



# ANNUAL REPORT



# 2008



DECEMBER  
2008



NATIONAL WOMEN'S  
BUSINESS COUNCIL



ADVISORS TO THE PRESIDENT,  
CONGRESS AND THE SBA





ADVISORS TO THE PRESIDENT,  
CONGRESS AND THE SBA

## LETTER FROM THE CHAIR

**To the President, Members of Congress, SBA Administrator and the Women's Business Community:**

On behalf of the members of the National Women's Business Council, I am pleased to submit the Council's Annual Report for Fiscal Year 2008. As advisors to the President, Congress, and the SBA Administrator, the Council is honored to be the federal government's only independent voice for women entrepreneurs, working together in a non-partisan manner to advance the state of women's business ownership.

Women-owned businesses continue to have enormous economic impact. It is estimated that, in 2008, there are 7.2 million majority-owned, privately-held women-owned businesses in the United States. These firms employ 7.3 million people and generate \$1.1 trillion in sales. Furthermore, women-owned firms are becoming increasingly diverse—in terms of race, industry and size. Women of color now own one in five women-owned firms and women of all colors are expanding into non-traditional industries, such as construction, manufacturing, agriculture, and transportation.

This year marks the 20th anniversary of the Women's Business Ownership Act, the legislation which established the National Women's Business Council. From its inception twenty years ago, the Council's work has been shaped by the efforts of many successful and extraordinary women. In reflecting upon this noteworthy milestone, I am proud of the role the Council has played in supporting the accomplishments and growth of the women's business community over the last two decades. By providing a strong platform for growth and success, the Council hopes to continue to improve economic opportunities for women and create a lasting impact for women business owners.

In June, I became the Council's Chair, and I am pleased to lead such an outstanding group of women business owners. I succeeded Tami Longaberger, who led the Council admirably for three years. The Council members and I express our sincerest gratitude for her contributions to the women's business community and to the Council's many endeavors.

In closing, women-owned businesses play an important and dynamic role in the vitality of our nation's economy. The members of the Council hope to build upon the Council's legacy of the last 20 years by continuing our efforts to improve and expand opportunities for women business owners and their enterprises.

Respectfully,

Carole Jean Jordan  
Chair, National Women's Business Council





## EXECUTIVE SUMMARY

Throughout Fiscal Year 2008, the members of the National Women's Business Council collaborated to promote policies and programs designed to support women's entrepreneurship. The Council's activities over the past year focused primarily on communications and outreach, research, and policy engagement.

In reaching out to the women's business community, policymakers and other target audiences, the Council held three town hall meetings, produced written and electronic communications, and participated in national and international events promoting women's business ownership. In addition, the Council produced research reports, partnered in research events with other organizations and initiated a report on best practices in entrepreneurship education for women. Members of the Council and Council staff participated in several intergovernmental and organizational meetings. For the fifth year, the Council was called on by the International Council for Small Business to judge and support the Best Paper Award for Women's Entrepreneurship.

Based on research conducted during the year, numerous discussions with the women's business community at conferences, meetings and roundtables, and comment letters filed regarding research and procurement, the National Women's Business Council makes the following recommendations to the President, the U.S. Congress, and the U. S. Small Business Administration (SBA):

- Increased support for outreach and marketing by the many government-sponsored programs that are designed to assist women business owners;
- Increased funding for government-supported entrepreneurial development centers like Women's Business Centers, Small Business Development Centers, and SCORE;

- Evaluation of the SBA-backed lending programs to determine if they are meeting the needs of the small business owners for which they are intended;
- Monitoring of the federal government contracting process to ensure that the five percent procurement goal for women-owned businesses is met;
- Enforcement of subcontracting relationships by holding prime contractors accountable for fulfilling their agreements with subcontractors;
- Establishment of a clearinghouse for information on government contracting and subcontracting opportunities which may be designated for women owned businesses;
- Introduction of tax incentives to help small business owners provide health insurance or wellness programs and education and training for their workers, benefits which women business owners care deeply about; and
- Identification of successful workforce initiatives and best practices of large companies, particularly in the areas of health care, education and training for employees, and leadership, that can be adopted by small businesses.

This Annual Report summarizes these many activities, offers policy recommendations, and previews Council initiatives for the coming year. We invite public comment on our Annual Report, and on the research and other programmatic activities of the Council.



