

WBENC

Join Forces. Succeed Together.

NOVEMBER BOARD BOOK

BOARD OF DIRECTORS MEETING
GAYLORD NATIONAL HARBOR
OXON HILL, MD
BALTIMORE 3-5

NOVEMBER 15, 2017

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AGENDA

8:30AM	BREAKFAST	
9:00 AM	BOARD CHAIR'S REPORT A. WELCOME B. APPROVAL OF MINUTES FROM THE JUNE 2017 MEETING	BARBARA KUBICKI-HICKS FOR THERESA HARRISON
9:15 AM	NOMINATING COMMITTEE REPORT	CLINT GRIMES
9:45 AM	PRESIDENT'S REPORT	PAMELA PRINCE-EASON
10:00 AM	TREASURER-FINANCE COMMITTEE REPORT A. YTD 2017 FINANCIAL RESULTS B. 2018 BUDGET	NANCY CREUZIGER
10:45 AM	AMBASSADORS IN ACTION	DEBRA JENNINGS-JOHNSON
11:00 AM	COMMITTEE REPORTS <ul style="list-style-type: none">• PROGRAM UPDATE• STRATEGIC PLAN – PHASE II UPDATE• LEADERSHIP COUNCIL• WOMEN'S ENTERPRISE LEADERSHIP FORUM	PAMELA PRINCE-EASON LAURA TAYLOR ROZ LEWIS CHERYL SNEAD
12:00 PM	CLOSING - MEETING ADJOURNS	BARBARA KUBICKI-HICKS

**Minutes of the June 20, 2017
WBENC Board Meeting**

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

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

Meeting Roster		
1. Board Chair	Theresa Harrison, EY	Present
2. President and CEO	Pamela Prince-Eason, WBENC	Present
3. Counsel	Jorge Romero, K&L Gates	Present
Corporation Corporate Members		
4. Accenture	Nedra Dickson	Present
5. AT&T	Alithia Bruinton	Present
6. Altria	VACANT	Notified Absent
7. Avis Budget Group, Inc.	Lynn Boccio	Notified Absent
8. Bank of America	Barbara Kubicki-Hicks	Present
9. BP America	Debra Jennings-Johnson	Present
10. Chevron	Stephanie Beveridge	Present
11. Dell Inc.	Piyush Bhargava	Notified Absent
12. ExxonMobil Corporation	Doug Fisher	Present
13. Ford Motor Company	Renee Jones	Present
14. GM	David Drouillard	Present
15. IBM Corporation	Michael Robinson	Notified Absent
16. Johnson & Johnson	Beverly Jennings	Present
17. JP Morgan Chase & Co.	William Kapfer	Present
18. KPMG LLP	Barbara Carbone	Present
19. Macy's, Inc.	John Munson	Present
20. ManpowerGroup	Nancy Creuziger	Present
21. Marriott International, Inc.	Dominica Groom	Present
22. Microsoft Corporation	Fernando Hernandez	Notified Absent
23. Motorola Solutions	Lisa Stenglein	Notified Absent
24. Nationwide Inc.	Pamela Pesta	Present
25. Nokia	Mark Artigues	Present
26. Office Depot/Office Max	VACANT	Notified Absent
27. PepsiCo, Inc.	Larry Caldwell	Present
28. Pfizer Inc	Mike Hoffman	Authorized Designee

29. Pitney Bowes Inc.	Laura Taylor	Present	
30. Raytheon	Carol Wooden	Present	
31. Robert Half	Kathleen Trimble	Present	
32. Shell Oil Company	Debra Stewart	Present	
33. The Coca-Cola Company	Eyvon Austin	Notified Absent	
34. The Home Depot	Sylvester Johnson	Present	
35. Time Warner Inc.	Clint Grimes	Present	
36. United Airlines	Ruby McCleary	Present	
37. UPS	Estrella Cramer	Present	
38. Verizon	Sandy Nielsen	Notified Absent	
39. Vistra (formerly Energy Future Holdings)	Phil Seidler	Present	
40. W.W. Grainger	Julie Cooke	Authorized Designee	
41. Walmart Stores, Inc.	Michael Byron	Present	
Leadership Council Members			
42. WBEA	April Day	Present	
43. WBEC PA-DE-sNJ	Geri Swift	Present	
44. WBCS	Debbie Hurst	Present	
45. CWE	Susan Rittscher	Present	
46. WBDC Chicago	Emilia DiMenco	Present	
47. GWBC	Roz Lewis	Present	
48. WPEO-NY	Marsha Firestone, Ph.D.	Present	
49. GLWBC	Michelle Richards	Present	
50. WBEC West	Pamela Williamson, Ph.D.	Present	
Forum Members			
51. CRC Group, Inc.	Patricia Rodriguez-Christian	Present	
52. ALOM	Hannah Kain	Present	
53. Arbill	Julie Copeland	Notified Absent	
54. Banneker Industries	Cheryl Snead	Present	
55. Consumer & Market Insights	Royalyn Reid	Present	
56. Highroad Press	Hallie Satz	Present	
57. JURISolutions	Cindy Towers	Present	
58. MYCA	Patti Massey	Present	
59. Private Eyes, Inc.	Sandra James	Present	
Expert Members			
61. Bristol-Myers Squibb	Farryn Melton	Present	
62. Past Chair Emeritus	Cheryl Stevens	Present	

63. ACT-1 Group	Janice Bryant-Howroyd	Present	
WBENC Staff			
VP, Marketing & IT	Pat Birmingham	Present	
VP, Certification & Program Operations	Candace Waterman	Present	
Senior Director, Human Resources	Jill Sasso	Present	
Regional Partner Organizations			
ASTRA	Diane McClelland	Present	
ORV-WBC	Sheila Mixon	Present	
WBDC of Florida	Nancy Allen	Present	
WBEC PA-DE-sNJ	Angela Dowd-Burton	Present	
WBEC South	Phala Mire	Present	
WPEO-DC	Sandra Eberhard	Present	
Board of Director Guests & Representatives			
(Formerly Raytheon)	Benita Fortner	Present	
Pfizer	Erik Meader	Present	
W.W. Grainger	Julie Holmes	Present	
Procter & Gamble	Andy Butler	Present	
The Coca-Cola Company	Lori Billingsley	Present	
ASTRA	Janice Greene	Present	
Chevron Guest	Dave Feldman	Present	
Chevron Guest	Mia Spicer	Present	
ExxonMobil Guest	Nancy Swartout	Present	

CALL TO ORDER: Board Chair Ms. Theresa Harrison called the meeting to order at 3:12pm

A Quorum was established - see Attendance sheet

Ms. Theresa Harrison:

- Opened the meeting by welcoming everyone to Las Vegas for the WBENC 20th Anniversary National Conference and Business Fair.
- Asked if there were any corrections to the March 2017 Board meeting minutes. There were none.

Following a motion by Ms. Barbara Kubicki-Hicks and a second by Mr. John Munson the meeting minutes from the March 2017 board meeting were accepted and unanimously approved. There was no opposition; no further discussion.

NOMINATING COMMITTEE REPORT

CLINT GRIMES

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

- Introduced two candidates recommended by the Nominating Committee for existing corporate board seats. Also introduced third candidate nominated for the newly assigned Procter & Gamble seat previously held by Altria and forfeited in November 2016.
- Introduced candidate for open Leadership Council seat due to Geri Swift's retirement.
- The candidates were asked to leave the meeting during the vote. Mr. Clint Grimes asked if there were any concerns with the candidates or any comments. There were none.

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

- Noted the Board Skill Set Survey results had been reviewed by the Nominating Committee, summarized, and the findings were presented to the Extended Executive Committee (EEC) at the June 5th meeting. The committee is awaiting further direction from the EEC to assist in strategic recruitment of new board members to fill additional board seats.
- Also shared the committee worked together to finalize the new corporate member scorecard and presented it to the EEC at the June 5th meeting. Shared an overview of the main categories on the scorecard with the board. Noted the EEC had given feedback which the committee is considering for incorporation into the new scorecard.
 - Ms. Kathleen Trimble congratulated the committee, stating the scorecard process is a best practice and recommended sharing the final version with the Regional Partner Organizations (RPO's).

PRESIDENT & BOARD CHAIR REPORT

PAMELA PRINCE-EASON

Full details can be found in Board Book.

- Clarified that the corporate board member scorecard existed before, and the current updated version is the evolution of the scorecard.
- Thanked Ms. Pamela Williamson for doing a great job working with the host committee to plan the 2017 national conference. Also thanked all event sponsors in the room.
- Stated there has been significant focus on financial reporting and participation in the 2016 audit, noting the team's staff goals show on-target at the mid-year point.
- Shared that Laura Taylor continues to lead the strategic planning process with all sub-teams achieving key deliverables for the June board meeting discussion.
- Noted all four active Industry Advisory Groups are organized for advancing supply chain understanding at the 2017 business fair, also noting the Utilities and Banking groups are preparing to launch their Advisory Boards.
- Shared an update on the new Spend Collaboration Model launched by WBENC and noted the initiative will help WBENC identify legitimate women-owned businesses to certify and bring into the network. Also noted there would be a meeting in her hotel suite Monday evening where four additional companies who are ready to commit will meet with the original group of nine companies to discuss the collaboration. Further shared the two main objectives of the collaboration are getting corporations to spend as much as possible with women-owned businesses and servicing the WBE's in RPO territories. The next piece will be to bring in those companies interested in breaking down barriers and/or developing women-owned businesses, and WBENC will be looking for companies willing to commit to these objectives as part of the collaboration.
- Noted the Act Intentionally strategy has advanced and directed everyone to the map of RPO territories that will be posted during lunch on Wednesday, stating there would be an RPO winner for the most posts.
- Also stated the Hes4Shes strategy would be launched at the national conference and shared that many of the Hes4Shes nominees were in the room. Encouraged all to vote for their favorite Hes4Shes candidate at the ExxonMobil booth on the business fair floor on Wednesday and said the winner would be announced on Thursday.
- Ms. Jill Sasso shared a brief update on the When Work Works Award recently won by WBENC, noting it places WBENC in the top 20% of employers nationally in terms of effective workplace policies and culture.
- Shared that she traveled to Oregon to help in the search for the new Astra RPO leader because Ms. Diane McClelland will be retiring in 2017. Also shared she enjoyed spending time with Ms. Diane McClelland and Ms. Suzanne Lackman and learning more about them, including the fact that they started the girl's athletics program at their high school. Introduced Ms. Janice Greene as the next leader of Astra.
- Stated she and Ms. Marsha Firestone attended Odyssey as speakers in May and noted it was interesting to watch how another organization goes about supporting women and putting together a large event.
- Covered several meetings and events she and the WBENC team attended in the second quarter, giving special thanks to Nedra Dickson for her assistance in the meetings with Delta encouraging them to become more active nationally.

TREASURER-FINANCE COMMITTEE REPORT

LARRY CALDWELL

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

- Reviewed financial results through May 31, 2017, noting revenue is on track with established goals at 93% of the budgeted amount and ahead of the same date in 2016. Also noted at this time of the year, revenue is high, but that is due to most revenue coming in during the first half of the year. Further noted expenses appear low at this time, but the second half of the year expenses must be managed to budgeted amounts.
- Discussed revenue from membership, stating WBENC has recognized 95% of its membership revenue budget as of May 31, 2017 and will achieve the membership budget by the end of August.

