



2001
Annual Report

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To the President and Members of Congress:

The National Women's Business Council (NWBC or Council) is pleased to transmit its 2001 Annual Report. This report includes important findings from research conducted by the NWBC on women-owned and women-led businesses, with an emphasis on access to capital and contracting opportunities. In addition, this report contains recommendations for legislative and administrative proposals we believe will help women entrepreneurs with their endeavors.

During the past decade, the number of women starting firms has increased at twice the rate of all U.S. concerns. These women-owned businesses (WOBs) are growing faster in employment and revenues than the average U.S. firm. Unfortunately, WOBs are still having a difficult time accessing capital for start-up or expansion, and not receiving a commensurate share of contract opportunities in either the public or private sectors. Access to education, technical assistance and capital can improve the chances that WOBs will have the opportunity to grow and remain an important component of our Nation's economic health and stability. The NWBC has placed great efforts toward meeting and further exploring these needs of WOBs.

We are honored to have the opportunity to advocate for the interests of the fastest growing segment of our Nation's economy. Although the NWBC has much to celebrate with respect to the economic accomplishments of WOBs, the members of the Council recognize that there is still much work to be done to address the capital and business development needs of the Nation's women business owners. We look forward to working with Congress and the Administration in implementing these recommendations and formulating new policy in the upcoming fiscal year.

National Women's Business Council

INTRODUCTION

The NWBC is an independent source of advice and policy recommendations to the President, the Congress, the Administrator of the U.S. Small Business Administration (SBA), and the Interagency Committee on Women's Business Enterprise (IACWBE). The Council is comprised of 15 members: one Chair, who is a prominent business woman qualified to head the Council by virtue of her education, training, and experience; eight owners of small businesses who reflect geographic, racial, political, economic and sectoral diversity; and six representatives of women's business organizations. Together, the NWBC formulates policy recommendations on a wide range of issues affecting WOBs, including access to capital, the women's business census, and the overall growth of women's business enterprise.

It is evident that WOBs are a growing and viable part of the Nation's economy. From 1992 to 1997, the number of women-owned concerns in the United States grew at twice the rate of all U.S. concerns.¹ In addition, according to research from the Center for Women's Business Research:

- Women-owned concerns continue to diversify in all industries -- construction, manufacturing and transportation have seen the largest increases in WOBs.
- Women are becoming more active in the equity capital markets -- 65 percent of women entrepreneurs with equity capital first acquired it in the period from 1996 to 1999.
- WOBs are just as financially strong and creditworthy as the average U.S. concern.
- According to the U.S. Bureau of the Census, as of 1997, there were over 5.4 million privately-held concerns of which women owned and controlled at least 51%, and women of color owned one in six of such concerns.

¹U.S. Census Bureau.

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- Growth in number, employment, and revenues of WOBs exceeds the national average.

Yet, despite all of this progress, WOBs are still facing barriers. For example,

- Only 5% of the \$89.9 billion in venture capital for the year 2000 was invested in women-owned or women-led concerns.
- WOBs received only 2.5 percent of the \$186 billion in Federal prime contracts in fiscal year 1999 and only 2.3 percent of the Federal prime contracts in fiscal year 2000.
- Less than half the number of women-owned firms had \$100,000 or more in bank credit, compared with men-owned firms.
- Most of the women recipients of equity capital obtained equity investments from sources primarily outside of the institutional equity investment markets, including informal investors, such as family members and friends, and individual investors, such as angel investors.

Last year, Congress recognized the continued need for the advocacy of and research on WOBs by re-authorizing the NWBC through 2003. The Council agrees that while it has made progress in addressing the barriers WOBs encounter, there is still much more that needs to be done. Because WOBs are still underutilized in Federal procurement and there remains an inequity in access to capital for such concerns, the NWBC continues to promote new initiatives and conduct research and studies designed to foster and support women's entrepreneurship.

POLICY RECOMMENDATIONS

Throughout the year, the Council met to develop initiatives, policies and programs that foster women's business enterprise. In addition, as advisors to the IACWBE and advocates for WOBs, on October 4, 2000, the NWBC met with the IACWBE to discuss Council recommendations on policy issues, confer on the 5% procurement goal, and facilitate recognition and shared learning of best practices in procurement with WOBs. Further, the Council held a Senate Women's Business Roundtable to dialogue with various Senators on issues important to WOBs across the Nation and discuss the legislative agenda for the upcoming session. The session focused on women's business issues and small business issues. The NWBC also held a task force meeting to discuss pertinent issues relating to the women's census. Finally, the Council has contracted for research and studies on various issues concerning women entrepreneurs.

“With the impact of women-owned businesses on our economy increasing at an unprecedented rate, Congress relies on the [National Women's Business] Council to serve as its eyes and ears as it anticipates the needs of this burgeoning entrepreneurial sector. Since it was established in 1988, the Council, which is bi-partisan, has provided important unbiased advice and counsel to Congress.”

S. Rpt. 422, 106th Cong., 2d Sess. 26 (2000).

As a result of the Council's efforts and the attached research and studies, the following policy recommendations have been developed and adopted:

Data and Information Collection

- Encourage states to collect data and information on WOBs (at the state level) and collaborate in developing regional data. Data gathered in consideration of state or region is needed to develop programs and infrastructure that will have a measurable impact on the specific needs of individual women business owners within a targeted part of the country.