## FY 2008 PROGRAMS AND INITIATIVES

The following section of this report summarizes the primary activities supported by the National Women's Business Council during the Fiscal Year 2008.

### COMMUNICATIONS AND OUTREACH

During FY 2008, the National Women's Business Council continued its expanded communications outreach activities to better connect the women's business community to current public policy discussions. Specifically, NWBC's outreach and communications activities included:

- Regular updates to the NWBC Web site and monthly distribution of the Council's electronic newsletter, *Engage!*;
- Widespread distribution of the NWBC Resource Card, which offers up-to-date statistics on women's business ownership and suggested resources where women business owners can obtain information regarding access to financing, training and technical assistance, international markets, and procurement and certification. The Council continues to distribute these resource cards at conferences and meetings, women's business centers, and regional SBA offices; and

- Outreach to local and national media, including announcing Council events, research and appointments, and promoting understanding of the successes and challenges of women business owners.

In addition to the communications activities listed above, the Council reached out to women business owners in a variety of ways:

### Town Hall Meetings

After the success of its first two town hall meetings in FY 2007, the National Women's Business Council hosted three additional town hall meetings in Columbus, Ohio, Houston, Texas, and Boca Raton, Florida during FY 2008. The objective of the meetings was to collect viewpoints and ideas from women business owners to help inform the Council's policy positions and its future recommendations to government leaders.



*Columbus Town Hall Meeting General Session*



*Columbus Town Hall Meeting Breakout Session*



*National Women's Business Council March 2008 Meeting in Columbus, Ohio*

These free meetings, which together attracted nearly 500 participants, were held outside of the Washington, DC-area to engage women entrepreneurs who may not be involved regularly in the public policy process. Targeted participants included women in all industries, of all experience levels, and of all income levels. Participants also included national women's business organizations, local organizations which support women business owners, and state and local policy leaders.

All three events allowed participants to discuss the challenges and priorities they face running their businesses and promoted dialogue among the local women's business communities. Breakout sessions focused on specific policy areas, such as affordable health care, access to capital, procurement, taxes, and education and workforce development.

Recommendations gathered during all three events were compiled to produce a new policy toolkit, scheduled for release in early FY 2009, which includes information on the meetings and backgrounders on the key policy topics discussed. The Council plans to bring the results of the day-long discussions directly to policymakers to ensure that the voices of women business owners are being heard on Capitol Hill.

## H.R. 5050

Throughout 2008, Council members and staff participated in panels and events marking the 20th anniversary of the passage of the Women's Business Ownership Act of 1988. Also known as H.R. 5050,



*Congressman LaFalce and "Founding Mothers" at September 2008 H.R. 5050 Reception*



*Houston Town Hall Meeting General Session*

this landmark legislation created the NWBC, the SBA Office of Women's Business Ownership, and the Women's Business Center program, which provides training and technical assistance to women business owners across the country. The legislation also improved women business owners' access to credit and expanded data collection on women-owned businesses by the Census Bureau.

In January, Council Executive Director Margaret Barton participated in a workshop on the twentieth anniversary of H.R. 5050 at the United States Association for Small Business and Entrepreneurship annual conference in San Antonio, Texas. The panel discussed landmarks of progress and current challenges facing women entrepreneurs, as well as an effort to plan a 'roadmap to 2020' for the women's business community. Ms. Barton participated in a similar panel at the National Association of Women Business Owners (NAWBO) annual Public Policy Days event on February 4 in Arlington, Virginia. Also in February, Council member Rebecca Herwick participated in a panel hosted by the local Kansas City NAWBO chapter which targeted local women business leaders interested in becoming active in the public policy process.

In April, Ms. Barton moderated a panel on H.R. 5050 at the Women Presidents' Organization annual conference in Boston. Council members Rebecca Boenigk, Kathy Eshelman, and Leslie Saunders served on the panel, which highlighted the legislation and the achievements of women business owners over the last 20 years.

Later in the month, Council members Sandy Bartow and Kathy Eshelman spoke at a reception commemorating the 20th anniversary of the Women's Business Ownership Act held in New York City. Co-sponsored by the SBA and NWBC during National Small Business Week 2008, the reception followed a closing bell ceremony at NASDAQ and included remarks by SBA

Administrator Steven Preston and Deputy Administrator Jovita Carranza, who spoke about women entrepreneurs' contributions to the U.S. economy.

