

WBENC

Join Forces. Succeed Together.

NOVEMBER BOARD BOOK

Board of Directors Meeting
Westfields Marriott Washington Dulles
Grand 5 & 6
Chantilly, VA

November 16, 2016

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

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**Women's Business Enterprise National Council
Board of Directors Meeting
November 16, 2016 – 9:00am-12:00pm
Westfields Marriott Washington Dulles
Grand 5 & 6**

AGENDA

8:30AM	BREAKFAST	
9:00 AM	BOARD CHAIR'S REPORT A. Welcome B. Approval of Minutes from the June 2016 meeting	THERESA HARRISON
9:15 AM	NOMINATING COMMITTEE REPORT	CLINT GRIMES
9:40 AM	PRESIDENT'S REPORT	PAMELA PRINCE-EASON
10:00 AM	TREASURER-FINANCE COMMITTEE REPORT A. YTD 2016 Financial Results B. 2017 Budget	LARRY CALDWELL
10:40 AM	AMBASSADORS IN ACTION	DEBRA JENNINGS-JOHNSON
10:55 AM	COMMITTEE REPORTS <ul style="list-style-type: none">• DIGITIZATION UPDATE• STRATEGIC PLAN – PHASE II UPDATE• LEADERSHIP COUNCIL• WOMEN'S ENTERPRISE LEADERSHIP FORUM	CANDACE WATERMAN LAURA TAYLOR ROZ LEWIS CHERYL SNEAD
12:00 PM	CLOSING - MEETING ADJOURNS	THERESA HARRISON

Minutes of the June 20, 2016 WBENC Board Meeting

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

Women's Business Enterprise National Council
Board of Directors Meeting
June 20, 2016 – 4:00 - 6:00PM
Hyatt Regency Orlando
Celebration 3 & 4

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

Leadership Council Members		
42. WBDC of FL	Nancy Allen	Present
43. WBEC PA-DE-sNJ	Geri Swift	Present
44. WBCSouthwest	Debbie Hurst	Present
45. CWE	Susan Rittscher	Present
46. WBDC Chicago	Emilia DiMenco	Present
47. GWBC	Roz Lewis	Present
48. WPEO-NY	Marsha Firestone, Ph.D.	Present
49. WBEC-Great Lakes	Michelle Richards	Present
50. WBEC West	Pamela Williamson, Ph.D.	Present
Forum Members		
51. CRC Group, Inc.	Patricia Rodriguez-Christian	Present
52. ALOM	Hannah Kain	Present
55. Arbill	Julie Copeland	Absent
53. Banneker Industries	Cheryl Snead	Present
54. Consumer & Market Insights	Royalyn Reid	Present
56. Highroad Press	Hallie Satz	Present
57. JURISolutions	Cindy Towers	Present
57. MYCA	Patti Massey	Present
58. Private Eyes, Inc.	Sandra James	Present
60. Trans-Expedite, Inc.	Keeli Jernigan	Present
Expert Members		
61. Bristol-Myers Squibb	Farryn Melton	Present
62. Past Chair Emeritus	Cheryl Stevens	Present
63. <i>Expert Seat 3</i>	VACANT	
WBENC	Staff	
Controller	Valerie Bunns	Present
VP, Marketing	Pat Birmingham	Present
Chief of Staff, Certification & Program Operations	Candace Waterman	Present
Senior Director, Human Resources	Jill Sasso	Present
Regional Partner Organization		
ASTRA	Diane McClelland	Present
ORV-WBC	Sheila Mixon	Present
WBEA	April Day	Present
WBEC-South	Phala Mire	Present
WPEO-DC	Sandra Eberhard	Present
Board of Director Guests & Representatives		
Ford Motor Company	Renee Jones	Present
Walmart	Jenny Grieser	Present

CALL TO ORDER: Board Chair Theresa Harrison called the meeting to order at 4:14pm.

A Quorum was established - see Attendance sheet.

Ms. Theresa Harrison:

- Opened the meeting welcoming all to Orlando and also welcomed new board member Janice Bryant-Howroyd.
- Asked for a motion to approve March 2016 Board meeting minutes
 - Corrections: Ms. Beverly Jennings requested a correction to her name in the minutes – listed as Beverly Jennings-Johnson. Ms. Patricia Rodriguez-Christian noted the go-live date for the Digitization project should be July 2016, not 2015.

Following a motion by Ms. Cheryl Snead and a second by Ms. Geri Swift, the revised minutes from the March 2016 Board meeting were accepted and unanimously approved. There was no opposition; no further discussion.

NOMINATING COMMITTEE REPORT

CLINT GRIMES

Mr. Clint Grimes reviewed current open board seats and introduced candidates for two of the existing open seats.

- Approved two new members to current board seats: Ms. Renee Jones, Director, Supplier Diversity Development and Supply Chain Sustainability with Ford Motor Company and Ms. Julie Cooke, Senior Director of Channel Development & Government Relations with W.W. Grainger.
- Reported the two remaining open seats would remain open until the November 2016 board meeting.
 - Reference PowerPoint

Following a motion by Ms. Barbara Kubicki-Hicks and a second by Hannah Kain, Ms. Renee Jones was unanimously approved; no objections and no further discussion. Following a motion by Ms. Debra Jennings-Johnson and a second by Ms. Beverly Jennings Ms. Julie Cooke was unanimously approved; no objections and no further discussion.

PRESIDENT & BOARD CHAIR REPORT

PAMELA PRINCE-EASON

Full details can be found in Board Book.

- Ms. Theresa Harrison welcomed Ms. Pamela Prince-Eason and congratulated WBENC on earning the 2016 Best Places to Work award. Ms. Pamela Prince-Eason thanked Ms. Valerie Bunns for her work to nominate WBENC. She also noted the full article by The NonProfit Times was included in the June Board Book and WBENC placed 27th overall in the survey.
- Ms. Pamela Prince Eason thanked Ms. Candace Waterman and the Certification Team and RPO's for doing a very good job on the SBA audit on the WOSB program in May.
- Mentioned Ms. Jill Sasso had recently completed a Benefits Review and benchmark against similar nonprofit organizations and results show WBENC is in a favorable position. She stated a call would be scheduled to go over the review in more detail.
- Reported WBENC 20th Anniversary coming in 2017 and planning is underway. As part of the 20th anniversary planning, the Legacy of Leaders has been established to provide engagement opportunities for WBE's (Women of Distinction) and corporate leaders (The Encore Leadership Group) who no longer had supporting roles in the organization. Also reported that instead of naming new WBE Stars in 2017, there would be a celebration of all winners from the past 20 years.
- Spoke on NCBF with a special recognition of co-chairs Accel, Imagen, Pinnacle, Shell, The Walt Disney Company and Wells Fargo. Also showed the Act Intentionally calendar book used in lieu of a traditional program book and demonstrated pull out maps.
- Updated everyone on additional security measures taken to ensure the safety of all NCBF attendees.
 - Reference PowerPoint

TREASURER-FINANCE COMMITTEE REPORT

LARRY CALDWELL

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

- Recognized and thanked the Finance Committee and WBENC Finance staff for their work.
- Reported on the 2016 YTD Financials stating current projection is to meet the 2016 revenue goal and 100% of 2016 budgeted net income. Also reported that 2016 membership revenue goal has been exceeded. Stated revenue goal was a stretch goal and the WBENC team is doing a great job.
- Gave a financial overview of both Summit & Salute and NCBF, stating both events exceeded 2015 events in revenue and attendance.
- Reviewed current balance sheet and 2016 Unrestricted Net Assets (UNA) Reserve Projection.
 - Reference PowerPoint

AMBASSADORS IN ACTION

DEBRA JENNINGS-JOHNSON

Ms. Debra Jennings-Johnson asked all Ambassadors to stand and be recognized.

- Reported 33 new corporate members have joined WBENC and 13 have booths at the Business Fair at NCBF.
- Issued a Call to Action for all Ambassadors asking them to use the printed sheet listing new and potential corporate members which was handed out at the BOD meeting to reach out and welcome them while at NCBF.

NOMINATING COMMITTEE & DIGITIZATION STATUS

KIM BROWN & CANDACE WATERMAN

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

- Ms. Candace Waterman thanked all sponsors of B2G Now Scholarships for training on the new platform and stated the feedback from the Leadership Council and WBENC staff on the training has been very positive.
- Reported payment gateway configuration will begin in July. This new functionality will delay the system launch until September 19, 2016.
- Also reported go-live training is current and ongoing in the new system with weekly webinars being held. 41% of WBE's are currently in the new system.
- Stressed the importance of communication of the new platform, stating there would be an update during the NCBF kickoff luncheon on Tuesday, a booth at the Business Fair and corporate and WBE familiarization sessions on Thursday.
- Ms. Kim Brown gave an update on the work being done by the committee on understanding the idea of a new type of designation or certification for Women Controlled or Women Led Businesses. She stated this evaluation is in response to concern for women owned businesses who would like to accept venture capital that would take them below the 51% ownership level. She reported the committee is continuing to gather data and will present it to the board at the November meeting.
 - Reference PowerPoint

MEMBERSHIP & REVENUE GENERATION

BARBARA KUBICKI-HICKS

Full details can be found in Board Book.

- Gave an update on current membership and revenue in comparison to 2016 goals, reporting as of June, 110% of membership goal has been reached with a 90% retention rate. 103% of revenue goal reached.
- Recounted the 2016 goal is 300 members and we are currently at 296, so the goal is clearly within reach.
- Reported as of BOD meeting time, 102% of revenue goal for NCBF had been reached.
- Stated after NCBF, the Membership & Revenue Generation Committee will be working emphasizing the long-range plan for funding.