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- Improve the quality of national economic statistics on WOBs.
 - Require that all business statistics collected by the Federal Government include gender of owner so that comparisons between growth and needs of women- and men-owned businesses can be made.
 - Collect comprehensive data on WOBs through inclusion of: plurality-owned concerns, women-led concerns, and publicly-traded corporations in the Economic Census, and add a sub-category for successful women business owners that would look at receipts versus profitability.
 - Encourage the research and study of understudied groups, including: publicly-held women-owned companies; established WOBs (those with the highest revenues or largest number of employees); minority and other understudied women-owned populations, (including rural, inner-city, and youth); and plurality- and 50% owned women-led firms.
 - Encourage public/private partnerships to address data collection and research on women business owners, including: economic contributions made by women businesses in job creation and revenues and characteristics of and barriers to growth for WOBs.
 - Disseminate information to the constituencies that can strengthen public/private partnerships. Recommend outreach to: Federal, state, and major metropolitan area policy-makers; financial institutions; educators; corporations; non-profit organizations; major national trade professional small business organizations; educational institutions; and women business owners.

Growth of WOBs

- Continue a strong voice for WOBs in government to ensure that the needs and contributions of WOBs are considered when establishing policy and legislation.
- Work toward collaboration and consistency among research and data collection activities on women business owners.
- Advocate or support the creation of State Economic Networks (SENs), which are a collaboration of women's organizations within a state that work together to develop and impact state policies important to women, to foster the growth of WOBs at the state and local level.

Access to Capital

- Track venture capital investments and performance of investments by gender, race and ethnicity, as well as geographic location by the venture capital investment company and the entity in which they invest.
- Advocate the creation of programs that educate and prepare women to lead emerging growth businesses.
- Educate women on the venture capital process (angel investors, corporate venture funds, venture capital funds).
- Examine or research the process by which men, women, and minority-led ventures are screened by angels and venture capital firms to determine and note if there are any differences.

Federal Procurement

- Increase the participation of WOBs in Federal procurement through stronger enforcement of prime and subcontracting procurement goals for WOSBs, and by holding procuring agencies and procuring officials (and prime contractors) accountable when such goals are not met.
- Reduce the trend in bundling contracts, which is limiting procurement opportunities not only for women-owned businesses but all small businesses.
- Encourage women business owners to consider the concept of joint ventures or teaming agreements in response to the bundling of procurement contracts.
- Implement or expand Federal mentor-protégé programs that include WOBs.
- Educate WOBs on the availability and use of Federal agency procurement programs such as FedBizOpps, procurement fairs or seminars, agency small or disadvantaged business utilization offices, and the U.S. General Services Administration's Federal Supply Schedule Program and reverse auctions.

The Council looks forward to working with Congress and the Administration in determining the best means and processes for implementing these recommendations.

ACTIVITIES AND RESEARCH OF THE NWBC

1. Compendium of National Statistics on Women-Owned Businesses in the U.S.

****THE Single-Source Document For Information On Women-Owned Firms****

The NWBC contracted with Center for Women's Business Research to compile a single-source document of statistical information about women's business ownership in the United States. The resulting document updates and expands the NWBC's 1994 Compendium of National Statistics on Women-Owned Businesses in the U.S. The compendium includes the most sought-after facts and figures on women's entrepreneurship in the United States, as well as a bibliography of both source references and recommended publications. Its chapters cover such topics as:

- the number, size and economic strength of WOBs;
- recent growth trends;
- information on access to financial resources, including a focus on equity capital;
- information on opportunities in Federal procurement; and
- information on women-owned firms in international trade.

The report illustrates the major economic impact that WOBs have on the Nation's economy. The number of majority-owned, privately held WOBs grew 16% from 1992 to 1997 and WOBs continue to grow in economic power – they generate billions in revenues and employ millions of workers. The number of women-owned sole proprietorships grew approximately 34% between 1990 and 2000. Further, WOBs are ethnically diverse and more highly educated than the general female population.

The research also indicates that differences between women and men business owners in levels of bank credit remained the same, with women business owners receiving less credit than men. In addition, women receive less venture capital and other equity than men. In 2000, approximately 5% of the almost \$90 billion invested went to concerns with women CEO's.

With respect to Federal contracting, agencies have yet to achieve the 5% procurement goal of contracting with WOSBs for either prime or subcontracting. Finally, although WOBs are participating more in international trade, the numbers continue to be low.

The NWBC believes that this compendium provides the public and private sector with a comprehensive guide of statistics on WOBs. The compendium evidences that additional research and studies may be needed in the area of WOBs in international trade. WOBs' involvement is growing in number and size of business. As these businesses continue to fuel the U.S. and world economies, additional research and support will ensure increased growth and expansion of one of the fastest growing sectors of the economy.

2. **Launching Women-Owned Firms: The Impact of Training and Technical Assistance on New Women-Owned Firms**

****GROWTH and SUCCESS of Women's Business Centers****

The NWBC contracted with Center for Women's Business Research for a study that explores the challenges faced by women as they start businesses and the factors that lead to business success. The purpose of the study is to help women overcome these challenges in the future and increase the growth potential of WOBs. The study will follow a representative sample of clients (both current and prospective owners) from four different Women's Business Centers (WBCs) over a three-year period. The centers chosen reflect a diverse group of clients, from various regions and communities within the U.S.