- Reviewed Summit & Salute financials, noting some of the President’s discretionary budget was used on enhancements to the event.
 - Ms. Pamela Prince-Eason shared with the group how the president’s budget is allocated and stated although the Summit & Salute budget appears to have an overrun, that was not the case.
- Gave an update on the NCBF financial progress, noting an additional \$50k of sponsorship revenue will be recognized in the June financials. Also noted that although the budgeted sponsorship revenue stretch goal will likely not be met, registration and exhibitor purchases have been strong and WBENC expects these areas will compensate for the sponsorship revenue gap. Further stated the state of Nevada and city of Las Vegas experienced tax increases after the budget was prepared, but those costs would also be absorbed by the president’s discretionary budget.
- Ms. Pat Birmingham gave a real-time update on registration for the event, sharing 3,930 were currently registered to attend and on-site registrations were continuing to grow. She also shared that 1,203 attendees were already on site at the time of the board meeting, indicating great interest and earlier-than-normal arrivals to participate in pre-conference activities.
- Ms. Pamela Prince-Eason added that although the financials and sponsorships look very strong, WBENC needs the continued support of all members not only nationally but also regionally as we build our reserve and continue the success.
- Mr. Larry Caldwell gave an update on the 2016 audit, stating it was a clean audit with no control issues. He also stated the WBENC finance team has done an excellent job, especially in Ms. Valerie Bunns’ absence.
- Finally, Mr. Larry Caldwell shared the 2018 Budget Development Schedule, stating the budget will be proposed to the Finance Committee in September, to the EEC in October and the full board in November.
- Ms. Pamela Prince-Eason thanked Mr. Larry Caldwell for his work as Treasurer and shared with the board that he would be retiring at the end of July. She also shared that his successor in the Treasurer position will be Ms. Nancy Creuziger.

AMBASSADORS IN ACTION

DEBRA JENNINGS-JOHNSON

Reference PowerPoint presentation on Board Extranet site.

- Reviewed June Ambassador program updates and progress.
- Gave an assignment to all Ambassadors in the board meeting to look for attendees with a light blue “First Time Attendee” badge ribbon to welcome them and educate them about WBENC.

STRATEGIC PLANNING REPORT

LAURA TAYLOR

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

- Gave an update on the Strategic Plan, reviewing the Core, Government and Growth deliverables as well as progress to date on each.
- As part of Growth deliverables reviewed brand evaluation progress, noting the six-week effort for brand assessment leading to the key decision point has been postponed to Q3 2017. Ms. Pamela Prince-Eason noted a breakout session on branding is planned for the 2017 Legacy of Leaders and Corporate Member Annual Strategic Planning Meeting to gather detailed input.
- Ms. Laura Taylor transitioned to the Corporate Membership Structure Sub-committee that has been working to review current membership structure within the network and invited Ms. Pamela Prince-Eason to give a full update.
- Ms. Pamela Prince-Eason shared that Mr. Larry Caldwell was the original chair of the sub-committee, but due to his retirement Ms. Barbara Kubicki-Hicks is taking over the leadership role. Shared that the sub-committee has gathered white-hat data on current membership structure which is mainly qualitative, and that more data still

needs to be collected. Stated sub-committee leadership used the data to create some “thought starters” or hypotheses on potential models to share during the board meeting, noting they were created for discussion only.

- Shared that the thought starters were not prepared in time to share with the Leadership Council and get input prior to the board meeting. Therefore, they were delivered to the Leadership Council via email prior to the meeting. Also stated it was important to share the thought starters with the board during the meeting to gather input from all board members in order to decide next steps in planning for Nemaocolin meetings.
- Ms. Theresa Harrison added as this review is part of the strategic planning and the objective is to look at the information to decide if there is a need for a change to membership structure. Further stated the conversation is merely to get insight and feedback.
- Ms. Pamela Prince-Eason continued by stating the sub-committee is seeking guidance from all board members on the process. Also stated the information shared is confidential and if the discussion results in a decision that there is more to look at, further discussions will be held during the 2017 Legacy of Leaders and Corporate Member Annual Strategic Planning Meeting at Nemaocolin.
 - Stated that currently there are approximately 680 corporate members in the network, approximately 360 of which are regional only members and the remainder are national only or both national and regional members. Added that in any membership model the group considers, there will need to be a defined set of criteria for both national and regional members. For the purposes of the discussion today, the focus will only be on national members and the definition of a national members would likely be based on criteria such as the size and scale of the company, the existence (or plans to begin) a supplier diversity program and dollar spend on diverse suppliers. Once a consistent definition is agreed upon, the possibility of requiring active participation in at least one RPO must be addressed. Currently approximately one half of national corporate members are not involved in any RPO and the preference would be to activate them regionally.
 - Reviewed some pros and cons of the current membership model, noting the sub-committee leadership felt further discussion was needed based on the findings. Asked board members to please comment with their thoughts and input.
 - Ms. Renee Jones asked if the approximate 150 national only members had been surveyed to determine why they are not currently involved regionally.
 - Ms. Prince-Eason stated they have not been surveyed but there would be a good opportunity to do so at the Legacy of Leaders and Corporate Member Annual Strategic Planning Meeting.
 - Ms. Benita Fortner cautioned the group not to look only at similar organization’s models because WBENC does not want to repeat the growth issues those organizations have had. Also stated the alternatives for membership structure should be discussed by the board, regardless of the outcome.
 - Ms. Hallie Satz suggested giving the roughly 150 national members access to one RPO for a one year trial period to “test drive” regional involvement.
 - Ms. Alithia Bruinton noted there may be a risk when new people become involved with new leaders possibly wanting to change the model.
 - Ms. Kathleen Trimble suggested creating a scatter graph showing the relationship of the 150 national only corporate member locations to RPO locations, noting geographical location could be a deterrent to participation.
 - Ms. Farryn Melton stated one thing corporate members are questioning in regional involvement is the value proposition. She cautioned that WBENC is seen as the benchmark for value proposition, and increasing dues or requiring regional membership could change the value proposition.
 - Ms. Janice Bryant-Howroyd posed the question to the group, “Does a con on the current membership structure suggest a change is needed?”
 - Ms. Pamela Prince-Eason noted that clarity is needed, but that does not necessarily mean change.
 - Ms. Laura Taylor noted there has traditionally been some tension between RPO’s and the national office in recruiting new members and using a different model could alleviate that tension and foster growth.
 - Ms. Geri Swift added that membership is what drives our organization and change management would need to happen as part of the process as it could impact WBE certification and site visits.
 - Ms. Marsha Firestone echoed Ms. Laura Taylor’s comments, stating recruiting new members has been a challenge for her RPO. Further stated continued competition between RPOs and the national organization for members could inhibit growth of the RPOs.

- Mr. David Drouillard stated that his organization is seeing their market tightening and while the national membership value proposition is strong, regional membership value propositions are not all equal. Therefore, tough decisions on where to spend may be necessary as budgets tighten. He further suggested RPOs may need to be evaluated using a scorecard process.
- Ms. Barbara Kubicki-Hicks shared that we may be losing an opportunity with the roughly 150 corporate members not participating in RPOs. Stated the issue needs to be investigated further because it is important to have corporate participation at both the national and regional levels to maintain a strong network.
- Ms. Debra Jennings-Johnson stated there will be an increase in talent and interest as the network begins to broaden, noting the non-participation may be related to the communication to the network of the benefits available.
- Ms. Debbie Hurst noted that although there is competition between RPOs and the national organization in recruitment, the work the task force has done has highlighted the benefits of a more collaborative description of the network. She further noted we are at a point where we can now take advantage of a more collaborative message and involvement.
 - Ms. Laura Taylor agreed, noting the strategic work has helped standardize RPO offerings.
 - Mr. David Drouillard stated that although he understands, he still must decide where his budget will be spent.
- Mr. Michael Byron added that requiring regional membership should be about more than just writing a check. Companies want to be actively involved in the RPOs they join. Ms. Pamela Pesta further noted Chief Procurement Officers are looking to understand both aspects.
- Ms. Pamela Prince-Eason noted that Ms. Pamela Pesta, Ms. Farryn Melton and Mr. Michael Byron all mentioned the importance of choice in regional and national membership. She further noted it is good that the discussion was held as the consensus appears to be the majority of board members do not want a membership structure change.
 - Ms. Ruby McCleary stated we could potentially miss an opportunity if the model is changed.
 - Ms. Farryn Melton shared she has overseen the membership function of a similar organization and the conversation amongst board members is a good one. She further shared competition can still be collaborative.
- Ms. Debra Jennings-Johnson stated the Ambassadors may be able to help talk to those members not involved regionally.
- Ms. Debbie Hurst noted we need to do a better job communicating about the network.
- Ms. Patti Massey stated that as a WBE, she has encouraged corporate members she works for to join other RPOs. She stated flexibility and choice are important.
- Ms. Geri Swift noted one way to measure participation is to look at what members are doing to support their RPOs.
- Ms. Hannah Kain posed the question, “What problems are we trying to solve”? She further noted more information needs to be gathered from the roughly 150 national members not involved regionally.
- Ms. Pamela Prince-Eason asked if there were any further comments. There were none. She stated the discussion could be stopped at that point, noting the current model of choice appears to be what is supported. She closed by stating the ROI on what is currently provided in the network needs to be strengthened and stated the feedback gathered during the board meeting will be taken to the Legacy of Leaders and Corporate Member Annual Strategic Planning Meeting for further input.

NATIONAL CERTIFICATION COMMITTEE & DIGITIZATION UPDATE

CANDACE WATERMAN

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

- Updated the group on WBENCLink 2.0, noting there has been great collaboration with the RPOs as well as efficiency enhancements. Noted the majority of WBEs have cycled through the system and the majority of corporate members are using the system.
- Shared the fastest submission time from start to finish is eight minutes. Also noted the faster submission time has resulted in more work for the RPOs who must process applications faster.
- Noted the information gathered in a recent survey shows WBEs and corporate members feel the system is working well. Also noted RPOs and RPO certification teams do see efficiencies and are utilizing the system.
- Shared that WBENC has received the B2G Now Award. Further shared that fifteen members of RPO certification teams were awarded as power users by B2G Now and congratulated them.
- Stated the post-implementation benchmarking continues with the original plan for checks at 3, 6, 9 and 12 months. Further stated WBE training is still being held once per week and corporate member training is being held once per month or as needed, with a plan to implement in-depth training for WBEs to source other WBEs in the system.
 - Ms. Cheryl Snead asked when the in-depth WBE training would begin. Ms. Candace Waterman responded it will begin July 15, 2017.
- Gave a quick National Certification Committee update, noting the certification site visit processes are currently being reviewed by certification committees to ensure they are efficient and effective. Further stated the processes need to be updated and a tiered model may need to be implemented for site visit forms.
- Shared that Ms. Benita Fortner is chartering the new Government Committee and Ms. Carol Wooden will also be stepping in. A draft charter is being put together for the committee. WBENC wants to be the “go to” in government certification.

LEADERSHIP COUNCIL

ROZ LEWIS

Full details included in Board Book.

- Asked everyone to join her in congratulating the two RPO leaders retiring: Ms. Geri Swift and Ms. Diane McClelland. Also shared a quote on leadership and thanked both for their support over the years.

WOMEN'S ENTERPRISE LEADERSHIP FORUM

CHERYL SNEAD

Full details can be found in Board Book.