MARKETING COMMUNICATIONS & BRAND MANAGEMENT

BEVERLY JENNINGS & PATRICIA BIRMINGHAM

Full details can be found in Board Book

- Ms. Pat Birmingham reported that as of this time, attendance for NCBF was at 3,503 and had surpassed 2015 NCBF attendance.
- Ms. Beverly Jennings stated that the committee continues to focus on their goals. She was pleased to report the team's dashboard continues to show steady growth on Summit & Salute.
- Ms. Pat Birmingham introduced the What's Your Number campaign for NCBF.

US & GLOBAL SERVICES & PROGRAMS

RUBY MCCLEARY

Full details can be found in Board Book.

- Shared information on the subcommittee formed in March to develop a Tier II and Tier III webinar on Insights and referred the group to the site to see the success stories.

STRATEGIC PLAN – PHASE II UPDATE

LAURA TAYLOR

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

- Reviewed the Network Task Force strategic plan, goals and approach.
- Reviewed Q2 2016 progress and timing on all deliverables related to growth, core, governance and communication. She further emphasized that the recommended changes will not be implemented until 2017 or 2018 after they have been fully evaluated and communicated first.
- Thanked all of the subcommittees assisting with the three components of the task force and gave brief updates on each area.
 - Reference PowerPoint
- Pam reviewed the latest status of the Brand Identity RFP. The RFP had been created and the timeline set and RPO's in process of providing names of WBE's in their territory who should receive the RFP.

LEADERSHIP COUNCIL

ROZ LEWIS

Full details can be found in Board Book.

- Reported a milestone had been reached in March when all RPO's agreed on a sliding certification fee.
- Reminded the group of her "asks" in the March board meeting: For corporate members to assist WBENC in sharing the value of WBE certification with uncertified women owned businesses in their supply chain and for corporate members to get involved in their regional organizations.
- Expressed gratitude to her NCBF co-chairs Phala Mire and Nancy Allen.

WOMEN'S ENTERPRISE LEADERSHIP FORUM

CHERYL SNEAD

Full details can be found in Board Book.

- Thanked Ms. Pamela Prince-Eason for her leadership and help with strategic planning in the Forum meeting.
- Reported that WeInnovate was a big success at Summit & Salute and expected to be even bigger at NCBF.
- Invited the group to join the Forum for "Netwalking" at three times during the conference.

CLOSING-MEETING ADJOURNMENT

THERESA HARRISON

- Ms. Theresa Harrison thanked everyone for their hard work and reminded everyone to wear their “Orlando Strong” ribbons during NCBF in support of the LGBT, NGLCC and Orlando community.
- Ms. Pamela Prince-Eason asked the Executive Committee, Board Chairs and Vice Chairs to be backstage at 11:50am the following day to be part of a special recognition for Orlando.
- Ms. Pat Birmingham reminded everyone to wear their conference badges at all times as part of our safety protocol.
- Ms. Farryn Melton expressed her admiration for WBENC for the immediate outreach regarding the Orlando tragedy and the increased security. She also asked if there would be additional opportunities for sponsorship for the 20th anniversary celebration in 2017. Ms. Pamela Prince-Eason stated there were sponsorship opportunities remaining and referred everyone to the NCBF program which lists what is available.

Following a motion by Ms. Cheryl Stevens and a second by Ms. Barbara Kubicki-Hicks the meeting was adjourned.

MEETING ADJOURNED AT 6:12pm

Theresa invited all members to a short reception immediately following the board meeting with the Student Entrepreneur Group.

**Materials for November 16, 2016
WBENC Board of Directors Meeting**

WBENC Board Member Requirements & Expectations

1. Corporate Board Member Requirements

- ❖ Senior level professional with National Corporate Member
- ❖ Demonstrated, sustained commitment to Supplier Diversity
- ❖ Specific expertise to support WBENC mission and objectives

2. Understanding of and commitment to, WBENC's vision, mission and goals:

- ❖ Understanding of role, vis-à-vis the vision, mission and goals
- ❖ Ensure programs reflect WBENC's vision, mission and goals
- ❖ Assist in "establishing" and "fine tuning" the vision, mission and goals, when appropriate

3. Commitment of a three-year term, including:

- ❖ Attending the three scheduled meetings each year
- ❖ Participating in interim conference calls as required

4. Support WBENC's president and staff, including:

- ❖ Introductions to relevant industry, business and community leaders, appropriate partner organizations and peer corporations
- ❖ Encouraging professional development
- ❖ Providing feedback (positive and constructive), when appropriate

5. Participate in WBENC's planning process by:

- ❖ **Actively** participating in at least one Board committee; this involves:
 1. Attending Scheduled committee meetings both in person in conjunction with board meetings
 2. Following through on committee "assignments"
- ❖ Contributing to WBENC's long-term planning, as appropriate

6. Ensure WBENC always has adequate resources, including:

- ❖ Paying membership dues and sponsorship commitments in a timely fashion
- ❖ Supporting WBENC's special programs and initiatives
- ❖ Soliciting appropriate individuals and organizations for donations
- ❖ Understanding that fundraising is a full-board effort
- ❖ Identifying sustainable sources of revenue for long-term stability

7. Support Regional Partner Organizations including:

- ❖ Donating your time or the time of another corporate representative to support programs and initiatives
- ❖ Donating money and other resources
- ❖ Specifically serving on local certification committees wherever your company may have a physical presence

8. Manage WBENC's resources effectively, including:

- ❖ Review and be prepared to ask questions when budget is presented
- ❖ Monitoring the distribution of authority for financial decisions between Board and staff

9. Formulate, monitor and strengthen WBENC's programs and services, including:

- ❖ Assisting in the identification and creation of programs that reflect WBENC's vision/mission and meet constituent needs
- ❖ Providing feedback on the effectiveness of such programs and providing suggestions for improvement, as applicable

10. Enhance WBENC's public image, including:

- ❖ Articulating WBENC's vision, mission, goals and accomplishments to appropriate individuals, and organizations
- ❖ Be trained and act as an "Ambassador" for WBENC at all times

10. Maintain WBENC's integrity and accountability, including ensuring that policies are in place that guide WBENC's Board and staff:

- ❖ Abiding by all of WBENC's governance documents, including its By-Laws, Code of Ethics, and Conflict of Interest Policy
- ❖ Providing counsel to the President on personnel issues, when requested and/or as appropriate.

Nominating Committee Report

**Women's Business Enterprise National Council
Board of Directors Meeting
November 16, 2016
Nominating Committee
2016 Goals and Objectives
3rd & 4th Quarter Accomplishments**

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

Activity:

August: Committee meeting 8/30/16 to review scorecards of all expiring board seats, including thorough review and discussion of all corporate board member scorecards and Women's Forum nomination recommendations.

September: Committee meeting 9/14/16 to conduct final review of expiring corporate member scorecards and review/discuss Leadership Council recommendations for nominations. Reviewed and discussed proposed board demographics for full slate of candidates as recommended.

October: Presented committee recommendations and proposed board demographics to the EEC at October EEC meetings.

November: Committee meeting 11/14/16 in Washington, D.C. to review nominations for new board members to current corporate board seats and finalize slate of candidates to be presented at November board meeting.

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

- Charter
- Application
- Committee Timeline

Activity:

August: Discussed committee timeline for remainder of 2016 and all of 2017 and revisions/additions to the timeline to ensure objectives are met. Clint Grimes is currently evaluating revisions to timeline to finalize and present to the full committee.

September: Discussed changes to the Corporate Board Member Scorecard to include updates to quantitative and qualitative evaluation of board members. Further discussions to be held at November committee meeting and during Q4 2016 and Q1 2017.

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

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

Activity:

Q4 2016:

- Committee will complete one additional demographic comparing U.S. corporate member locations by state to WBE's in each state and report findings back to the EEC.

Q1 2017:

- Committee will complete a full evaluation of the Corporate Board Member Scorecard and will provide recommendations for content changes.
 - Committee meeting to be scheduled with Board Chair & President in to review the recommended changes.
 - The redesigned Corporate Board Member Scorecard will be presented to the Executive Committee for review and approval by end of Q1 2017, and executed in 2017 to for expiring corporate board seats.
- Committee will complete a full survey of all current board members to assess skill sets, diversity and industries not currently represented on the board. Committee will report all findings to the EEC.
 - In conjunction with EEC, committee will develop plan to use information gathered in board survey to identify potential new corporate members and representatives.
 - Committee will issue strategic call(s) for new board members.

Nominating Committee (cont'd)

Board Elections:

Corporate Nominations for Existing Board Seats (3):

- Douglas Fisher, ExxonMobil (Term ends 12/2019)
- Piyush Bhargava, Dell (Term ends 12/2018)
- Nedra Dickson, Accenture (Term ends 12/2017)

Corporate Re-nominations for Existing Board Seats (Term Ending Dec 2019):

- | | |
|--------------------------|-----------------------|
| • AT&T: | Alithia Bruinton |
| • Avis Budget Group: | Lynn Boccio |
| • Bank of America: | Barbara Kubicki-Hicks |
| • Ford Motor Company: | Renee Jones |
| • Johnson & Johnson: | Beverly Jennings |
| • KPMG LLP: | Barbara Carbone |
| • ManpowerGroup: | Nancy Creuziger |
| • Microsoft Corporation: | Fernando Hernandez |
| • Motorola Solutions: | Lisa Stenglein |
| • Pitney Bowes Inc.: | Laura Taylor |
| • Robert Half: | Kathleen Trimble |
| • UPS: | Estrella Cramer |

Note: The ExxonMobil Global Services Company seat is also expiring this year. Douglas Fisher (above) is recommended to succeed Linda Sexton for this term.