"I understand that the strength we all need to continue when the work is hard comes from having a partner. And I am here today to remind you that the Small Business Administration is your partner. We want you to succeed. We want you to prosper."

Hector V. Barreto, SBA Administrator, in a speech at the 15th Annual Entrepreneurial Woman's Conference

The project began in fiscal year 2000, and will be completed in late 2003. The centers involved in the study are the: Women's Economic Self-Sufficiency Team in Albuquerque; Center for Women & Enterprise in Boston; Women's Business Development Center in Chicago; and Women's Initiative for Self-Employment in San Francisco. In addition, CWBR has formed a respondent database of client intake forms, prepared an initial report of the respondents' personal and business characteristics, drafted a survey, and conducted first round interviews. Currently, CWBR is developing a survey for the second round of interviews. Next, CWBR will conduct second, third, fourth, and final round interviews and prepare a final report.

The NWBC believes that the SBA's WBCs are crucial to the growth of WOBs. These centers provide needed technical assistance, education, resources, and training to women entrepreneurs. With this study, the Council hopes to determine the factors most associated with the growth and success of the centers' various clients. The NWBC is looking forward to the results of the final report and sharing the report and recommendations, upon completion.

3. **An Investigation of Women-Led Firms and Venture Capital Investment**

****VENTURE CAPITAL: Challenges for WOBs****

The NWBC contracted for a study on venture capital funding for women and minority led businesses. The study confirms that despite the growth in equity investment, women and minority entrepreneurs are still receiving only a very small share of equity capital. There are three possible reasons why such firms may receive less equity investment: choice of industry, geographic location, and business size. Women and minorities appear to be heavily concentrated in the service and retail industries, which are not the industry preferences of most venture capitalists. In addition, the highest growth rate for women-owned firms was in Nevada, Georgia, New Mexico, Florida and Idaho. These are all states outside of the major concentrations of venture capital providers. In addition, the research pointed out that venture capital firms typically invest more in firms that are at a later growth stage, rather than in start-up firms. Thus, less venture capital was available to new entrepreneurs, including those seeking small amounts of capital for early stage venture growth.

The study also revealed that women were participating more in the venture capital industry. For example, the number of women listed in top decision-making positions at venture capital firms increased from 1995 to 2000. Likewise, the number of investments in women-led

ventures increased in those years, as well. Women-led companies were more likely to be funded at early stages of business development and receive seed stage investments. Further, women in the services or manufacturing industries were more likely to receive funding. The study also explained that minority women seeking capital had greater barriers to overcome than did others.

The NWBC believes that access to capital and credit are major challenges facing WOBs. To facilitate equity investment in women-led ventures, it is clear that more research is needed. It is also important to: track investments and performance of investments by gender, race and ethnicity of venture funded companies; educate and prepare women to lead fast growth businesses and participate more in the investment process; and get insight as to why investors select or do not select certain WOBs for development.

4. Survey of Women-Owned Business Enterprises (SWOBE)

****Understanding the GROWTH And NEEDS of WOBs****

The Census Bureau's Survey of Women-Owned Business Enterprises (SWOBE) is the only source of basic statistical information on WOBs by number of firms, revenues, employment and industry sector. Both the Federal Government and private sector depend on data from the SWOBE to track the growth and impact of WOBs on the economy. Thus, on May 1, 2001, the NWBC hosted a task force meeting, which brought together a panel of experts in the areas of economics, research, and business ownership, to discuss the women's economic census. In attendance were several staff and members of the NWBC, professors, representatives of the U.S. Census Bureau, representatives of SBA and the Office of Advocacy, representatives of the Federal Reserve System, and representatives of women business organizations. The task force meeting focused on a general discussion on the following three topics:

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- the current availability of data and gaps in information and knowledge on WOBs;
 - the information needed on women's entrepreneurship; and
 - the definition of women's business ownership.

With respect to gaps in data collection, it is believed that the data collected to date on women business owners has been based on procurement requirements for women-owned small businesses (WOSBs). In other words, the data has focused on whether the concern is 51% owned and controlled by women. In addition, the larger the business, the less likely it would be counted as a WOB. Further, there are a number of items or specific data that should be captured on WOBs, including: simple growth in raw numbers, businesses separated by industry and ethnicity sectors, growth in economic contribution, access to capital, and pathways to entrepreneurship (either through education or addition of partners). Defining a WOB as 51% or 50% ownership by women misses a lot of businesses that are effectively owned either at present or in their formative stages by women. One suggestion was to examine the principal owner of the business and the principal's share of ownership. Another alternative is to look at the number of women who have achieved a certain title in a company (such as Chief Executive Officer (CEO)).

As a result of the meeting, it became clear that there were several unanswered questions, including:

- Are women founders of companies (i.e., Martha Stewart), who do not own a majority of the company stock, considered women business owners?
- Should there be a level of management qualification (such as CEO, Chief Financial Officer, or Chief Operations Officer) and day-to-day authority over the business that qualifies a woman as the owner?
- Should the current definition of a WOSB continue to be used for procurement purposes?

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- Does venture or angel capital have an impact and change the definition of a WOB?
 - In publicly traded concerns, is majority ownership determined by the largest shareholder?