- Referred everyone to details on webinars and teleconferences held by the Forum in the board book.
- Reviewed Forum meeting topics and thanked all participants. Further noted the panel topic during the Forum meeting was “The Risks and Rewards of Going Global” and was well-received.
- Invited all board members to “Netwalking” Tuesday and Thursday mornings during conference week.
- Informed the board that Ms. Lindsay Burger will be leaving the WBENC team and Mr. Vaughn Farris will be taking her place as the staff lead for the Forum. Asked everyone to congratulate both and wish them well.
- Asked all Forum members to stand and be recognized.

CLOSING-MEETING ADJOURNMENT

THERESA HARRISON

- Thanked all board members for the work they do and for their community leadership. Stated the dialogue was great during the meeting, with everyone providing their opinions in a collaborative manner.
- Reminded everyone of the SEP Mentor Meet & Greet reception immediately following the board meeting and invited all to attend.
- Also reminded everyone of the Tuesday evening reception and silent auction at the Mandalay Bay beach.
- Ms. Pamela Prince-Eason also reminded everyone the kickoff luncheon on Tuesday, noting the food served would be similar to a sporting event allowing for the longer lunch session.
- Asked if there were any further questions comments. There were none.

MEETING ADJOURNED AT 6:01pm

**Materials for November 15, 2017
WBENC Board of Directors Meeting**

Nominating Committee Report

Women's Business Enterprise National Council
 Report to the WBENC Board of Directors
 November 15, 2017

GOAL 1: Based upon the needs of WBENC and input from the Executive Committee, we will provide a slate of qualified Board of Director candidates to the Executive Committee and Board of Directors

2017 Progress to Goal		
March 2017	June 2017	November 2017
<ul style="list-style-type: none"> Committee meeting 3/20/2017 in New Orleans, LA to review nominations for new board members to current corporate board seats and finalize slate of candidates to be presented at March board meeting. 	<ul style="list-style-type: none"> Held committee meeting on 5/4/2017 at WBENC to review nominations for new board members to current corporate board seats as well as the new board seat and finalized a slate of candidates to be presented at June board meeting. 	<ul style="list-style-type: none"> Reviewed application and credentials for PepsiCo seat replacement and approved for presentation/election at November board meeting. Conducted pilot of new scorecard process to fully review all expiring corporate board seats. Reviewed and approved Women's Forum and Leadership Council nomination recommendations. Presented full slate of nominations and proposed board demographics to EEC during October meeting. Presented a list of potential corporations to the EEC during September meeting aligned with identified industry and skill set gaps to fill new board seats. With EEC feedback, conducted further research on potential candidates using criteria identified by

2017 Progress to Goal		
March 2017	June 2017	November 2017
		<p>EEC to narrow list of potential candidates.</p> <ul style="list-style-type: none"> Finalized list of 6 corporations presented to EEC on 10/16/17 to fill 6 new board seats. With EEC approval, list will be presented to full board at November meeting.

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

- Charter
- Application
- Committee Timeline

2017 Progress to Goal		
March 2017	June 2017	November 2017
<ul style="list-style-type: none"> No activity. 	<ul style="list-style-type: none"> Nominating Committee Chair, Clint Grimes, sent notice to all corporate board members with terms expiring in 2017, per the Committee Timeline. The New Board Member Application was updated to include additional skill set questions as well as full demographic and contact information for new board members. 	<ul style="list-style-type: none"> Discussed updates to committee charter and timeline which will be finalized at November committee meeting.

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

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

2017 Progress to Goal		
March 2017	June 2017	November 2017
<ul style="list-style-type: none"> • Drafted and distributed Board Skill Set Survey to current board members to assess demographics, skills and expertise of current board members and determine if any gaps exist. The committee will use data gathered in making recommendations to the Executive Committee to assure any gaps are addressed when granting new board seats. • Committee also completed one additional demographic comparing U.S. corporate member locations by state to WBE’s in each state and report findings back to the EEC. 	<ul style="list-style-type: none"> • Analyzed alternatives for overhaul of current Corporate Board Member Scorecard. Objective was to create a process which more accurately evaluates service and contributions of current corporate board members. New scorecard finalized & presented to the Executive Committee during June meeting. Proposed pilot program of new scorecard process for 2017 re-nominations. • Analyzed data collected in 2017 Board Skill Set Survey to assess demographics, skills and expertise of current board members and any gaps. Prepared a summary of the information and recommendations to the Executive Committee in June 2017. Committee will take direction from the Executive Committee on next steps to identify appropriate corporations to fill additional board seats in line with the change to the Bylaws approved by the full board in November 2016. 	<ul style="list-style-type: none"> • Assessed current committee goals and drafted new goals for 2018 in alignment with organizational goals. 2018 goals to be finalized in November committee meeting and implemented January 2018. • During 2017 pilot corporate re-nomination scorecard review, analyzed process and outcomes. Follow up discussions and revisions to pilot scorecard to take place at November committee meeting based on initial implementation.

Corporate Nominations for Existing Board Seats (1):

- Mary McEvoy, PepsiCo (Term ends 2018)

Corporate Re-nominations for Existing Board Seats (Term Ending Dec 2020):

<i>Accenture</i>	<i>Nedra Dickson</i>
<i>BP America</i>	<i>Debra Jennings-Johnson</i>
<i>Chevron</i>	<i>Stephanie Beveridge</i>
<i>EY</i>	<i>Theresa Harrison</i>
<i>GM</i>	<i>David Drouillard</i>
<i>Marriott</i>	<i>VACANT (Formerly Dominica Groom)</i>
<i>Procter & Gamble</i>	<i>Andy Butler</i>
<i>Shell</i>	<i>Debra Stewart</i>
<i>The Coca-Cola Company</i>	<i>Lori Billingsley</i>
<i>Time Warner, Inc.</i>	<i>Clint Grimes</i>
<i>United Airlines</i>	<i>Ruby McCleary</i>
<i>Vistra Energy</i>	<i>Phil Seidler</i>
<i>WW Grainger</i>	<i>Julie Holmes</i>

Current Open Corporate Board Seats (3):

- Ford Motor Company
- Marriott
- Office Depot/Office Max

Forum Nominations to Board (Term ending December 2020):

- Patti Massey, MYCA Group (*Re-nomination*)
- Teresa Lawrence, Delta Personnel, Inc.
- Juli Sinnett, New Normal Life

Leadership Council Nominations to Board (Term ending December 2020):

- Marsha Firestone, WPEO-NY (*Re-nomination*)
- Pamela Williamson, WBEC-West (*Re-nomination*)
- Phala Mire, WBEC-South



Mary McEvoy
Senior Director, Global Procurement
PepsiCo

Mary M. McEvoy is currently Senior Director, Global Procurement at PepsiCo located in Purchase, New York where she has global responsibility for sweetener procurement. Mary has held positions of increasing responsibility in R&D and procurement spanning ingredients and packaging during her 19-year career at PepsiCo.

Mary is actively involved in non-profit organizations and serves on the advisory board of Self Help Africa and the board of WPEO (Women Presidents' Educational Organization), a regional partner of WBENC. She is the former co-chair of the New York chapter of the Irish International Business Network. She is also the co-founder and director of LEAP, a novel leadership acceleration program which links young female professionals with community organizations to solve real business challenges.

Mary holds a Bachelor of Applied Science from Trinity College, Dublin, Ireland.

Nominations for New Corporate Seats (6)

<i>Kellogg</i>	<i>Michelle Van Treeck</i>
<i>Adient</i>	<i>Kelly Bysouth</i>
<i>FedEx</i>	<i>Sue Spence</i>
<i>Walt Disney Co.</i>	<i>Rick Wertsching</i>
<i>Allstate</i>	<i>Eugene Campbell</i>
<i>Capital One</i>	<i>Jim Gorzalski</i>

- *Also pursuing discussions with Facebook to identify candidate*

Board Chair & President's Report

Women's Business Enterprise National Council
Report to the WBENC Board of Directors
November 15, 2017

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

Governance, Board Management and Strategic Focus:

- Jill Sasso prepared November agenda and board book. Pamela Prince-Eason reviewed/prepared update materials for Extended Executive Committee Meetings, this Board Meeting and attended Finance Committee calls. Theresa Harrison led monthly Extended Executive Committee Meetings and attended Finance Committee monthly calls.
- Significant focus during this time period on financial reporting, finalizing 2016 external audit and 990 reporting, as well as preparation of the 2018 Budget. I am pleased to share that we anticipate better than breakeven performance by year-end during a year we provided additional programs and an off-site Corporate Planning Retreat. CONGRATULATIONS TO THE ENTIRE WBENC STAFF.
- Laura Taylor continues to lead the current phase of the Strategic Planning process addressing the full WBENC network governance and structure. Much of the content for our Nemaocolin Strategic Planning Session and Corporate Meeting was focused on the future of the organization. Significant input was gathered regarding topics such as Next Generation Entrepreneurship, Branding and Membership in the WBENC Network and Advancing our Certification Standard. The leadership council is in the process of sharing information in late November and then we will begin to progress several of the ideas into committee meetings on an on-going basis.
- The WOB logo initiative continues to progress and the commitment of major corporations to increased spend with women-owned businesses is advancing through a new Spend Collaboration Model WBENC has launched along with 9 Corporations whose CEOs took the challenge to make public progress in order to continue to advance progress and results.
- ActIntentionally strategy has advanced and our Hes4Shes strategy launched during the National Conference & Business Fair in June 2017.

Operational Excellence:

- The WBENC team has done significant work in planning for 2018 S&S and National Conference & Business Fair and have also identified the locations for 2019 and 2020.
- The WBENC Network continues to take a proactive role to ensure timely and successful implementation of a viable process (by the SBA) for WOSB 3rd Party certification. We are now awaiting notification by the SBA that final comment (60 day) on a new rule will begin. It is still anticipated that the rule making will be complete near year-end 2017.

- The WBENC team (led by Andrew Gaeckle) conducted the America's Top Corporations for Doing Business with WBEs application process and review and selections have been finalized.
- We had several new programs for 2017, two of which were executed in the 2nd half of 2017. We held our 1st successful *Advanced Tuck Program* in conjunction with Tuck and IBM, and Shell provided underwriting to establish an *Oil & Gas Focused WBE Development Program*. This was delivered and supported by BP, Chevron, ExxonMobil and Shell, and facilitated by UT-Austin. We are pleased to share that during this program we Joined Forces to Succeed Together! With WBEC-South and with NMSDC.
- Significant program development and planning work has been done for 4 new initiatives and 1 repeat program. These include a new Leadership Development Program by Robert Half; an innovation problem solving program by Capital One; a Women in Technology Program underwritten by Dell; and, a major launch of a Women of Color Program with initial funding by Coca-Cola. We will also be delivering our 2nd iteration of the Wells Fargo program on growth through business planning; a Tuck 1 program; and the 2nd year of our Energy Development Program.
- Capital One continues to support our effort to assess WBENC space (facility) needs for the time period after our current lease expires in December 2018. The Capital One team recently updated us on our options and we will begin investigating each option during December 2017.

Public Representation of WBENC:

Media interviews:

Significant media partner and PR coverage of:

1. 2017 National Conference & Business Fair advertising and articles.
2. Coverage of WBENC role in advancing women's business growth along with Press Releases and inquiries related to our newly launched Tuck II and Energy Development Programs.
3. Significantly enhanced strategic focus and active social media usage by WBENC staff. Please see Pat Birmingham's update in the Marketing Committee work regarding our new WBENC blog and re-designed newsletter.