Current Open Corporate Board Seats (4):

- Office Depot/Office Max
- Chevron
- Energy Future Holdings

Current Corporate Seats Available (1):

- Altria has relinquished their seat

Forum Nominations to Board (Term ending December 2019):

- Cheryl Snead: Banneker Industries (*Re-nomination*)
- Patricia Rodriguez-Christian: CRC Group, Inc. (*Re-nomination*)
- Cathi Coan: Techway Services, Inc.

Leadership Council Nominations to Board (Term ending December 2019):

- Roz Lewis: Greater Women's Business Council (*Re-nomination*)
- Michelle Richards: Great Lakes Women's Business Council (*Re-nomination*)
- April Day: Women's Business Enterprise Alliance

Corporate Nominations



Doug Fisher, ExxonMobil

As Strategic Procurement Manager, Doug is responsible for Procurement's global safety, controls, planning, training, bidding centers, analytics, sourcing & acquisition processes as well as supplier diversity, local content and sustainability.

Doug began his career with Exxon Company, U.S.A. in 1990 in the Transportation Division of the Materials and Services Department. He moved through a number of Buyer and Negotiator positions before being assigned to Esso International Purchasing and Contracting in Brussels, Belgium as an International Purchasing Advisor. Upon his return to the U.S. in 1996, Doug was assigned to the Operations Support Division of Exxon Company, U.S.A. in the Financial Analysis & Reporting section.

Before relocating to Fairfax to support merger integration activities, Doug was working as the Procurement Supervisor for the Houston Production Organization. From 2000 to 2004, Doug performed a number of roles supporting merger integration activities including Infrastructure Projects, Recruiting, Operations & Planning, Manufacturing Sourcing and Operational Excellence Projects. Doug returned to Houston in 2004 through 2009 in several roles including Global Local Content Manager, New Affiliates Manager and Chemical Acquisitions Manager before returning to Fairfax in 2009 as Planning & Reporting Manager. Doug relocated to Houston in 2012 as Equipment & Materials Sourcing Manager and then Chemical Procurement Manager before taking on his current role.

Doug graduated with honors from The Pennsylvania State University in 1990. Doug, his wife, Dawn, and their four boys (Nathan, Ryan, Devin and Justin) live in The Woodlands, Texas. His interests include spending time with his family, running, rock climbing and serving as Assistant Scoutmaster in his local Boy Scout troop.

Corporate Nominations



Piyush Bhargava, Dell Inc.

Mr. Piyush Bhargava is the Vice President, Indirect Procurement & Packaging at Dell Technologies. He leads a global organization responsible for procurement and partner management of Dell's Human Capital, Customer Facing Services, Human Resource Services, Technology, Real Estate and Marketing products and services. He also manages Dell's global Packaging Procurement and Engineering organizations. He has been with Dell for over 17 years and has managed strategic sourcing of various high spend commodities over the years. He has lived in the US, China and Singapore with his roles with Dell. He holds a passion for people development and has held various senior leadership positions including Executive Sponsor for Dell's Asians in Motion Employee Resource Group. He is a recognized thought leader exceling at formulating strategies that enable organizations to leverage the supply chain and procurement functions as a source of competitive advantage.

Mr. Bhargava also serves on the boards for FIRST in Texas as well as the Taubers Operations Institute at the University of Michigan. His interests include volunteering on non-profit Boards focused on Youth and STEM education as well as contributing to a sustainable and strengthening Circular Economy. Prior to joining Dell, Mr. Bhargava held various management positions at Intel, General Motors and Siemens. He received his Bachelor of Engineering degree in Electrical & Electronics Engineering from Birla Institute of Technology, Masters of Science in Manufacturing Systems Engineering from Lehigh University and an MBA from the University of Michigan.

Corporate Nominations



Nedra Dickson, Accenture

Nedra Dickson is the Global Supplier Diversity and Sustainability Lead for Accenture.

She is responsible for leading and promoting Accenture's well-established efforts to maximize procurement opportunities with diverse businesses as suppliers and subcontractors within 16 countries. Nedra has grown Accenture's Diverse Supplier Development Program (DSDP) in four geographies (US, Canada, UKI & South Africa).

She holds several board seats within the Supplier Diversity Community

Board member for Georgia Minority Supplier Diversity Council (GMSDC)

Board member for Greater Women's Business Council (GWBC)

Board member for Supplier Diversity Leadership Council for The Conference Board (TCB)

Supplier Diversity Advisory Council for Houston Minority Supplier Development Council (HMSDC)

Nedra was recognized as one of Atlanta, Georgia Top 25 Women in their Female Success Factor Series

Nedra was honored in WE magazine - Women Enterprise honors America's Top 100 Leaders in Corporate Supplier Diversity

Nedra was recognized at Top 25 Women in Power Impacting Diversity

Her experiences range from Technology Support, Delivery Center Implementations, SAP Development, Operations Management, Customer Service and Sourcing and Category Management.

Nedra grew up in Arkansas and holds an MBA from University of Southern California, a BS degree from Florida State University and BA degree from California State University @ Northridge.

Nominating Committee (cont'd)

RESOLUTION APPROVING INCREASE IN SIZE
OF THE BOARD OF DIRECTORS OF THE
WOMEN'S ENTERPRISE NATIONAL COUNCIL, INC.
(THE "CORPORATION")

INCREASE IN SIZE OF BOARD; APPOINTMENT OF CERTAIN "EXPERT" DIRECTORS.

WHEREAS, the Bylaws of the Corporation (the "Bylaws"), Article IV, Section 4.2, Paragraph A provide that the authorized number of Directors shall be fixed by resolution of the Board but shall not be less than three (3) nor more than fifty-eight (58).

WHEREAS, Article IV, Section 4.2, Paragraph A of the Bylaws also provide that the Chair of the Board may appoint up to three "expert" Directors to serve at the pleasure of the Chair.

WHEREAS, the Board of Directors deems it desirable and in the best interests of the Corporation to amend the Bylaws (a) to increase the maximum number of Directors that may comprise the Board from fifty-eight (58) to one hundred (100), and (b) to increase the number of "expert" Directors that the Chair of the Board may appoint from three (3) to five (5).

NOW, THEREFORE, BE IT RESOLVED, that the first sentence of Article IV, Section 4.2, Paragraph A of the Bylaws in its current form is hereby deleted and replaced with the following: "The number of Directors constituting the Board shall be fixed by resolution of the Board, but shall not be less than three or more than one hundred."

RESOLVED FURTHER, that the fourth sentence of Article IV, Section 4.2, Paragraph A is hereby deleted in its current form and replaced with the following: "In addition, the Chair of the Board may appoint up to five 'expert' Directors to serve at the pleasure of the Chair (the 'Appointed Directors')."

RESOLVED FURTHER, that if adopted by the Board, a copy of these resolutions shall be filed with the Minutes of the meeting of the Board of Directors of the Corporation.

Board Chair & President's Report

Women's Business Enterprise National Council Report of the President and Board Chair to the WBENC Board of Directors November 16, 2016

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

Governance, Board Management and Strategic Focus:

- Prepared agenda, board book and reviewed/prepared update materials for Extended Executive Committee Meetings and this Board Meeting. Theresa Harrison led the annual Board Extended Executive Committee Planning Retreat in October in DC at the WBENC offices. A thank you to all Executive Committee members for this important time required to meet on strategic direction for WBENC. Theresa will share summary comments from the planning session during the November Board Meeting and the November agenda addresses a number of the key strategic subjects focused on including our Board size and composition.
- There has been significant focus during this time period on current financial activities and planned 2017 budget. 2016 has been a very strong year and we anticipate that our 20th Anniversary year next year will be even more successful. Key aspects of 2017 are included in the planned budget presentation during the November Board Meeting.
- Laura Taylor continues to lead the current phase of the Strategic Planning process that is addressing the full WBENC network governance and structure. All sub-teams are progressing nicely and Laura will provide a more detailed update on the team's progress at the November Board Meeting. The newest strategic subject that began since our June Board Meeting was the progress on our Brand Identity Evaluation RFP. This too will be covered in more detail during the November Board Meeting.
- 4 Industry Advisory Groups are now active to support WBENC's mission. (Oil & Gas, Automotive, Technology and Pharma.) Plans are in place to activate a minimum of 4 additional Advisory Groups. (Direction is focused on Utilities, Food & Beverage, Insurance and Banking.)
- The WBENC Business Development team has reached its stride and is performing well. The CRM model and on-going communications are resulting in WBENC providing enhanced value to our members. Due to the continued feedback and advice of our constituents we are able to focus our resources on the most value added activities. Thank you for the tremendous dialogue with each Board member and your team. Mia Delano's full report including accomplishments is included in the November Board Book.
- The addition of the Supplier Diversity Professionals Series has received very favorable feedback. A second tier session occurred in September and in December we have planned the topic: Growing Stronger Together through Supplier Mentoring Programs. This session will cover: "Strong, Scalable WBEs are Rarely Built Overnight". Learn from our presenters as they talk about how they have developed Supplier Mentoring Programs. Through these programs these national corporate members mentor WBEs in a variety of areas including scalability, growth through access to capital and effective networking to name a few.
- Our most significant strategic accomplishment of this time period was the implementation of the new WBENC Link 2.0 system. Congratulations to all those involved at the National and Regional level and to Candace Waterman and her team for the dedication and leadership required to ensure a successful implementation. We will be doing a significant update during the November Board Meeting and more details can be found in Candace Waterman's Certification Report herein.