The NWBC is charged with promoting and assisting in the development of a women's business census and other surveys of WOBs. This is an important task -- the information obtained from such surveys allows public and private entities to understand the growth and needs of WOBs. Recently, the U.S. Bureau of the Census proposed a new survey and plans to conduct a pretest of the survey. The revised survey will ask several questions about the business and about the gender, race, and ethnicity of the owners. As a result of the changes to the survey and the issues raised at the task force meeting, the NWBC plans to conduct another such meeting early next year. At that time, the NWBC will be able to formulate more policy recommendations in this area.

5. State Economic Networks (SEN) Project

****LOCAL NETWORKS For WOBs****

The NWBC contracted to conduct a hearing relating to a SEN in California. SENs, comprised of business leaders, women's business organization, WOBs, and state policy makers, provide a broad network of people working together to assist in the growth and education of WOBs on a local level.



The hearing was held in San Francisco, California on October 24, 2001.

The purpose of the hearing was to increase the interaction between California policymakers and the women's business community on issues of greatest importance to WOBs. In addition, the hearings were to encourage and engage women business owners and advocates in an active

dialogue with California legislators to produce recommendations and develop state policy that would ultimately create an environment conducive to the growth of WOBs.

Attendees and presenters included representatives of the NWBC, SBA, various women's business organizations, large businesses, chambers of commerce, members of the State Senate, the San Francisco Board of Supervisors, and several independent entrepreneurs. Presentations included discussions on the resources of various organizations, capital, advocacy and research. California State Senators discussed legislation that has had a positive impact on California women.

The program was predominantly devoted to a discussion of priority issues attendees felt the SEN should address in 2002, including: pay equity; financial literacy; education with an emphasis on technology; access to capital; procurement; greater representation of women in decision-making positions; acquisition of assets; environmental issues; business and emotional needs of young women entrepreneurs; and mentoring and support for young women leaders. The group determined that the primary issue to be addressed was economic equality. This would include not only access to capital, pay equity, and procurement, but poverty among women as well.

The NWBC hopes that the California SEN will serve as a model for other states. The NWBC believes that the creation of such SENs, located across the country, would be an effective tool for developing WOBs.

6. **Additional Activities of the NWBC**

a. **Federal Procurement**

**** EXCEEDING The Contracting Goal****

On February 16, 2001, the U.S. General Accounting Office (GAO) issued a report entitled Federal Procurement: Trends and Challenges in Contracting With Women-Owned Small Businesses. The report discusses the trends, obstacles, and concerns of WOBs in Federal Government contracting. According to the report, the share of government prime contracts awarded to WOBs did not increase from fiscal year 1996 through fiscal year 1999, while the share of subcontracts to such concerns showed only a slight increase. Further, the report stated that, although WOBs make-up a large percentage of all businesses in the United States, they received only 2.5 percent of the approximately \$189 billion in Federal prime contracts awarded in fiscal year 1999. The report noted that because the U.S. Department of Defense (DOD) accounts for over half of all Federal procurement, it is crucial that DOD meet its WOB contracting goals in order for the government as a whole to meet the 5% goal.

Several contracting officials interviewed suggested ways to increase the award of contracts to WOBs. Several recommendations included:

- improving the focus and delivery of agency outreach to identify and encourage qualified WOSBs to participate in Federal procurement;
- promoting contracting with WOSBs through incentive and recognition programs for their contracting personnel;
- implementing mentor-protégé programs that include WOSBs;
- informing WOSBs of the possible use of teaming arrangements in certain procurements to enhance their competitiveness; and

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- expanding access to contract financing, perhaps through higher progress payment rates.

Perhaps the most interesting recommendation was for Congress to create a program targeting WOBs in Federal procurement. Congress authorized such a program last year.

According to this program, referred to as Procurement Program for Women-Owned Small Business Concerns, a Federal procuring agency's contracting officer may restrict competition for any contract for the procurement of goods or services by the Federal Government to small business concerns (SBCs) owned and controlled by women, in certain circumstances. A new office at SBA, the Office of Federal Contracting Assistance for Women Business Owners (CAWBO), will be implementing the program. The NWBC intends to assist CAWBO with its efforts.

Pursuant to this new statutory program, SBA's Administrator must determine in which industries SBCs owned and controlled by women are underrepresented or substantially underrepresented. As a result of this mandate, SBA is currently conducting an overall study as it relates to Federal prime contracting. However, this review will not examine industries in which WOSBs or WOBs are underrepresented or substantially underrepresented with respect to Federal subcontracting.

The NWBC believes that Federal subcontracting is a necessary arena for small businesses, including WOSBs and WOBs to get access to opportunities. For example, both the Federal Acquisition Streamlining Act and Executive Order 13157 provide that it shall be the policy of the executive branch to establish a participation goal for WOSBs of not less than 5 percent of the total value of all prime contract awards for each fiscal year and of not less than 5 percent of the total value of all subcontract awards for each fiscal year. Further, as more prime contracts are consolidated or bundled, WOBs may find increased opportunities with

subcontracting. In addition, the subcontracting area may be a more favorable arena for concerns just starting in Federal contracting. As they assume parts of jobs for primes, the concerns learn the contracting process. Potentially, this could open the door to more contracting opportunities for WOBs.