Partner Meetings and Events:

1. Continued participation in monthly "Group of 6" organizational committee meetings as part of the National Women's Business Council (NWBC) operation and governance model. Also participated in Council Public Meetings in June, August and September 2017.
2. Candace Waterman and Pamela Prince-Eason are aligned to support the transition and change in leader at ASTRA. Candace continues with 1:1 weekly discussions.
3. Pamela Prince-Eason, Jill Sasso, Pat Birmingham and David Gifford-Robinson attended the WBCS program and trade fair in September 2017. Pam presented WBCS with the #ActIntentionally Award that the RPO won during a competition at the National Conference & Business Fair in Las Vegas this summer.

4. Pamela Prince-Eason was pleased to meet with the WBEC West Board during the very successful 2017 RPO Conference in California in September.
5. Pat Birmingham, Jill Sasso, Candace Waterman and Pamela Prince-Eason supported Michelle Richard's September programming and event. Candace met with the Automobile Industry Advisory Board and all worked on planning for 2018 National Conference that will occur in Detroit.
6. Pamela Prince-Eason has been supporting the Executive Transition Management team formed to support the change of leadership at WBEC PA-DE-sNJ.
7. Pamela Prince-Eason has been involved in discussions with TIG regarding how WBENC and TIG should interact and support each other.
8. Pamela Prince-Eason participated in the USBLN Annual Conference representing the WBENC network and our support for our Disability-owned businesses.
9. Pamela Prince-Eason, Candace Waterman and Mia Delano attended the NMSDC Annual conference to support collaboration with NMSDC and for Pam to participate in programming. (The Bigger Discussion break-out session was taped and will be available on YouTube shortly.)
10. Theresa Harrison supported the November Program presented by WBEC PA-DE-sNJ and participated in the "Toasting of Geri Swift's Success."
11. Pamela Prince-Eason and Candace Waterman held a partnership discussion with Women Impacting Public Policy (WIPP) in late October. WIPP's interest will be discussed as part of the November Board Meeting.

Meetings & Events with WBENC Members:

- **Accenture** – Discussions to finalize Accenture joining the WBENC Spend Consortium.
- **Adient** – Meeting with Diversity Lead, CPO and other leadership colleagues to discuss the partnership with WBENC and opportunities to advance work for WBEs with Adient and their Women's Colleague Network.
- **AON** – Pamela Prince-Eason and Mia Delano, along with WBDC Chicago supported the launch of the Supplier Diversity Network at AON. Our contact here is Shelly Brown who moved from JCI.
- **AT&T** – Collaboration to plan for 2018 S&S involvement and confirmation that AT&T will join the WBENC Spend Consortium.
- **Capital One** – Continued CRM meetings with Capital One leading to new WBE program (Catapult!) and continued discussions regarding the WBENC "office of the future."
- **CVS** – Mia Delano supported the wrap-up and graduation of the Diversity Education program WBENC supports along with other D&I partners.
- **The Coca-Cola Company** – Ongoing discussions planning 2018 Women of Color major launch. Funding received in September 2017 from the Coca-Cola Foundation.
- **Ericsson** – Mia Delano supported Ericsson's Diversity Day.
- **IBM** – Finalized and conducted NEW Advanced Tuck Program which occurred the first week in October 2017.

- **JC Penney** – David Gifford-Robinson supported the JC Penney Supplier Diversity Summit.
 - **Kroger** – Discussion regarding spend with 1st and 2nd Tier with Angel Colon. (New to this role.)
 - **Manpower** – Mia Delano partnered with Manpower and Louis Green (representing NMSDC) to support Manpower’s Annual Supplier Conference.
 - **MGM** – Finalized discussions on MGM support for NCBF and costs associated with the event.
 - **Robert Half** – Discussion and planning for 2018 WBE Leadership Development Program.
 - **Shell, BP, Chevron and Exxon Mobil** – Multiple discussions allowing the finalization of a robust Energy Executive Program. Excellent planning and inclusion of senior leaders to enhance training and development.
 - **Southern California Edison** – Participated in D&I partner discussions during transition of diversity responsibilities.
 - **Toyota** – Candace Waterman supported the 2017 Toyota Opportunity Exchange.
 - **Walmart/Campbell Soup** – Continued progress of WBENC Spend Collaborative including session at Nemaocolin retreat.
 - **Wells Fargo** – Continued dialog to finalize 2018 WBE Development Program plan with Wells Fargo team.
- Thank you to all the Corporate Members who attended the Nemaocolin Strategic Planning Retreat. We had representation from almost all Corporate Member companies on the Board and we had approximately 35 non-Board Corporate members participating. This was very positive for the planning, as well as, the WBENC and RPO Teams and WBEs who participated.
 - Upcoming Visits and Support planned in 4Q (remaining):
 - EY Strategic Growth Forum with WBENC Women of Distinction, Palm Springs, Nov 2017 (Pamela Prince-Eason and Amanda Zack along with Theresa Harrison)
 - AIDC Women’s Hall of Fame, Dallas, TX, Nov 2017
 - AT&T with Alithia Bruinton, Dallas, TX, Nov 2017
 - Nokia with Mark Artigues, Dallas, TX, Nov 2017
 - Partner planning with WBCS, Dallas, TX, Nov/Dec 2017

GOAL 1: Oversee the monthly and yearly financial reporting process and increase the awareness of the Board of Directors with regards to WBENC's financial position. The Finance Committee meets monthly and specific meeting highlights are noted below:

2017 Progress to Goal		
March 2017	June 2017	November 2017
<p>The Finance Committee had a conference call on February 27, 2017 to review the unaudited 2016 Financial Statements. Highlights from this meeting include:</p> <ul style="list-style-type: none"> • WBENC's unaudited net income for 2016 was approximately \$162k. • Total Revenues for 2016 were approximately \$10.96MM. • Total Expenses for 2016 were approximately \$10.80MM. • WBENC continues to have good liquidity with a cash balance of \$4.5MM at 12/31/16. • Accounts Receivable at 12/31/16 was approximately \$1.74MM (89% of this balance pertains to 2017 or 2018 revenue items). 	<p>The Finance Committee had a conference call on May 22, 2017 to review the April 2017 Financial Statements. Key points from this meeting include:</p> <ul style="list-style-type: none"> • Total year-to-date revenues as of 4/30/17 are \$9.89mm. This represents 85% of the total 2017 revenue budget of \$11.58mm. • Total year-to-date expenses as of 4/30/17 are \$3.65mm. This represents 32% of the total 2017 expense budget of \$11.58mm. It is normal for expenses to be low at this point in the year because WBENC's largest expenses will be incurred in June and July as a result of the National Conference & Business Fair. • The cash balance at 4/30/17 was \$7.21mm, which is \$1.38mm higher than at 4/30/16. • The balance in Accounts Receivable at 4/30/17, net of the allowance for doubtful accounts, was approximately \$1.87mm. 	<p>The Finance Committee had a conference call on October 30, 2017 to review the September 2017 Financial Statements. Key points from this meeting include:</p> <ul style="list-style-type: none"> • Operating from August 2017 Forecast. • Total year-to-date revenues as of 9/30/17 are \$12.18mm. This represents 99% of total 2017 revenue forecast of \$12.29mm. • Total year-to-date expenses as of 9/30/17 are \$9.70mm. This represents 79% of the total 2017 expense forecast of \$12.28mm. • The cash balance at 9/30/17 was \$5.28mm, which is \$1.05mm higher than at 9/30/16. • The balance in Accounts Receivable at 9/30/17, net of the allowance for doubtful accounts, was approximately \$302k. • The National Conference & Business Fair (NCBF) exceeded its budgeted revenue goal by \$262k. NCBF expenses exceeded the budget by approximately \$316k.

2017 Progress to Goal

March 2017	June 2017	November 2017
<ul style="list-style-type: none"> In regards to the 2017 events, WBENC has met its sponsorship goal for the Summit & Salute and is on track to meet its sponsorship goal for the National Conference & Business Fair. 	<ul style="list-style-type: none"> In regards to the 2017 Summit & Salute, WBENC met its sponsorship revenue goal and came very close to meeting its registration revenue goal. Salute expenses exceeded the budget by approximately \$80k. In regards to the National Conference & Business Fair, WBENC is on track to meet its sponsorship goals and expects to keep expenses in line with the 2017 budget. 	

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

2017 Progress to Goal

March 2017	June 2017	November 2017
<ul style="list-style-type: none"> As of February 2017, WBENC opened an investment account with PNC Bank and \$1.0MM was transferred into the account representing a portion of the \$2.45MM unrestricted net assets reserve accumulated as of 12/31/15. 	<ul style="list-style-type: none"> The Finance Committee continues to monitor the unrestricted net assets reserve balance to ensure the \$1.0MM balance is appropriate. The Finance Committee developed and adopted a plan to build WBENC’s unrestricted net assets balance. The target reserve is equal to 9 months of average monthly operating costs. The minimum reserve is equal to 6 months of average monthly operating costs and the maximum reserve is equal to 12 months of average monthly operating costs. The initial target of this goal is to reach the 6-month reserve mark, which is approximately \$3.7mm by year 2020. 	<ul style="list-style-type: none"> The Finance Committee continues to monitor the unrestricted net assets reserve. A 2018 goal is to identify additional unrestricted funds to be transferred to this investment account. The Finance Committee will work with PNC Bank to develop an overall WBENC investment strategy on how these funds should be invested to protect the assets, but also allow for growth.

GOAL 3: Continue programs and services reviews. Ensure that all programs, initiatives, policies and processes are evaluated based on sound, fact-based business plans and return on investment for all constituencies; programs, initiatives, policies and processes should be able to demonstrate financial viability (margin, cost/benefit) as deemed appropriate for the program, initiative, policy or process under review

2017 Progress to Goal		
March 2017	June 2017	November 2017
<ul style="list-style-type: none"> A meeting is scheduled to occur in April 2017 between Larry Caldwell (Treasurer) and Barbara Kubicki (1st Vice Chair of the Board) regarding this subject. 	<ul style="list-style-type: none"> A Corporate Membership Structure Sub-Committee meeting was held May 19, 2017 to gain an understanding of current membership models across the network. Larry Caldwell (Treasurer) and Barbara Kubicki-Hicks (1st Vice Chair) are using feedback from the group discussion to formulate hypotheses on WBENC membership which will be presented to the board to gather feedback at the June board meeting. 	<ul style="list-style-type: none"> We are in the process of reviewing/updating the long-term strategic plan.

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

2017 Progress to Goal		
March 2017	June 2017	November 2017
<ul style="list-style-type: none"> Nothing to report at this time. 	<ul style="list-style-type: none"> WBENC has received a proposal from Bank of America and is reviewing it. 	<ul style="list-style-type: none"> The Dorothy B. Brothers funds have been moved into an interest-bearing account.

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

2017 Progress to Goal		
March 2017	June 2017	November 2017
	<ul style="list-style-type: none"> This process will occur during the 3rd and 4th quarters of 2017. The final budget will be recommended to the Board at the November 2017 meeting. 	<ul style="list-style-type: none"> The Finance Committee Chair conducted an in-depth review of the 2018 Budget Draft with WBENC Finance Team and President & CEO on October 26, 2017. The Finance Committee received the 2018 Budget Proposal for review/deliberation on October 27, 2017. The Finance Committee will present 2018 Recommended Budget to Extended Executive Committee on November 6, 2017. The 2018 Recommended Budget by the Extended Executive Committee will be distributed to the Board for review in advance of the November 15, 2017 meeting. Board action required at the November 15, 2017 meeting: deliberation and approval of the 2018 Recommended Budget.