Operational Excellence:

- 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. Our Next Steps are to push for understanding of the status of the certification rule after a new administration has been identified.
- WBENC's 20th anniversary occurs in 2017. For this reason we have focused significant attention on ensuring we do advance planning, make early decisions and share timely information regarding next year well in advance of each activity. We have been receiving strong feedback on the sponsorship booklet and a lot of interest in more people being involved in significant ways next year.
- Our Women-owned Business Logo, Act Intentionally and Hes4Shes campaigns are all gathering momentum and we look forward to continuing to advance our activities in all 3 campaigns throughout 2017.
- We had yet another successful Tuck Program in September 2016. Strategically we have added an Advanced Tuck program that will debut in 2017. We initially intended to provide only the Advanced Tuck Program in 2017, however, thanks to the tremendous support and underwriting of our Tuck Program, IBM has stepped forward to allow us to provide both the Original Tuck Program and the Advanced Tuck Program in 2017.
- Administratively we have finalized our plan for 2017 benefits and have identified a new focus for 2017. LSI will be providing a write up to WBENC on methodology to ensure that WBENC understands the level of insurance that should exist at both the WBENC and RPO level. Once that is received, we will create a review team to benchmark our current state and determine if action is required.
- Capital One has provided WBENC strategic leadership to begin our assessment of space (facility) needs for the time period after our current lease expires in December 2018. We will gain an understanding the office of the future and the expectations of the WBENC National office as part of this process, and will be engaging many of you as we survey what will be required beginning in 2019.
- The development and implementation of the Legacy of Leaders group continues to progress. The Women of Distinction held a kick-off reception during the 2016 NCBF and will be holding their first planning session on November 15th in connection with the November Board Meeting. This invitation-only group of WBENC WBE leaders will be honored at the board reception on the evening of the 15th. The Encore Advisory Group is the second group under Legacy of Leaders. This invitation-only group of past WBENC Corporate leaders will be launched in 2017.
- Our most challenging operational accomplishment of this time period was the IT infrastructure disruption caused due to a fire at a sub-station near the WBENC DC office. This was a "major" problem which impacted 4 blocks in the DC metro area and caused down time for 5 full days with impacts occurring on additional days. The positive takeaway of the event was that our infrastructure was designed well and Pat Birmingham was very much in control of actions required and being performed by our 3rd party provider. This effort has had a strategic impact since happening as we are designing our network of the future and will be taking additional items to a cloud solution in 2017 to alleviate excess investment in unnecessary hardware.

Public Representation of WBENC:

Media interviews:

Significant media partner and PR coverage of:

1. 2016 National Conference & Business Fair articles and support for follow-up articles covering various America's Top Corporations for doing business with WBEs and Co-chair articles featuring NCBF leaders.
2. Coverage of WBENC role of advancing women's business growth.
3. Significantly enhanced strategic focus and active social media usage by WBENC staff.
4. Candace Waterman continued her involvement in the Essence Entrepreneurship Board and supported the Entrepreneurial Village at the Essence Festival in New Orleans in July.

Partner Meetings and Events:

1. Pamela Prince-Eason and Theresa Harrison attended the newly launched Michigan NMSDC event to focus on minority women in July in Detroit. Organization involvement included WBENC network, USPAAC and US Hispanic Chamber leadership.
2. Continued participation in monthly “Group of 6” organizational committee meetings as part of the National Women’s Business Council (NWBC) operation and governance model. Participated in person with the Council in Atlanta for the 3rd Quarter Public Meeting. I was pleased to have Roz Lewis, GWBC President, participate in these activities as well.
3. In August, Candace Waterman and Pamela Prince-Eason participated with Laura Taylor, Cheryl Stevens, Debbie Hurst and the full RPO Leadership Council in an “in person” meeting to conduct a Strategic Planning working session on important sub-team activities.
4. Candace Waterman and Vaughn Farris attended the NGLCC Annual Conference supporting this important Diversity partner of WBENC.
5. Cheri Simmons and Theresa Harrison represented WBENC at Michelle Richards Annual Event in September. Theresa shared information regarding the 2018 NCBF planned for Detroit and Cheri jointly chaired a meeting of the Automotive Industry Advisory Group in conjunction with Michelle.
6. Mia Delano attended WBDC Chicago’s Annual event in Chicago.
7. In October, Pamela Prince-Eason spoke at the Million Women Mentors annual conference and Andrew Gaeckle attended the State Focused Entrepreneurial sessions that occurred.
8. Pamela Prince-Eason supported the search process being conducted by WBEC PA-DE-sNJ. This is coming to a conclusion and has been an excellent process to plan for the type of significant change that occurs when a founder retires. Congratulations to Geri Swift and Cindy Towers for the inclusive process and the great succession and transition planning.

Meetings & Events with WBENC Members:

- EY – Candace Waterman and Pat Birmingham joined Theresa Harrison in participating in EY Winning Women panel and reception for this year’s newest EYWW class.
- IBM – Pamela Prince-Eason and Candace Waterman met with Michael Robinson and Len Greenhaugh to fund and plan content for a new Advanced Tuck Program to be conducted in 2017.
- Manpower – Mia Delano participated on a panel and attended Manpower’s annual supplier conference.
- Marriott – Andrew Gaeckle, Rian Edwards, Hannah Brown, Laura Swenson and Amanda Zack attended Marriott’s event focused on the Hotel Experience of the Future.
- MGM – meeting with MGM staff to review and plan 2017 NCBF event details.
- Time Warner – Pamela Prince-Eason and Clint Grimes are planning for 2017 NCBF event support.
- Wells Fargo – Successful in person meeting of WBENC-Wells Fargo Executive Training Program in late June in Orlando.
- NMSDC Annual Conference – Mia attended the NMSDC Annual Conference in Chicago and met with many of our WBENC National Members in 1:1 planning sessions.
- Candace Waterman presented at the Food Marketing Institute's Supplier Diversity Committee Fall Meeting upon invitation of Michael Byron and Denise Thomas. Close alignment with this group is important to WBENC’s support of members in the Food & Beverage Industry.

Finance Report

**Women's Business Enterprise National Council
Board of Directors Meeting
November 16, 2016
Finance Committee
Third & Fourth Quarters 2016 Goals and Accomplishments
(As of October 24, 2016)**

Goal: Define target level of net assets.

Accomplishments:

- Based on Audited December 31, 2015 Financial Statements with a net income of \$195,000, WBENC have restored the unrestricted net-assets (reserves) position to a balance of \$2,451,000 on December 31, 2015, approximately 67% of plan goal.
 - The Finance Committee developed and adopted a plan to build the unrestricted net assets balance. The target minimum reserve position is equal to a minimum of 6 months of average monthly operating costs, no more than 12 months, with an average 9 months of modified operating budget. The UNA should reach goal amount by 2020.
 - Targeted UNA Goals: 6 months of UNA is \$3.7M

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

Accomplishments:

- During the June Board of Directors' meeting, Mr. Caldwell reported on YTD May 31, 2016 Financials, update on 2016 progress and 2017 budget plan.
 - Treasurer's Report to WBENC Board of Directors YTD May 31, 2016 Financials & June 2016 Progress presentation posted to the Board Extranet.
- The Finance Committee reviewed the YTD May 31, 2016 actual results compared to YTD May 31, 2016 budget during its June 16, 2016 conference call. Highlights:
 - WBENC's YTD May 31, 2016 Financial Results:
 - Revenue \$9.5M (FY 2016 Budget \$10.6M)
 - Expenses \$4M (FY 2016 Budget \$10.5M)
 - On track to deliver full year forecast of \$182k net income
 - As 2016 NCBF continues to develop, reported revenue as of May 31 at \$4M. Communicated the planned overrun in food and beverages and additional security.
 - Membership has exceeded the \$4M revenue goal by \$49.7k (as of mid-June)
 - Tracking to a full year of expenses
 - The committee reviewed the June 2016 Treasurer's Report to the Board and provided feedback.
 - Finance sub-committee focused on the bank proposals received to diversify our banking partnership.

