Top Corporation Program Review and worked with staff and EEC to implement process changes that better define the WBENC Top Corporation program and the requirements for evaluating application criteria. Program improvements were in place for the current year application process.
- Reviewed key information associated with feedback regarding the WBENC Matchmaker 360 process and removed advertising from public venues as program does not meet WBENC and its network of partners' minimum standards.
- Provided oversight of the 2012 Financial Budgeting process conducting discussions with staff, committee leaders and EEC regarding anticipated 2012 goals and other areas requiring investment.
- With Lynn Quinn, met with outside Auditors for "initial" leadership meeting and also to discuss "game" and "WBE Marketplace" concepts. This will be explained in more detail at the November 18 board meeting.

WBENC Events and Awards:

- As a fyi, our Tag Line for 2012 in recognition of our Crystal Anniversary is *Celebrating 15 years: Vision, Opportunities, and Success!*
- Significant planning and action executed well in advance of previously utilized timelines through improved coordination between WBENC staff, committees, host councils, sponsors and consultants supporting 2012 Summit & Salute and 2012 National Conference & Business Fair (NCBF). We are pleased to report that our 15th Year Celebration is being strongly supported and are honored to have Accenture and Ernst & Young as presenting sponsors for Summit & Salute and a full complement of sponsors for the NCBF, including Accel, Inc., Avis Budget Group, ICON Information Consultants and Office Depot.
- For Reference please find NCBF dates, locations and sponsors as of Nov 18, 2011:
 - 2012: Orlando, FL June 19-21 Accel, Inc., Avis Budget Group, ICON Information Consultants, Office Depot
 - 2013: Minneapolis, MN June 25-27 FRR: Target
 - 2014: Philadelphia, PA June 23-25 FRR: Arbill, Ernst & Young

Note that 2014 conference will begin on Monday and end on Wednesday

 - 2015: Austin, TX June 23-25 FRR: Dell
 - 2016: Orlando, FL June 21-23 open
 - 2017: Las Vegas, NV June 20-22 open
 - In 2018, I have received a request to include Detroit, MI and Atlanta, GA in the locations surveyed.

Public Representation of WBENC:

- Media interviews :
 - *Washington Post* interview regarding US Small Business Administration (SBA) Women Owned Small Business (WOSB) Program and WBENC Certification.
 - MBE Connect Podcast interview regarding US Small Business Administration (SBA) Women Owned Small Business (WOSB) Program and WBENC Certification.
 - Forbes interview for “The Competitive Edge: Corporate Partnerships with Women Owned Businesses” to be included in December 5, 2011 issue.
 - Ernst & Young, Think Big! publication interview to provide input on women’s entrepreneurship and business challenges for “Winning Women” best practices white paper to be released in January 2012.
 - Quoted in all magazines with follow-up coverage regarding the 2011 National Conference & Business Fair. (WE USA, MBE, Diversity Careers, Diversity Business, etc.)
- Meetings and Events:
 - Luncheon speaker at US Hispanic Chamber of Commerce annual conference.
 - Organized plan of action for WBENC participation at the DC-based Minority Economic Development (MED) Week introducing many Government agencies and Corporations doing government business to the value of the WBENC network and our new WOSB Certification Program.
 - Attended kick-off and session 1 of Tuck Executive Program with lead sponsorship by IBM. Additionally, held conversations with Michael Robinson (IBM) and Len Greenhalgh (Tuck School of Business) regarding success of program changes implemented for the 2011 class and need for Advanced Tuck course to be offered. We will be evaluating the ability to deliver this for attendees in Oct. 2012.
 - Attended Partner events:
 1. GWBC Power of Partnering Event and meeting with certified women, (also Home Depot – see below,)
 2. Women’s Business Council – Southwest 2011 Harvesting Partnerships Event and meeting with Board, (additional meeting for Strategic Plan with C Stevens and L Scott,)
 3. WBEC South Memphis SEED Event and meeting at International Paper with Procurement & certified women, (additional meeting with Mayor of Memphis County), and
 4. 25th Anniversary celebration with the Women’s Business Development Center in Chicago and meetings with identified WBEs, (also Accenture – see below.)

Meetings & Events with WBENC Members:

- DW Morgan – Desire to join board. Presented company value proposition and commitment to women and diversity in the Corporate Supply Chain.

- Peabody Hotel – Desire to join board. Gained agreement to join as Corporate member for 2012.
- Home Depot – Board participation, corporate needs and Strategic Plan input.
- Accenture – Board participation, corporate needs and Strategic Plan input.
- Wal-mart Women’s 360 Initiative – Participated in steering group review and input to program as designed.
- Ernst & Young – Winning Women preparation session for award winners and participated on panel, attended sessions and held many meetings with WBEs, potential businesses to certify, and discussions with other organizations in the Women Entrepreneur ecosystem at the week-long Strategic Growth Forum.
- Pfizer – Discussion with Public Relations and Government Affairs regarding the impact that Women & Minorities have on economic recovery through growth and job creation. (NMSDC President and I attended together.)

Other Projects of the President:

- Led Staff 2-day team planning session beginning our process of advancing all staff members understanding of our strategies and operational plans, setting priorities and enhancing our work together to increase our effectiveness to deliver value to our constituents. Follow-up October session focused on teaming. “Learnings” from my attendance of the Discover Executive Master Leadership Program were also shared. A special “thank you” to Theresa Harrison and E&Y for sponsoring and covering expenses for this training. As a fyi, the team’s next session will be held Jan 4-5, 2012 to regroup for the 2012 priorities and to advance any strategic planning work the staff is responsible for.
- Continued work with Theresa Harrison, Tara Abraham and Laura Taylor in preparation for Forum Leadership Team work. Attended their 1 day session in Oct.
- On my behalf, Cristy McCullough coordinated our requirements for participation in the American Express Open Small Business Saturday promotion. Please continue to follow our updates advertising support for small and/or local businesses via Facebook entries on both WBENC and our Regional Partner Organization’s pages. (**REMINDER:** Small Business Saturday will be November 26, 2011 and occurs between the key shopping dates of Black Friday and Cyber Monday.)
- Worked with Candace Waterman to segment MOU partners in preparation for Strategic Planning work to occur in 2012.
- With Lynn Quinn, provided input and direction to Jason Moore to create needed documentation regarding WBENC technical landscape in preparation for November discussions regarding Technical Architecture Understanding Workshops needed to support the Strategic Planning process.

Treasurer's Report/Finance Committee
2012 Budget with Resolution included at the
end of Book

**Women's Business Enterprise National Council
Board of Directors Meeting
November 2011
Finance Committee
Third Quarter-Fourth Quarter Goals and Accomplishments**

Goal: Define target level of net assets.

Accomplishments

- WBENC's audited financial statements for the fiscal year ended December 31, 2010 report unrestricted net assets of \$839,000.
- Based on the 2011 forecasted performance (net income of \$775,000), it is anticipated that WBENC will have restored the unrestricted net-asset (reserves) position to a balance of about \$1,614,000 on December 31, 2011, or 21% of expenses.
 - The original target, stipulated in the replenishment plan adopted by the Finance Committee in June 2010 to achieve an unrestricted net asset level of 33.33% of expenses by the end of 2015, was \$840,000 or 11% of expenses.
 - This balance is \$200,000 higher than the December 31, 2012 target of \$1,413,000 or 17% of expenses.

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

Accomplishments:

- During the June Board of Directors' meeting, Ms. Homeyer reported on the most recent financial results. Highlights:
 - The 2010 actual, audited net income was \$817,000, increasing the unrestricted net assets from \$22,000 at December 31, 2010 to a balance of \$839,000 at December 31, 2011.
 - Year-to-date May 31, 2011 net income was \$672,000 higher than budgeted and \$391,000 higher than the year-earlier period.
 - Summit and Salute net income was \$12,000 higher than budgeted and \$35,000 higher than 2010 net income.
 - The 2011 National Conference and Business Fair income as of June 6, 2011 was \$360,000 higher than the total 2011 budgeted event income and \$303,000 higher than the actual 2010 final income.
 - Statement of Position (Balance Sheet) as at May 31, 2011 showed significantly improvement in liquidity (cash, net liquid current assets, net working capital) over May 31, 2010.
- During the November 2011 Board of Directors' meeting, Ms. Homeyer will report on the most recent year-to-date financial results.

Goal: Continue programs and services reviews. Ensure that all programs, initiatives, policies and processes are evaluated based on sound, fact-based business plans and *return on investment* for all constituencies; programs, initiatives, and policies and processes should be able to demonstrate financial viability: margin, cost/benefit as deemed appropriate for the program, initiative, policy or process under review.

Accomplishments:

- No program reviews conducted since the last report.

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

Accomplishments:

- The Chair (Treasurer) and the Vice Chair of the Finance Committee conducted an in-depth review of the proposed 2012 budget with WBENC staff on September 22-23.
- The proposed budget resulting from the collaboration of the Finance Committee Chair and Vice Chair and the WBENC staff was distributed to the Finance Committee and Chair of the Board on October 12. The Finance Committee reviewed and recommended approval of the 2012 budget discussed during their October 17 meeting.
- The Treasurer presented a high-level version of the 2012 proposed budget to the Extended Executive Committee, which provided input, during their October 14. The recommended 2012 budget package was distributed to the Extended Executive Committee on November 2.
- Next steps:
 - The recommended 2012 budget will be distributed to the Board for review approximately ten days before the board meeting.
 - ***Board action required at the November 18, 2011 meeting: deliberation and approval of the 2012 recommended budget.***

Goal: Ensure compliance with new Form 990 requirements.

Accomplishments:

- The 2010 Form 990, which will be due on November 15, 2011, after the IRS granted WBENC a six-month extension, will be completed by WBENC's audit firm, reviewed by the WBENC staff, and by the Audit Committee by the week ending November 11. As reported last year, the process of having the Audit Committee review the Form 990 before submission to the IRS satisfies the best practice/compliance element of having the Board of Directors review the Form 990 before the organization files the return. The 2010 Form 990 that is filed with the IRS will then be posted to the Board intranet.
- Open Board action item: the *Executive Compensation Policy* presented at the November 17, 2010 meeting was tabled so that an Executive Compensation Committee could be added to the policy.

WBENC
Board of Directors Resolution
Resolution to Approve Adoption of Executive Compensation Policy

November 18, 2011

Executive Compensation Policy Resolution

WHEREAS, best practices related to not-for-profit governance policies have been interpreted to necessitate an Executive Compensation Policy;

WHEREAS, the Board of Directors tabled adoption of the draft Executive Compensation Policy presented on November 17, 2010 because the draft policy did not reference the Compensation Committee;

WHEREAS, the Compensation Committee, in alignment with the WBENC Bylaws, has been added to the draft Executive Compensation Policy (section 4.a.) that was reviewed by the Board of Directors on November 17, 2010;

NOW THEREFORE, be it RESOLVED that the Board of Directors adopts the WBENC Executive Compensation Policy.

WOMEN'S BUSINESS ENTERPRISE NATIONAL COUNCIL EXECUTIVE COMPENSATION POLICY

1. PURPOSE

The purpose of this Executive Compensation Policy (the "Policy") is to set forth the process by which Women's Business Enterprise National Council ("WBENC") will determine total compensation (i.e., base salary, benefits and any bonus pay) to be paid to its executive employees.

2. PERSONS COVERED BY THE POLICY

The executive employees covered by this Policy include the President as well as such other persons as the Board of Directors of WBENC (the "Board") or the President may determine from time to time (each, an "Executive Employee").

3. PHILOSOPHY AND OBJECTIVES

WBENC strives to provide its Executive Employees with reasonable and competitive total compensation that is consistent with market-based compensation practices of organizations similar to WBENC for individuals possessing the experience and skills needed to accomplish WBENC's tax-exempt purpose, without causing any part of WBENC's net earnings to inure to the private benefit of any individual. WBENC will accomplish these objectives in the following manner:

- Determine the relevant market data for each Executive Employee position by obtaining reliable and comparable data published surveys of both tax-exempt and for-profit organizations focusing on data from comparably situated organizations with similarly sized budgets;
- Develop a target base pay range built off the median of the market data;
- Set base salary by considering market data and each individual's background experiences, skills, and meritorious contribution; and
- Set salary increases based on external equity, internal equity, and/or merit.

4. PROCESS

a. Compensation Committee

In accordance with Article V, Section E. Compensation Committee of the Corporation's Bylaws, the Chair may from time to time appoint not more than three Directors to a Compensation Committee. The Compensation Committee will periodically review the salary and benefit plans or arrangement for chief executive officers for non-profit corporations whose operations and budgets are reasonably similar in scope and size to the Corporation's and report its findings to the Chair. Further, as

may be requested by the Executive Committee, the Compensation Committee shall make, or cause to be made, special studies and reports pertaining to the Corporation's compensation and benefits policies and practices and, following consultation with the President, to present to the Executive Committee its views or recommendations with respect to changes therein.

b. President Compensation

The Chair of the Board shall review the President's compensation annually in connection with his/her evaluation of the President. The Chair of the Board shall determine the compensation of the President and any adjustments thereto, consistent with the objectives and process set forth in this Policy and pursuant to the process set forth in WBENC's Conflict of Interest Policy.

c. Other Executive Employees' Compensation

The Board authorizes the President, in consultation with the Board, to establish job evaluation and compensation policies for all other Executive Employees, which policies shall comply with applicable state and federal law. In establishing total compensation to be paid to Executive Employees, the President shall (i) obtain and rely on appropriate comparability data and otherwise take into account the relevant factors described in Section 3 above; and (ii) document the basis for the determination of reasonable compensation, including performance evaluations and market data relied upon. Notwithstanding the foregoing, if the President has a conflict of interest (as that term is defined under the Conflict of Interest Policy) with respect to any Executive Employee, the Board shall determine the compensation paid to such Executive Employee pursuant to the Conflict of Interest Policy.

5. REVIEW AND AMENDMENT OF POLICY

The Board shall periodically review this Policy to ensure that it continues to appropriately support WBENC's tax-exempt purposes and the recruitment and retention of key executives at a reasonable cost. The Board retains the authority to amend and/or repeal this Policy.

CERTIFICATE OF ADOPTION

The foregoing Executive Compensation Policy was adopted by the Board of Directors of WBENC on the ____ day of _____, 2011.

By:

Secretary

Audit Committee

**Women's Business Enterprise National Council
Board of Directors Meeting
November 2011
Audit Committee
Third Quarter-Fourth Quarter Goals and Accomplishments**

Goal: Oversee completion of the 2010 audit.