WOMEN'S BUSINESS ENTERPRISE NATIONAL COUNCIL, INC.
Statement of Activities (Unrestricted)
Consolidated
For the Nine Months Ending Saturday, September 30, 2017

	Actual Month of September 2017	YTD September 2017 Actual	Full Year 2017 Budget	Full Year 2017 Forecast	Variance YTD Actual +(-)- Forecast	YTD In-Kind 2017 and Non-Cash Expenses	Proposed 2018 Budget
<i>Revenues:</i>							
Membership	\$21,625	\$4,387,375	\$4,288,000	\$4,382,000	\$5,375	\$52,000	\$4,500,000
Sponsorship	150,000	4,869,030	4,639,750	4,782,000	87,030	753,030	5,147,250
Contributions	0	84,438	85,000	192,786	(108,348)	76,062	60,000
Registration Fees	7,100	1,926,356	1,667,500	2,021,756	(95,400)	109,350	2,043,500
Exhibitor Fees	0	703,000	650,000	703,000	0	4,500	730,000
Other Income	3,322	210,908	245,000	210,088	820	0	235,000
Total Revenues:	182,047	12,181,107	11,575,250	12,291,630	(110,523)	994,942	12,715,750
<i>Expenses:</i>							
Salaries	199,679	1,686,947	2,448,541	2,448,541	(761,594)	0	2,693,636
Admin Fees + Payroll Taxes	21,179	216,039	293,863	293,863	(77,824)	0	325,102
Employee Benefits	30,745	300,779	513,868	513,868	(213,089)	0	576,615
Staff Development + Training	1,894	6,334	23,200	10,000	(3,666)	0	22,000
Total Salaries + Related Expens...	253,497	2,210,099	3,279,472	3,266,272	(1,056,173)	0	3,617,353
Conferences, Events, + Meetings	71,161	5,161,860	4,727,209	5,445,482	(283,622)	838,947	5,472,525
Professional Fees + Outside Servi...	30,598	411,365	743,000	611,695	(200,330)	14,467	643,942
Travel	18,675	216,404	210,880	270,680	(54,276)	51,455	268,315
Occupancy	29,315	268,913	325,000	325,000	(56,087)	0	315,000
Supplies	561	7,214	23,500	12,000	(4,786)	0	12,200
Telecommunications	4,253	50,280	82,944	67,052	(16,772)	0	60,660
Shipping + Postage	426	7,861	17,500	16,000	(8,139)	0	10,000
Design, Printing, + Publications	0	17,145	24,700	27,500	(10,355)	0	32,000
Equipment Rental, Maint, + Repair	307	4,947	16,000	10,000	(5,053)	0	10,000
Bank + Credit Card Processing Fe...	4,249	136,394	135,000	145,000	(8,606)	0	140,000
Dues + Subscriptions	0	830	3,000	2,000	(1,170)	0	1,000
Insurance	972	9,059	13,500	13,500	(4,441)	0	13,500
Bad Debt	0	46,000	10,000	46,000	0	0	16,000
Depreciation	7,416	50,572	70,000	75,000	(24,428)	50,572	85,000
Payments to RPOs	0	1,044,800	1,844,245	1,894,245	(849,445)	0	1,914,245
Miscellaneous Expenses	2,026	56,566	49,300	58,500	(1,934)	20,000	51,500
Total Operating Expenses:	169,959	7,490,212	8,295,778	9,019,654	(1,529,442)	975,442	9,045,887
Total Expenses:	423,456	9,700,312	11,575,250	12,285,926	(2,585,614)	975,442	12,663,240
Change in Net Assets:	(241,409)	2,480,795	0	5,704	2,475,091	19,500	52,510

Audit Committee Report

Women’s Business Enterprise National Council
Report to the WBENC Board of Directors
November 15, 2017

GOAL 1: Oversee completion of the 2016 audit

2017 Progress to Goal		
March 2017	June 2017	November 2017
<ul style="list-style-type: none"> • Preliminary audit fieldwork was performed on December 12-13, 2016. • An Audit Committee meeting is scheduled for April 4, 2017 to prepare for the 2016 audit. This meeting will include Holly Caporale, Audit Partner, and Lisa Drummond, Audit Manager, from Councilor, Buchanan, and Mitchell (CBM). • The remainder of the audit fieldwork is scheduled to occur from April 17-21, 2017. • A draft of the audit report is expected in June 2017. 	<ul style="list-style-type: none"> • Preliminary audit fieldwork was performed on December 12-13, 2016. • An Audit Committee phone conference was held on April 4th, 2017 to discuss and plan for the 2016 audit. This meeting included Holly Caporale, Audit Partner, and Lisa Drummond, Audit Manager, from Councilor, Buchanan, and Mitchell (CBM). • The remainder of the audit fieldwork was performed from April 17-19, 2017. • The audit file is being reviewed by the auditors and a draft of the audit report is expected by the end of June 2017. 	<ul style="list-style-type: none"> • An Audit Committee phone conference was held on August 18, 2017 to review and discuss the draft of the Audited Financial Statements and Governance Letter. This meeting included Holly Caporale, Audit Partner, and Lisa Drummond, Audit Manager, from Councilor, Buchanan, and Mitchell (CBM). • The Audit Committee, without WBENC Staff, met in Executive Session with the audit partner and audit manager. • The 2016 audited financials were issued with a report date of August 28, 2017. WBENC received an unmodified (clean) opinion. No Management Letter was issued.

GOAL 2: Oversee completion of the 2016 Form 990

2017 Progress to Goal		
March 2017	June 2017	November 2017
<ul style="list-style-type: none"> The 2016 Form 990 will be completed by WBENC’s audit firm, reviewed by the WBENC staff, and then reviewed by the Audit Committee. The process of having the Audit Committee review the Form 990 before submission to the IRS satisfies the compliance element of having the Board of Directors review the Form 990 before the organization files the return. WBENC plans to file the 2016 Form 990 by August 15, 2017 which is the due date when a 3-month extension is requested. 	<ul style="list-style-type: none"> The 2016 Form 990 will be completed by WBENC’s audit firm, reviewed by the WBENC staff, and then reviewed by the Audit Committee. The process of having the Audit Committee review the Form 990 before submission to the IRS satisfies the compliance element of having the Board of Directors review the Form 990 before the organization files the return. WBENC plans to file the 2016 Form 990 by August 15, 2017 which is the due date when a 3-month extension is requested. WBENC’s auditors filed the extension request on behalf of WBENC in May 2017 and it was approved by the IRS. 	<ul style="list-style-type: none"> The 2016 Form 990 will be completed by WBENC’s audit firm, reviewed by the WBENC staff, and then reviewed by the Audit Committee. The process of having the Audit Committee review the Form 990 before submission to the IRS satisfies the compliance element of having the Board of Directors review the Form 990 before the organization files the return. WBENC plans to file the 2016 Form 990 by November 15, 2017 which is the deadline to file.

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

2017 Progress to Goal		
March 2017	June 2017	November 2017
<ul style="list-style-type: none"> • This will be assessed by WBENC’s audit firm as a part of the 2016 audit. Any deficiencies identified by the auditors will be addressed by WBENC management and the Audit Committee in a timely manner. • In light of WBENC’s Controller being out on medical leave, Pamela Prince-Eason (President & CEO) and Lauren Herman (Financial Reporting Manager) are ensuring that a reasonable separation of duties is being maintained in the Finance Department. Ms. Prince-Eason and Ms. Herman are notifying Barbara Carbone (Audit Committee Chair) whenever a situation arises in which a separation of duties cannot be maintained due to the small number of WBENC staff. 	<ul style="list-style-type: none"> • This will be assessed by WBENC’s audit firm as a part of the 2016 audit. Any deficiencies identified by the auditors will be addressed by WBENC management and the Audit Committee in a timely manner. • In light of WBENC’s Controller being out on medical leave, Pamela Prince-Eason (President & CEO) and Lauren Herman (Financial Reporting Manager) are ensuring that a reasonable separation of duties is being maintained in the Finance Department. Ms. Prince-Eason and Ms. Herman are notifying Barbara Carbone (Audit Committee Chair) whenever a situation arises in which a separation of duties cannot be maintained due to the small number of WBENC staff. 	<ul style="list-style-type: none"> • Completed through the 2016 audit report review in August 2017. Nothing to report.

Leadership Council Report

Women’s Business Enterprise National Council
Report to the WBENC Board of Directors
November 15, 2017

GOAL 1: To further the business case for WBE Supplier Diversity

- a. To increase the number of certified WBE firms by 8% with a stretch goal of 10%
- b. To work with WBENC to ensure delivery of a successful WOSB Certification Program
- c. Document the growth of “dues paying” corporate and government members at the regional level
- d. To document the formal RPO MoUs with government and quasi-government agencies that recognize/accept WBENC Certification

2017 Progress to Goal		
March 2017	June 2017	November 2017
<ul style="list-style-type: none"> As of 2-15-2017, there were 13 926 certified WBE firms. As of 2-15-2017, there were 2, 401 WOSB firms. As of 2-15-17, there were 534 Regional Corporate members. 	<ul style="list-style-type: none"> As of 5-15-2017, there were 14, 113 certified WBE firms. As 5-17-2017, there were 2, 491 certified WOSB firms. As of 5-17-2017, there are 539 Regional Corporate members. 	<ul style="list-style-type: none"> As of 9-15-2017, there were 14,386 certified WBE firms. As of 9-15-2017, there were 2,623 certified WOSB firms. As of 9-15-2017, there were 544 Regional Corporate members.

GOAL 2: To be a catalyst for business opportunities and strategic business relationships among and between key stakeholders

- a. To provide and document matchmaking and procurement opportunities for WBEs and purchasing representatives; and provide education and training for WBE growth in the current environment

2017 Progress to Goal		
March 2017	June 2017	November 2017
<ul style="list-style-type: none"> As of 2-15-2017, there were 22 regional events held with 632 total participants across the WBENC network. 	<ul style="list-style-type: none"> As of 5-17-2017, there were 57 regional events held with 814 total participants across the WBENC network. 	<ul style="list-style-type: none"> As of 9-15-2017, there were 431 regional events held with a total of 24,421 participants across the WBENC network.