The NWBC has taken the necessary steps to examine the utilization of WOBs and WOSBs in Federal subcontracting and has contracted for such a study. As a result of this study, the NWBC and SBA will look to determine industries in which WOBs and WOSBs are underrepresented or substantially underrepresented in Federal subcontracting. The study is in process and the NWBC plans to publish the results as part of next year's Annual Report.



In addition, this year the NWBC contracted to revise the www.womenbiz.gov site. A portal established by the NWBC, www.womenbiz.gov serves as the official gateway to over 100 procurement and acquisition sites hosted by various Federal departments and agencies to assist WOBs selling to the Government. The revisions included adding a search engine and modifications for an easy-to-use format that walks a woman business owner through the “steps” of starting a business and obtaining contracts by using links to various Federal Government sites.

Further, this year, the NWBC assisted CAWBO in compiling a State Resource Directory. The directory consists of resources, listed by state, for women-owned and small businesses. It includes contact information for Procurement Technical Assistance Centers, Women's Business Centers, SBA's District Offices, Service Corps of Retired Executives Offices, Small Business Development Centers, and many others. The resource directory is available on the www.womenbiz.gov website.

Ultimately, the NWBC believes that Federal agencies should not just meet -- but should work toward exceeding -- their contracting goals for WOSBs. Thus, the NWBC plans to continue promoting initiatives that aim toward increasing the award of contracts to WOBs.

b. Access to Capital

****ACCELERATING INVESTMENTS In WOBs****

Access to capital is and will continue to be a key issue for WOBs and an issue the NWBC will work on to get support. Although Federal loan programs are helpful in fostering WOBs' growth and success, it is imperative that such concerns also receive education and training on the equity venture capital process (angels, corporate venture funds, venture capital funds).

Sources of Borrowed Capital Among Women-Owned Businesses That Used Borrowed Capital to Start Their Business: 1992²	
Source of Borrowed Capital	Percent Using as a Source
Business loan from banking or commercial lending institution	71.7
Other personal loan	33.1
Personal loan from family	32.4
Personal loan using home mortgage/equity line of credit	27.7
Personal credit card	17.6
Business loan from previous owner	14.2
Other business loan	12.5
Personal loan from spouse	8.8
Business trade credit from supplier	6.7
Business loan from investment company/profit or nonprofit private source	4.2
Government-guaranteed business loan from banking or commercial lending institution	3.3
Business loan from Federal, State or local government	1.7

² Characteristics of Business Owners: 1992 Economic Census, Tables 16a and 23a, U.S. Department of Commerce, Bureau of the Census (1997); see also Compendium of National Statistics on Women-Owned Businesses in the U.S., prepared by CWBR for the NWBC, Table 4-3, at 4-8 (2001).

To help educate women and provide them with the opportunities to raise capital for their businesses, this year the NWBC continued to participate in Springboard 2000 events. Springboard 2000 is a national initiative designed to accelerate investments in women-led concerns. The NWBC, in collaboration with entrepreneurial and business organizations, launched a series of venture capital forums showcasing women entrepreneurs who are heading leading-edge companies in their fields.

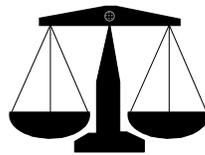
The first event, held on March 13, 2001 in New York, brought together twenty-five of the region's most promising women-led companies with hundreds of investors and service providers from the New York community. New York business and community leaders helped recruit, screen and coach these high-growth software, technology, consumer product, life sciences and news media businesses. Springboard 2000 investors have raised millions to date, secured valuable new business partnerships and received extensive press coverage in major publications. The second event, Springboard: Mid-West 2001, took place on May 9th, 2001, at the J.L. Kellogg Graduate School of Management's Allen Center in Evanston, IL. Building on successful venture forums in New York, Silicon Valley, the Mid-Atlantic and New England, Springboard: Mid-West 2001 showcased 25 women-led companies in high-growth industries to the area's leading investors.

In addition, the NWBC has recently contracted for a study examining the best practices of training programs that teach women business owners how to access debt and equity capital. These training programs can include government or non-government sponsored programs. The "best practices," for purposes of this study, will be those that appear the most effective and successful in teaching women business owners how to get access to capital. In determining the effectiveness and success of a training program, the contractor may review the impact the

program has had (including success stories) and lessons learned. The NWBC expects the results of this report by the end of the fiscal year and plans to publish the results as part of next year's annual report.

CONCLUSION

The NWBC has focused on several key issues where changes are needed to increase opportunities for women: access to capital, data collection, and procurement opportunities. As a result of our efforts, we have provided a host of policy recommendations that we believe will assist WOBs and women entrepreneurs. We look forward to working with the Administration in furthering the women's entrepreneurial agenda and finding the means to implement these recommendations.





Kay Koplovitz
CEO
Working Woman Network
NWBC Chair, May 1998 to May 2001

Kay Koplovitz joined the Board of Working Woman Network (WWN) in November 1999 and became Chief Executive Officer as of January 1, 2000.

WWN is a new company formed by the acquisition of the brands and content assets of MacDonald Communications Corporation and its subsidiaries. Included in the properties are Working Woman and Working Mother magazines with a subscription base of 1.6 million and monthly readership of 6 million. Additionally the company owns the National Association for Female Executives (NAFE), the largest membership organization with over 150,000 registrants, and the Businesswoman's Research Institute (BRI), which provides data on the emerging women's business market. Koplovitz expects to develop a global web based Vortel (vertical portal) which will provide applications, information and community to this dynamic market.