- The Finance Committee reviewed the YTD June 30, 2016 actual results compared to the 2016 Forecast during its July 25, 2016 conference call. Highlights:
 - WBENC's YTD June 30, 2016 Financial Results:
 - Revenue \$10.3M (2016 Forecast \$10.6M)
 - Expenses \$6.9M (2016 Forecast \$10.5M)
 - On track to deliver full year forecast of \$182k net income

- **2016 NCBF**

	2016	2015
Revenue	\$4,353,000	\$ 4,209,000
Attendees	3,947	3,499
Sponsors	147	121
Exhibitors	331	322
On site Registrations	666	651

- Our most well attended conference to date. Communicated the planned overrun in food and beverages and additional security. Significant increase in attendees led to increased number of meals served at general sessions and receptions increasing overall meal costs by \$39,000 vs. estimated guarantees. The meal cost per person was significantly higher in Orlando. Additional sponsor revenue also resulted in an increased number of sponsor booths which lead to a decrease in exhibitor sales.
 - Completed a soft forecast after NCBF and tracking to a full year of expenses
- The Finance Committee reviewed the YTD August 31, 2016 actual results compared to August 2016 Forecast during its September 29, 2016 conference call. Highlights:
 - WBENC's YTD August 31, 2016 Financial Results:
 - Revenue \$10.4M (August 2016 Forecast \$10.6M)
 - Expenses \$8.2M (August 2016 Forecast \$10.5M)
 - Remain committed to meet \$182k net income
 - Completed a fully comprehensive forecast for the remainder of the year. 2016 Forecast was based on a review of YTD August 2016 financial results plus estimated income and expenses anticipated for the remaining four months of the year. We are tracking to a full year of expenses.
 - The committee reviewed/deliberated 2017 Budget Draft. The 2017 Budget Draft put forth a break-even budget due to investments in 20th Anniversary Activities.
 - Finance sub-committee to discuss a course of action regarding the bank presentations.
- The Finance Committee reviewed the YTD September 30, 2016 actual results compared to September 2016 Forecast during its October 24, 2016 conference call. Highlights:
 - WBENC's YTD September 30, 2016 Financial Results:
 - Revenue \$10.9M (September 2016 Forecast \$10.9M)
 - Expenses \$9M (September 2016 Forecast \$10.7M)
 - Remain committed to meet \$182k net income
 - Completed a reforecast. Tracking to a full year of expenses
 - The last revenue generating program was executed. 2016 Tuck Executive Program generated \$322,000 in revenue, netting \$89k to the button line.
 - Finance sub-committee reviewed the Investment Policy Statement draft to present at the next Extended Executive Meeting on October 7, 2016.

- Statement of Financial Position (Balance Sheet): WBENC's liquidity position remains strong. The operating cash balance as of September 30, 2016 was \$4,234,000, \$127,000 higher than September 30, 2015. Accounts Receivable as of September 30, 2016, were \$744,000 (net of allowance for doubtful accounts of \$32,000), \$235,000 higher than the September 30, 2015, balance of \$509,000 (net of allowance for doubtful accounts of \$53,000). As of October 20, \$189,000 or 24% of the accounts receivable balance has been collected.
- During the November 2016 Board of Director's meeting, Mr. Caldwell will give an up to date report on the financial results.

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

Accomplishments:

- No program reviews conducted since the last report.

Goal: Review and recommend 2017 budget to the board of directors.

Accomplishments:

- The Finance Committee Chair and Vice Chair conducted an in-depth review of the 2017 Budget Draft with WBENC Staff on September 21, 2016.
- The Finance Committee received the 2017 Budget Draft for review/deliberation on September 29, 2016. No adjustments/changes were made. Finance Committee approved to put forth 2017 Recommended Budget to the Extended Executive Committee.
- The Finance Committee presented 2017 Recommended Budget to the Extended Executive Committee for review/deliberation on October 6, 2016.
 - 2017 Tuck II Executive Education Program was included in 2017 Budget. IBM announced to underwrite Tuck I in 2017. An adjustment to include Tuck I in 2017 Budget is required.
- The Finance Committee was updated on the Extended Executive Committee meeting on October 24, 2016.
- The 2017 Proposed Budget by the Extended Executive Committee will be distributed to the Board for review in advance of the November 16, 2016 meeting.
- Board action required at the November 16, 2016 meeting: deliberation and approval of the 2017 Recommended Budget.

Audit Committee Report

**Women's Business Enterprise National Council
Board of Directors Meeting
November 16, 2016
Audit Committee
Third & Fourth Quarters 2016 Goals and Accomplishments
(As of October 21, 2016)**

Goal: Oversee completion of the 2015 audit

Accomplishments:

- Completed in September 2016.
- The Audit Committee and WBENC Staff met with Holly Caporale, Partner, Councilor, Buchanan & Mitchell on September 1, 2016 to review and discuss the draft of the Audited Financial Statements and the auditor's Management Comment Letter. The committee received an overview of the Audited Financial Statements and discussed the Management Comment Letter including WBENC's management responses to the comment letter.

Goal: Ensure WBENC has the appropriate level of internal controls

Accomplishments:

- Completed through the 2015 audit report review in September 2016.
- The Auditor's recommendations to improve internal controls were addressed and additional personnel hired in 2016 will strengthen our controls.

Goal: Oversee implementation and execution of the WBENC Whistleblower Policy

Accomplishments:

- Nothing to report this period.

Goal: Completion of 2015 Form 990

Accomplishments:

- The 2015 Form 990 will be completed by WBENC's audit firm, reviewed by the WBENC staff, and by the Audit Committee with plans to file as required by November 15. The process of having the Audit Committee review the Form 990 before submission to the IRS satisfies the best practice/compliance element of having the Board of Directors review the Form 990 before the organization files the return.

Leadership Council Report

By-Law Excerpt:

Leadership Council

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

WBENC Strategic Plan – Goal 1: WBENC will provide a universally accepted Certification for Women’s Business Enterprises (WBEs).

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

- Objective: To reach 14,000 WBEs by December 2016.
 - As of 9-19-2016, there were 13,446 certified WBE firms.
- Objective: To work with WBENC to ensure delivery of a successful WOSB Certification Program. Additionally document the growth of new and recertification files using 2012 as a basis year.
 - As of 9-30-2016, there were 2,332 WOSBs certified firms.
- Objective: Document the growth of “dues paying” corporate & government members at the regional level.
 - As of 9-30-2016, there are 534 Regional Corporate Members.
- Objective: To document the formal RPO MoU’s with government & quasi-government agencies that recognize/accept WBENC Certification.
 - The information is being collected through the monthly RPO reporting to WBENC.
- Objective: To develop a mechanism for obtaining & memorializing an RPO Playbook for Operational Excellence.
 - In 2016, as a result of the WBENC Network Task Force work being conducted, the RPOs have been able to share best practices throughout the year. An Insights pack has been formed as a repository for the related documents in an effort to memorialize them for ease of sharing.

WBENC Strategic Plan – Goal 2: WBENC will be a catalyst for business Opportunities and strategic business relationships among and between key stakeholders.

Leadership Council Goal 2: To be a catalyst for business opportunities and strategic business relationships between WBEs and purchasing programs.

- Objective: To provide and document matchmaking and procurement opportunities for WBEs and purchasing representatives; and provide education and training for WBE business growth in the current environment.
 - As of 9-30-2016, there were 450 regional events with 27,908 total participants held across the WBENC network in 2016.

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

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

- Objective: Be actively engaged with the WBENC Network Task Force to develop a network model that ensures the WBENC network growth and sustainability.
 - As of 2-26-2016, all RPOs have provided approval to extend the 2015 Service Agreement through March 2017.
 - The Leadership Council and WBENC Network Task Force participated in a work session in March focused on identifying and finalizing programming that is core to the CORE.
 - As a result of the discussion in March 2016, the LC has agreed to a common certification application fee across all RPOs to be implemented January 2017.

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

- The Leadership Council has identified representatives to serve on the Network Task Force sub-committees:
 - Growth and Alignment Process Sub-Committee
 - Emilia DiMenco (WBDC Chicago)
 - Phala Mire (WBEC-South)
 - Corporate Membership Structure Sub-Committee
 - Michelle Richards (Great Lakes WBC)
 - Pamela Williamsons (WBEC-West)

Women's Enterprise Forum Report

Women's Business Enterprise National Council Board of Directors Meeting November 2016 Women's Enterprise Forum 2016 (Q3) Goals and Accomplishments (As of 10-14-2016)

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

1. Goal: WBE Participation and Diversification

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

Accomplishment: The Forum Membership Team introduced "Net-walking" at the NCBF Conference in Orlando, as a morning kick-off activity to combine informal networking and getting in physical activity before the start of each day. The concept was well received and will be incorporated (again) at the 2017 NCBF in Las Vegas.

Accomplishment: During Q3, the Leadership of the Forum hosted a Forum Team Representative call on August 23rd, open to all 148 WBEs. Topics included Team updates by the Forum Leadership Team and a presentation by WBENC Marketing, Communications & Brand Management on "Engaging with WBENC via Social Media". The new Forum LinkedIn Group was also rolled out on the call.

Accomplishment: A New Forum Appointee Onboarding webinar was held on October 18th for the 47 RPO Appointees beginning January 1, 2017. The New Appointees, RPO Staff and Forum Leadership Team members were invited on the Call. A second webinar will be offered in January/February 2017 timeframe for those who were not able to participate.

2. Goal: Building Personal and Professional Capacity through Education & Programming

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

Accomplishment: Forum First Webinar Series. The keynote speakers for both the March and June Forum Meetings, extended their topics with an advanced professional development webinar for Forum WBEs and their staffs. The webinars serve as an added opportunity to provide professional development to our WBEs expanding the WBENC programming:

July 21st: Jennifer Brown "Diversity and Inclusion as the Great Growth Enabler"

August 25th: Bonnie Keith "Harnessing Value in the New Economy"

Accomplishment: During the NCBF, the second WelInnovate session was held, giving 37 WBEs the opportunity to pitch their innovative products or services to a group of corporate members. Through *Forum First*, 20 Forum Representatives were the first to receive the program information and application process.