GOAL 3: To collaborate with WBENC in implementing its Strategic Plan: Roadmap to Growth & Sustainability

- a. Be actively engaged with the WBENC Network Task Force to develop a network model that ensures the WBENC network growth and sustainability
- b. To develop a mechanism for obtaining & memorizing an RPO Playbook for Operational Excellence/Council Best Practices

2017 Progress to Goal		
March 2017	June 2017	November 2017
<ul style="list-style-type: none"> • The LC and WBENC Network Task Force are working together to develop a new Service Agreement Package that will contain the Service Agreement and the CORE Requirements and Operating Manual. • The LC has representatives who serve on the Network Task Force sub-committees. <i>*Growth and Alignment Process Sub-Committee (Emilia DiMenco and Phala Mire).</i> <i>*Corporate Membership Structure Sub-Committee (Michelle Richards & Pamela Williamson).</i> 	<ul style="list-style-type: none"> • All RPOs will sign the new 2017 Service Agreement Package which will be effective July 2, 2017- December 31, 2020. The Service Agreement Package contains the Service Agreement and WBENC CORE Requirements and Operating Manual. • The LC and the WBENC Network Task Force participated in a work session in March 2017 focused on developing content and finalizing standardized programming that is core the CORE which will be delivered across the WBENC Network. <i>*WBE Onboarding</i> <i>*How To Do Business with the Federal Government</i> • The LC has representatives who serve on the Network Task Force sub-committees. <i>*Growth and Alignment Process Sub-Committee (Emilia DiMenco and Phala Mire),</i> <i>*Corporate Membership Structure Sub-Committee (Michelle Richards & Pamela Williamson).</i> 	<ul style="list-style-type: none"> • The LC and the WBENC Network Task Force participated in a work session in August 2017 focused on developing content and finalizing standardized programming that is core the CORE which will be delivered across the WBENC Network; beginning Q1-2018. <i>*WBE Onboarding</i> <i>* Corporate & Government Member Onboarding.</i> <i>*How To Do Business with the Federal Government (pilot program with 2 RPOs).</i> • The LC was unable to meet in September & October and will meet face-to-face in November.

2017 Progress to Goal

March 2017	June 2017	November 2017
	<ul style="list-style-type: none">• An Insights pak has been formed as a repository for Leadership Council documents, best practices and WBENC processes.	

Women's Enterprise Forum Report

Women's Business Enterprise National Council
 Report to the WBENC Board of Directors
 November 15, 2017

GOAL 1: WBE Participation and Diversification

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

2017 Progress to Goal		
March 2017	June 2017	November 2017
<p>Accomplishment: The Forum officially welcomed 47 new Forum Team Representatives on January 1, 2017. The Leadership of the Forum hosted a follow up webinar for the new Representatives on February 28th to ensure a smooth transition and explanation of participation on Forum Teams. Further onboarding and networking for the new FTRs will take place by the Forum Membership Team and Forum Leadership at both the March and June Forum Meetings.</p> <p>Accomplishment: The Forum will host its first WBE2WBE Connections at the March meeting. Similar to the Meet & Greet, this program will give WBEs the opportunity to lead roundtables where other WBEs will present their company and capabilities and look for connections to either partner or do business together.</p>	<p>Accomplishment: With the Q1 onboarding of our new Forum Team Representatives (FTRs), we invited them as well as our other Forum attendees to a social dinner the night before our March Forum Meeting. Each new FTR was given a blue carnation for easy identification and to ensure that each new FTR sat with a diverse group of WBEs, including members of the Forum Leadership Team and Leadership of the Forum. New FTRs were also acknowledged the next day during and throughout the Forum Meeting by their flowers.</p> <p>Accomplishment: The Forum hosted its first WBE2WBE Connections at the March meeting with great success. Open to Forum Representatives and WBEs who arrived at the Summit & Salute early, participants were able to form relationships with WBEs looking to buy their products or services, partner with one another and/or serve as reference with other corporate members.</p>	<p>Accomplishment: At the NCBF Conference the Forum continued our 2nd Annual Netwalking at the Las Vegas venue on Tuesday and Thursday. It was an opportunity for WBEs to engage with each other by "Networking while walking". The feedback from both new and more senior WBEs is this should be an annual event (as planned by the Membership Team).</p> <p>The Membership Team is also coordinating our final NO HOST Dinner for 2017 for Monday, November 13th on the Gaylord Complex, to allow time for WBEs to socialize with each other the night before the Forum Meeting. We expect (40+) WBEs to participate at the dinner. NO HOST Dinners are held in March and November.</p>

GOAL 2: Building Personal and Professional Capacity through Education & Programming

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

2017 Progress to Goal		
March 2017	June 2017	November 2017
<p>Accomplishment: The Forum will host keynote speaker Kate Megan, Negotiations and Business Development Leader for EY at the March Forum Meeting. Kate will present and hold an interactive session on strategic negotiations to Forum Representatives as well as other Summit & Salute attendees. Kate has also committed to host webinar for Forum Representatives their teams following the March meeting.</p> <p>Accomplishment: The Forum Domestic Team assisted with the idea generation of programming for the March Forum Meeting. The Forum will host speaker Dr. Karen Wolfe, who will present on “The Healthy Entrepreneur” and how your well-being directly impacts your business. Additionally, four WBEs will participate on a Forum panel to discuss their formal Supplier Diversity Programs and the importance of doing business with their fellow WBEs.</p>	<p>Accomplishment: The March Forum keynote speaker Kate Megan, Negotiations and Business Development Leader for EY, will host a deeper dive webinar on the keynote she presented. This webinar will be available to Forum Representatives and their teams in the June/ July timeframe. This is an ongoing program established last year to continue the conversation on key topics and professional development of all Forum Representatives.</p> <p>Accomplishment: In alignment with our programming in March, the Global Programs Team will host a panel during the June Forum Meeting. This panel will focus on the WBENC Global resources available to WBEs as well as information on “Sourcing Global vs. Going Global” from the corporate and WBE perspectives.</p>	<p>Accomplishment: The Global Team continued the process of aligning the programming at the June Meeting around Global initiatives. Hannah Kain presented on “<i>Leveraging WBE Global Opportunities</i>” and Patti Massey facilitated a Corporate Panel doing business globally including EY, GM, ExxonMobil and Marriott. The Keynote Speaker, Tracey Wilen spoke on “<i>Digital Disruption</i>”.</p> <p>Accomplishment: The Forum aligned with WeConnect International to offer our inaugural “<i>Forum First</i>” international visit: The WeConnect Conference in London, England and WBE2Corporate and WBE2WBE matchmaking October 11-13, 2017. Based on feedback, the Forum will evaluate expanding this programming to other countries in conjunction with WeConnect International in the future.</p> <p>Accomplishment: The Domestic Team has developed a series of sales webinars for the Forum that were introduced on our October 17th All Forum Call. The first (2) webinars will be available through Insights in the November/ December timeframe. We will be evaluating the use of Insights to host other Forum educational materials in the future.</p>

GOAL 3: Goals: Governance/Communications

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

2017 Progress to Goal		
March 2017	June 2017	November 2017
<p>Accomplishment: Four Forum Representatives successfully transitioned onto the Forum Leadership Team: Hannah Kain and Imelda Alejandrino were appointed the 1st Vice Chair and 2nd Vice Chair positions for Global; and Terri Hall and Barbara Wichmann were appointed as 2nd Vice Chairs to the Forum Marketing and Government Teams respectively.</p> <p>Accomplishment: A Leadership of the Forum call was held on January 24th to debrief the November Meeting, review the Forum Team initiatives and provide updates to the Forum Overview Document and other governance topics. The Forum Overview Document update will be reviewed with the WBENC President & CEO, Board Chair and members of the WBENC leadership team for final review and approval. The latest version will be disseminated in December 2017 in conjunction with the new leadership transition.</p> <p>Accomplishment: A Forum Leadership Team call for all Forum Team Chairs and Vice Chairs was held on February 14th to welcome our newest Team leaders and</p>	<p>Accomplishment: The newly appointed Forum Team Representatives (FTRs) selected Forum Teams they wish to participate on. After deliberation in Q1, they will become active members of one of the five open Forum Teams beginning at the June Forum Meeting.</p> <p>Accomplishment: The Leadership of the Forum held a call on April 25th to debrief the March Forum Meeting, review recommendations for changes to our Nomination Scorecard for WBENC Executive approval before our “<i>Call for Nominations</i>” beginning in May. There will be (3) Open Seats on the Forum Leadership Team, including the 2nd Vice Chair of the Forum and (4) Open Board Seats effective 1/1/2018. The updated Scorecard recommendations were approved by the WBENC President and aligned with the WBENC Nomination Committee direction. Our Nomination process begins in May with self-nominations closing in late June, the week after NCBF.</p> <p>Accomplishment: A Forum Leadership Team call for all Team Chairs and Vice Chairs was held on May 9th. Agenda topics included summarized feedback from the March Meeting, updates on all Teams’ initiatives, and overview of the “<i>Call for Nomination</i>” process and timeline. A preview of</p>	<p>Accomplishment: The Forum held its Leadership Retreat at Nemaocolin on August 16th immediately following the WBENC Retreat. Review of the last two year highlights and areas for improvement were discussed as well as the vision for the next two years, as the Leadership of the Forum transitions. Feedback from the retreat will be incorporated into the November Forum Meeting and next term (2018 & 2019).</p> <p>Accomplishment: The “<i>Call for Nominations</i>” was completed in June, scored by the Leadership of the Forum using our new & improved scorecard process in August and presented to the WBENC Nomination Committee in October. (4) Forum Leadership Team positions will be filled and (1) Leadership of the Forum (2nd VC) effective January 2018. There was tremendous turnout of self-nominations for all positions including the (2) WBE WBENC Board open Seats.</p> <p>Accomplishment: Final recommendations were made for the Forum Governing Document that has been in use since December 2015. The next revision (December 2017) rollout will coincide with the transition of the Leadership of the Forum Chair and Vice Chair positions.</p>

2017 Progress to Goal

March 2017	June 2017	November 2017
<p>other governance areas regarding the Forum. Team Chairs also reviewed 2017 initiatives and a preview of the upcoming March Forum Agenda was discussed.</p>	<p>the upcoming June Forum Meeting Agenda was also discussed, which is being planned by our Global Program Team.</p> <p>Accomplishment: An All Forum Representative Call was held on May 23rd outlining the Agenda for the June Meeting and the “<i>Call for Nomination</i>” process. WBEs can self-nominate for either an open FLT or Board Seat, if she meets the eligibility requirements outlined in the Forum Overview Document. Some current and past WBEs that have served on the Forum Leadership Team (FLT) and/or WBENC Board shared their experiences and the value-add to themselves personally and their business.</p>	<p>Accomplishment: A Special Forum Leadership Team call was held on August 31st to develop a cadence for communication and collaboration among WBEs related to emergency support (i.e.: Hurricanes Harvey and eventually Irma). The Forum Group LinkedIn has become the tool to communicate personal and professional needs and support capabilities. WBEs heeded the call and provided support in TX, FL (hurricanes) and are currently in CA (wildfires). Forum member Amy Criss (84Lumber) hosted lunch for WBEs in the Houston area and are providing support both to WBEs personally, professionally.</p> <p>Accomplishment: An All Forum Representative Call was held on October 17th providing an overview of the inaugural Tuck II Program, WBENC staff overview of Insights and how WBEs can capitalize on the content available. The Domestic Team gave an overview of the new set of sales webinars that will be available in Insights in the coming months, and finally an overview of the November Forum Agenda. The two day content will be extremely interactive so WBEs are encouraged to bring their “smart devices”. We are also requesting for the holidays to bring (1) children’s book for a Head-Start school in the Houston area that 84 Lumber is refurbishing after the flood. We invite the Board to also bring a book should they choose and give to one of the Board WBEs during the meeting.</p>

Corporate Membership & Revenue Generation Report

Women's Business Enterprise National Council
Report to the WBENC Board of Directors
November 15, 2017

GOAL 1: Increase Retention of Existing Members and Maintain 300+ Members Overall (2016 retention was 95%)

2017 Progress to Goal		
March 2017	June 2017	November 2017
<ul style="list-style-type: none"> • 92% Renewals achieved. • Launched new Membership benefit with <i>Insights</i> uploads. • Ongoing relationship management by BD team/CRMs. 	<ul style="list-style-type: none"> • 96% Renewals achieved. 	<ul style="list-style-type: none"> • 96.3% Renewals achieved as of Oct 15, 2017 – 1.3% higher than 2016. • 321 National Members as of Oct 15, 2017. • 2018 Renewals to be sent November 1, 2018.