Kay Koplovitz is the Founder of USA Networks, and the first female network President in television history. She served as the Chairman and Chief Executive Officer from its premiere in 1977 as television's first advertiser-supported basic cable network, until stepping down in 1998.

Koplovitz also initiated and launched a non-profit national "*Erase the Hate*" campaign which grew into a public affairs initiative interacting with dozens of national organizations in the promotion of tolerance. The documentaries won numerous industry awards, including Emmy and Ace Awards, and its initiative with the Young Women's Christian Association was lauded by the U.S. Senate and honored with the designation of the National "*Erase the Hate Day*" on April 30th annually.

Koplovitz is a principal in Koplovitz & Company, LLC, a media investment and management firm specializing in new media investments. It was founded in 1998 for the purpose of investing in high growth and new media companies. Among her investments are Broadway Television Network, WiseBear: Smart Tools for Balanced Living, and CASBAH: a Digital Studio.

WOMEN BUSINESS OWNERS



Michelle Esswein
President
Unique Design Products
NWBC Member, April 1998 to April 2001

Michelle Esswein is President of Unique Design Products in St. Louis, Missouri. Unique Design Products is a full-service marketing, promotion and consulting company. Esswein represents the growing movement in America of entrepreneurs starting home-based businesses. She is the host of a one-hour weekly radio call-in program that profiles different companies each week and offers expert advice on issues of interest to small and mid-sized companies. Esswein was awarded the 1997 SBA Young Entrepreneur – Special Recognition Award. She is a board member of the Regional Commerce and Growth Association and serves on the boards of numerous community and business organizations.



Aurora Flores
President and Creative Director
Aurora Communications
NWBC Member, April 1998 to April 2001

Aurora Flores is President and Creative Director of Aurora Communications in New York City, New York. Aurora Communications showcases ethnic issues and interests through both mainstream and ethnic media outlets. In Aurora Communications' eleven-year history, Flores has had numerous successes including publicizing and promoting the growth of Hispanic-owned and mainstream businesses. Her clients include more than Hispanic-owned businesses -- the Hispanic Chamber of Commerce and Fortune 500 companies such as McDonald's and Kraft Foods. Flores is a well-published journalist with 5,000 articles featured in such publications as the New York Times, New York Daily News, Village Voice, Nuestro Magazine and Ms. Magazine. Long active in community activities, Flores currently serves as an executive board member of the Latino Coalition for Fair Media, the YMCA and the SBA's National Advisory Council.



Laura Henderson
President and CEO
Prospect Associate
NWBC Member, September 1999 to September 2002

Laura Henderson is the Founder, President & CEO of Prospect Associates, one of the most respected health communications and biomedical research firms in the United States. From its start in 1979, Prospect has grown from a handful of employees with a \$30,000 start-up fund to 160 employees and sales over \$16 million. By integrating scientific disciplines with the communications arts, Prospect has been able to provide a comprehensive range of services and products to meet public health needs. Henderson is the past Chair and current member of the Board of Directors of NFWBO and directs the Foundation's annual Gillian Rudd "Leadership Institute," providing leadership and development for women business

owners. She has received numerous awards and honors, including SBA's "Women in Business Advocate of the Year" in 1991, Inc. Magazine's "Best Small Companies to Work for in America," and "Mother of the Year" by the March of Dimes.



Joanna Lau
President
LAU Technologies
NWBC Member, April 1998 to April 2001

Joanna Lau is President of LAU Technologies in Littleton, Massachusetts. LAU Technologies is a full-service technology company offering engineering, manufacturing, software development and systems integration services to military and commercial customers. Her operations and strategic skills have been credited with increasing sales of the company from \$7 million to \$70 million in 7 years and earned her the National Turnaround Entrepreneur of the year award sponsored by Inc. Magazine and Ernst & Young LLP. Born in Hong Kong, Lau immigrated to the United States in 1976. Her professional experiences range from commercial to military system design and manufacturing operations. She founded her company in 1990 and after eight years of operation, LAU Technologies employs approximately 200 people and earned the Contractor Excellence Award from the U.S. Army for its dedication and hard work during Operation Desert Storm. Lau herself has received numerous business awards recognizing her success including the 1993 First Annual Leadership Award to Women in Business from the New England Council and the 1997 Boston Chamber of Commerce Pinnacle Award for Achievement in business. Lau is a member of the Board of Directors of Concord-Assabet Family and Adolescent Services, the Kennedy Library Foundation, and the Massachusetts Taxpayers Foundation, among others. She is also a member of the International Women's Forum, the Committee of 200 and the Young President's Organization.