In June, Ms. Barton continued spreading this celebratory message of progress and achievement at the NAWBO National Conference in Phoenix, Arizona. Later that month, Council members Rebecca Boenigk, Barbara Kasoff, and Leslie Saunders participated in a similar panel at the Women's Business Enterprise National Council National Conference in Atlanta, Georgia. Themes from these panels involved honoring the past achievements of women business leaders and advocates, acknowledging the present state of women's enterprise, and looking ahead to the future of women's business ownership.

Finally, on September 10th, members of the National Women's Business Council, along with women business owners, organization leaders, and policymakers, gathered at the U.S. Capitol for a reception celebrating the legislation's anniversary. During the reception, current and former Congressional advocates addressed legislative efforts to support women entrepreneurs. Former Congressman John LaFalce (D-NY), the original author of H.R. 5050 and former Chair of the House Small Business Committee, described his experience working with women business owners on the introduction of the legislation. Former Congresswoman Nancy Johnson (R-CT) spoke about the legislative efforts to support women's entrepreneurship.

Current Members of Congress, including Senator Ben Cardin (D-MD), Representative Melissa Bean (D-IL), and Representative Jackie Speier (D-CA), also spoke at the event. Other speakers included Sandy Baruah, Acting Administrator of the SBA, and the SBA Deputy

Administrator Jovita Carranza. Senator Susan Collins (R-ME) and former Congresswoman Lindy Boggs (D-LA) also joined attendees for the event.

The 20th anniversary celebration also included a call to action for women business owners, organizations and policymakers to work collaboratively in charting the course for the future success of women entrepreneurs. Leaders of the women's business community support the "Roadmap to 2020," a strategic vision for the future of women's business ownership. The "Roadmap" addresses specific gaps and obstacles in areas such as research, access to capital, procurement, and access to markets, while encouraging women business owners and entrepreneurial leaders to think assertively and strategically about their future and the acceleration of the growth of women-owned businesses in the United States.

### Event Participation

The members and staff of the National Women's Business Council continue to connect with women business owners and organizations supporting women's entrepreneurship.

In October, NWBC Director of Communications & Research Analysis Allison Gilmore attended the Third Annual Research Conference of the Global Entrepreneurship Monitor (GEM) in Washington, DC. The event, which attracted over 100 people from 15 countries, included presentations of papers on international entrepreneurship based on GEM data on entrepreneurial activity worldwide. In addition, representatives from international development organizations, such as the World Bank, the Inter-American Development Bank, Endeavor, and the Council on Foreign Relations spoke about their programs designed to encourage and support business ownership and entrepreneurship globally.



*Virginia Littlejohn at H.R. 5050 Anniversary Reception*



*H.R. 5050 Anniversary Reception*



*National Women's Business Council September 2008 Meeting in Washington, DC*

Council members Ceil McCloy and Barbara Kasoff, as well as Executive Director Margaret Barton, participated in a workshop for women and minority business owners hosted by the Overseas Private Investment Corporation in San Francisco in November. The last in a series, the *Expanding Horizons* workshop was designed to address the unique challenges that minority- and women-owned businesses face in their efforts to gain entry to the global marketplace. Ms. Barton spoke at the event, and a similar meeting held in Houston, Texas in October, which was cosponsored by NWBC and the Minority Business Development Agency.

In April, the Council again participated in the Office of Small and Disadvantaged Business Utilization's 18th Annual Procurement Conference at the Show Place Arena in Upper Marlboro, Maryland. The event aimed to foster business partnerships between the Federal government, prime contractors, and small, minority, veteran-owned, HubZone, and women-owned businesses. During the conference, which was attended by nearly 3,000 people, the Council hosted a seminar on accessing capital, moderated by former

NWBC member and President and CEO of the Small Business & Entrepreneurship Council, Karen Kerrigan. This panel addressed capital access issues in current economic conditions, including what is available in the marketplace, how to access these resources, as well as the capital challenges and opportunities for small to mid-size firms. Council staff members Katherine Stanley and Emily Reynolds also were present to speak with attendees about the Council's initiatives on behalf of women-owned firms.