Accomplishments:

- Completed in June 2011.
- The 2010 Form 990, which will be due on November 15, 2011, after the IRS granted WBENC a six-month extension, will be completed by WBENC's audit firm, reviewed by the WBENC staff, and by the Audit Committee by the week ending November 11. As reported last year, the process of having the Audit Committee review the Form 990 before submission to the IRS satisfies the best practice/compliance element of having the Board of Directors review the Form 990 before the organization files the return. The 2010 Form 990 that is filed with the IRS will then be posted to the Board intranet.

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

Accomplishments:

- Completed through the 2010 audit report review in June 2011.

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
November 2011
Global Services & Programs Committee
Third Quarter-Fourth Quarter 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:

- Successfully developed workshops (1) How to Leverage the Benefits of Global Networks and (2) Global Business Development Best Practices which will be delivered on Thursday, June 23rd and rendered approximately 300 participants.
- Developed a Global Expansion Needs Assessment which will be provided to and completed by all global workshops attendees. The data collected will be used for benchmarking the needs of the interest groups.

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

- 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. The first draft of the “How To” cookbook has been completed and is currently being vetted/finalized for dissemination which is expected by December 2011.

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

Accomplishments:

- Successfully enhanced the International Buddy Program application and participation process.
- The committee chair has also assisted WEConnect by providing a speaker to the event in Chongqing, sponsoring the event which will be held in Shanghai and also the event in Bangalore.
- The committee co-chair has developed working relationships for WCI with Walmart China & Walmart Canada.
- 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.

- Will plan a meeting with the relevant corporate board members by December 2011.

U.S. Services & Program Committee

**Women's Business Enterprise National Council
Board of Directors Meeting
November 2011
U.S. Services & Programs Committee
Third Quarter-Fourth Quarter Goals and Accomplishments**

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

Accomplishments:

- Original application deadline was set for May 27 and was extended to encourage additional applications
- Promoted program through several President's Report articles and targeted emails to WBEs from WBENC and RPOs
- A total of 17 applications were received and 14 scholarships were awarded in August.
- Sharon Brothers Parker, daughter of Dorothy Brothers, participated in the evaluation process this year.
- 5 of the *new* awardees were able to use the scholarship in time for the 2011 Tuck-WBENC Executive Program.

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

Accomplishments:

- As a follow-up to the Tuck program review conducted last year, we asked Tuck to incorporate more service-orientated examples and case studies versus the heavy emphasis on manufacturing in the past. These changes were made and were very useful to our participants.
- 38 attendees participated in the program from October 2-7, 2011 at IBM Palisades in NY.
- Feedback on this year's program has been very positive from both the students and the faculty.

Goal: Process improvement for MatchMaker Meetings

Accomplishments:

- Accomplishments were outlined in the June board report, however here are the final participation results from the June MatchMaker meetings.

WBENC Matchmaker Final Results	Total
Total Number of Participating Corporate Sponsors	46
Total Number of Participating Buyers	97

Total Number of Buyers Who Cancelled or No Show	2
Total Number of Meetings Scheduled	655
Total Number of Meetings Canceled due to Buyer Cancellation	29
Total Number of WBEs with Meeting Scheduled	162

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

Accomplishments:

- In order to secure high caliber keynotes for both events during our 15th year anniversary, we have extended the timeline for selecting keynotes for both events.
- We are leveraging our Corporate Members and others who have strong relationships with high caliber keynote speakers. Through these relationships, we hope to secure speakers to whom we would not have had access and/or book for a reduced fee. We expect to have results by the end of the year.

National Certification Committee

**Women's Business Enterprise National Council
Board of Directors Meeting
November 2011
National Certification Committee
(includes the National Certification Review Committee &
National Certification Appeals Committee)
Third Quarter-Fourth Quarter Goals and Accomplishments**

The goals were finalized in March 2011; data collection, benchmarking and reporting will be conducted throughout the year.

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

Accomplishments:

- As a result of WBENC's Roadmap to 2020 the sub-committees have been realigned to include 3 groups who will work on identifying the future of certification for New Certification applications (External) and Recertification applications (Internal) and Growth Opportunities respectively. They have confirmed the approach and have outlined tasks to complete.

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.

Accomplishments:

- Nancy Conner served on the WOSB Task Force along with other members who represent the Corporate and RPO constituency groups; as well as WBENC staff. The group identified the differences between the WBENC Standard and the SBA Standard in addition to developing the workflow and communication plan for September implementation. The WOSB Pilot Program was instituted September 1st with the official launch September 15th. As of October 31st there are 46 firms who are WOSB certified.

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

GOAL: Continue to improve and streamline the certification process.

Accomplishment:

- Currently working with CVM on the National Application Fee workflow

- As a result of the March 2011 Board meeting, *this work has been stopped until further notice.*

Accomplishment:

- The committee approved a timeline of 6 months (from denial date) for reapplication after denial. The timeline was previously 1 year (from file complete date). The new policy was implemented November 1, 2011.

Accomplishment:

- The committee approved to extend the timeframe on (re-certification) site visits to 4 years (maximum) if there have been no changes since the last re-certification.
 - Process: 100% of site visits conducted on all new applicants and 100% conducted on 3rd year re-certs. If an interim site visit is conducted at the discretion of the Certification Committee or the RPO Executive Director/President the maximum timeframe between site visits is four years.

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

Accomplishment:

- The National Appeals Committee reviewed and rendered decisions on 25 (20 uphold and 5 overturn) files as of September 30, 2011 (Jan-September)

GOAL: Continue to deliver Certification Training .

Accomplishment:

- Delivered 8 Live Meeting sessions (Jan-October) 288 participants

GOAL: Continue to deliver WBENCLink Training.

Accomplishment:

- Delivered Live Meeting sessions (Jan-October) -122 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
November 2011
Leadership Council
Third Quarter-Fourth Quarter 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).

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 was scheduled for review in the fourth quarter to determine the NAF impact. However, work on the NAF has been put on hold indefinitely.
 - As of 11-1-2011 there were over 10,800, certified WBE firms. This represents a 13% growth over 2010.
- Objective (as of July 1, 2011): To work with the WOSB Task Force and other appropriate parties to develop and implement a strategy for the new WOSB Certification Program, as a result of WBENC being named an approved third party certifier by the U.S. Small Business Administration (SBA) for their Woman Owned Small Business (WOSB) Federal Contracting Program,
 - Members of the LC were identified and served on the Task Force.
 - The WOSB Pilot Program was implemented September 1, 2011 and fully launched September 15th.
 - As of October 31st there were 82 WOSB files were received (46 certified and 36 files complete awaiting review)

- Four WOSB webinars were conducted in September and October by Michelle Richards (WBEC-GL) and WBENC which rendered 174 participants.
- 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.
 - A method of data collection was finalized during the March Retreat
 - As of October 31st there are 16 formal RPO MoUs; which represents an addition of 4 MoUs for 2011.
- 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.

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
 - We have added the collection of events to the monthly productivity report and have held 334 events, servicing 19357 participants since January 1, 2011.

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.

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

2011 WBE Business STARS

Julie Sue Auslander, President, cSubs, representing the Women Presidents' Educational Organization-NY, www.csubs.com

Carmen Castillo, President, SD International Corp., representing the Women's Business Development Council of Florida, www.sdintl.com

Cathi Coan, President, Techway Services, Inc., representing the Women's Business Council – Southwest, www.techwayservices.com

Mary Fox Donnelly, CEO, Fox Specialties, Inc. dba Encompass Elements, representing the Women's Business Enterprise Council–PA-DE-sNJ, www.EncompassElements.com

Hannah Kain, CEO, Alom Technologies Corporation, representing Astra Women's Business Alliance, www.alom.com

Lianne Lami, President, Bocci Engineering, LLC, representing the Women's Business Enterprise Alliance, www.BocciEngineering.com

Patti Massey, President, Myca Material Handling Solutions, Inc., representing the Ohio River Valley Women's Business Council, www.mycamaterialhandling.com

Mary Moslander, Owner, LiveHealthier, representing the Women Presidents' Educational Organization-DC, www.LiveHealthier.com

Mary Parker, President & CEO, ALL(n)1 Security Services, Inc., representing the Greater Women's Business Council, www.alln1security.com

Kathryn Petty, President, White Lion Tea, representing the Women's Business Enterprise Council-West, www.whiteliontea.com

Cassandra Sanford, CEO, Kelly Mitchell Group, Inc., representing the Women's Business Development Center-Chicago, www.kellymitchell.com

Juli Sinnett, Principal, Swervepoint, LLC, representing the Center for Women & Enterprise, www.swervepoint.com

Lynn Tilton, Managing Member/President, Dura and Global Automotive (Patriarch Partners), representing the Women's Business Enterprise Council-Great Lakes, www.duraauto.com

Lee Youngblood, Partner, McIntyre & Youngblood, representing the Women's Business Enterprise Council South, www.myrecruiting.biz

Women's Enterprise Leadership Forum

**Women's Business Enterprise National Council
Board of Directors Meeting
November 2011
Women's Enterprise Leadership Forum
Third Quarter-Fourth Quarter Goals and Accomplishments**

Goal: Select a corporate liaison who serves on the WBENC Executive Committee.

Accomplishment:

Theresa Harrison (Ernst & Young) was selected and has accepted the role.

Goal: Re-align the Forum structure and its committees to better support WBENCs overall strategy and established committees.

Accomplishment: The Forum Chair resigned in October 2011 and as a result former Vice Chair, Tara Abraham was unanimously elected as the new Forum Chair.

Accomplishment: A comprehensive overview of the new structure has been prepared and will be shared during the November Board meeting.

Accomplishment: Held a successful annual meeting with Karen Hough as the keynote speaker during the National Business Fair and Conference.

Accomplishment: Held a successful annual Forum Retreat October where the updated Policies & Procedures were developed and inputs were provide to the National WBENC Committee Chairs.

Corporate Membership and Revenue Generation Committee

**Women's Business Enterprise National Council
Board of Directors Meeting
November 2011
Development Committee
Third Quarter-Fourth Quarter 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 3rd/4th quarter, the Ambassadors have met four 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 2011.
- Recently, Debra Jennings-Johnson who succeeded Laura Taylor as the corporate head of the group, worked with staff to establish parameters for the Ambassadors Partner Program. The Partners program is a retention initiative. Ambassadors who volunteer will become a resource for a new member or another corporate member who wishes to learn more about leveraging their membership. The Partners program is not a formal mentoring activity. It's a peer to peer relationship designed to engage the participant in WBENC activities by offering a well-established corporate member as a contact when needed for best practice information, etc.
- 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	38
Achieved:	126%

New Member Revenue Goal – \$160,000

Current:	\$321,500
% of Revenue Goal Achieved:	200%

Overall Membership Revenue Goal

(includes new member revenue):	\$3,165,000
Membership Revenue Invoiced:	\$3,263,500
% of Revenue Goal Achieved:	100%

2011 New & Re-Joined Members	
AREVA Inc.	Landauer, Inc.
Asurion Insurance Services, Inc.	Mars Chocolate
BancTec, Inc.	MeadWestvaco Corporation
BBVA Compass	Michelin North America, Inc.
Belk Inc.	Motorola Mobility
Best Buy	NCR Corporation
BNSF Railway	Qwest Government Services, Inc.
CHEP Multimedia	Recall Corporation
Comcast	SciQuest
ConocoPhillips	Tate & Lyle LLC
DTE Energy	The Federal Reserve Bank of Cleveland
Forest Laboratories, Inc.	The Federal Reserve Bank of Richmond
General Motors Corporation	United Stationers
Graham Packaging Company	University of Virginia
Health Alliance Plan	Volvo Trucks North America
Humana, Inc.	WAUSAU Financial Systems, Inc.
Interpublic Group	Westinghouse Electric Company LLC
Itron	Wieden + Kennedy
Kantar North America	Xavier University

*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 23 who have either declined renewing, merged with other companies, or have been dropped due to non-payment.

3) Develop strategic recruitment outreach

- 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 had (2) companies in this role. Accenture LLP and Ernst & Young LLP were the Presenting Sponsors at the 2011 Summit & Salute.

WIB2011 Numerical Goals:

Sponsorship Goal:	\$1,865,000
Actual as of 11/5/2011:	\$1,819,250
Percentage achieved:	97%

For WIB2011, we had one corporate co-chair, Amgen, and two WBE co-chairs, The Act-1 Group and Zorch. Typically, we would have two corporate and two WBE co-chairs. Thus, we were pleased to have come so close to reaching our goal despite not having a full complement of co-chairs.

In 2012, the sponsorship goals for Summit & Salute and the National Conference & Business Fair were increased to reflect the fact that it is WBENC’s 15th Anniversary which should drive greater participation.

At the 2012 Summit & Salute, Accenture and Ernst & Young LLP have once again stepped forward to be the Presenting Sponsors.

Summit & Salute Numerical Goals:

Sponsorship Goal:	\$730,000
Actual as of 11/5/2011:	\$190,000
Percentage achieved:	26%

NCBF 2012 Numerical Goals:

Sponsorship Goal:	\$1,885,000
Actual as of 11/5/2011:	\$948,500
Percentage achieved:	50%

Summit & Salute Actions:

- a) The Development Committee will work closely with the Forum Leadership Team to push WBE sponsorship at the Summit & Salute by devising a message that highlights the strong business value of the event. In addition, the Committee will work with the

FLT on personal outreach. The overall goal for WBE participation should be **\$110,000**.

- b) In its 15th Anniversary year, WBENC will make a strong appeal to all of its founding corporate members for increased participation and WBENC will provide a corresponding increase in recognition in light of their incredible support throughout the organization's existence. All corporate members will be asked to join in the effort and encourage their suppliers and peers as well to take part.
- c) Significant individuals from WBENC's history will be invited to emphasize the special nature of the event.
- d) At the event, there will be an emphasis on government contracting and federal procurement opportunities in order to highlight the new WOSB designation WBENC is offering.
- e) Online registration is open several weeks earlier this year.

National Conference & Business Fair Actions:

- f) The Development Committee will create an exhibitor sales sub-committee responsible for pushing exhibitor participation at all levels in conjunction with the efforts of the Florida Host Committee.
- g) WBENC staff already visited Florida twice at Nancy Allen's invitation to promote sponsorship and exhibitor participation at the 2012 conference. Consequently, a robust host committee of 10 WBEs has already been formed and they are planning their strategy for increasing conference attendance to at least 3,500.
- h) Each department has been promoting the 2012 events by distributing Save the Date materials at various events such as MEDWeek, the American Advertising Federation Mosaic Fair, NMSDC, and local RPO functions.