Vivian Shimoyama
President
Breakthru Unlimited
NWBC Member, September 1999 to September 2002

Vivian Shimoyama is the Founder and President of Breakthru Unlimited, a company that designs and manufactures projects with a message: hand-made glass artwork of jewelry, executive gifts, limited editions and custom awards. Through the company's unique products and consulting services, the company is dedicated to promoting the advancement of women and people of color and accelerating the process of equality for future generations. Her popular "Breaking the Glass Ceiling" line of jewelry has adorned the lapels of such notables as Hillary Clinton and Elizabeth Dole. Dedicated to building our communities and leading economic development efforts for women, Shimoyama serves on numerous boards as an advisor to governments, institutes, corporations and non-profits. She was a U.S. representative to the landmark 10 Downing Street Summit, headed by Exchequer Gordon Brown and Prime Minister Tony Blair. Shimoyama was a facilitator for the 1997 White House America's Economic Leadership Summit and Chairperson for the 44th Annual World Congress of Women

Business Owners. In 1999 the U.S. Small Business Administration honored her for the national “Women’s Business Advocate of the Year.” Vivian was the 1997-1999 President of the National Association of Women Business Owners - Los Angeles Chapter. She currently serves as an advisor to: the University of Southern California Edison; Count Me In (a national effort to get scholarships and micro-loans to women and girls); The Center for Policy Alternatives in Washington, DC; Civil Institute for Women of Color (a national leadership institute in formation and funded by the W.K. Kellogg Foundation); and a founding sister of the Asian Pacific American Women’s Leadership Institute.



Patricia Pliego Stout
CEO and Owner
The Alamo Travel Group
NWBC Member, September 1999 to September 2002

Patricia Pliego Stout established the Alamo Travel Group (ATG), a San Antonio-based company, in 1989. The ATG is a corporate, Federal and state travel service provider, with contracts in several states. In 2000, new offices were opened in New Orleans, Louisiana, The University of Incarnate Word in San Antonio, and at the NASA Stennis Center. In 2001, the Tinker Air Force Base location was opened and a location at Lackland Air Force Base is expected to open October 6, 2001. The ATG now has 10 different locations to serve its customers.

The ATG is certified by the State of Texas and the General Services Administration to provide travel services for Federal and state employees as well as the Department of Defense. The ATG has carved its niche ranking 3rd in the San Antonio travel industry with services ranging from leisure, incentive, groups, conventions, meetings and government travel services. Continental Airlines and Delta Airlines recognized Alamo Travel as a top producer for Federal and military sales for calendar year 1999, and Mexicana Airlines’ top producer in 2001.

Patricia Pliego Stout serves on several boards. Nationally, she serves as Board Member of the National Women Business Council, and The Society of Government Travel Professionals. She was appointed by Governor G.W. Bush as Commissioner for the Texas Board of Licensing and Regulation, and is the International Relations Vice Chair for the Texas Association of Mexican American Chambers of Commerce (TAMACC).

In San Antonio, she serves as a Board Member for The San Antonio Greater Chamber of Commerce, The Sports Foundation, The San Antonio Library Foundation, and the San Antonio Rotary Club. She is the 2001 President of The San Antonio Chapter of National Association of Women Business Owners (NAWBO).

Patricia Pliego Stout was named to the San Antonio Women’s Hall of Fame in 1997, Small Business Woman of the Year by the Republican Women’s Leadership Forum in 2000, Entrepreneur of the Year by the San Antonio Hispanic Chamber of Commerce in 1992, Hispanic Magazine 2001 Latina Excellence Award, The Hispanic Women’s Taskforce of the RNC Hispanic Spirit of Enterprise Award, and Entrepreneurial Spirit Award from the National Association of Women Business Owners San Antonio Chapter in 1999.

Patricia Pliego Stout has been featured in Latina Magazine, Reader's Digest Hispanic Business Magazine and The Federal Reserve Bank Report 1995, and Business Travel Magazine. Patricia Pliego Stout's company has been on the list of the top 500 Hispanic Corporations of America for the past four years.



Carolyn Stradley
President and Founder
C&S Paving
NWBC Member, April 1998 to April 2001

Carolyn Stradley is President and Founder of C&S Paving in Marietta, Georgia. As both U.S. Senators from Georgia have stated, Stradley "personifies the American dream of success and entrepreneurship." She began her business twenty years ago with a pick-up truck and rented tools because she "could make more money doing a man's job." Today, she runs one of Georgia's most successful construction companies and won the contract to pave the Olympic running track for the 1996 Centennial Olympics held in Atlanta. Stradley has been the recipient of numerous honors including the City of Hope's prestigious "Spirit of Life" Award for her support of breast cancer research. Her other awards include Entrepreneur of the Year, by Ernst & Young/Merrill Lynch/Inc. Magazine, and Avon's Women of Enterprise. A nationally recognized motivational speaker, Stradley co-chaired Transportation 2000 for the state of Georgia and was instrumental in founding the Georgia Women's Business Initiative which serves as a resource to women entrepreneurs in her home state. She is an active member and past President of Women Construction Owners and Executives.



Sheila Talton
Ex Officio
Unisource Network Services
NWBC Member, September 1999 to September 2002

Sheila Talton has served as President and Chief Executive Officer of Unisource Network Services for over fourteen years. She founded the company with an initial capital raise of \$600,000. Unisource Network Services provides design engineering and consulting services in the following areas: call centers, local area networks, wide area networks, voice communications, and multimedia/integration services. Ms. Talton built the service solution offerings, staff to support the service solution offering, staff to support the functional areas of the business, finances, marketing, sales, and delivery.