Following the Council's strategic plan, the Council staff also continued reaching out to entrepreneurship educators in FY 2008. In January, the National Women's Business Council presented a panel at the 5th Annual Conference of the National Association for Community College Entrepreneurship. During the presentation, entitled "Best Practices in Women's Entrepreneurship Education," panelists presented preliminary findings of an ongoing NWBC research project on currently available research and best practices of Women's Business Centers and other educational institutions in addressing the needs of aspiring women entrepreneurs. In addition, NWBC

Executive Director Margaret Barton discussed the Council's mission to promote increased educational opportunities for women entrepreneurs and Council member Sandy Bartow discussed many of the characteristics of her programs at the Jacksonville Women's Business Center.

Panelists discussed the importance of providing programming targeted to women entrepreneurs, tracking programs through surveys and reports, and considering the scheduling needs and learning styles of women in developing programs. Finally, community college attendees were encouraged to work with local service providers like women's business centers when developing and marketing their entrepreneurship programs.

The Council also took part in an event marking Women's History Month in March. The event, entitled *Women Making History...Yesterday, Today and Tomorrow*, was organized by the Interagency Leadership Planning Committee and included workshops on finance and career development, agency displays, and keynote remarks on challenges facing women from Ms. Shinae Chun, Director of the Women's Bureau at the U.S. Department of Labor. Sharon G. Hadary, Executive Director of the Center for Women's Business Research, moderated the day's events.

Council members and staff also participated in a national symposium hosted by the Center for Women's Business Research in Washington, DC in May. The symposium, *Research to Roadmap: Accelerating the Growth of Businesses Owned by Women of Color*, focused on the results of the Center's multi-year study, partially sponsored by the Council, on businesses owned by women of color. In January, Council staff member Katherine Stanley served as a facilitator at a forum in Chicago that contributed to the study.

The research highlighted the business challenges faced by African-American, Asian and Latina women, including limited access to capital for business growth, balancing the expectations and demands of running a business and being part of a diverse culture, attracting and retaining top talent, and working to give back to their communities while also focusing on profits. The final report including a performance evaluation for these plans will be released in early FY 2009.

### **International Outreach**

In addition to the NWBC's outreach to women business owners in the United States, Council staff also participated in events and briefings to promote women's business ownership in other countries around the world.

In January, NWBC staff member Katherine Stanley participated in a meeting organized by the U.S. Department of State to educate eight women from Iran about issues facing entrepreneurs. The project allowed the participants, who were company executives, students and leaders of non-governmental organizations, to learn how government and non-governmental organizations support and empower the development of women entrepreneurs and small business owners, explore strategies to promote gender equity and expand opportunities for women in economics, government, and business, and share experiences with women business leaders.

Council Executive Director Margaret Barton spoke to women business leaders from seven European countries during a luncheon in February. The meeting, organized through the U.S. Department of State's International Visitor Leadership Program, highlighted the role of advocacy and the importance of networking for professional development. Also in February, Council staff member Allison Gilmore met with two women from Turkmenistan who were visiting as part of a program entitled *Young Business and Economic Leaders*. During the meeting, Ms. Gilmore discussed the Council, its research and programs in support of women entrepreneurs, as well as the Women's Business Center program.

In March, Council staff member Emily Reynolds spoke with economic development leaders and business women representing 10 countries from Central America, South America, and Mexico as a part of the State Department's International Visitors program. Participants engaged in a robust dialogue about the current and future state of women's entrepreneurship in the U.S. and what this outcome portends for women business owners around the world. Of particular interest were the policies and programs that have most fostered the growth and success of women-owned businesses in the U.S. and how these initiatives might be emulated in other countries.

In August, Ms. Barton met with a group of young Syrian business leaders, representing business, chambers of commerce, small business councils, and business incubators. The visitors were in the United States to learn about government institutions, private-public sector partnerships, and e-commerce, among other issues. During the briefing, Ms. Barton shared her perspective on the priorities of women entrepreneurs and the economic and policy aspects of women's business ownership in the United States. She also highlighted how important it is for women business owners to be engaged in the policy-making process.