3. Goals: Governance/Communications

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

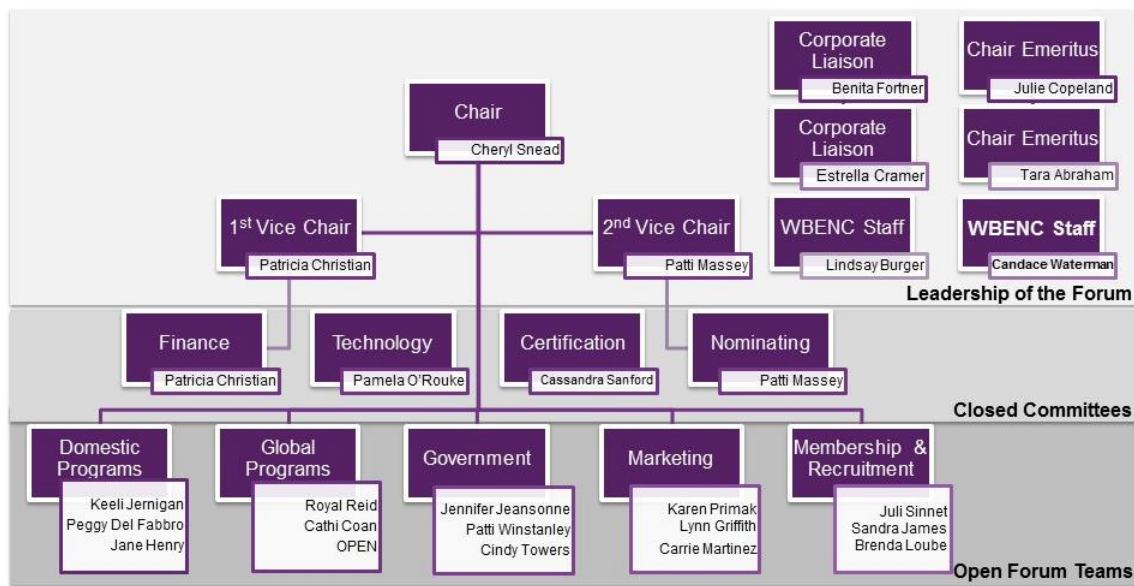
Accomplishment: A Leadership of the Forum Call was held July 26th including the review & scoring of the nominations for both 2017 Open FLT Positions and WBENC WBE Board Seats.

Accomplishment: A Forum Leadership Team Call was held on August 9th to debrief the June Meeting and NCBF, do a mid-year process overview and get feedback from the FLTs on Team initiatives and engagement.

Accomplishment: The Forum Leadership Team Retreat was held October 5th at WBENC Headquarters. Theresa Harrison, Board Chair and Candace Waterman, WBENC Chief of Staff participated. *The Retreat included WBENC Updates, Review of Forum 2016 Highlights and Planning for 2017.*

Accomplishment: The Leadership of the Forum Chair presented a Forum update on Friday, October 7th at the WBENC Extended Committee Retreat.

An updated Forum Leadership Structure is outlined below.



Corporate Membership & Revenue Generation Report

Women's Business Enterprise National Council Board of Directors Meeting November 16, 2016 Corporate Membership & Revenue Generation (CMRG) Report

Overview

WBENC is continuing to see the positive results of the new and enhanced, targeted programs and services being provided to our Members in their annual benefits, and a more strategic approach to Membership that is aligned with our enhanced offerings and better utilizes our community of leaders. The BD team had one of its strongest years in WBENC's history exceeding not only its numerical goal for New Members for 2016, but also its monetary goals for overall Membership and Sponsorships for our national events, and **finally achieving the 300 mark for Members** in August. This report focuses on Membership and Revenue Generation overall, and the figures contained in this report are some of the best WBENC has seen in its near 20 year history.

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

WBENC National Membership Update:

Please note: All figures are as of 11/2/2016. The most accurate information will be available in the Board finance report.

2016 Overall Membership Confirmed: \$4,154,000 (renewals, new & rejoined)
2016 Overall Membership Revenue Goal: \$4,000,000 (includes New Member revenue)
% of Revenue Goal Achieved: 104% **Currently \$154,000 over goal!*

Current Total National Members: 303 (includes New & Rejoined) **reached 300 8/9/2016!*
New Members: 40 (see list below)
Rejoined Members: 7 (see list below)

2016 Membership Renewal Revenue Projected: \$3,944,500
2016 Membership Renewals Confirmed: \$3,756,500 95% of projected (includes in-kind)

2016 New Member Goal: 30
Total Achieved: 40 **133% achieved!* (NEW Members only)

New Member Revenue: \$305,500
Rejoined Member Revenue: \$92,000
New/Rejoined Revenue Overall: \$397,500

2016 New & Rejoined Corporate Members (40 New, 7 Rejoined = \$397,500)		
<i>*Bolted companies are new since our last report</i>		
AARP	Diageo PLC	NiSource
Alkermes, Inc.	EMCOR Government Services	Phillips 66 (rejoined)
American Transmission Company	Express Scripts (rejoined)	Publicis Healthcare
AMN Healthcare Inc.	Federal Reserve Bank of Chicago (rejoined)	The Resource Group, an Ascension Subsidiary
Apex Learning	Fifth Third Bank	Reynolds American Inc.
Ardent Mills	First Data Corporation	Ricoh USA, Inc.
Axalta Coating Systems	Hanon Systems USA, LLC	Scholastic Inc.
Bartech/Guidant Group	HealthTrust (rejoined)	Standard Insurance
Baxalta US, Inc. <i>*now Shire/Legacy Baxalta</i>	HP Inc.	Stryker Corporation
Black & Veatch	Infineum USA LP	TD Bank, N.A.
Charter Communications	JE Dunn Construction Company	Turnitin
City of Columbia (SC)	Lear Corporation	USAA
CLEARresult	Medtronic	Valvoline LLC
Consumer Financial Protection Bureau (rejoined)	Merck KGaA, Darmstadt Germany	Vizient, Inc.
Crown Castle	Milwaukee Public Schools (rejoined)	VMWare, Inc.
Cummins Inc. (rejoined)	National Basketball Association (NBA)	

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

Renewal efforts for 2016 began in September of 2015. Our Member Retention rate is strong at 95%. However, the following 22 members declined to renew, or were suspended for not responding by the renewal deadline:

2016 Non-Renewals (NR)/Suspensions (22 total) (Lost Revenue \$220,500, 5% of projected revenue)		
CA Inc. <i>*Rejoining 2017</i>	Lockheed Martin Corporation (NR)	Recall Corporation (NR)
Creative Artists Agency, LLC (NR)	Mars Chocolate NA	Rockwell Automation
Del Monte Foods, Inc. (NR)	MedAssets Supply Chain (NR) <i>*Was purchased by Vizeint; Vizeint joined in 2016</i>	Southeastern Grocers (NR)
Federal Home Loan Bank of Chicago (NR)	MillerCoors LLC (NR) <i>*Rejoining in 2017!</i>	Sprint Nextel Corporation (NR)
Florida Blue (NR)	Navient Solutions (NR) <i>*Rejoining 2017</i>	Visteon Corporation (NR) <i>*SD spun-off into new company Hanon Systems, who joined in 2016</i>
Forest City Enterprises	Nestle North America (NR) <i>*Confirmed/Invoiced for 2017!</i>	Wisconsin Energy Corporation
GfK Holdings, Inc. (NR)	Novo Nordisk, Inc.	
Kraft Heinz Company	Portsmouth Public Schools	

All companies listed as Non-Renewals automatically become Prospective Members that the Business Development team continues to focus on throughout the year. Many of these companies are going through significant restructuring and have indicated their plans are to renew their membership in 2017 if budgets allow. As you can see, Nestle has already been invoiced for their 2017 dues, and we are just waiting written confirmation from both Navient, MillerCoors and CA, Inc. as well. We expect more to follow; please see 2017 Top Prospects below.

2017 National Membership Update:

Membership Renewal efforts are ongoing for the BD team with continuous engagement throughout the year. Renewal Notices went out to all National Members on November 1, 2016; Members have until January 31, 2017 to inform us of their intent.

2017 Total Membership Renewal Notices Sent: \$4,214,500
2017 Membership Renewals Confirmed: \$1,314,000 31% of projected (includes in-kind)

Our 2016 Member Retention rate was strong at 95%. However, we would like see this even stronger moving forward.

<u>2017 New & Rejoined Corporate Members</u> (3 New, 1 Rejoined = \$26,000)		
BorgWarner	Mayo Clinic	
Federal Home Loan Bank of San Francisco	Nestle North America (rejoined)	

<u>2017 Non-Renewals</u> (2 = - \$21,000)		
Tyco International <i>*Purchased by Johnson Controls; JCI is confirmed 2017 renewal</i>	Xcel Energy <i>*moving to local support only</i>	

2017 Top Prospective Members:

As you know, our prospecting efforts never cease. Our 2016 numbers were achieved through a much more targeted and strategic approach, combined with better utilization of our Ambassadors, CMRG Committee Members and our community as a whole. Below is our Top Prospect List for 2017. **If you are interested in assisting in solidifying these companies as Members, please reach out to Mia Delano directly mdelano@wbenc.org.**

<u>2017 Top Prospective Members</u>		
3M	Ecolab	Owens & Minor
Adient <i>*New automotive spin-off from Johnson Controls</i>	Essendant <i>*Former United Stationers</i>	Saatchi & Saatchi (former Member)
AmerisourceBergen	Jacobs Engineering	Southwest Airlines Company
Baxter Healthcare Corporation	Kraft Heinz (former Member)	Sprint (former Member)
Bayer Corporation <i>*Purchased Monsanto</i>	LSC Communications <i>*RR Donnelley spinoff</i>	Tenneco Inc
Boston Scientific Corp	Magellan Health	Tyson Foods
C.H. Robinson	Mars (former Member)	UnitedHealthcare
Cardinal Health	McKesson	Volkswagen Group of America, Inc.
Caterpillar	MillerCoors (former Member) <i>*Rejoining 2017!</i>	We Energies/WEC Energy Group (former Member)
ConAgra (former Member)	Mitsubishi Hitachi Power Systems Americas, Inc.*	Yum! Brands, Inc. (former Member)
Continental Automotive Group	Mondelēz International, Inc.	Zappos
Deere & Company (John Deere)	Navistar	
DENSO International America, Inc.	Nike (former Member)	
Donnelley Financial Services <i>*RR Donnelley spinoff</i>	Nordstrom	
Eaton	Omnicom Media Group	

2017 Summit & Salute Sponsorship Update:

The 2017 Summit & Salute will be held March 21-23, 2017 at the New Orleans Marriott in New Orleans, LA. This year's Presenting Sponsors are Accenture and EY, as well as WBEs Ampcus and ASAP Solutions Group, LLC

2017 Summit & Salute Sponsorship Goal:	\$1,167,500
Pledged as of 11/2/2016:	\$ 498,000
Percentage achieved:	43%

For those of you who have yet to commit, please reach out to Mia Delano directly at mdelano@wbenc.org.