General outreach:

The membership & development team attended the AAF Mosaic Fair, MEDWeek, and the NMSDC conference. The latter was an excellent event because it allowed WBENC staff to interact with current members and introduce the organization to a number of prospective national and regional members. The AAF function was in line with the Development Committee's focus on reaching entities in the Advertising industry. MEDWeek provided a unique opportunity to reach out to a host of government contractors and government agencies. All were excited to hear about the WOSB certification. Consequently, the team, which included representatives from other WBENC departments, met many prospective members as well as candidates for WBENC/WOSB certification.

Marketing, Communications, and Brand Management Committee

**Women's Business Enterprise National Council
Board of Directors Meeting
November, 2011
Marketing, Communications, & Brand Management
Committee**

Third Quarter-Fourth Quarter Goals and Accomplishments

Goal: Grow Media Impressions and Visibility by 20% annually, while working towards increased coverage/exposure in top business media.

Accomplishments:

Due to a change in the database being used by Burrelle's Luce and a partial disruption in service over the summer months (July and August), our Impressions of 3,195,450,180 for June 1 – October 31, 2011, do not compare favorably with the same time period in 2010 at 9,606,162,000. (This is all inclusive of web, newspapers, magazines, etc.)

However, the new system allows us to track media value and can report \$41,082,988.43 in the five month period, giving effect to the same issues as above. Media value is calculated by impressions by column inch. We will continue to build this baseline of metrics.

Media Highlights:

- Publicized the 2011 WBENC National Conference & Business Fair and showcased WBENC, President & CEO Pamela Prince Eason, the Conference Co-Chairs, and the Host Council and Host Committee in a variety of print, broadcast and online media in advance of, during and following the event:
 - *ABC-TV "The Morning Blend"* - Host Council Chair Laurie Travis
 - *CBS-TV Channel 8* – on site coverage with interviews with Pamela Prince-Eason and Host Committee member Diane Johnston, and Business Fair.
 - *Las Vegas Business Press* - Laura Taylor, Janice Bryant Howroyd, Laurie Travis and Diane Johnston.
 - *Las Vegas Black Image* - Janice Bryant Howroyd
 - *KCEP FM 88.1* - Janice Bryant Howroyd publicized Conference
 - *Diversity Careers* – extensive coverage and photos on Conference with group photos of Host Committee and individual host Committee members
 - Other coverage including Small Business Saturday press conference: *WE-USA, Diversity Careers, Global Executive Woman, Forbes (Special Section), MBE* and *Diversity Plus*.

- WOSB Certification led to media opportunities for WBENC and Pamela Prince Eason including a story in the *Washington Post* and an *MBE Connect podcast*.

- Press releases on WOSB Certification, Alcorn Award, Applause Award, and Small Business Saturday.

Goal: Grow Statistical Performance of the President’s Report

Accomplishments:

2011 (As of September 30, 2011:)

President’s Report

▪ Distribution List:	24,829
▪ New Subscribers via WBENC.org:	307
▪ Average Open Rate:	25.77%
▪ Click-Thru Rate to WBENC.org:	18.03%

NOTE: Compare our open rate and click-thru to industry averages for other non-profits: open rate = 20%, click-thru rate = 11%. 25.77% is above average and reflects a small increase. The 18% average click-thru rate is also well above average.

Web Traffic

These numbers do not include traffic to WBENC’s Conference website at www.wbenc.org/wbencconf.

▪ Average Monthly Unique Visitors (July, August, September 2011):	15,843
▪ Unique Visitors (July 1 – September 30, 2011): 47,529 (-6.56%)	
▪ Total Visitors – Unique and Returning (July 1 – September 30, 2011) 71,798 (-71,798%)	
▪ Most popular pages (in order of popularity)	
○ Home	27.85% %
○ Certification	13.17%
○ Certification Process	8.26%
○ Documentation Required	3.95%

Goal: Increase value of WBENC Website

Accomplishments:

- Created and posted five videos (One 2011 Leadership Video from Pamela Prince-Eason and Laura Taylor entitled, *2011 Leadership Video*; three videos with National Conference & Business Fair Highlights; and one video of brief interviews with Corporate Members and Regional Partners Organization representatives entitled, *2011 Words of Wisdom*). One President's Message from Pamela Prince-Eason and one entitled, Building Your Business One Conference at a Time.,)
- Produced the *Marketing Your Way to Yes*, a webinar designed for WBEs comprised of a Live Meeting webinar.
- Using HubSpot's Website Grader, WBENC's main website rated 138,843 against 3,940,180 websites during the time of the comparison. The Website Grader also rated WBENC's website was rated in as 96%. A website grade of 96/100 for www.wbenc.org means that of the millions of websites that have previously been evaluated, HubSpot's algorithm has calculated that this site scores higher than 96% of them in terms of its marketing effectiveness. The algorithm uses a proprietary blend of over 50 different variables, including search engine data , website structure, approximate traffic, site performance, and others

Goal: Direct Marketing Initiatives for 2012 Events

Accomplishments:

- Directed the development, design, and review processes for the 2012 event logos, Save-the-Date cards, Summit & Salute invitation and website, and the Conference website.
- Provided marketing directives and input in the 2012 Summit & Salute and Conference meetings.
- Developed 2012 Event Marketing Strategy.

Goal: Serve as a Subject Matter Expert and Resource on WBENC National and Cross-Departmental Projects

Accomplishments:

- Developed 2012 Marketing Strawman soliciting input from WBENC's Marketing Committee and cross-functional departments with expansions to include outreach to the National Governors Association and the U.S. Congress of Mayors, as well as an examination on the retention of WBENC-Certified WBEs.
- Negotiated and directed the design and production of the WOSB website, ads, WBE/WOSB slim jim, and Get Government Certified badges.

- Initiated first strategy meeting on multicultural outreach. Beverly Williams, Vice President Supplier Diversity, Johnson & Johnson has offered to champion this initiative.

-

Events

- Represented WBENC at the Go for the Greens Conference.
- Represented WBENC at the MEDWeek Conference
- Represented WBENC at Women Impacting Public Policy Conference and the Coalition Partner Meeting.

Nominating Committee

**Women's Business Enterprise National Council
Board of Directors Meeting
November 2011
Nominating Committee
Third Quarter-Fourth Quarter Goals and Accomplishments**

Goal: Provide a slate of qualified Corporate Board of Director candidates to the Executive Committee and Board in October and November

Accomplishments:

- Notified all Members with terms ending December 2011, received applications, and vetted them creating a slate of candidates for re-nomination
- Requested nominations from corporations with open seats, received applications, vetted applicants and created a slate of candidates for election to fill an open seat
- Presented both slates to the Executive Committee for review
- Will present both slates during the November Board of Directors meeting for election

Goal: Announce New Corporate Board Seat Available and Request applications from Corporate Members

Accomplishments

- Sent applications and requested letters of intent to those corporations expressing interest.
- Received and evaluated new board seat applications
- Presented new seat candidates to the Executive Committee for review

Goal: Review and revise Board Application and Self Assessment Forms

Accomplishments:

- Both forms revised and used in the fall of 2011

Goal: Use method for tracking corporate board member and company performance

Accomplishments:

- Implemented the Corporate Board Member Scorecard Process for 2011 term
- Evaluated Corporate Board Member Participation
- used the Scorecard method for Corporate 2011 re-nominees

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

Accomplishments:

- Existing process and procedure awaits review

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 2011



Board of Directors Scorecard

Corporation/Organization
 Corporate Member:
 Member Since:
 Obtained Board Seat:

Individual
 Board Representative:
 First Term Began:
 Current Term Ends:
 Proposed Term Renewal Date:

Point Allocation:	2011	2012	2013	Term Score
30				0
20				0
5				0
5				0
5				0
5				0
5				0
5				0
5				0
5				0
5				0
5				0
5				0
5				0
5				0
100				0

Rubric	100-80	79-50	59 and below
Acceptable			
Letter of Concern			
Removed from the Board			

11/5/2010

Scorecard Definitions

Definition				
Board Meetings:	Absences to be reviewed and approved by Chair and President	1 miss per year with justifiable reason	Avg 3 meetings per year	WBENC staff
Committee Attendance	Committee chairs input	2 misses per year with prior notice	Assume 1 meeting per quarter	Comm chairs
Salute Sponsorship	Staff input	Yes or No	Any value	WBENC staff
WIB Sponsorship	Staff input	Yes or No	Any value	WBENC staff
WIB Exhibitor	Staff input	Yes or No	Any value	WBENC staff
Silent Auction	Staff input	Yes or No	Any value	WBENC staff
Attendance at RPO events	RPO reporting	Yes or No	Any number	RPO presidents
Member or Contributor to ROP	RPO reporting	Yes or No	Any value	RPO presidents
Member on RPO Certification Committee	RPO reporting	Yes or No	5 points for each additional company rep.	RPO presidents
Nominated 2 WBE's to Forum	Self Assessment	Yes or No		WBENC staff
Attended Ambassador Meetings	Need attendance reported	Yes or No	8 out of 12	Amb. Chair
Supports Education, Research or other Programs	Staff input	Yes or No	Any Value	WBENC Staff

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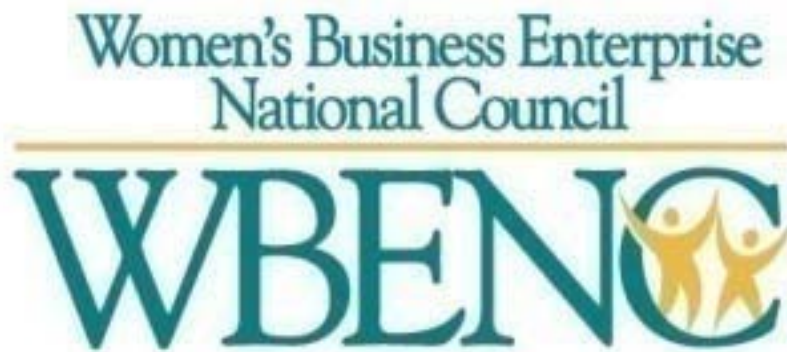
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Board of Directors Contact List

The Board of Directors Contact List is posted on the
WBENC intranet site.



FY 2012 Budget Draft

As Recommended by the Finance Committee
and Accepted by the Executive Committee

November 7, 2011

2012 Budget Overview Page 2

2012 Consolidated Budget Page 8

2012 Major Program Budgets Page 11

Net Asset Schedule Page 32

Board of Directors' Resolution Page 33

WBENC 2012 Budget Overview
As Recommended by the Finance Committee and Accepted by the
Executive Committee
November 8, 2011

Finance Committee 2012 Budget Recommendation; Reviewed by and Accepted by the Extended Executive Committee

The Finance Committee met on October 17, 2011 to review the 2012 draft budget, which was presented and accepted at a high level during the Extended Executive Committee meeting on October 13. On November 2, 2011 the Extended Executive Committee received the complete budget package recommended by the Finance Committee.

The Finance Committee is recommending approval of the enclosed budget by the Board of Directors during the November 18, 2011 meeting.

Accompanying this overview are the following documents:

WBENC FY 2012 Budget Recommended by the Finance Committee PDF

- *Consolidated* unrestricted budget compared to the current 2011 forecast and the 2011 budget (page 8), and each major program area (department) listed below.
 - *Alliance Relationships* (department 10) budget compared to the 2011 forecast and 2011 budget. Page 11
 - *Finance and Operations* (department 20) compared to the 2011 forecast and 2011 budget. Technology expenses for WBENCLink and the website are captured in Alliance Relationships and Marketing and Communications, respectively. Page 14
 - *Office of the President* (department 30) budget compared to the 2011 forecast and 2011 budget. Page 17
 - *Programs* (department 40) budget compared to the 2011 forecast and 2011 budget. Page 20
 - *Membership and Development* (department 50) budget compared to the 2011 forecast and 2011 budget. Page 23
 - *Marketing and Communications* (department 60) compared to the 2011 forecast and 2011 budget. Page 26
 - *Events* (department 80) budget, which consists of the Summit and Salute, *National Conference & Business Fair*, [Live and Silent] Auctions, and Student Mentor Program (held in conjunction with NCBF), compared to the 2011 forecast and 2011 budget. Page 29
- Update on progress toward achieving the unrestricted net asset level of one-third of expenses. Page 32 Also, see *Background....*section below.

WBENC 2012 Budget Overview
As Recommended by the Finance Committee and Accepted by the
Executive Committee
November 8, 2011

- Board of Directors' resolution to approve the 2012 recommended budget.
Page 33

Background: Where Are We Relative to the Plan to Achieve a Net-Asset (reserves) Balance Equal to One-third of Expenses?

During 2010, the Finance Committee implemented a plan to ensure that WBENC's net assets would reach the level of one-third of expenses; the plan outlined required annual contributions (net income from operations) for years 2011 through 2015 to reach the goal by 2015. The attached schedule (on page 32) shows the original plan and an update on our progress (shaded in green.)

- At the end of 2010, the goal originally set had been exceeded by \$573,000.
- The 2011 forecast indicates that original goal set will be exceeded by \$774,000, and the forecasted net assets at the end of the year as a percentage of forecasted expenses will be 21% compared to the original plan percentage of 11%. By the end of 2011, it is anticipated that the net assets will be \$200,000 higher than the original goal for the end of 2012.

The 2012 Recommended Budget Compared to the 2011 Forecast and 2011 Approved Budget

- Income: \$8,444,000
 - \$120,474 higher than the 2011 forecast
 - \$256,850 lower than the 2011 budget*

- Expenses: \$8,328,389
 - \$779,888 higher than the 2011 forecast
 - \$342,922 higher than the 2011 budget

- **Net income: \$115,611**
 - \$659,414 lower than 2011 forecast
 - \$599,772 lower than 2011 budget*

*Please note that the 2011 budget included \$980,000 for the National Application Fee that was never implemented. If that income was removed from 2011 budget, then 2012 budgeted income would be \$723,150 higher than the 2011 budget and 2012 budgeted net income would be \$380,228 higher than the 2011 budget. The year-to-year increase is largely supported by the enhanced performance in other areas (most notably conference) forecasted for 2011.

WBENC 2012 Budget Overview
As Recommended by the Finance Committee and Accepted by the
Executive Committee
November 8, 2011

Since we discussed the draft budget at the October EEC meeting, two small adjustments were made, which reduced expenses and increased net income by just under \$10,000:

- The landlord allowance of \$35,580 stipulated in our new office lease reduced the occupancy expense over the life of the lease; consequently, the 2012 occupancy expense was reduced by \$4,964.
- Staff development costs were reduced by \$5,000 for one of the two new positions included in the salary budget.