## RESEARCH

### *Research on Women-Owned and Women-Led Businesses*

In November, the National Women's Business Council released a two-part study examining the economic impact of both women-owned and women-led firms, revealing that the contributions of women business owners have long gone understated. The study was based on custom tabulations of data from the Census Bureau's 2002 Survey of Business Owners. For the first time, these reports include data on women-led firms, where a woman owns a percentage of the business at least equal to any other owner and where a woman or women managed day-to-day operations.

According to the studies, there were over 1 million women-led businesses generating in excess of \$300 billion in revenues in 2002, or about 3% of the U.S. GDP. These firms employed 2.5 million employees and paid nearly \$56 billion in payroll. Combined, women-owned and women-led firms totaled over 7.5 million in 2002, employed 9.6 million people and generated nearly \$1.2 trillion in revenues, or about 12% of the U.S. GDP.

After releasing the reports, the Council made available the custom datasets from the Census to other researchers.

### *International Best Paper Award*

For the fifth year, NWBC sponsored the Award for the Best Paper on Women's Entrepreneurship at the International Council for Small Business World Conference in Halifax, Canada. The purpose of the Best Paper award is to encourage scholarly analysis and research in women's entrepreneurship, increase the level of understanding about the challenges and needs of women business owners and their enterprises, and make the connection between this analysis and understanding of public policy recommendations for action.

After a review of qualifying papers, the award was presented to Dr. Maura McAdams of Queen's University, Belfast in Northern Ireland and Professor Susan Marlow of De Montfort University in Leicester for their paper, "The Business Incubator and the Female High Technology Entrepreneur: A Perfect Match?" The research, which addresses the role of gender in Science, Engineering, and Technology (SET) business incubators, found that women-owned businesses might struggle to fit into the male-dominated environment often associated with

these incubators. The paper also states that since fewer women participated in business incubators, it was more difficult for women to network with their fellow entrepreneurs and to be treated equally during businesses dealings. Overall, this paper highlighted the value of the business incubator setting and the importance of developing research and policy initiatives in order to help SET incubators attract and serve more women business owners.

### *Policy Toolkit*

In FY 2008, the Council prepared a new policy toolkit based on conversations with women business owners at town hall meetings and other events around the country. The toolkit contains issue briefs on the policy priorities of women entrepreneurs, such as Access to Capital, Affordable Health Care, Taxes, Procurement, and Education & Workforce Development. Each backgrounder also includes key statistics and policy recommendations direct from women business owners. The Council encourages all women business owners to be educated on the policy issues that most affect them and their businesses. Together, these backgrounders can be used as a toolkit for addressing important issues on a local, state and national level, when they are released in early FY 2009.

### *Symposium Proceedings on Growth of Businesses Owned by Women of Color*

In FY 2008, the National Women's Business Council sponsored the production of the written proceedings from the Center for Women's Business Research's 2008 National Symposium on Accelerating the Growth and Success of Women of Color Entrepreneurs. These proceedings are the culmination of the Center's one-of-a-kind, multi-year "Women of Color" research project, which aims to uncover the barriers and challenges that women of color face in the pursuit of business growth and ultimately will lead to action plans to overcome those barriers on the individual, community and national levels, as well as provide public- and private-sector policy recommendations. In FY 2007, NWBC contributed to the multi-year study through the funding of two case studies on women of color entrepreneurs.

The proceedings of the symposium will bring together insights and findings of women business owners of color, researchers, and corporate leaders, creating a publication that will have significant and wide-ranging impact for women of color business owners seeking to grow and expand their businesses, as well as leaders and policymakers seeking to support economic development within their communities.

## POLICY ENGAGEMENT

### *Women Business Owners Access to Financing*

In late 2006, the Board of Governors of the Federal Reserve announced its intention to discontinue the Survey of Small Business Finances (SSBF). The SSBF, produced every five years beginning in 1988, measured business financing used by small business (non-farm privately-owned businesses with fewer than 500 employees). In particular, the survey studied the various sources of financing sought and used by small businesses, with breakdowns by gender and ethnicity. Of particular importance to the Council and the women's business community are sections addressing firms that may have sought additional credit but that didn't apply for fear of denial by financial institutions. The Federal Reserve Board is the only organization that produces this valuable research and the data it provides are extremely important to researchers and policymakers. The elimination of this valuable research would significantly impede analysis and monitoring of women business owner's progress in gaining access to capital.