2017 National Conference & Business Fair (NCBF) Sponsorship Update:

The 2017 NCBF will be held June 20-22, 2017 at Mandalay Bay in Las Vegas, NV. This year's Co-Chairs are Bristol-Myers Squibb, MGM Resorts International and Southern California Edison, as well as WBEs Ampcus, ALOM and NEI Global Relocation.

2017 NCBF Sponsorship Goal:	\$2,900,000
Pledged as of 11/2/2016:	\$1,585,000
Percentage achieved:	55%

For those of you who have yet to commit, please reach out to Mia Delano directly at mdelano@wbenc.org.

Business Development & CMRG Committee Updates:

- **2017 Renewal Letters** were sent to all National Members on November 1st. This letter contained highlights from 2016 that are relevant to this community, as well as what is to come on 2017.
- **2017 New Member Benefit – Insights Uploads**
Beginning in January, National Members will be given the option to upload two pieces of collateral to Insights, WBENC's password protected, online resource library. The first upload will be the same for everyone and will be a piece titled *How to do Business with _____*. The second upload will be of their choosing from a list of pre-approved, relevant topics. This new benefit allows them to share important information and resources to aid in the assistance of further educating our WBEs with the tools they need to be successful in doing business with each of you, and in other areas relevant to their business. Coordinating this effort from the WBENC team will be Rian Edwards redwards@wbenc.org; if you have not heard from her yet, she will be reaching out to you shortly with more information.
- **Membership Retention & Engagement Subcommittee, Chair, Dominica Groom of Marriott International, Inc.**
2016 achievement for this Subcommittee are contained in this report. All membership committee activity is directed by the ongoing needs of our Members, and prospective Members, with guidance from the WBENC Leadership Team in conjunction with the Board and other crucial committee work. Meetings will be scheduled as business and projects are formulated thus from time to time the standing meeting schedule may be modified or brief, depending on the agenda. Current Subcommittee areas of focus for 2017 include:
 - **More in depth analysis of annual Membership goals setting**, to create less arbitrary figures moving forward
 - **Creating and enhancing resources tools for Member prospecting**

- **2017 Prospecting:** Working from not only the list of prospects here, but as our Committee Members and community feed other leads to us, corporations with current supplier diversity programs including the prime suppliers to our current Corporate Members, and the federal government, as well as corporations that align with our industry-specific focus areas for 2017.
- **Fund Development Subcommittee, Chair, Barb Kubicki of Bank of America and Vice Chair, Pauline Gebon of MetLife**
Under their leadership, the group's mandate is to grow and strengthen existing revenue streams, and to evaluate funding mechanisms for WBENC specified projects that will arise in the future.
 - **2016 Accomplishment - Creation and implementation of Formal Intake Process for all WBENC Fund Development Ideation** **implemented in September 2016!*
This infrastructure is useful to more than just the business develop area to approve new programs or initiatives, and monitor and measure effectiveness of new and existing programs, initiatives and revenue streams.

Lisa Stenglein of Motorola, together with Barb Kubicki, created a vetting template based on what is used in the corporate world. This tool was then adapted to fit what would work for WBENC. A portion of the framework identifies whether the prospective project will be implemented in the short term, medium term, or requires a long term planning phase. The tool formalizes the evaluation process for any proposed funding idea whether it comes from the CMRG Committee or is fostered in one of the other Board Committees, or from anyone within the WBENC community.

How this ties to the Long Range Plan –This can be used to thoroughly analyze proposed revenue growth ideas, and identify key revenue sources, in order to make educated recommendations regarding what sources would be in alignment with WBENC's strategic goals and create a 3-5 year long range plan.

U.S. Services & Programs Report

Women's Business Enterprise National Council Board of Directors Meeting November 16, 2016 Opportunities/Programming (U.S.) Q3/4 2016 Goals and Accomplishments

1. Align program strategy to CORE mission and objectives

- Continue to develop and deliver quality programming that is relevant and timely for all WBENC constituents
- Support industry focused programming strategy
- Provide a variety of mediums for training in addition to onsite sessions at events (e.g. webinars); develop webinars to be available real time so constituents do not have to wait for an event to access. These webinars will compliment WBENC event programming.

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

- Guidelines were used for the Programs committee for all 2016 events
- 2016 Summit & Salute had 9 industry/best practice round tables. Members of the committee evaluated the sessions and coordinated attendee evaluations.
- 2016 National Conference had 35 workshop sessions. Committee members participated as evaluators and assisted in the logistics of the sessions.
- Developed a new online "Presentation Proposal" to align with the guidelines for 2016 programming

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

- Incorporate partner resources into programming - *ongoing*
- Develop list of programming to be developed in addition to partner programming – *ongoing*
- Leveraged the expertise of the Top Corporations for industry roundtables at 2016 Summit & Salute and National Conference workshop sessions
- Sub-committee formed in March to develop a Tier II/III webinar for the Insights Library – webinar to be completed by Q4 2016.
- Creating a continuum between Summit & Salute roundtables and National Conference sessions
- Highlighting workshop content after events in President's Report articles, Insights and other medium

4. Develop methodology to measure effectiveness of programming

- Process and relevant metrics/results are evaluated and reviewed after each event (workshop evaluations and post event surveys)
- Incorporating feedback from 2016 events into 2017 planning
- Evaluating introduction of other ways to measure our "audience" (e.g. polling real time)

Global Business Committee Report

Women's Business Enterprise National Council Board of Directors Meeting November 16, 2016 Opportunities/Programming (Global) 2016 Goals and Accomplishments

The Global Business Committee continues to drill down on the actions that came out of the WBE Survey performed in 2015.

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

- Providing two (2) educational workshops at the National Conference in Orlando. We have assembled a team of Global Committee members who are developing the criteria needed to assemble the appropriate individuals, topics, etc. so that we can provide the WBEs and Corporate members informative programs at the Conference.

Status: Completed. Presented two (2) successful workshops in Orlando.

- Continuing to review and update the Global International Guide. We will use it as a resource tool to educate WBE's who are currently doing business or are interested in doing business in the global market place.

Status: Current. Global International Guide and Survey to be published on WBENC website. Information provided to P. Birmingham for inclusion on website.

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

Status: Completed

Goal: Obtain feedback from our Corporate Members on the Global Committee and all WBENC Corporate Members regarding their individual purchasing requirements outside of the US. This will include areas such as geographic preference, commodities/services to be procured, how they define a successful supplier, etc. A project team is working on a survey that will be sent out to WBENC Corporations. Based on that feedback a plan will be defined to combine the Corporation needs together with the global WBEs business strategies.

Status: Current. A sub-committee has been formed to develop proposed survey questions for the WBENC Corporate Members. Survey questions under review and will be presented to WBENC for approval.

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

Status: Completed.

Goal: Identify methods for publishing Global information on the WBENC website or on a Global independent website. A team will be formed to review options and provide recommendations. This would include some level of GBC messaging within the current WBENC social media sites.

Status: Completed. P. Birmingham to publish reports.

Marketing, Communications & Brand Management Report

**Women's Business Enterprise National Council
Board of Directors Meeting
November 16, 2016
Marketing, Communications, & Brand Management Committee
Q2/3 2016 Goals and Accomplishments**

The committee has revised their goals and areas of focus as follows to reflect major outcomes as a result of our marketing strategy and to align with WBENC's CORE strategies:

1. **GOAL: Visibility**
 - a. Provide marketing support and collateral across multiple platforms to reach all constituents
 - b. Have two way engagement/touchpoints consistently throughout the year—Launched the new WBENC Blog in February – an additional touchpoint with a focus on younger WBEs; the Blog has had over 2,000 page views per month

2. **GOAL: Growth**
 - a. What's Your Number? Campaign to highlight growth between WBEs, WBEs/Corporate Members, etc. – launched campaign with “What's Your #?” buttons at June 2016 NCBF; worked with RPO marketing teams to incorporate WY# at regional events – WBDC-SW and WBEC PA-DE-sNJ incorporated this campaign into their events.
 - b. Continue to spotlight best practices in achieving growth on multiple platforms (President's Report, Blog, social media, external media opportunities)

3. **GOAL: Marketing Dashboard**
 - a. Continue to refine and develop metrics to measure the health of our programs (e.g. net promoter score),
 - b. Review post event surveys to insure we are collecting relevant and timely data- in progress
 - c. Support the business case for diversity programs and support of WBE development-ongoing
 - d. Draft dashboard model was reviewed at March meeting. Illustrative draft of the dashboard has been built and will be refined at the November meeting.