Comparisons of the 2012 Budget to the 2011 Forecast

Please be aware that for the most part, variances between the 2012 budget detailed income and expense line items and the 2011 forecast may be misleading. The 2012 budget was developed using the detailed line items (e.g. accounts 6021 through 6029 for employee benefits), but the 2011 forecast was assembled using only the summary line items; in many instances, the forecast was inserted in only *one* of the detailed line items (e.g. all shown in account 6021, health insurance, for all employee benefits.)

What's New, Enhanced, or Reduced in the 2012 Proposed Budget

Income

The \$120,000 increase in income over the 2011 forecast includes the following:

- Additional sponsorships in connection with WBENC's 15th Anniversary:
 - National Conference and Business Fair (NCBF) +\$76,000
 - Summit & Salute +\$18,000
- Additional registration fees for the NCBF. Various factors, including the conference's high-draw venue (Orlando), the 15th Anniversary celebration, and the new WOSB certification are expected to drive higher registrations. +\$100,000
- Student Mentor Program not executed in 2011 +\$75,000
- Increase in pricing of Tuck registration fee from \$3,000 to \$3,750 +\$42,000
- Reduction in value of in-kind Media Sponsorships -\$133,000
- Reduction in conference Exhibitor Fees -\$37,000
- Reduction in Membership income -\$11,000

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Total Change in Income Highlighted **+\$130,000**

Expenses

The \$780,000 increase in expenses over the 2011 forecast includes the following new investments and reductions:

New Investments

- Conference, events, and meeting investments +\$345,000
 - NCBF expenses are \$297,000 higher than 2011 forecast; highlights follow.
 - Food and beverage expenses are \$52,000 higher which related to higher than anticipated attendance and enhancement of menu selections.
 - Audio visual and sound expenses are \$45,000 higher to accommodate two stage sets (only one in 2011) and ensure better sound quality in both venues.
 - Speaker fees are \$37,000 higher to obtain higher-profile speakers during WBENC's 15th anniversary year.
 - Space rental fees are \$40,000 higher to cover the Convention Center and Orlando Universal.
 - Design and printing expenses are \$63,000 higher for the 15th Anniversary Magazine and a clue-based game.
 - On-site transportation costs are \$36,000 higher to accommodate events and to 'shrink-wrap' one of the buses with signage about the conference and the transpiration sponsors.
 - Summit & Salute expenses are \$48,000 higher than 2011 forecast; highlights follow.
 - Site, production and décor expenses are \$15,000 higher and design and printing are \$6,000 higher both in connection with the 15th anniversary celebration.
 - Food and beverage are \$7,000 to enhance menu selection.
 - Speaker fees are \$9,000 higher to obtain higher-profile keynote speaker.
- Marketing, communications, and public relations investments +\$100,000
- Office space expansion for new lease commencing November 1, 2011 through December 31, 2018. Occupancy costs are expensed on a

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straight-line (equal monthly installments) over the life of the lease, net of 2 months of rent abatement, landlord allowance, and sublease income, rather than equivalent to the annual cash outlay

+\$96,000

- Staff-cost (salaries, payroll taxes, and benefits) changes: +\$84,000
 - Two new positions are budgeted for 2012 to fill resource gaps in business development and to focus on more targeted industries, Federal grant and corporate foundation writing, and on various marketing activities.
 - Four percent salary increase pool over 2011.
 - Salary increases above are offset by 2011 transition costs.
 - Same benefits continued in 2011 with anticipated health insurance and dental/vision premium increases of 10 percent. Also, more employees expected to participate in benefits, particularly health, dental/vision, and 401k plan.

- Increased investment in programs: Top Corporations, Tuck, and WBE Business Stars +\$68,000

- Student Mentor Program not executed in 2011 +\$58,000

- Increased RPO allocation related to increased income and relative decrease in in-kind income in 2012 compared to 2011 +\$54,000

- Increased investment in membership and development +\$51,000

- Increased investment in targeted staff development to enhance staff skills +\$39,000
Total New Expense Investments +\$895,000

Reduction of value of in-kind Media Sponsorships related to in-kind income reduction above -\$112,000

Total Change in Expenses highlighted **+\$783,000**

Summary

Total New Income: event sponsorships, conference registrations, Student Mentor program, and price increase for Tuck registration fees +\$311,000

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Less: Total New Expense Investments	-\$895,000
Net New Expense Investments	<u>-\$584,000</u>

If these new investments were not being made, the 2012 budgeted net income would be \$700,000.

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		WBENC				
		2012 Budget Worksheet				
Dept	Major Program	2012	2011 Forecast	2012 +(-) 2011 Forecast	2011 Budget	2012 +(-) 2011 Budget
CONSOLIDATED						
INCOME						
4000	Membership	3,154,000	3,207,275	(53,275)	3,110,000	44,000
4000IK	In-kind membership	46,000	-	46,000	55,000	(9,000)
4100	Sponsorships	2,708,500	2,588,150	120,350	2,636,100	72,400
4100IK	In-kind Sponsorships	315,000	383,683	(68,683)	374,900	(59,900)
4200	Contributions	2,000	68,840	(66,840)	35,000	(33,000)
4200IK	In-kind contributions	71,000	-	71,000	85,000	(14,000)
4300	Grants	-	-	-	5,000	(5,000)
4500	Registration fees	1,278,750	1,134,842	143,908	807,100	471,650
4600	Exhibitor fees	600,000	636,600	(36,600)	400,000	200,000
4600IK	In-kind exhibitor fees	-	-	-	-	-
4700	Application fees	-	-	-	980,000	(980,000)
4800	Interest Income	-	-	-	-	-
4900	Other income	268,750	304,136	(35,386)	212,750	56,000
TOTAL INCOME		8,444,000	8,323,526	120,474	8,700,850	(256,850)
EXPENSES						
Salaries		1,615,885	1,600,569	15,316	1,704,874	(88,989)
6000	Salaries	1,615,885	1,600,569	15,316	1,704,874	(88,989)
6001	Vacation Accrual Offsets	-	-	-	-	-
Payroll Taxes		200,102	179,210	20,892	208,013	(7,911)
6010	Administaff fees/Payroll taxes	200,102	179,210	20,892	208,013	(7,911)
Employee benefits		226,778	178,537	48,241	246,436	(19,658)
6021	Health Insurance	123,611	176,537	(52,926)	96,960	26,651
6022	Other Employee Insurance	19,630	-	19,630	29,266	(9,636)
6023	Employer Contribution 401K	41,537	-	41,537	35,330	6,207
6024	SERP	40,000	-	40,000	80,000	(40,000)
6025	Tuition Reimbursement	2,000	2,000	-	2,000	-
6029	Other Employee Benefits	-	-	-	2,880	(2,880)
Staff development and training		55,807	16,438	39,369	44,540	11,267
6030	Staff development and training	55,807	16,438	39,369	44,540	11,267
Conference, events, and meetings		3,508,524	3,161,548	346,976	3,100,973	407,551
(Only WBENC-sponsored events)						
<i>Event Professional Fees</i>		1,317,558	1,365,584	(48,026)	1,083,943	233,615
6111	Event Management	458,913	409,211	49,702	376,476	82,437
6112	Speaker Fees	292,120	85,523	206,597	277,835	14,285
6113	Entertainment	25,000	22,804	2,196	20,000	5,000
6114	Advertising/Media	250,000	362,407	(112,407)	200,000	50,000
6119	Other Event Professional Fees	291,525	485,639	(194,114)	209,632	81,893
6120	Food & Beverage	1,011,569	896,248	115,321	1,015,390	(3,821)
<i>Site, production & décor</i>		587,800	443,664	144,136	470,192	117,608
6131	Event Set Up/Equipment	25,000	13,700	11,300	50,000	(25,000)
6132	Event Audio Visual/Sound	191,650	140,443	51,207	123,091	68,559
6133	Event Décor	207,500	190,772	16,728	142,401	65,099

2012 WBENC Consolidated Budget

		WBENC				
		2012 Budget Worksheet				
Dept	Major Program	2012	2011 Forecast	2012 +(-) 2011 Forecast	2011 Budget	2012 +(-) 2011 Budget
	CONSOLIDATED					
6134	Event Space Rental	122,450	4,750	117,700	114,200	8,250
6135	Event Electrical	19,250	8,619	10,631	15,000	4,250
6136	Event Internet	21,950	85,380	(63,430)	25,500	(3,550)
	<i>Event Design, Printing, & Production</i>	341,750	264,226	77,524	286,196	55,554
6141	Event Design	55,000	39,150	15,850	47,000	8,000
6142	Event Printing and Production	279,750	225,076	54,674	227,196	52,554
6143	Marketing, Design, Printing & Production	7,000	-	7,000	11,000	(4,000)
6149	Other Event Design Printing and Production	-	-	-	1,000	(1,000)
	<i>Event Travel</i>	144,642	41,116	103,526	192,129	(47,487)
6151	Event Staff Travel	51,775	35,253	16,522	72,056	(20,281)
6152	Event Non-staff Travel	92,867	5,863	87,004	120,073	(27,206)
6160	On-site Transportation	53,440	13,763	39,677	19,185	34,255
6170	Event postage & shipping	39,100	37,779	1,321	19,949	19,151
6190	Other conference, events, & meetings expenses	12,665	99,168	(86,503)	13,989	(1,324)
	Professional fees & outside services	548,580	436,744	111,836	528,500	20,080
6301	Technology fees	123,500	111,543	11,957	90,200	33,300
6302	Legal Fees	52,000	18,912	33,088	36,000	16,000
6303	Surveys	200	-	200	-	200
6304	Audit fees	35,000	33,000	2,000	28,000	7,000
6305	Staff recruitment	15,000	22,500	(7,500)	27,500	(12,500)
6306	Temporary Help	43,000	-	43,000	73,000	(30,000)
6309	Other Professional Fees	279,880	250,789	29,091	273,800	6,080
	Travel	115,223	93,486	21,737	129,235	(14,012)
6350	<i>Staff Travel</i>	115,223	93,486	21,737	129,235	(14,012)
6351	Staff Travel-Airfare	82,630	93,486	(10,856)	60,960	21,670
6352	Staff Travel-Accommodations	24,683	-	24,683	35,095	(10,412)
6353	Staff Travel-Meals	3,665	-	3,665	15,985	(12,320)
6354	Staff Travel-Incidentals	4,245	-	4,245	17,195	(12,950)
6357	Non-staff Travel	-	-	-	-	-
	Occupancy	320,936	225,000	95,936	192,000	128,936
6401	Rent	320,936	225,000	95,936	192,000	128,936
6402	Utilities	-	-	-	-	-
6409	Other Occupancy Expenses	-	-	-	-	-
	Supplies	22,850	19,920	2,930	24,610	(1,760)
6411	Office supplies	13,500	9,000	4,500	10,900	2,600
6412	Computer supplies	3,500	2,000	1,500	4,410	(910)
6419	Other supplies	5,850	8,920	(3,070)	9,300	(3,450)
	Telecommunications	61,370	54,996	6,374	54,755	6,615
6421	Telephone	21,600	34,666	(13,066)	14,500	7,100
6422	Conference calls	20,280	11,788	8,492	13,275	7,005
6423	Internet	5,960	-	5,960	11,020	(5,060)
6424	Wireless	13,530	8,542	4,988	15,960	(2,430)

2012 WBENC Consolidated Budget

		WBENC				
		2012 Budget Worksheet				
Dept	Major Program	2012	2011 Forecast	2012 +(-) 2011 Forecast	2011 Budget	2012 +(-) 2011 Budget
	CONSOLIDATED					
	Postage & shipping	18,650	15,902	2,748	24,860	(6,210)
6431	General Postage	5,000	8,500	(3,500)	4,260	740
6432	Expedited Shipping (1-3 days)	6,500	3,000	3,500	10,950	(4,450)
6433	Ground Shipping	7,150	4,402	2,748	9,650	(2,500)
	Printing and production	37,300	19,373	17,927	53,300	(16,000)
6440	Design, printing & production	37,300	19,373	17,927	53,300	(16,000)
	Equipment Rental, Maintenance & Rep	23,500	13,485	10,015	17,500	6,000
6450	Equipment Rental, Maintenance & Repa	23,500	13,485	10,015	17,500	6,000
	Bank fees & interest	90,000	89,909	91	100,000	(10,000)
6461	Credit card processing fees	90,000	89,909	91	100,000	(10,000)
6462	Finance charges	-	-	-	-	-
6469	Other Bank Fees	-	-	-	-	-
	Dues & subscriptions	9,194	10,773	(1,579)	12,410	(3,216)
6470	Dues & subscriptions	9,194	10,773	(1,579)	12,410	(3,216)
	Insurance	8,400	7,562	838	8,400	-
6481	D&O Insurance	8,400	7,562	838	8,400	-
6482	General insurance	-	-	-	-	-
	Bad debt expense	15,000	15,000	-	25,000	(10,000)
6550	Bad debt expense	15,000	15,000	-	25,000	(10,000)
	Depreciation	33,000	59,421	(26,421)	75,000	(42,000)
6560	Depreciation	33,000	59,421	(26,421)	75,000	(42,000)
	Gain/Loss on Disposal of Assets	-	-	-	-	-
6570	Gain/Loss on Disposal of Assets	-	-	-	-	-
	Payments to Affiliated Organizations	1,362,040	1,308,355	53,685	1,391,612	(29,572)
6610	RPO Allocations	1,362,040	1,308,355	53,685	1,391,612	(29,572)
6620	Out of region expenses and bonuses	-	-	-	-	-
6630	Membership Referral Bonus	-	-	-	-	-
6690	Other Payments to RPOs	-	-	-	-	-
	Miscellaneous	55,250	42,273	12,977	43,450	11,800
6910	Gifts	7,500	-	7,500	13,000	(5,500)
6920	Awards and scholarships	8,000	4,099	3,901	-	8,000
6990	Miscellaneous Expenses	39,750	38,174	1,576	30,450	9,300
	TOTAL EXPENSES	8,328,389	7,548,501	779,888	7,985,468	342,922
	NET INCOME	115,611	775,025	(659,414)	715,382	(599,772)