In December, NWBC Executive Director Margaret Barton and Director of Communications & Research Analysis Allison Gilmore participated in a meeting at the Federal Reserve Board to discuss the discontinuation of the SSBF. The meeting was attended by economists and researchers from the Federal Reserve and organizations such as Johns Hopkins University, the Brookings Institute, MIT, the Kauffman Foundation, and the SBA.

Participants discussed how the Survey of Consumer Finances (SCF) could be adapted to compensate for the data that would no longer be collected through the SSBF. Three options were discussed during the day-long meeting: an increase in sample size, the introduction of a limited panel dimension, and the addition/restoration of additional data on private businesses. During the meeting, NWBC staff urged the Federal Reserve Board to reinstate questions relating to sources of credit for women and minority business owners.

Further communications with the Federal Reserve are planned in FY 2009. The Council intends to pursue discussions on ways to include those new questions in the 2010 SCF to ensure that the Federal Reserve continues to adequately analyze and monitor women business owners' access to capital.

### *Federal Contracting with Women-Owned Small Businesses*

In December 2007, the SBA announced its proposed rule for implementing the women-owned small business (WOSB) federal contract assistance program. The proposed rule defines the disparity ratio by the number of WOSBs registered in the Central Contractor Registration (CCR) by contract dollars awarded. The rule also defines industries using four digit NAICs codes. Using these two definitions, only four industries were selected for restricted competition under the program: Household and Institutional Furniture and Kitchen Cabinet Manufacturing, Coating, Engraving, Heat Treating, and Allied Activities, Other Motor Vehicle Dealers, and National Security and International Affairs.

In February, the National Women's Business Council responded to the SBA's proposed rule in a letter to SBA Administrator Steven Preston. In the letter, the Council recommended discarding the proposed rule and convening a blue ribbon panel of stakeholders to draft an alternative rule within a six-month time period. The letter also stated that members of the National Women's Business Council believe that increased support to women seeking federal contracts is critical to the overall growth of women-owned businesses.

Public comments were accepted until March 2008. In September, the Small Business Administration submitted the final version of the program, which sets forth procedures for implementing set asides for WOSB in eligible industries. In addition to the final rule, the SBA submitted a new proposed rule introducing a new data source that would increase the number of industries eligible for WOSB contract assistance under the program from four to 31. This alternative data set from the U.S. Census Bureau Survey of Business Owners was not available when the RAND Corporation previously studied the issue or when the SBA was preparing the previously-proposed rule. The Council prepared a response to be delivered in early FY 2009.



## POLICY RECOMMENDATIONS

Based on research conducted during the year, discussions with members of the women's business community at NWBC's town hall meetings, conferences, and roundtables, and comment letters filed during the course of the year by the Council, the National Women's Business Council makes the following public policy recommendations to the President, the U.S. Congress, and the U.S. Small Business Administration:

- Increased support for outreach and marketing by the many government-sponsored programs that are designed to assist women business owners;
- Increased funding for government-supported entrepreneurial development centers like Women's Business Centers, Small Business Development Centers, and SCORE;
- Evaluation of the SBA-backed lending programs to determine if they are meeting the needs of the small business owners for which they are intended;
- Monitoring of the federal government contracting process to ensure that the five percent procurement goal for women-owned businesses is met;
- Enforcement of subcontracting relationships by holding prime contractors accountable for fulfilling their agreements with subcontractors;
- Establishment of a clearinghouse for information on government contracting and subcontracting opportunities which may be designated for women owned businesses;
- Introduction of tax incentives to help small business owners provide health insurance or wellness programs and education and training for their workers, benefits which women business owners care deeply about; and
- Identify successful workforce initiatives and best practices of large companies, particularly in the areas of health care, education and training for employees, and leadership, that can be adopted by small businesses.

In addition, the Council emphasizes the following two areas for particular attention by policymakers.

### INCREASE AND SUPPORT ACCESS TO FEDERAL PROCUREMENT MARKETS

As advocates for women business owners, the National Women's Business Council believes that women-owned businesses must have the opportunity to compete for their fair share of federal contracts. In addition, the Council deems increased support to women seeking federal contracts critical to the overall growth of women-owned businesses and the strength of the national economy. Therefore, the Council encourages the SBA to reevaluate its women's procurement program so that it provides real opportunities to the largest number of women-owned businesses.