GOAL 2: Acquire New & Rejoining Members (2016 40 New, 7 Rejoin)

2017 Progress to Goal		
March 2017	June 2017	November 2017
<ul style="list-style-type: none"> • 18 New Members. • 5 Rejoining Members. • Ongoing assignment of WBENC CRMs with every Member. • Ongoing assignment of Ambassadors with New Members as needed. 	<ul style="list-style-type: none"> • 25 New Members. • 6 Rejoining Members. 	<ul style="list-style-type: none"> • 36 new Members. • 6 Rejoining Members. • 2017 EOS Goal is 324 Members, need 3 more to achieve 2017 Goal.

GOAL 3: Increase Engagement of all Members through Sponsorships

2017 Progress to Goal		
March 2017	June 2017	November 2017
<ul style="list-style-type: none"> • 2017 Summit & Salute Sponsorships \$1,175,000 - 101% of Goal. 	<ul style="list-style-type: none"> • 2017 National Conference & Business Fair Sponsorships \$2,932,500 – 101% of Goal. 	<ul style="list-style-type: none"> • 2018 Summit & Salute Sponsorship - \$461,500. • 2018 National Conference & Business Fair Sponsorships - \$1,265,000.

GOAL 1: Align program strategy to CORE mission and objectives

2017 Progress to Goal		
March 2017	June 2017	November 2017
<ul style="list-style-type: none"> Continue to develop and deliver quality programming that is relevant and timely for all WBENC constituents. Support industry focused programming strategy. Provide a variety of mediums for training in addition to onsite sessions at events (e.g. webinars); develop webinars to be available real-time so constituents do not have to wait for an event to access. These webinars will compliment WBENC event programming. 	<ul style="list-style-type: none"> Continue to develop and deliver quality programming that is relevant and timely for all WBENC constituents. Support industry focused programming strategy. Provide a variety of mediums for training in addition to onsite sessions at events (e.g. webinars); develop webinars to be available real-time so constituents do not have to wait for an event to access. These webinars will compliment WBENC event programming. 	<ul style="list-style-type: none"> Review of all feedback gathered throughout 2017 to insure alignment of future programming. Identify areas of focus/gaps in programming to establish 2018 goals.

GOAL 2: Develop operating guidelines for programs, delivery, design and development by utilizing best practices for program development

2017 Progress to Goal		
March 2017	June 2017	November 2017
<ul style="list-style-type: none"> Guidelines were used for the Programs committee for all 2017 events. 2017 Summit & Salute had 11 “The Future of” industry sessions. Members of the committee evaluated the sessions and coordinated attendee evaluations. 	<ul style="list-style-type: none"> Guidelines were used for the Programs committee for all 2017 events. 2017 National Conference had 21 scheduled sessions. Committee members will participate as evaluators and assist in the logistics of the sessions. 	<ul style="list-style-type: none"> Committee regrouped on webinars and Insight content. Several Corporate members have contributed content on “How to Do Business With”. Preparing to support 2018 event programming with new track structure. Developed a new “Presentation Proposal” process and template for 2018.

GOAL 3: Leverage available tools, partners and resources to develop and enhance programs

2017 Progress to Goal		
March 2017	June 2017	November 2017
<ul style="list-style-type: none"> Highlighted S&S session content in Insights Library. Ongoing efforts to include partner programming in our resources. 	<ul style="list-style-type: none"> Created a continuum across S&S and NCBF programming. Reviewed and evaluated S&S session feedback. 	<ul style="list-style-type: none"> Highlighting workshop content after events in President’s Report articles, Insights and other mediums (e.g. WBENC Blog). Added external resources (e.g. WIPP, SBA) to the Insights Resource Library.

GOAL 4: Develop methodology to measure effectiveness of programming

2017 Progress to Goal		
March 2017	June 2017	November 2017
<ul style="list-style-type: none">• Prepared evaluation forms and evaluator schedule for S&S.• Incorporated 2016 feedback into 2017 session planning.• Evaluating introduction of other ways to measure our “audience” (e.g. polling real time).	<ul style="list-style-type: none">• Prepared evaluation forms and evaluator schedule for 2017 NCBF.• Incorporated 2016 feedback and 2017 S&S feedback into session planning.• Brainstormed ideas on how to make attendees use the evaluation tool on the mobile app.	<ul style="list-style-type: none">• Reviewed feedback from all 2017 sessions.• Revamping evaluator process for better participation.• Preparing for 2018 sessions and additional programming needs.

Global Business Committee Report

Women’s Business Enterprise National Council
Report to the WBENC Board of Directors
November 15, 2017

GOAL 1: Continue education process with WBEs on the prospect of going global and identify methods for publishing global information on the WBENC website or Insights.

- a. Provide educational workshops at the National Conference & Business Fair**
- b. Continuous review and updates to the Global International Guide**
- c. Global success story visibility through Insights**
- d. Provide content to WBENC marketing platforms on Global initiatives**

2017 Progress to Goal		
March 2017	June 2017	November 2017
<ul style="list-style-type: none"> • The Global Committee created subcommittees to begin to develop workshop content and discuss the layout for the NCBF Global workshop(s). • The Global Committee is working with the WBENC Marketing Team to publish content of the Global International Guide on the WBENC website. There has also been discussion around creating a Global Insights Pak. WBENC has approved the Global Insights Pak, the online portal available to all WBENC constituents. 	<ul style="list-style-type: none"> • The Global Committee workshop subcommittee created “The Intricacies of Establishing and Growing your Global Footprint” for the National Conference & Business Fair. This panel discussion will host both corporate and WBEs on a discussion around establishment and growth of business development, challenges and opportunities impacting the global supply chain. • On behalf of the Global Committee, WBEs who serve on the Global Committee in collaboration with the Forum Global Team developed and hosted a panel during the June Forum meeting. The panel, “Source Global vs. Going Global” included WBEs and corporate panelists who discussed the benefits and risks doing business globally. 	<ul style="list-style-type: none"> • A Global Information pak has been developed in the Insights Library as a repository for sharing global information with WBEs and national corporate members.

2017 Progress to Goal

March 2017	June 2017	November 2017
	<ul style="list-style-type: none"> The Global Committee is continuously working with the WBENC Marketing Team to publish and increase visibility of the Global International Guide on the WBENC website. The Committee has received approval on the Global Insights Pak and is focused on educating WBEs and corporate members on using the online portal. 	

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

2017 Progress to Goal

March 2017	June 2017	November 2017
<ul style="list-style-type: none"> The Global Subcommittee working on the corporate member survey presented its final questions to leadership for final approval. They brainstormed the different avenues to disseminate the survey to WBENC corporate members with the goal of distributing the survey in Q2. 	<ul style="list-style-type: none"> The Global Subcommittee working on the corporate member survey has decided to regroup and create a different avenue for gaining the viewpoint of corporate members doing business globally. 	<ul style="list-style-type: none"> The Global Subcommittee is working on a new mechanism for gaining information and insights from corporate members doing business globally.

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

2017 Progress to Goal		
March 2017	June 2017	November 2017
<ul style="list-style-type: none"> WEConnect International and the leadership of the Global Committee participated in a conference call on February 15. During this call, collaborative measures were discussed to ensure alignment of programs and events. Additionally, the Global Committee will look to support WEConnect events through increased marketing and visibility to the Forum and other WBEs. 	<ul style="list-style-type: none"> WEConnect International and the leadership of the Global Committee have been working together to develop a Global Trade Mission to take place in the Fall. Together, it was decided that the location of the first mission will be London and participants will attend the WEConnect International conference as well as meet with other corporate entities in the country. A formal plan will be presented to WBENC Leadership in July. 	<ul style="list-style-type: none"> WBENC and WEConnect worked together to encourage WBEs who desire to do business globally to attend and participate in the WEConnect events, particularly the London event in September 2017.

Marketing, Communications & Brand Management Report

Women's Business Enterprise National Council
Report to the WBENC Board of Directors
November 15, 2017

GOAL 1: Visibility

- a. Provide marketing support and collateral across multiple media platforms to reach all constituents
- b. Have two-way engagement/touchpoints with stakeholders consistently throughout the year
- c. Social media sub-committee will provide Social Media strategy, marketing insights, and help draft guidelines and best practices for using social media to improve partner engagement and outreach

2017 Progress to Goal

March 2017	June 2017	November 2017
<ul style="list-style-type: none"> • Launched a new Instagram account to complement and reinforce our social media presence. • Dedicated WBENC staff person handling all social media. 	<ul style="list-style-type: none"> • Social media committee completed 2017 goals of updating our strategy which resulted in strong year over year growth across Facebook, Twitter & Linked In. 	<ul style="list-style-type: none"> • Continued growth in social media. • Growth in blog views. • Received Google Ads grant to improve our visibility in Google searches.

GOAL 2: Growth

- a. **What’s Your Number? Campaign to highlight growth between WBEs, WBEs/Corporate Members, etc. – launched campaign with “What’s Your #?” buttons at June 2016; several RPOs used the tactic at regional events; working to develop a strategy for 2017 campaign enhancements**
- b. **Continue to spotlight best practices in achieving growth on multiple platforms (President’s Report, Blog, social media, external media opportunities)**

2017 Progress to Goal		
March 2017	June 2017	November 2017
<ul style="list-style-type: none"> • With the 20th Anniversary focus, we will revisit “What’s Your Number” in 2018. • Highlighting WBE best practices in blog and president’s report, as well as Corporate Members on the Insights platform. 	<ul style="list-style-type: none"> • Utilize external media partners and our network to promote growth and success. • Capitalized on 20th Anniversary with several feature stories. 	<ul style="list-style-type: none"> • Launched new e-newsletter in October to provide a more succinct approach to providing information to constituents.

GOAL 3: Marketing Dashboard

- a. **Continue to refine and develop metrics to measure the health of our programs (e.g. net promoter score)**
- b. **Review post event surveys to insure we are collecting relevant and timely data**
- c. **Support the business case for diversity programs and support of WBE development**

2017 Progress to Goal		
March 2017	June 2017	November 2017
<ul style="list-style-type: none"> • Updated dashboard with full year 2016 metrics; reviewed all content. • This sub-committee has fulfilled its goals, and this will become BAU for WBENC marketing team going forward. 	<ul style="list-style-type: none"> • No Activity. 	<ul style="list-style-type: none"> • No Activity.

GOAL 4: Support RPO/WBENC marketing collaboration

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

2017 Progress to Goal		
March 2017	June 2017	November 2017
<ul style="list-style-type: none"> • Monthly meetings held with the RPO marketing teams. • Shared media kits for WBENC events and improved process for shared calendar events. 	<ul style="list-style-type: none"> • Suspended meetings with the RPO teams for the summer – will resume in the fall. 	<ul style="list-style-type: none"> • Started RPO calls in September; gathered list of topics for the next few meetings. • Working on consistency of approach across outward communications by sharing WBENC collateral (e.g. CORE brochure).

GOAL 5: Support WBENC committees/The Forum

- a. Be engaged with national and Forum teams to support and align marketing efforts
- b. Highlight Forum members in the President’s Report and the Blog

2017 Progress to Goal		
March 2017	June 2017	November 2017
<ul style="list-style-type: none"> • Ongoing interaction with Forum teams for support and brainstorming. • Continue to highlight Forum members in President’s Report as well as guest blog posts. 	<ul style="list-style-type: none"> • This goal is achieved and migrated to business as usual for the WBENC marketing team. 	<ul style="list-style-type: none"> • No Activity.