2012 WBENC Consolidated Budget

		WBENC				
		2012 Budget Worksheet				
Dept	Major Program	2012	2011 Forecast	2012 +(-) 2011 Forecast	2011 Budget	2012 +(-) 2011 Budget
10	AR					
	INCOME					
4000	Membership	-	-	-	-	-
4000IK	In-kind membership	-	-	-	-	-
4100	Sponsorships	-	-	-	-	-
4100IK	In-kind Sponsorships	-	-	-	-	-
4200	Contributions	-	-	-	-	-
4200IK	In-kind contributions	-	-	-	-	-
4300	Grants	-	-	-	-	-
4500	Registration fees	-	-	-	-	-
4600	Exhibitor fees	-	-	-	-	-
4600IK	In-kind exhibitor fees	-	-	-	-	-
4700	Application fees	-	-	-	980,000	(980,000)
4800	Interest Income	-	-	-	-	-
4900	Other income	5,000	4,000	1,000	-	5,000
	TOTAL INCOME	5,000	4,000	1,000	980,000	(975,000)
	EXPENSES					
Salaries		-	-	-	-	-
6000	Salaries	-	-	-	-	-
6001	Vacation Accrual Offsets	-	-	-	-	-
Payroll Taxes		-	-	-	-	-
6010	Administaff fees/Payroll taxes	-	-	-	-	-
Employee benefits		-	-	-	-	-
6021	Health Insurance	-	-	-	-	-
6022	Other Employee Insurance	-	-	-	-	-
6023	Employer Contribution 401K	-	-	-	-	-
6024	SERP	-	-	-	-	-
6025	Tuition Reimbursement	-	-	-	-	-
6029	Other Employee Benefits	-	-	-	-	-
Staff development and training		8,500	4,000	4,500	4,500	4,000
6030	Staff development and training	8,500	4,000	4,500	4,500	4,000
Conference, events, and meetings		54,055	32,063	21,992	76,600	(22,545)
	(Only WBENC-sponsored events)					
	<i>Event Professional Fees</i>	15,000	-	15,000	27,500	(12,500)
6111	Event Management	-	-	-	-	-
6112	Speaker Fees	10,000	-	10,000	20,000	(10,000)
6113	Entertainment	-	-	-	-	-
6114	Advertising/Media	-	-	-	-	-
6119	Other Event Professional Fees	5,000	-	5,000	7,500	(2,500)
6120	Food & Beverage	14,000	10,320	3,680	9,000	5,000
	<i>Site, production & décor</i>	4,200	-	4,200	3,500	700
6131	Event Set Up/Equipment	-	-	-	-	-
6132	Event Audio Visual/Sound	4,200	-	4,200	1,000	3,200

2012 WBENC Consolidated Budget

		WBENC				
		2012 Budget Worksheet				
Dept	Major Program	2012	2011 Forecast	2012 +(-) 2011 Forecast	2011 Budget	2012 +(-) 2011 Budget
10	AR					
6133	Event Décor	-	-	-	-	-
6134	Event Space Rental	-	-	-	2,500	(2,500)
6135	Event Electrical	-	-	-	-	-
6136	Event Internet	-	-	-	-	-
	<i>Event Design, Printing, & Production</i>	-	-	-	-	-
6141	Event Design	-	-	-	-	-
6142	Event Printing and Production	-	-	-	-	-
6143	Marketing, Design, Printing & Production	-	-	-	-	-
6149	Other Event Design Printing and Production	-	-	-	-	-
	<i>Event Travel</i>	20,855	-	20,855	36,600	(15,745)
6151	Event Staff Travel	-	-	-	-	-
6152	Event Non-staff Travel	20,855	-	20,855	36,600	(15,745)
6160	On-site Transportation	-	-	-	-	-
6170	Event postage & shipping	-	-	-	-	-
6190	Other conference, events, & meetings expenses	-	21,743	(21,743)	-	-
	Professional fees & outside services	92,500	114,875	(22,375)	86,500	6,000
6301	Technology fees	86,000	95,290	(9,290)	50,000	36,000
6302	Legal Fees	-	-	-	-	-
6303	Surveys	-	-	-	-	-
6304	Audit fees	-	-	-	-	-
6305	Staff recruitment	-	-	-	-	-
6306	Temporary Help	-	-	-	36,000	(36,000)
6309	Other Professional Fees	6,500	19,585	(13,085)	500	6,000
	Travel	84,235	40,944	43,291	79,300	4,935
6350	<i>Staff Travel</i>	84,235	40,944	43,291	79,300	4,935
6351	Staff Travel-Airfare	37,170	40,944	(3,774)	37,600	(430)
6352	Staff Travel-Accommodations	21,585	-	21,585	18,720	2,865
6353	Staff Travel-Meals	12,290	-	12,290	11,060	1,230
6354	Staff Travel-Incidentals	13,190	-	13,190	11,920	1,270
6357	Non-staff Travel	-	-	-	-	-
	Occupancy	-	-	-	-	-
6401	Rent	-	-	-	-	-
6402	Utilities	-	-	-	-	-
6409	Other Occupancy Expenses	-	-	-	-	-
	Supplies	2,150	1,081	1,069	2,250	(100)
6411	Office supplies	2,000	-	2,000	2,000	-
6412	Computer supplies	-	-	-	-	-
6419	Other supplies	150	1,081	(931)	250	(100)
	Telecommunications	14,320	11,990	2,330	13,135	1,185
6421	Telephone	-	-	-	-	-
6422	Conference calls	7,600	5,348	2,252	5,975	1,625
6423	Internet	960	-	960	3,320	(2,360)
6424	Wireless	5,760	6,642	(882)	3,840	1,920

2012 WBENC Consolidated Budget

		WBENC				
		2012 Budget Worksheet				
Dept	Major Program	2012	2011 Forecast	2012 +(-) 2011 Forecast	2011 Budget	2012 +(-) 2011 Budget
10	AR					
	Postage & shipping	6,000	1,402	4,598	6,200	(200)
6431	General Postage	1,000	-	1,000	1,000	-
6432	Expedited Shipping (1-3 days)	2,500	-	2,500	1,500	1,000
6433	Ground Shipping	2,500	1,402	1,098	3,700	(1,200)
	Printing and production	-	-	-	-	-
6440	Design, printing & production	-	-	-	-	-
	Equipment Rental, Maintenance & Rep	-	-	-	-	-
6450	Equipment Rental, Maintenance & Repa	-	-	-	-	-
	Bank fees & interest	-	-	-	-	-
6461	Credit card processing fees	-	-	-	-	-
6462	Finance charges	-	-	-	-	-
6469	Other Bank Fees	-	-	-	-	-
	Dues & subscriptions	5,000	7,633	(2,633)	5,000	-
6470	Dues & subscriptions	5,000	7,633	(2,633)	5,000	-
	Insurance	-	-	-	-	-
6481	D&O Insurance	-	-	-	-	-
6482	General insurance	-	-	-	-	-
	Bad debt expense	-	-	-	-	-
6550	Bad debt expense	-	-	-	-	-
	Depreciation	-	-	-	-	-
6560	Depreciation	-	-	-	-	-
	Gain/Loss on Disposal of Assets	-	-	-	-	-
6570	Gain/Loss on Disposal of Assets	-	-	-	-	-
	Payments to Affiliated Organizations	1,362,040	1,308,355	53,685	1,391,612	(29,572)
6610	RPO Allocations	1,362,040	1,308,355	53,685	1,391,612	(29,572)
6620	Out of region expenses and bonuses	-	-	-	-	-
6630	Membership Referral Bonus	-	-	-	-	-
6690	Other Payments to RPOs	-	-	-	-	-
	Miscellaneous	9,700	2,540	7,160	5,000	4,700
6910	Gifts	-	-	-	5,000	(5,000)
6920	Awards and scholarships	-	-	-	-	-
6990	Miscellaneous Expenses	9,700	2,540	7,160	-	9,700
	TOTAL EXPENSES	1,638,500	1,524,883	113,617	1,670,097	(31,597)
	NET INCOME	(1,633,500)	(1,520,883)	(112,617)	(690,097)	(943,404)

2012 WBENC Consolidated Budget

		WBENC				
		2012 Budget Worksheet				
Dept	Major Program	2012	2011 Forecast	2012 +(-) 2011 Forecast	2011 Budget	2012 +(-) 2011 Budget
20	Finance & Operations					
	INCOME					
4000	Membership	-	-	-	-	-
4000IK	In-kind membership	-	-	-	-	-
4100	Sponsorships	-	-	-	-	-
4100IK	In-kind Sponsorships	-	-	-	-	-
4200	Contributions	-	-	-	-	-
4200IK	In-kind contributions	-	-	-	-	-
4300	Grants	-	-	-	-	-
4500	Registration fees	-	-	-	-	-
4600	Exhibitor fees	-	-	-	-	-
4600IK	In-kind exhibitor fees	-	-	-	-	-
4700	Application fees	-	-	-	-	-
4800	Interest Income	-	-	-	-	-
4900	Other income	-	10,000	(10,000)	-	-
	TOTAL INCOME	-	10,000	(10,000)	-	-
	EXPENSES					
Salaries		1,615,885	1,600,569	15,316	1,704,874	(88,989)
6000	Salaries	1,615,885	1,600,569	15,316	1,704,874	(88,989)
6001	Vacation Accrual Offsets	-	-	-	-	-
Payroll Taxes		200,102	179,210	20,892	208,013	(7,911)
6010	Administrative fees/Payroll taxes	200,102	179,210	20,892	208,013	(7,911)
Employee benefits		226,778	178,537	48,241	246,436	(19,658)
6021	Health Insurance	123,611	176,537	(52,926)	96,960	26,651
6022	Other Employee Insurance	19,630	-	19,630	29,266	(9,636)
6023	Employer Contribution 401K	41,537	-	41,537	35,330	6,207
6024	SERP	40,000	-	40,000	80,000	(40,000)
6025	Tuition Reimbursement	2,000	2,000	-	2,000	-
6029	Other Employee Benefits	-	-	-	2,880	(2,880)
Staff development and training		13,335	3,744	9,591	14,085	(750)
6030	Staff development and training	13,335	3,744	9,591	14,085	(750)
Conference, events, and meetings		-	-	-	-	-
	<i>(Only WBENC-sponsored events)</i>					
	<i>Event Professional Fees</i>					
6111	Event Management	-	-	-	-	-
6112	Speaker Fees	-	-	-	-	-
6113	Entertainment	-	-	-	-	-
6114	Advertising/Media	-	-	-	-	-
6119	Other Event Professional Fees	-	-	-	-	-
6120	Food & Beverage	-	-	-	-	-
	<i>Site, production & décor</i>					
6131	Event Set Up/Equipment	-	-	-	-	-
6132	Event Audio Visual/Sound	-	-	-	-	-

2012 WBENC Consolidated Budget

		WBENC				
		2012 Budget Worksheet				
Dept	Major Program	2012	2011 Forecast	2012 +(-) 2011 Forecast	2011 Budget	2012 +(-) 2011 Budget
20	Finance & Operations					
6133	Event Décor	-	-	-	-	-
6134	Event Space Rental	-	-	-	-	-
6135	Event Electrical	-	-	-	-	-
6136	Event Internet	-	-	-	-	-
	<i>Event Design, Printing, & Production</i>	-	-	-	-	-
6141	Event Design	-	-	-	-	-
6142	Event Printing and Production	-	-	-	-	-
6143	Marketing, Design, Printing & Production	-	-	-	-	-
6149	Other Event Design Printing and Production	-	-	-	-	-
	<i>Event Travel</i>	-	-	-	-	-
6151	Event Staff Travel	-	-	-	-	-
6152	Event Non-staff Travel	-	-	-	-	-
6160	On-site Transportation	-	-	-	-	-
6170	Event postage & shipping	-	-	-	-	-
6190	Other conference, events, & meetings expenses	-	-	-	-	-
	Professional fees & outside services	126,000	89,753	36,247	116,500	9,500
6301	Technology fees	20,000	16,253	3,747	20,000	-
6302	Legal Fees	51,000	18,000	33,000	36,000	15,000
6303	Surveys	-	-	-	-	-
6304	Audit fees	35,000	33,000	2,000	28,000	7,000
6305	Staff recruitment	15,000	22,500	(7,500)	27,500	(12,500)
6306	Temporary Help	-	-	-	-	-
6309	Other Professional Fees	5,000	-	5,000	5,000	-
	Travel	(50,000)	-	(50,000)	-	(50,000)
6350	<i>Staff Travel</i>	(50,000)	-	(50,000)	-	(50,000)
6351	Staff Travel-Airfare	(12,500)	-	(12,500)	-	(12,500)
6352	Staff Travel-Accommodations	(12,500)	-	(12,500)	-	(12,500)
6353	Staff Travel-Meals	(12,500)	-	(12,500)	-	(12,500)
6354	Staff Travel-Incidentals	(12,500)	-	(12,500)	-	(12,500)
6357	Non-staff Travel	-	-	-	-	-
	Occupancy	320,936	225,000	95,936	192,000	128,936
6401	Rent	320,936	225,000	95,936	192,000	128,936
6402	Utilities	-	-	-	-	-
6409	Other Occupancy Expenses	-	-	-	-	-
	Supplies	18,500	17,189	1,311	16,460	2,040
6411	Office supplies	11,500	9,000	2,500	8,650	2,850
6412	Computer supplies	3,500	2,000	1,500	4,160	(660)
6419	Other supplies	3,500	6,189	(2,689)	3,650	(150)
	Telecommunications	29,900	33,802	(3,902)	25,600	4,300
6421	Telephone	21,600	33,186	(11,586)	14,500	7,100
6422	Conference calls	2,100	616	1,484	2,400	(300)
6423	Internet	5,000	-	5,000	7,700	(2,700)
6424	Wireless	1,200	-	1,200	1,000	200