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

5. **GOAL: Support WBENC committees/The Forum**
 - a. Be engaged with national and Forum teams to support and align marketing efforts-ongoing
 - b. Highlight Forum members in the President's Report and the Blog -ongoing

6. GOAL: Event Marketing

Summit & Salute

Targeted marketing including email blasts, social media, event web site, electronic invitation and President's Report features supported unprecedented attendance at the Summit & Salute.

2016 1,513 S&S Attendees

2015 1,489 S&S Attendees

2014 1,364 attendees

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

93 % of attendees surveyed said the contacts made throughout the event would lead to one or more business opportunities

National Conference & Business Fair

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

2016 statistics

3,947 Attendees

97.4% of attendees surveyed would recommend this event

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

2015 statistics

3,499 Attendees

96% of attendees surveyed would recommend this event

93% of attendees surveyed said the contacts made throughout the event would lead to one or more business opportunities

7. SUPPORT: Brand Identity RFP

We have supported the WBENC Strategic Task Force in taking a holistic look at our network (meaning WBENC and the 14 RPOs) from a branding perspective, and exploring what kinds of changes have the potential to create more comprehensive and consistent organizational branding. We sent an RFP to a significant list of WBEs and received 12 responses. A small selection committee narrowed the 12 responses down to a short list of 5. A larger committee will meet with the 5 finalists one-on-one to evaluate the possibilities and make a go forward recommendation. The ideas include everything from sweeping changes of all logos to a new naming strategy to an iconic shape that includes our existing logo.

National Certification Committee Report

Women's Business Enterprise National Council November 2016 WBENC Board Meeting National Certification Committee (Includes the National Certification Review Committee & National Certification Appeals Committee) 2016 Q3 Goals and Accomplishments (As of 10-1-2016)

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

Accomplishments:

- A sub-committee has been formed investigate the criteria which could be used in certifying majority (51%) women controlled firms that have had capital infusion from investors
- The committee completed the charter and draft criteria for the designation and is poised to obtained input from financial/investor SMEs.

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

Accomplishments:

- The program was formerly instituted 9-15-2011 and as of 9-30-2016 there were 2,332 certified WOSB firms.
- In an effort to further solidify WBENC in the Government arena, a Government Task Force has been formed and will officially launch January 2017.
- WBENC will continue to pursue opportunities to maintain itself as the leading third-party certifier of WOSB firms

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

Accomplishments:

- Updated the Standards, March 2016 to include clarification on Trust/ESOP criteria relevant to all legal structures.

GOAL: Continue to improve and streamline the certification process.

Accomplishments:

- The Site Visit Sub-Committee has developed criteria for the use of site visit on recertification applicants. A pilot will be conducted May – December 2016

- Digitization- developed the framework for transitioning the network to a digitized environment
 - *Objectives*
 - Improve the current paper process for certification applications (required documentation)
 - Improve the current process for reviewing files (standardization)
 - Reduce physical file storage
 - *Milestones*

Deliverable	Notes	Timing
1. WBENCLink stability assessment	System stabilization is imperative prior to project initiation	a. January 2013- January 2014 (COMPLETE)
2. Analysis of certifying entities currently utilizing a digitized process	Government and 3 rd party certifiers included in analysis	a. March 2014 (COMPLETE)
3. Analysis of required application documentation	Comparison of other certifying entities included in analysis	a. March 2014 (COMPLETE)
4. Enhancement and implementation of Recertification process improvements	Six month pilot conducted, post analysis conducted and full implementation completed	a. October 2013- April 2014 (COMPLETE)
5. Technology & digitization options discovery (i.e.: best tools, network impact analysis, etc.) a. Tool discovery: Pitney Bowes b. Tool discovery & network impact: Logistics Solutions	Evaluations and discovery sessions relevant to both approaches; bolt-on and total system conversion	a. November 2014 (COMPLETE) b. October 2013- November 2014 (COMPLETE)
6. Complete initial process mapping for current landscape a. WBENC mapping b. RPO Input c. NCC	Current process consensus amongst WBENC and RPOs is essential to new integration discussions and work	a. February 2015 (COMPLETE) b. March 2015 (COMPLETE) c. March 2015 (COMPLETE)
7. Apply high level process mapping to all RPOs and obtained 6 Hat input from the RPOs relevant to the new system.	Provided the WBENC mapping to the RPOs for analysis of each RPO business process to identify gaps and trends	a. April –June 2015 (COMPLETE)

8. Conduct initial RFI	Conducted a search and identified 3 potential suppliers amongst WBENC network firms and 1 Microsoft referral: <ol style="list-style-type: none"> 1. B2GNow- regional corporate member 2. ConnXus- national corporate member 3. Logistics Solutions, Inc.- MBE firm 4. Prism- WBE firm 	a. April- July 2015 (COMPLETE)
9. Synthesize all RPO mapping and 6 Hat input		a. July 2015 (COMPLETE)
10. Participated in system demo as a result of RFI responses	Of the 4 potential suppliers, demos were conducted by 2: <ol style="list-style-type: none"> a. B2GNow b. ConnXus 	a. July-September 2015 (COMPLETE)
11. Conducted demo of WBENCLink for potential supplier	As a result of the demos, WBENC conducted a demo of WBENCLink for one potential supplier: <ol style="list-style-type: none"> a. B2GNow 	a. September 2015 (COMPLETE)
12. Document process mapping and work flow for transitioning to the new WBENCLink	Evaluation of potential new system and WBENC needs to develop enhanced system & process improvements	a. October – November 2015 (COMPLETE)
13. Finalize selection process	As a result of comprehensive evaluation a supplier was selected <ol style="list-style-type: none"> a. B2GNow 	a. January – February 2016
14. Complete analysis of WBENC WBE application questions	Application data is relevant information is collected for WBENC Standards and sourcing	a. January- February 2016 (COMPLETE)
15. Complete SOW and obtain all appropriate legal documentation		a. January -February 2016 (COMPLETE)
16. Complete implementation plan for transitioning	The kick-off meeting and ongoing transition meetings being held weekly	a. February 2016 and ongoing (COMPLETE)
17. Meet with CVM to discuss 2016 services and data migration requirements	Collaboration with the current supplier for data migration to the new supplier is critical for a successful project	a. January – March 2016 (COMPLETE)

18. Met with CVM and B2G for initial data migration plan	Collaboration and key understandings regarding the data is critical to the success of the project	a. March 2016 (COMPLETE)
19. Leadership Council Update	Review of all project elements and ongoing through project completion	a. March and ongoing (COMPLETE)
20. RPO Certification Team Training	Robust process training is essential to the success of the implementation	a. March and ongoing through implementation (COMPLETE)
21. Coordination of RPO Certification Team and WBENC Certification Dept. to attend the B2G User Conference	B2G holds an annual User Conference and due to the Q3 implementation they will provide a WBENC specific track during the conference. There were 42 WBENC attendees of which 4 were LC members; ASTRA, WBDC-Chicago, ORVWBC, WPEO-DC	a. May 2-5, 2016 (COMPLETE)
22. Introduce WBENCLink2.0 during 2016 NCBF in a series of familiarization sessions	B2G and WBENC successfully conducted over 400 WBENCLink2.0 interactions during NCBF in Orlando.	a. June 2016 (COMPLETE)
23. Launch WBENCLink2.0	Successfully migrated 19,000 users and over 1 million data points in the launch of WBENCLink2.0	a. September 20, 2016
24. Conduct training sessions for WBENCLink2.0	Developed robust training for RPO Certification Staff, WBEs and Corporate Members. Held multiple training sessions per day September 7- October 15 for each constituent group.	a. September – October 2016 (COMPLETE)

NEXT STEPS

Deliverable	Notes	Timing
1. Conduct Post Go-Live Feedback and Input Sessions	With any technology implementation, it is imperative to obtain feedback from each user group. Since September 19, we have consistently obtained feedback from the RPOs in a formalized manner and will continue to do so. Additionally, we will develop and conduct surveys for the WBEs and Corporate Members to also obtain their feedback.	a. September and ongoing
2. Communication Plan	The communication plan is a living document which is updated as the project is completed. Priority given to WBEs whose applications will be due during Q2 implementation. We will continue this methodology for the first full year of implementation.	March and ongoing

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

Accomplishments:

- As of 9-30 -2016, the Appeals Committee has received 12 files.
- As of 9-30-2016, the National Certification Review Committee has received 53 files (revenue in excess of \$500 million or unique business structures):
 - *New*
 - Viva Consulting Group
 - Broadcasters General Store, Inc
 - Act One Group- Government
 - Heico Company (24 files)
 - Carylton Company (22 files)
 - *Recertification*
 - SHI International Corp.
 - Quality One Wireless
 - HPM Construction LLC
 - Bass Engineering

GOAL: Continue to deliver Certification Training for RPO Certification Committee Members.

Accomplishment:

- Delivered 10 Live Meeting Sessions (January – April) 135 participants

GOAL: Continue to deliver WBENCLink Training.

Accomplishment:

- Delivered Live Meeting sessions (January- October) with over 700 participants; of which over 650 was for WBENCLink2.0 users.

WBENC Governance

Executive Committee

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