Ms. Talton's current focus is on the E-Commerce and CRM solution offerings. Her background in networking, voice communications, voice, data, and video integration, as well as her executive level business experience positions her well to lead or be on the executive team to develop and execute an organization's E-Commerce and/or CRM strategy.

WOMEN BUSINESS ORGANIZATIONS



Agnes Noonan

Member

ASSOCIATION OF WOMEN'S BUSINESS CENTERS

NWBC Member, September 2000 to September 2003

The Association of Women's Business Centers (AWBC) represents the interests of the over 100 non-profit women's business assistance centers throughout the United States. Its mission is to develop and strengthen women's business centers and foster the growth and success of women business owners. The AWBC focuses on 4 key activities: advocacy, development of funding sources, facilitation of information exchange, and research. AWBC will be represented by Agnes Noonan, Executive Director of the Women's Economic Self-Sufficiency Team (WESST Corp) a women's business center headquartered in Albuquerque, New Mexico.



Gail Shaffer

Executive Director

BUSINESS AND PROFESSIONAL WOMEN/USA

NWBC Member, September 2000 to September 2003

Founded in 1919, Business and Professional Women/USA (BPW/USA) is the oldest national organization representing businesswomen and women entrepreneurs. For nearly 80 years, BPW/USA has worked to ensure that women have the opportunity to compete in the marketplace and make their contribution to the economy. With over 70,000 members from all fifty states, the District of Columbia, Puerto Rico and the Virgin Islands – a third of whom are business owners – BPW/USA monitors policy at the Federal, state and local levels of government which affects business women. For over 20 years, BPW has been the leading sponsor of National Business Women's Week designated every year during the third full week of October. BPW's foundation, founded in 1956, collects, conducts and analyzes research on issues affecting women in the workforce while providing financial assistance for women to further their education. Their scholarship fund has awarded more than \$5 million in scholarships and fellowships to nearly 8,000 women nationwide. BPW/USA's Executive Director, Gail Shaffer, is the representative on the Council.



Whitney Johns Martin

President

NATIONAL ASSOCIATION OF WOMEN BUSINESS OWNERS

NWBC Member, September 2000 to September 2003

The National Association of Women Business Owners (NAWBO) with its 7,500 members, 76 chapters and international affiliate, Les Femmes Chefs d'Entreprises Mondiales, with members in 33 countries, propels women entrepreneurs into economic, social, and political spheres of power worldwide. Its mission is to strengthen the wealth-creating capacity of its members and promote economic development; create innovative and effective changes in the business culture; build strategic alliances, coalitions and affiliations; and transform public policy

and influence opinion makers. NAWBO and its members have been active participants in local, state and Federal advocacy initiatives on behalf of small business including the 1982, 1986 and 1995 White House Conferences on Small Business. NAWBO's affiliate organizations are, the National Foundation for Women Business Owners which has been recognized as the premier source of information and research on women business owners and their enterprises worldwide, and the National Women Business Owners Corporation a national organization which pioneers initiatives to enhance competition by women business owners for corporate and government contracts. Whitney Johns Martin, NAWBO's President and Co-founder/CEO of Capital Across America, is the representative on the Council.



Dr. Lydia Mallett
President
NATIONAL COALITION OF 100 BLACK WOMEN
NWBC Member, September 2000 to September 2003

The mission of the National Coalition of 100 Black Women (NCBW), a nonprofit, volunteer organization, is to develop female leaders who will help to rebuild their communities and redirect the energies of younger Black people who live in those communities. In addition, NCBW is dedicated to community service and the enhancement of career opportunities through networking and programming. As an advocacy organization, it seeks to empower African American women through various programs. The NCBW's President, Dr. Lydia Mallett is the representative on the Council.



Elizabeth Lisboa-Farrow
Chair
U.S. HISPANIC CHAMBER OF COMMERCE
NWBC Member, September 2000 to September 2003

In 1979, a few dedicated Hispanic leaders realized the enormous potential of the Hispanic business community in the United States and envisioned the need for a national organization to represent its interests before the public and private sectors. Later that year, the United States Hispanic Chamber of Commerce (USHCC) was incorporated in the state of New Mexico, creating a structured organization aimed at developing a business network that would provide the Hispanic community with cohesion and strength. Since its inception, the USHCC has worked towards bringing the issues and concerns of the nation's more than 1 million Hispanic-owned businesses to the forefront of the national economic agenda. Throughout the years, the Chamber has enjoyed outstanding working relationships with international Heads of State. Also, through the network of nearly 200 Hispanic Chambers of Commerce and Hispanic business organizations, the USHCC has effectively communicated the needs and potential of Hispanic Enterprise to the U.S. Government and Corporate America.



Susan Bari

President

WOMEN'S BUSINESS ENTERPRISE NATIONAL COUNCIL (WBENC)

NWBC Member, September 2000 to September 2003

The Women's Business Enterprise National Council (WBENC) is dedicated to enhancing opportunities for women's business enterprises. In partnership with women's business organizations throughout the United States, WBENC provides a national certification standard and an Internet accessible database of certified WBEs - WBENCLink. WBENC's goal is to foster diversity in the world of commerce. Its programs and policies are designed to expand opportunities and eliminate barriers in the marketplace for women business owners. WBENC works with representatives of corporations to encourage the utilization and expansion of supplier/vendor diversity programs. Susan Bari, WBENC's President, serves on the NWBC.



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