2012 WBENC Consolidated Budget

		WBENC				
		2012 Budget Worksheet				
Dept	Major Program	2012	2011 Forecast	2012 +(-) 2011 Forecast	2011 Budget	2012 +(-) 2011 Budget
20	Finance & Operations					
	Postage & shipping	12,500	14,000	(1,500)	17,960	(5,460)
6431	General Postage	4,000	8,500	(4,500)	3,260	740
6432	Expedited Shipping (1-3 days)	4,000	3,000	1,000	9,450	(5,450)
6433	Ground Shipping	4,500	2,500	2,000	5,250	(750)
	Printing and production	-	-	-	-	-
6440	Design, printing & production	-	-	-	-	-
	Equipment Rental, Maintenance & Rep	18,500	13,485	5,015	17,500	1,000
6450	Equipment Rental, Maintenance & Repa	18,500	13,485	5,015	17,500	1,000
	Bank fees & interest	90,000	89,909	91	100,000	(10,000)
6461	Credit card processing fees	90,000	89,909	91	100,000	(10,000)
6462	Finance charges	-	-	-	-	-
6469	Other Bank Fees	-	-	-	-	-
	Dues & subscriptions	1,500	1,500	-	1,000	500
6470	Dues & subscriptions	1,500	1,500	-	1,000	500
	Insurance	8,400	7,562	838	8,400	-
6481	D&O Insurance	8,400	7,562	838	8,400	-
6482	General insurance	-	-	-	-	-
	Bad debt expense	15,000	15,000	-	25,000	(10,000)
6550	Bad debt expense	15,000	15,000	-	25,000	(10,000)
	Depreciation	33,000	59,421	(26,421)	75,000	(42,000)
6560	Depreciation	33,000	59,421	(26,421)	75,000	(42,000)
	Gain/Loss on Disposal of Assets	-	-	-	-	-
6570	Gain/Loss on Disposal of Assets	-	-	-	-	-
	Payments to Affiliated Organizations	-	-	-	-	-
6610	RPO Allocations	-	-	-	-	-
6620	Out of region expenses and bonuses	-	-	-	-	-
6630	Membership Referral Bonus	-	-	-	-	-
6690	Other Payments to RPOs	-	-	-	-	-
	Miscellaneous	7,200	13,904	(6,704)	6,200	1,000
6910	Gifts	-	-	-	-	-
6920	Awards and scholarships	-	-	-	-	-
6990	Miscellaneous Expenses	7,200	13,904	(6,704)	6,200	1,000
	TOTAL EXPENSES	2,687,536	2,542,585	144,951	2,775,028	(87,492)
	NET INCOME	(2,687,536)	(2,532,585)	(154,951)	(2,775,028)	87,492

2012 WBENC Consolidated Budget

		WBENC				
		2012 Budget Worksheet				
Dept	Major Program	2012	2011 Forecast	2012 +(-) 2011 Forecast	2011 Budget	2012 +(-) 2011 Budget
30	EXECUTIVE					
	INCOME					
4000	Membership	-	-	-	-	-
4000IK	In-kind membership	-	-	-	-	-
4100	Sponsorships	-	-	-	-	-
4100IK	In-kind Sponsorships	-	-	-	-	-
4200	Contributions	-	-	-	-	-
4200IK	In-kind contributions	-	-	-	-	-
4300	Grants	-	-	-	-	-
4500	Registration fees	-	-	-	-	-
4600	Exhibitor fees	-	-	-	-	-
4600IK	In-kind exhibitor fees	-	-	-	-	-
4700	Application fees	-	-	-	-	-
4800	Interest Income	-	-	-	-	-
4900	Other income	-	-	-	-	-
	TOTAL INCOME	-	-	-	-	-
	EXPENSES					
Salaries		-	-	-	-	-
6000	Salaries	-	-	-	-	-
6001	Vacation Accrual Offsets	-	-	-	-	-
Payroll Taxes		-	-	-	-	-
6010	Administaff fees/Payroll taxes	-	-	-	-	-
Employee benefits		-	-	-	-	-
6021	Health Insurance	-	-	-	-	-
6022	Other Employee Insurance	-	-	-	-	-
6023	Employer Contribution 401K	-	-	-	-	-
6024	SERP	-	-	-	-	-
6025	Tuition Reimbursement	-	-	-	-	-
6029	Other Employee Benefits	-	-	-	-	-
Staff development and training		3,000	3,000	-	6,000	(3,000)
6030	Staff development and training	3,000	3,000	-	6,000	(3,000)
Conference, events, and meetings		40,945	73,825	(32,880)	86,565	(45,620)
	(Only WBENC-sponsored events)					
	<i>Event Professional Fees</i>	1,630	-	1,630	3,000	(1,370)
6111	Event Management	1,630	-	1,630	3,000	(1,370)
6112	Speaker Fees	-	-	-	-	-
6113	Entertainment	-	-	-	-	-
6114	Advertising/Media	-	-	-	-	-
6119	Other Event Professional Fees	-	-	-	-	-
6120	Food & Beverage	24,900	-	24,900	33,500	(8,600)
	<i>Site, production & décor</i>	5,200	73,825	(68,625)	8,800	(3,600)
6131	Event Set Up/Equipment	-	-	-	-	-
6132	Event Audio Visual/Sound	4,000	-	4,000	7,100	(3,100)

2012 WBENC Consolidated Budget

		WBENC				
		2012 Budget Worksheet				
Dept	Major Program	2012	2011 Forecast	2012 +(-) 2011 Forecast	2011 Budget	2012 +(-) 2011 Budget
30	EXECUTIVE					
6133	Event Décor	-	-	-	-	-
6134	Event Space Rental	1,200	-	1,200	1,700	(500)
6135	Event Electrical	-	-	-	-	-
6136	Event Internet	-	73,825	(73,825)	-	-
	<i>Event Design, Printing, & Production</i>	-	-	-	1,500	(1,500)
6141	Event Design	-	-	-	-	-
6142	Event Printing and Production	-	-	-	500	(500)
6143	Marketing, Design, Printing & Production	-	-	-	-	-
6149	Other Event Design Printing and Production	-	-	-	1,000	(1,000)
	<i>Event Travel</i>	8,610	-	8,610	37,515	(28,905)
6151	Event Staff Travel	8,310	-	8,310	27,015	(18,705)
6152	Event Non-staff Travel	300	-	300	10,500	(10,200)
6160	On-site Transportation	440	-	440	-	440
6170	Event postage & shipping	-	-	-	500	(500)
6190	Other conference, events, & meetings expenses	165	-	165	1,750	(1,585)
	Professional fees & outside services	40,000	40,919	(919)	12,000	28,000
6301	Technology fees	-	-	-	-	-
6302	Legal Fees	-	-	-	-	-
6303	Surveys	-	-	-	-	-
6304	Audit fees	-	-	-	-	-
6305	Staff recruitment	-	-	-	-	-
6306	Temporary Help	-	-	-	-	-
6309	Other Professional Fees	40,000	40,919	(919)	12,000	28,000
	Travel	40,000	38,649	1,351	23,550	16,450
6350	<i>Staff Travel</i>	40,000	38,649	1,351	23,550	16,450
6351	Staff Travel-Airfare	40,000	38,649	1,351	10,400	29,600
6352	Staff Travel-Accommodations	-	-	-	8,450	(8,450)
6353	Staff Travel-Meals	-	-	-	2,650	(2,650)
6354	Staff Travel-Incidentals	-	-	-	2,050	(2,050)
6357	Non-staff Travel	-	-	-	-	-
	Occupancy	-	-	-	-	-
6401	Rent	-	-	-	-	-
6402	Utilities	-	-	-	-	-
6409	Other Occupancy Expenses	-	-	-	-	-
	Supplies	1,500	1,500	-	600	900
6411	Office supplies	-	-	-	250	(250)
6412	Computer supplies	-	-	-	250	(250)
6419	Other supplies	1,500	1,500	-	100	1,400
	Telecommunications	4,800	4,800	-	4,800	-
6421	Telephone	-	-	-	-	-
6422	Conference calls	4,800	4,800	-	1,000	3,800
6423	Internet	-	-	-	-	-
6424	Wireless	-	-	-	3,800	(3,800)

2012 WBENC Consolidated Budget

		WBENC				
		2012 Budget Worksheet				
Dept	Major Program	2012	2011 Forecast	2012 +(-) 2011 Forecast	2011 Budget	2012 +(-) 2011 Budget
30	EXECUTIVE					
	Postage & shipping	-	-	-	-	-
6431	General Postage	-	-	-	-	-
6432	Expedited Shipping (1-3 days)	-	-	-	-	-
6433	Ground Shipping	-	-	-	-	-
	Printing and production	-	-	-	-	-
6440	Design, printing & production	-	-	-	-	-
	Equipment Rental, Maintenance & Rep	-	-	-	-	-
6450	Equipment Rental, Maintenance & Repa	-	-	-	-	-
	Bank fees & interest	-	-	-	-	-
6461	Credit card processing fees	-	-	-	-	-
6462	Finance charges	-	-	-	-	-
6469	Other Bank Fees	-	-	-	-	-
	Dues & subscriptions	1,500	1,500	-	1,500	-
6470	Dues & subscriptions	1,500	1,500	-	1,500	-
	Insurance	-	-	-	-	-
6481	D&O Insurance	-	-	-	-	-
6482	General insurance	-	-	-	-	-
	Bad debt expense	-	-	-	-	-
6550	Bad debt expense	-	-	-	-	-
	Depreciation	-	-	-	-	-
6560	Depreciation	-	-	-	-	-
	Gain/Loss on Disposal of Assets	-	-	-	-	-
6570	Gain/Loss on Disposal of Assets	-	-	-	-	-
	Payments to Affiliated Organizations	-	-	-	-	-
6610	RPO Allocations	-	-	-	-	-
6620	Out of region expenses and bonuses	-	-	-	-	-
6630	Membership Referral Bonus	-	-	-	-	-
6690	Other Payments to RPOs	-	-	-	-	-
	Miscellaneous	20,000	15,000	5,000	23,000	(3,000)
6910	Gifts	-	-	-	500	(500)
6920	Awards and scholarships	-	-	-	-	-
6990	Miscellaneous Expenses	20,000	15,000	5,000	22,500	(2,500)
	TOTAL EXPENSES	151,745	179,193	(27,448)	158,015	(6,270)
	NET INCOME	(151,745)	(179,193)	27,448	(158,015)	6,270

2012 WBENC Consolidated Budget

		WBENC				
		2012 Budget Worksheet				
Dept	Major Program	2012	2011 Forecast	2012 +(-) 2011 Forecast	2011 Budget	2012 +(-) 2011 Budget
40	PROGRAMS	0	0	0	0	0
	INCOME	0	0	0	0	0
4000	Membership	-	-	-	-	-
4000IK	In-kind membership	-	-	-	-	-
4100	Sponsorships	58,500	54,750	3,750	75,000	(16,500)
4100IK	In-kind Sponsorships	-	-	-	3,500	(3,500)
4200	Contributions	2,000	63,740	(61,740)	15,000	(13,000)
4200IK	In-kind contributions	71,000	-	71,000	85,000	(14,000)
4300	Grants	-	-	-	5,000	(5,000)
4500	Registration fees	116,250	74,750	41,500	89,850	26,400
4600	Exhibitor fees	-	-	-	-	-
4600IK	In-kind exhibitor fees	-	-	-	-	-
4700	Application fees	-	-	-	-	-
4800	Interest Income	-	-	-	-	-
4900	Other income	-	-	-	-	-
	TOTAL INCOME	247,750	193,240	54,510	273,350	(25,600)
	EXPENSES					
Salaries		-	-	-	-	-
6000	Salaries	-	-	-	-	-
6001	Vacation Accrual Offsets	-	-	-	-	-
Payroll Taxes		-	-	-	-	-
6010	Administaff fees/Payroll taxes	-	-	-	-	-
Employee benefits		-	-	-	-	-
6021	Health Insurance	-	-	-	-	-
6022	Other Employee Insurance	-	-	-	-	-
6023	Employer Contribution 401K	-	-	-	-	-
6024	SERP	-	-	-	-	-
6025	Tuition Reimbursement	-	-	-	-	-
6029	Other Employee Benefits	-	-	-	-	-
Staff development and training		1,000	500	500	1,500	(500)
6030	Staff development and training	1,000	500	500	1,500	(500)
Conference, events, and meetings		341,037	292,406	48,631	405,279	(64,242)
	<i>(Only WBENC-sponsored events)</i>					
	<i>Event Professional Fees</i>	204,000	224,000	(20,000)	209,000	(5,000)
6111	Event Management	10,000	-	10,000	10,000	-
6112	Speaker Fees	150,000	-	150,000	155,000	(5,000)
6113	Entertainment	-	-	-	-	-
6114	Advertising/Media	-	-	-	-	-
6119	Other Event Professional Fees	44,000	224,000	(180,000)	44,000	-
6120	Food & Beverage	19,600	-	19,600	34,000	(14,400)
	<i>Site, production & décor</i>	76,450	-	76,450	85,000	(8,550)
6131	Event Set Up/Equipment	-	-	-	-	-
6132	Event Audio Visual/Sound	200	-	200	-	200

2012 WBENC Consolidated Budget

		WBENC				
		2012 Budget Worksheet				
Dept	Major Program	2012	2011 Forecast	2012 +(-) 2011 Forecast	2011 Budget	2012 +(-) 2011 Budget
40	PROGRAMS	0	0	0	0	0
6133	Event Décor	-	-	-	-	-
6134	Event Space Rental	76,250	-	76,250	85,000	(8,750)
6135	Event Electrical	-	-	-	-	-
6136	Event Internet	-	-	-	-	-
	<i>Event Design, Printing, & Production</i>	1,250	-	1,250	23,250	(22,000)
6141	Event Design	-	-	-	-	-
6142	Event Printing and Production	1,250	-	1,250	12,250	(11,000)
6143	Marketing, Design, Printing & Production	-	-	-	11,000	(11,000)
6149	Other Event Design Printing and Production	-	-	-	-	-
	<i>Event Travel</i>	36,637	-	36,637	52,029	(15,392)
6151	Event Staff Travel	1,965	-	1,965	1,965	-
6152	Event Non-staff Travel	34,672	-	34,672	50,064	(15,392)
6160	On-site Transportation	3,000	-	3,000	1,500	1,500
6170	Event postage & shipping	100	-	100	500	(400)
6190	Other conference, events, & meetings expenses	-	68,406	(68,406)	-	-
	Professional fees & outside services	14,000	(5,000)	19,000	24,000	(10,000)
6301	Technology fees	-	-	-	4,000	(4,000)
6302	Legal Fees	-	-	-	-	-
6303	Surveys	-	-	-	-	-
6304	Audit fees	-	-	-	-	-
6305	Staff recruitment	-	-	-	-	-
6306	Temporary Help	-	-	-	-	-
6309	Other Professional Fees	14,000	(5,000)	19,000	20,000	(6,000)
	Travel	-	-	-	-	-
6350	<i>Staff Travel</i>	-	-	-	-	-
6351	Staff Travel-Airfare	-	-	-	-	-
6352	Staff Travel-Accommodations	-	-	-	-	-
6353	Staff Travel-Meals	-	-	-	-	-
6354	Staff Travel-Incidentals	-	-	-	-	-
6357	Non-staff Travel	-	-	-	-	-
	Occupancy	-	-	-	-	-
6401	Rent	-	-	-	-	-
6402	Utilities	-	-	-	-	-
6409	Other Occupancy Expenses	-	-	-	-	-
	Supplies	-	-	-	-	-
6411	Office supplies	-	-	-	-	-
6412	Computer supplies	-	-	-	-	-
6419	Other supplies	-	-	-	-	-
	Telecommunications	1,950	972	978	2,100	(150)
6421	Telephone	-	-	-	-	-
6422	Conference calls	1,200	972	228	2,100	(900)
6423	Internet	-	-	-	-	-
6424	Wireless	750	-	750	-	750