GOAL 6: Ongoing communications

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

2017 Progress to Goal		
March 2017	June 2017	November 2017
<ul style="list-style-type: none">Gathered feedback and brainstormed ideas on how to improve externally facing communications.Listed needs for both WBEs and Corporate Members.	<ul style="list-style-type: none">Developed plan to sunset president’s report and focus on e-newsletter and blog.Created a strategy to revamp the website to better align with the new communications approach making information easier to access.	<ul style="list-style-type: none">Last president’s report published in early September.New e-newsletter launched October 5th.Website re-structure in progress.

GOAL 7: Research

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

2017 Progress to Goal		
March 2017	June 2017	November 2017
<ul style="list-style-type: none">This concept was proposed at the March meeting; will be considered for 2018.	<ul style="list-style-type: none">No Activity.	<ul style="list-style-type: none">No Activity.

GOAL 8: Event Marketing

2017 Progress to Goal		
March 2017	June 2017	November 2017
<ul style="list-style-type: none">Marketed S&S via email blasts, social media, blog posts, president's report.Worked with media partners to promote the event.	<ul style="list-style-type: none">Marketed NCBF via email blasts, social media, blog posts, president's report.Worked with media partners to promote the event.	<ul style="list-style-type: none">Logo and themes developed for 2018 events.Event web sites go live 11/1.Communications strategy developed for 2018 event marketing.

2017 SUMMIT & SALUTE SUMMARY

WBENC's 17th annual Summit & Salute in New Orleans brought together women business owners, corporate and government representatives, and strategic partners from across the nation. The two-day event themed Reflection & Vision marked WBENC's 20th Anniversary and highlighted awards, education, Industry of the Future sessions, and networking. The Presenting Sponsors were Accenture, EY, Ampcus, and ASAP.

ATTENDEES

1,600
Registered attendees

853 WBEs
Certified WBENC Women's Economic Empowerment

572 Corporate & Government Members

146 WBENC & RPO leaders and staff

29 Other

OPPORTUNITY CONNECTION

650 WBE Participants
72 Corporate & Government Member Participants
482 MatchMaker 1:1 Meetings
Meet & Greet

11 Industry of the Future Sessions
SESSIONS

71 Corporate & WBE Sponsors
SPONSORS

98% OF ATTENDEES WOULD RECOMMEND WBENC SUMMIT & SALUTE TO A COLLEAGUE OR PEER

JOIN FORCES. SUCCEED TOGETHER.

2017 NATIONAL CONFERENCE & BUSINESS FAIR SUMMARY

WBENC's 20th Anniversary National Conference & Business Fair marked a week of education, networking, and celebrations, "Looking Back....To the Future". Amongst record breaking attendees the energy and engagement was inspiring and contagious. This memorable event was Co-Chaired by Bristol-Myers Squibb, MGM Resorts International, Southern California Edison, ALOM, Ampcus, and NEI Global Relocation.

ATTENDEES

4,361
Registered attendees

2,070
WBEs

1,352
Corporate & Government Members

91
WBENC & RPO leaders and staff

848
Other

OPPORTUNITY CONNECTION

590
WBE Participants

151
Corporate & Government Member Participants

1,392
MatchMaker 1:1 Meetings

21
Educational Sessions

149
Corporate & WBE Sponsors

327
BOOTHS
6 INDUSTRY SPECIFIC PAVILIONS

96%

OF ATTENDEES WOULD RECOMMEND WBENC NATIONAL CONFERENCE & BUSINESS FAIR TO A COLLEAGUE OR PEER

National Certification Committee Report

Women’s Business Enterprise National Council
 Report to the WBENC Board of Directors
 November 15, 2017

GOAL 1: Continue to evaluate and make recommendations for the WBENC Standards and Procedures and ensure alignment with the WBENC Strategic Plan: Roadmap to Growth & Sustainability

Standard	2017 Progress to Goal		
March 2017	June 2017	November 2017	
<ul style="list-style-type: none"> • A sub-committee has been formed to investigate the criteria which could be used in designating majority (51%) women controlled firms, who are WBENC WBE-Certified; and who have or desire to have capital infusion from investors. 	<ul style="list-style-type: none"> • The sub-committee completed the draft charter and criteria for the discussion regarding the women-controlled designation. 	<ul style="list-style-type: none"> • The sub-committee is conducting discovery work with SMEs and investors to identify the criteria used by investors for funding WBE businesses which may or may not affect the 51% ownership criteria. • The discovery work will be presented to the WBENC EEC for discussion. • The standards are being reviewed and updated for clarity as part of the annual review process. 	

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

2017 Progress to Goal		
March 2017	June 2017	November 2017
<ul style="list-style-type: none"> The program was formerly instituted 9-15-2011 and as of 2-15-2017 there were 2,401 certified WOSB firms. WBENC will continue to pursue opportunities to position & maintain itself as the leading third-party certifier of WOSB firms. 	<ul style="list-style-type: none"> The program was formerly instituted 9-15-2011 and as of 5-15-2017 there were 2,491 certified WOSB firms. In an effort to further solidify WBENC in the Government arena, a Government Sub-Committee has been formed and will officially launch June 2017. WBENC will continue to pursue opportunities to position & maintain itself as the leading third-party certifier of WOSB firms; as such WBENC participated in the Annual Federal Procurement Conference in April. 	<ul style="list-style-type: none"> The program was formerly instituted 9-15-2011 and as of 10-30-2017 there were 2,653 certified WOSB firms. The Government Sub-committee members have been identified and the draft charter has been completed. Participated in a successful SBA audit on the WBENC WOSB Certification Program with no corrective actions required.

GOAL 3: Continue to improve and streamline the certification process

2017 Progress to Goal		
March 2017	June 2017	November 2017
<ul style="list-style-type: none"> A sub-committee has been formed to investigate and draft criteria for the use of technology on recertification site visits. Successfully transitioned the WBENC network to a totally digitized environment September 2016 (*see table below for Next Steps). 	<ul style="list-style-type: none"> A sub-committee has been formed to finalize the criteria for the use of technology (i.e.: Skype for business, etc.) on recertification site visits; which will be done through a pilot program with the RPOs. The committee is conducting a review of the current Site Visit form to gain insight that will assist in developing 	<ul style="list-style-type: none"> The pilot program for the use of technology for recertification site visits has been launched; particularly in the areas of the devastation caused by hurricanes Irma and Harvey, and the California wildfires. Successfully transitioned the WBENC network to a totally digitized

2017 Progress to Goal

March 2017	June 2017	November 2017
	<p>updated/new forms that will be utilized for varying stages the certification lifecycle.</p> <ul style="list-style-type: none"> ▪ Recertification- 2 to 5 years ▪ Recertification- 6 to 9 years ▪ Recertification – 9 years or more <ul style="list-style-type: none"> • Successfully transitioned the WBENC network to a totally digitized environment September 2016 (*see table below for Next Steps). 	<p>environment September 2016 (*see table below for Next Steps).</p>

***Digitization Table- Next Steps**

Deliverable	Notes	Timing
<p>1. Conduct Post Go-Live Feedback and Input Sessions.</p>	<p>With any technology implementation, it is imperative to obtain feedback from each user group. Since the launch on September 19, we have consistently obtained feedback from the RPOs in a formalized manner and will continue to do so.</p>	<ul style="list-style-type: none"> a. RPOs-September 2016 and ongoing. b. Leadership Council input/feedback session- March 2017. c. Extensive post go-live training and input/feedback sessions were held in May 2017 with the RPO Certification Teams (there was 100% RPO participation/ representation). d. WBEs- August 2017 and ongoing. e. Corporate/Government Members- August 2017 and ongoing.

Deliverable	Notes	Timing
	<p>Additionally, in Q2- Q3 of 2017 (post go-live), we will develop and conduct surveys for the WBEs and Corporate/Government Members to also obtain their feedback.</p>	
<p>2. Communication Plan</p>	<p>The communication plan is a living document which is updated as the project is completed. Priority has been given to the WBEs who are using the system for the first time during the recertification process. We will continue this methodology for the first full year of implementation.</p>	<p>January 2017 and ongoing.</p>

GOAL 4: Continue to review of Appeals and National Certification Review applications on a timely basis

Process		
2017 Progress to Goal		
March 2017	June 2017	November 2017
<ul style="list-style-type: none"> • As of 2-15-2017, the Appeals Committee has received 2 files. • As of 2-15-2017, the National Certification Review Committee has received 45 files (revenue in excess of \$500 million or unique business structures). <p style="margin-left: 20px;">*New</p> <p style="margin-left: 20px;">1. Heico Company (12 files- more expected)</p> <p style="margin-left: 20px;">*Recertification</p> <p style="margin-left: 20px;">1. SHI International Corp. 2. Ariela Alpha</p>	<ul style="list-style-type: none"> • As of 5-15-2017, the Appeals Committee has received 6 files. • As of 5-15-2017, the National Certification Review Committee has received 45 files (revenue in excess of \$500 million or unique business structures): <p style="margin-left: 20px;">*New</p> <p style="margin-left: 20px;">1. Heico Company (16 files- more expected) 2. Carylton (10 files-more expected) 3. JackCooper</p> <p style="margin-left: 20px;">*Recertification</p> <p style="margin-left: 20px;">1. SHI International Corp. 2. Ariela Alpha 3. Act1 Group</p>	<ul style="list-style-type: none"> • As of 9-15-2017, the Appeals Committee has received 11 files. • As of 9-15-2017, the National Certification Review Committee has reviewed 48 files (revenue in excess of \$500 million or unique business structures): <p style="margin-left: 20px;">*New</p> <p style="margin-left: 20px;">1. Heico Company (5 files) 2. Carylton (9 files) 3. JackCooper 4. Act1 Government</p> <p style="margin-left: 20px;">*Recertification</p> <p style="margin-left: 20px;">1. SHI International Corp. 2. Ariela Alpha 3. Act1 Group 4. HPM 5. Patriarch Partners (37 files) 6. Bass Engineering</p>

GOAL 5: Continue to deliver Certification Training for RPO Certification Committee Members and deliver WBENCLink Training to WBEs and all Corporate Members

Training	2017 Progress to Goal	
March 2017	June 2017	November 2017
<ul style="list-style-type: none"> Delivered 1 Live Meeting Session (January) 15 RPO Certification Committee Member participants. B2G has delivered technical “How to Complete the Online Application” sessions as a service to WBENC (January- February) for 109 new WBENCLink2.0 users. 	<ul style="list-style-type: none"> Delivered 4 Live Meeting sessions (January – April) 43 RPO Certification Committee Member participants. B2G has delivered technical “How to Complete the Online Application” sessions as a service to WBENC (January – April) for 212 new WBENCLink2.0 users. 	<ul style="list-style-type: none"> Delivered 7 Live Meeting sessions (January – September) 37 RPO Certification Committee Member participants. B2G has delivered technical “How to Complete the Online Application” sessions as a service to WBENC (January – September) for 253 new WBENCLink2.0 users. The WBENC Certification Department has reinstated <i>advanced operational</i> WBENCLink training for both certified WBEs and all Corporate Members, with the first session held October 2017 where there were 27 participants.

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