2012 WBENC Consolidated Budget

		WBENC				
		2012 Budget Worksheet				
Dept	Major Program	2012	2011 Forecast	2012 +(-) 2011 Forecast	2011 Budget	2012 +(-) 2011 Budget
40	PROGRAMS	0	0	0	0	0
	Postage & shipping	-	500	(500)	500	(500)
6431	General Postage	-	-	-	-	-
6432	Expedited Shipping (1-3 days)	-	-	-	-	-
6433	Ground Shipping	-	500	(500)	500	(500)
	Printing and production	-	-	-	-	-
6440	Design, printing & production	-	-	-	-	-
	Equipment Rental, Maintenance & Rep	-	-	-	-	-
6450	Equipment Rental, Maintenance & Repa	-	-	-	-	-
	Bank fees & interest	-	-	-	-	-
6461	Credit card processing fees	-	-	-	-	-
6462	Finance charges	-	-	-	-	-
6469	Other Bank Fees	-	-	-	-	-
	Dues & subscriptions	-	-	-	-	-
6470	Dues & subscriptions	-	-	-	-	-
	Insurance	-	-	-	-	-
6481	D&O Insurance	-	-	-	-	-
6482	General insurance	-	-	-	-	-
	Bad debt expense	-	-	-	-	-
6550	Bad debt expense	-	-	-	-	-
	Depreciation	-	-	-	-	-
6560	Depreciation	-	-	-	-	-
	Gain/Loss on Disposal of Assets	-	-	-	-	-
6570	Gain/Loss on Disposal of Assets	-	-	-	-	-
	Payments to Affiliated Organizations	-	-	-	-	-
6610	RPO Allocations	-	-	-	-	-
6620	Out of region expenses and bonuses	-	-	-	-	-
6630	Membership Referral Bonus	-	-	-	-	-
6690	Other Payments to RPOs	-	-	-	-	-
	Miscellaneous	8,500	4,099	4,401	-	8,500
6910	Gifts	-	-	-	-	-
6920	Awards and scholarships	8,000	4,099	3,901	-	8,000
6990	Miscellaneous Expenses	500	-	500	-	500
	TOTAL EXPENSES	366,487	293,477	73,010	433,379	(66,892)
	NET INCOME	(118,737)	(100,237)	(18,500)	(160,029)	41,292

2012 WBENC Consolidated Budget

		WBENC				
		2012 Budget Worksheet				
Dept	Major Program	2012	2011 Forecast	2012 +(-) 2011 Forecast	2011 Budget	2012 +(-) 2011 Budget
50	MEMBERSHIP & DEVELOPMENT					
	INCOME					
4000	Membership	3,154,000	3,207,275	(53,275)	3,110,000	44,000
4000IK	In-kind membership	46,000	-	46,000	55,000	(9,000)
4100	Sponsorships	-	-	-	-	-
4100IK	In-kind Sponsorships	-	-	-	-	-
4200	Contributions	-	4,000	(4,000)	20,000	(20,000)
4200IK	In-kind contributions	-	-	-	-	-
4300	Grants	-	-	-	-	-
4500	Registration fees	-	-	-	-	-
4600	Exhibitor fees	-	-	-	-	-
4600IK	In-kind exhibitor fees	-	-	-	-	-
4700	Application fees	-	-	-	-	-
4800	Interest Income	-	-	-	-	-
4900	Other income	-	-	-	-	-
	TOTAL INCOME	3,200,000	3,211,275	(11,275)	3,185,000	15,000
	EXPENSES					
Salaries		-	-	-	-	-
6000	Salaries	-	-	-	-	-
6001	Vacation Accrual Offsets	-	-	-	-	-
Payroll Taxes		-	-	-	-	-
6010	Administaff fees/Payroll taxes	-	-	-	-	-
Employee benefits		-	-	-	-	-
6021	Health Insurance	-	-	-	-	-
6022	Other Employee Insurance	-	-	-	-	-
6023	Employer Contribution 401K	-	-	-	-	-
6024	SERP	-	-	-	-	-
6025	Tuition Reimbursement	-	-	-	-	-
6029	Other Employee Benefits	-	-	-	-	-
Staff development and training		6,500	2,195	4,305	6,000	500
6030	Staff development and training	6,500	2,195	4,305	6,000	500
Conference, events, and meetings		10,500	7,531	2,969	2,300	8,200
	<i>(Only WBENC-sponsored events)</i>					
	<i>Event Professional Fees</i>	-	7,531	(7,531)	-	-
6111	Event Management	-	4,702	(4,702)	-	-
6112	Speaker Fees	-	-	-	-	-
6113	Entertainment	-	-	-	-	-
6114	Advertising/Media	-	-	-	-	-
6119	Other Event Professional Fees	-	2,829	(2,829)	-	-
6120	Food & Beverage	7,500	-	7,500	1,200	6,300
	<i>Site, production & décor</i>	3,000	-	3,000	1,100	1,900
6131	Event Set Up/Equipment	-	-	-	-	-
6132	Event Audio Visual/Sound	2,500	-	2,500	600	1,900

2012 WBENC Consolidated Budget

		WBENC				
		2012 Budget Worksheet				
Dept	Major Program	2012	2011 Forecast	2012 +(-) 2011 Forecast	2011 Budget	2012 +(-) 2011 Budget
50	MEMBERSHIP & DEVELOPMENT					
6133	Event Décor	-	-	-	-	-
6134	Event Space Rental	-	-	-	-	-
6135	Event Electrical	250	-	250	-	250
6136	Event Internet	250	-	250	500	(250)
	<i>Event Design, Printing, & Production</i>	-	-	-	-	-
6141	Event Design	-	-	-	-	-
6142	Event Printing and Production	-	-	-	-	-
6143	Marketing, Design, Printing & Production	-	-	-	-	-
6149	Other Event Design Printing and Production	-	-	-	-	-
	<i>Event Travel</i>	-	-	-	-	-
6151	Event Staff Travel	-	-	-	-	-
6152	Event Non-staff Travel	-	-	-	-	-
6160	On-site Transportation	-	-	-	-	-
6170	Event postage & shipping	-	-	-	-	-
6190	Other conference, events, & meetings expenses	-	-	-	-	-
	Professional fees & outside services	17,400	2,113	15,287	12,100	5,300
6301	Technology fees	6,000	-	6,000	6,000	-
6302	Legal Fees	-	-	-	-	-
6303	Surveys	-	-	-	-	-
6304	Audit fees	-	-	-	-	-
6305	Staff recruitment	-	-	-	-	-
6306	Temporary Help	1,000	-	1,000	1,000	-
6309	Other Professional Fees	10,400	2,113	8,287	5,100	5,300
	Travel	29,185	10,653	18,532	17,585	11,600
6350	<i>Staff Travel</i>	29,185	10,653	18,532	17,585	11,600
6351	Staff Travel-Airfare	13,260	10,653	2,607	7,960	5,300
6352	Staff Travel-Accommodations	11,225	-	11,225	6,425	4,800
6353	Staff Travel-Meals	2,375	-	2,375	1,575	800
6354	Staff Travel-Incidentals	2,325	-	2,325	1,625	700
6357	Non-staff Travel	-	-	-	-	-
	Occupancy	-	-	-	-	-
6401	Rent	-	-	-	-	-
6402	Utilities	-	-	-	-	-
6409	Other Occupancy Expenses	-	-	-	-	-
	Supplies	100	100	-	-	100
6411	Office supplies	-	-	-	-	-
6412	Computer supplies	-	-	-	-	-
6419	Other supplies	100	100	-	-	100
	Telecommunications	1,600	1,480	120	3,100	(1,500)
6421	Telephone	-	1,480	(1,480)	-	-
6422	Conference calls	-	-	-	-	-
6423	Internet	-	-	-	-	-
6424	Wireless	1,600	-	1,600	3,100	(1,500)

2012 WBENC Consolidated Budget

		WBENC				
		2012 Budget Worksheet				
Dept	Major Program	2012	2011 Forecast	2012 +(-) 2011 Forecast	2011 Budget	2012 +(-) 2011 Budget
50	MEMBERSHIP & DEVELOPMENT					
	Postage & shipping	-	-	-	-	-
6431	General Postage	-	-	-	-	-
6432	Expedited Shipping (1-3 days)	-	-	-	-	-
6433	Ground Shipping	-	-	-	-	-
	Printing and production	5,300	-	5,300	2,800	2,500
6440	Design, printing & production	5,300	-	5,300	2,800	2,500
	Equipment Rental, Maintenance & Rep	-	-	-	-	-
6450	Equipment Rental, Maintenance & Repa	-	-	-	-	-
	Bank fees & interest	-	-	-	-	-
6461	Credit card processing fees	-	-	-	-	-
6462	Finance charges	-	-	-	-	-
6469	Other Bank Fees	-	-	-	-	-
	Dues & subscriptions	1,194	140	1,054	2,200	(1,006)
6470	Dues & subscriptions	1,194	140	1,054	2,200	(1,006)
	Insurance	-	-	-	-	-
6481	D&O Insurance	-	-	-	-	-
6482	General insurance	-	-	-	-	-
	Bad debt expense	-	-	-	-	-
6550	Bad debt expense	-	-	-	-	-
	Depreciation	-	-	-	-	-
6560	Depreciation	-	-	-	-	-
	Gain/Loss on Disposal of Assets	-	-	-	-	-
6570	Gain/Loss on Disposal of Assets	-	-	-	-	-
	Payments to Affiliated Organizations	-	-	-	-	-
6610	RPO Allocations	-	-	-	-	-
6620	Out of region expenses and bonuses	-	-	-	-	-
6630	Membership Referral Bonus	-	-	-	-	-
6690	Other Payments to RPOs	-	-	-	-	-
	Miscellaneous	3,350	328	3,022	3,600	(250)
6910	Gifts	2,000	-	2,000	2,500	(500)
6920	Awards and scholarships	-	-	-	-	-
6990	Miscellaneous Expenses	1,350	328	1,022	1,100	250
	TOTAL EXPENSES	75,129	24,540	50,589	49,685	25,444
	NET INCOME	3,124,871	3,186,735	(61,864)	3,135,315	(10,444)

2012 WBENC Consolidated Budget

		WBENC				
		2012 Budget Worksheet				
Dept	Major Program	2012	2011 Forecast	2012 +(-) 2011 Forecast	2011 Budget	2012 +(-) 2011 Budget
60	MARKETING					
	INCOME					
4000	Membership	-	-	-	-	-
4000IK	In-kind membership	-	-	-	-	-
4100	Sponsorships	-	-	-	25,000	(25,000)
4100IK	In-kind Sponsorships	250,000	383,683	(133,683)	200,000	50,000
4200	Contributions	-	-	-	-	-
4200IK	In-kind contributions	-	-	-	-	-
4300	Grants	-	-	-	-	-
4500	Registration fees	-	-	-	-	-
4600	Exhibitor fees	-	-	-	-	-
4600IK	In-kind exhibitor fees	-	-	-	-	-
4700	Application fees	-	-	-	-	-
4800	Interest Income	-	-	-	-	-
4900	Other income	2,000	-	2,000	-	2,000
	TOTAL INCOME	252,000	383,683	(131,683)	225,000	27,000
	EXPENSES					
Salaries		-	-	-	-	-
6000	Salaries	-	-	-	-	-
6001	Vacation Accrual Offsets	-	-	-	-	-
Payroll Taxes		-	-	-	-	-
6010	Administaff fees/Payroll taxes	-	-	-	-	-
Employee benefits		-	-	-	-	-
6021	Health Insurance	-	-	-	-	-
6022	Other Employee Insurance	-	-	-	-	-
6023	Employer Contribution 401K	-	-	-	-	-
6024	SERP	-	-	-	-	-
6025	Tuition Reimbursement	-	-	-	-	-
6029	Other Employee Benefits	-	-	-	-	-
Staff development and training		23,472	2,999	20,473	12,455	11,017
6030	Staff development and training	23,472	2,999	20,473	12,455	11,017
Conference, events, and meetings		250,000	362,407	(112,407)	200,000	50,000
	(Only WBENC-sponsored events)					
	<i>Event Professional Fees</i>	250,000	362,407	(112,407)	200,000	50,000
6111	Event Management	-	-	-	-	-
6112	Speaker Fees	-	-	-	-	-
6113	Entertainment	-	-	-	-	-
6114	Advertising/Media	250,000	362,407	(112,407)	200,000	50,000
6119	Other Event Professional Fees	-	-	-	-	-
6120	Food & Beverage	-	-	-	-	-
	<i>Site, production & décor</i>	-	-	-	-	-
6131	Event Set Up/Equipment	-	-	-	-	-
6132	Event Audio Visual/Sound	-	-	-	-	-

2012 WBENC Consolidated Budget

		WBENC				
		2012 Budget Worksheet				
Dept	Major Program	2012	2011 Forecast	2012 +(-) 2011 Forecast	2011 Budget	2012 +(-) 2011 Budget
60	MARKETING					
6133	Event Décor	-	-	-	-	-
6134	Event Space Rental	-	-	-	-	-
6135	Event Electrical	-	-	-	-	-
6136	Event Internet	-	-	-	-	-
	<i>Event Design, Printing, & Production</i>	-	-	-	-	-
6141	Event Design	-	-	-	-	-
6142	Event Printing and Production	-	-	-	-	-
6143	Marketing, Design, Printing & Production	-	-	-	-	-
6149	Other Event Design Printing and Production	-	-	-	-	-
	<i>Event Travel</i>	-	-	-	-	-
6151	Event Staff Travel	-	-	-	-	-
6152	Event Non-staff Travel	-	-	-	-	-
6160	On-site Transportation	-	-	-	-	-
6170	Event postage & shipping	-	-	-	-	-
6190	Other conference, events, & meetings expenses	-	-	-	-	-
	Professional fees & outside services	253,680	189,016	64,664	275,900	(22,220)
6301	Technology fees	7,500	-	7,500	8,700	(1,200)
6302	Legal Fees	-	-	-	-	-
6303	Surveys	200	-	200	-	200
6304	Audit fees	-	-	-	-	-
6305	Staff recruitment	-	-	-	-	-
6306	Temporary Help	42,000	-	42,000	36,000	6,000
6309	Other Professional Fees	203,980	189,016	14,964	231,200	(27,220)
	Travel	9,553	3,240	6,313	8,800	753
6350	<i>Staff Travel</i>	9,553	3,240	6,313	8,800	753
6351	Staff Travel-Airfare	3,200	3,240	(40)	5,000	(1,800)
6352	Staff Travel-Accommodations	3,873	-	3,873	1,500	2,373
6353	Staff Travel-Meals	1,400	-	1,400	700	700
6354	Staff Travel-Incidentals	1,080	-	1,080	1,600	(520)
6357	Non-staff Travel	-	-	-	-	-
	Occupancy	-	-	-	-	-
6401	Rent	-	-	-	-	-
6402	Utilities	-	-	-	-	-
6409	Other Occupancy Expenses	-	-	-	-	-
	Supplies	-	-	-	5,000	(5,000)
6411	Office supplies	-	-	-	-	-
6412	Computer supplies	-	-	-	-	-
6419	Other supplies	-	-	-	5,000	(5,000)
	Telecommunications	8,800	1,900	6,900	6,020	2,780
6421	Telephone	-	-	-	-	-
6422	Conference calls	4,580	-	4,580	1,800	2,780
6423	Internet	-	-	-	-	-
6424	Wireless	4,220	1,900	2,320	4,220	-

2012 WBENC Consolidated Budget

		WBENC					
		2012 Budget Worksheet					
Dept	Major Program	2012	2011 Forecast	2012 +(-) 2011 Forecast	2011 Budget	2012 +(-) 2011 Budget	
60	MARKETING						
	Postage & shipping	-	-	-	-	-	
6431	General Postage	-	-	-	-	-	
6432	Expedited Shipping (1-3 days)	-	-	-	-	-	
6433	Ground Shipping	-	-	-	-	-	
	Printing and production	32,000	19,240	12,760	50,500	(18,500)	
6440	Design, printing & production	32,000	19,240	12,760	50,500	(18,500)	
	Equipment Rental, Maintenance & Rep	5,000	-	5,000	-	5,000	
6450	Equipment Rental, Maintenance & Repa	5,000	-	5,000	-	5,000	
	Bank fees & interest	-	-	-	-	-	
6461	Credit card processing fees	-	-	-	-	-	
6462	Finance charges	-	-	-	-	-	
6469	Other Bank Fees	-	-	-	-	-	
	Dues & subscriptions	-	-	-	2,710	(2,710)	
6470	Dues & subscriptions	-	-	-	2,710	(2,710)	
	Insurance	-	-	-	-	-	
6481	D&O Insurance	-	-	-	-	-	
6482	General insurance	-	-	-	-	-	
	Bad debt expense	-	-	-	-	-	
6550	Bad debt expense	-	-	-	-	-	
	Depreciation	-	-	-	-	-	
6560	Depreciation	-	-	-	-	-	
	Gain/Loss on Disposal of Assets	-	-	-	-	-	
6570	Gain/Loss on Disposal of Assets	-	-	-	-	-	
	Payments to Affiliated Organizations	-	-	-	-	-	
6610	RPO Allocations	-	-	-	-	-	
6620	Out of region expenses and bonuses	-	-	-	-	-	
6630	Membership Referral Bonus	-	-	-	-	-	
6690	Other Payments to RPOs	-	-	-	-	-	
	Miscellaneous	5,000	246	4,754	5,000	-	
6910	Gifts	5,000	-	5,000	5,000	-	
6920	Awards and scholarships	-	-	-	-	-	
6990	Miscellaneous Expenses	-	246	(246)	-	-	
	TOTAL EXPENSES	587,505	579,048	8,457	566,385	21,120	
	NET INCOME	(335,505)	(195,365)	(140,140)	(341,385)	5,880	

2012 WBENC Consolidated Budget

		WBENC				
		2012 Budget Worksheet				
Dept	Major Program	2012	2011 Forecast	2012 +(-) 2011 Forecast	2011 Budget	2012 +(-) 2011 Budget
80	EVENTS					
	INCOME					
4000	Membership	-	-	-	-	-
4000IK	In-kind membership	-	-	-	-	-
4100	Sponsorships	2,650,000	2,533,400	116,600	2,536,100	113,900
4100IK	In-kind Sponsorships	65,000	-	65,000	171,400	(106,400)
4200	Contributions	-	1,100	(1,100)	-	-
4200IK	In-kind contributions	-	-	-	-	-
4300	Grants	-	-	-	-	-
4500	Registration fees	1,162,500	1,060,092	102,408	717,250	445,250
4600	Exhibitor fees	600,000	636,600	(36,600)	400,000	200,000
4600IK	In-kind exhibitor fees	-	-	-	-	-
4700	Application fees	-	-	-	-	-
4800	Interest Income	-	-	-	-	-
4900	Other income	261,750	290,136	(28,386)	212,750	49,000
	TOTAL INCOME	4,739,250	4,521,328	217,922	4,037,500	701,750
	EXPENSES					
Salaries		-	-	-	-	-
6000	Salaries	-	-	-	-	-
6001	Vacation Accrual Offsets	-	-	-	-	-
Payroll Taxes		-	-	-	-	-
6010	Administaff fees/Payroll taxes	-	-	-	-	-
Employee benefits		-	-	-	-	-
6021	Health Insurance	-	-	-	-	-
6022	Other Employee Insurance	-	-	-	-	-
6023	Employer Contribution 401K	-	-	-	-	-
6024	SERP	-	-	-	-	-
6025	Tuition Reimbursement	-	-	-	-	-
6029	Other Employee Benefits	-	-	-	-	-
Staff development and training		-	-	-	-	-
6030	Staff development and training	-	-	-	-	-
Conference, events, and meetings		2,811,987	2,393,316	418,671	2,330,229	481,758
	<i>(Only WBENC-sponsored events)</i>					
	<i>Event Professional Fees</i>	846,928	771,646	75,282	644,443	202,485
6111	Event Management	447,283	404,509	42,774	363,476	83,807
6112	Speaker Fees	132,120	85,523	46,597	102,835	29,285
6113	Entertainment	25,000	22,804	2,196	20,000	5,000
6114	Advertising/Media	-	-	-	-	-
6119	Other Event Professional Fees	242,525	258,810	(16,285)	158,132	84,393
6120	Food & Beverage	945,569	885,928	59,641	937,690	7,879
	<i>Site, production & décor</i>	498,950	369,839	129,111	371,792	127,158
6131	Event Set Up/Equipment	25,000	13,700	11,300	50,000	(25,000)
6132	Event Audio Visual/Sound	180,750	140,443	40,307	114,391	66,359

2012 WBENC Consolidated Budget

		WBENC				
		2012 Budget Worksheet				
Dept	Major Program	2012	2011 Forecast	2012 +(-) 2011 Forecast	2011 Budget	2012 +(-) 2011 Budget
80	EVENTS					
6133	Event Décor	207,500	190,772	16,728	142,401	65,099
6134	Event Space Rental	45,000	4,750	40,250	25,000	20,000
6135	Event Electrical	19,000	8,619	10,381	15,000	4,000
6136	Event Internet	21,700	11,555	10,145	25,000	(3,300)
	<i>Event Design, Printing, & Production</i>	340,500	264,226	76,274	261,446	79,054
6141	Event Design	55,000	39,150	15,850	47,000	8,000
6142	Event Printing and Production	278,500	225,076	53,424	214,446	64,054
6143	Marketing, Design, Printing & Production	7,000	-	7,000	-	7,000
6149	Other Event Design Printing and Production	-	-	-	-	-
	<i>Event Travel</i>	78,540	41,116	37,424	65,985	12,555
6151	Event Staff Travel	41,500	35,253	6,247	43,076	(1,576)
6152	Event Non-staff Travel	37,040	5,863	31,177	22,909	14,131
6160	On-site Transportation	50,000	13,763	36,237	17,685	32,315
6170	Event postage & shipping	39,000	37,779	1,221	18,949	20,051
6190	Other conference, events, & meetings expenses	12,500	9,019	3,481	12,239	261
	Professional fees & outside services	5,000	5,068	(68)	1,500	3,500
6301	Technology fees	4,000	-	4,000	1,500	2,500
6302	Legal Fees	1,000	912	88	-	1,000
6303	Surveys	-	-	-	-	-
6304	Audit fees	-	-	-	-	-
6305	Staff recruitment	-	-	-	-	-
6306	Temporary Help	-	-	-	-	-
6309	Other Professional Fees	-	4,156	(4,156)	-	-
	Travel	2,250	-	2,250	-	2,250
6350	<i>Staff Travel</i>	2,250	-	2,250	-	2,250
6351	Staff Travel-Airfare	1,500	-	1,500	-	1,500
6352	Staff Travel-Accommodations	500	-	500	-	500
6353	Staff Travel-Meals	100	-	100	-	100
6354	Staff Travel-Incidentals	150	-	150	-	150
6357	Non-staff Travel	-	-	-	-	-
	Occupancy	-	-	-	-	-
6401	Rent	-	-	-	-	-
6402	Utilities	-	-	-	-	-
6409	Other Occupancy Expenses	-	-	-	-	-
	Supplies	600	50	550	300	300
6411	Office supplies	-	-	-	-	-
6412	Computer supplies	-	-	-	-	-
6419	Other supplies	600	50	550	300	300
	Telecommunications	-	52	(52)	-	-
6421	Telephone	-	-	-	-	-
6422	Conference calls	-	52	(52)	-	-
6423	Internet	-	-	-	-	-
6424	Wireless	30	-	-	-	-

2012 WBENC Consolidated Budget

		WBENC				
		2012 Budget Worksheet				
Dept	Major Program	2012	2011 Forecast	2012 +/- 2011 Forecast	2011 Budget	2012 +/- 2011 Budget
80	EVENTS					
	Postage & shipping	150	-	150	200	(50)
6431	General Postage	-	-	-	-	-
6432	Expedited Shipping (1-3 days)	-	-	-	-	-
6433	Ground Shipping	150	-	150	200	(50)
	Printing and production	-	133	(133)	-	-
6440	Design, printing & production	-	133	(133)	-	-
	Equipment Rental, Maintenance & Rep	-	-	-	-	-
6450	Equipment Rental, Maintenance & Repa	-	-	-	-	-
	Bank fees & interest	-	-	-	-	-
6461	Credit card processing fees	-	-	-	-	-
6462	Finance charges	-	-	-	-	-
6469	Other Bank Fees	-	-	-	-	-
	Dues & subscriptions	-	-	-	-	-
6470	Dues & subscriptions	-	-	-	-	-
	Insurance	-	-	-	-	-
6481	D&O Insurance	-	-	-	-	-
6482	General insurance	-	-	-	-	-
	Bad debt expense	-	-	-	-	-
6550	Bad debt expense	-	-	-	-	-
	Depreciation	-	-	-	-	-
6560	Depreciation	-	-	-	-	-
	Gain/Loss on Disposal of Assets	-	-	-	-	-
6570	Gain/Loss on Disposal of Assets	-	-	-	-	-
	Payments to Affiliated Organizations	-	-	-	-	-
6610	RPO Allocations	-	-	-	-	-
6620	Out of region expenses and bonuses	-	-	-	-	-
6630	Membership Referral Bonus	-	-	-	-	-
6690	Other Payments to RPOs	-	-	-	-	-
	Miscellaneous	1,500	6,156	(4,656)	650	850
6910	Gifts	500	-	500	-	500
6920	Awards and scholarships	-	-	-	-	-
6990	Miscellaneous Expenses	1,000	6,156	(5,156)	650	350
	TOTAL EXPENSES	2,821,487	2,404,775	416,712	2,332,879	488,608
	NET INCOME	1,917,763	2,116,553	(198,790)	1,704,621	213,142

**Plan to Reach Unrestricted Net Asset Level of 33.33% of Expenses: 2010-2015
With Updated Progress a/o October 27, 2011 (through 2012 Budget Recommendation)**

	12/31/2009	12/31/2010	12/31/2011	12/31/2012	12/31/2013	12/31/2014	12/31/2015
Source:	Audit	Budget	Calculation	Calculation	Calculation	Calculation	Calculation
Original Plan:							
Unrestricted Net Assets, beginning of period	(478,671)	21,913	266,608	839,883	1,413,158	1,986,433	2,559,709
Plan Change in Net Assets (actual in 2009; budgeted in 2010; calculated to achieve goals in 2011-2015)	500,584	244,695	573,275	573,275	573,275	573,275	573,275
Unrestricted Net Assets, end of period	21,913	266,608	839,883	1,413,158	1,986,433	2,559,709	3,132,984
<i>Plan Net Asset as % of Expenses</i>	0.32%	3.62%	10.86%	17.41%	23.30%	28.60%	33.33%
Updated Progress:							
Actual (thru 2010)/Projected (2011)/Budget (2012) plus Plan goal each year thereafter	21,913	839,256	1,614,281	1,729,892	2,303,167	2,876,442	3,449,717
<i>Projected/Proposed Budget Net Asset as % of Expenses</i>			21.39%	20.77%	26.34%	31.33%	35.78%
Change in Net Asset Balance from Plan	-	572,648	774,398	316,734	316,734	316,734	316,734
Calculations:							
Original Plan:							
Total Expenses: After 2010, assume 5% increase each year	6,781,213	7,364,324	7,732,540	8,119,167	8,525,126	8,951,382	9,398,951
Expense increase in \$ year to year		583,111	368,216	386,627	405,958	426,256	447,569
Net Asset Level Goal as % of Expenses	33.33%	33.33%	33.33%	33.33%	33.33%	33.33%	33.33%
Target Goal	2,260,404	2,454,775	2,577,513	2,706,389	2,841,709	2,983,794	3,132,984
Difference between 12/31/2015 goal and 12/31/2010 net asset balance	2,866,376						
Net asset change required 2011-2015	2,866,376		573,275	573,275	573,275	573,275	573,275
Updated Progress:							
Projected (2011), Budgeted (2012) Expenses, and 5% annual increase in expenses thereafter			7,548,501	8,328,389	8,744,808	9,182,049	9,641,151
				9,964			

WBENC
Board of Directors Resolution
Resolution to Approve the 2012 Budget Recommended by the Finance Committee

November 18, 2011

WHEREAS, the Finance Committee has reviewed and adopted the 2012 budget and recommended its acceptance by the Executive Committee;

WHEREAS, the Executive Committee has reviewed and accepted the 2012 budget recommended by the Finance Committee;

NOW THEREFORE, be it RESOLVED that the Board of Directors approves the 2012 budget recommended by the Finance Committee:

Income	\$8,444,000
Expenses	<u>8,328,389</u>
Net income	<u>\$115,611</u>