In addition, the NWBC believes more effort should be made to encourage more women-owned businesses to register for the Central Contractor Registration in order to be eligible to bid on federal contracts. The Council also urges the government to require adequate guidance and training for procurement officers government-wide to ensure that any women's set-aside program is applied promptly and accurately, and suggests making procurement officers accountable for reaching the goal reflected in their annual performance evaluations.

A part of any effort to increase federal contracting opportunities for women-owned firms, the Council also encourages federal agencies to give greater internal support to the Offices of Small and Disadvantaged Business Utilization (OSDBUs), which advocate for and serve as resources to small businesses regarding contracting opportunities. Other government-funded resources assisting women business owners, such as Women's Business Centers, Small Business Development Centers, Procurement Technical Assistance Centers, and SCORE, should receive sufficient support. These offices should receive adequate funding in order to continue providing effective outreach and assistance to women-owned businesses.

The Council also encourages the Administration to focus additional efforts on ensuring prime contractor compliance with subcontracting plans and goals for women-owned and all small businesses. Prime contractors should be held accountable for subcontracting goals, and penalized if these goals are not met.

**CONTINUE AND REINFORCE  
FACT-BASED POLICY-MAKING**

The National Women's Business Council's policy recommendations are based on exhaustive data collected not only by the Council, but also by other organizations such as the SBA Office of Advocacy, the Center for Women's Business Research, the U.S. Census Bureau, the Federal Reserve, and numerous additional public and private sources. Detailed and consistent survey and research data is crucial to the Council's ability to advocate public policies that

reduce barriers to growth and parity among women-owned businesses. The elimination of valuable research, such as the Survey of Small Business Finances conducted by the Federal Reserve, seriously impedes analysis and monitoring of women business owner's progress.

For that reason, the Council urges continued and adequate funding for data collection and research conducted by federal agencies such as the Census Bureau, the Federal Reserve, and the Bureau of Labor Statistics.

## UPCOMING COUNCIL PROGRAMS AND INITIATIVES

The National Women's Business Council has initiated several new projects for the coming year, including:

### WOMEN'S BUSINESS SUMMIT

In early 2009, the Council will host the Women's Business Summit: The Economy through a Different Lens. At this event, the Council will convene the leadership of the current leading women's business organizations to discuss the movement at twenty years and to plan for future growth. Members of the incoming administration will address the group, an economic panel will be convened, and academicians and Congressional officials will meet to discuss and to plan policy priorities to support future growth.

### TOWN HALL MEETINGS FOR WOMEN BUSINESS OWNERS

As a result of the previous town hall successes, in FY 2009, the Council will reach out to women business owners with additional town hall meetings designed to allow members of the Council to hear directly from women business owners about their priorities, challenges and concerns. During these events, planned for November in San Francisco, California, April in Atlanta, Georgia, and later in 2009 in the Boston, Massachusetts-area, the Council hopes to learn about the challenges faced by women business owners in these local communities and to encourage dialogue among members of the women's business community. Discussions at these town hall meetings will be incorporated along with the findings of the FY 2007 and FY 2008 meetings in order to inform the Council's future policy recommendations.

### PRIORITIES AND CHALLENGES OF WOMEN BUSINESS OWNERS IN AN ECONOMIC DOWNTURN

Using first-hand information gathered at recent town hall meetings, as well as supplemental research, the Council will prepare an additional detailed study of the challenges and priorities of women business owners reflecting the current economic crisis. This report will outline how a tough economy affects women-owned businesses and how policymakers can address the current challenges.

### BEST PRACTICES IN ENTREPRENEURIAL EDUCATION FOR WOMEN

In FY 2009, the Council will complete its analysis of current research and best practices of entrepreneurial education for women, with the aim of creating a resource guide for other educational institutions to use when implementing or targeting their entrepreneurship programs for women. Specifically, the Council will be investigating the ways in which the educational community could better address the needs of aspiring women business owners by exposing them to entrepreneurial training and technical assistance through specialized secondary and post-secondary education curriculum. The study will include an analysis of previously identified best practices in entrepreneurial education for women, particularly within the SBA Women's Business Center Program, as well as detailed recommendations for translating these best practices for use by community colleges and four-year institutions.

### OUTREACH ON BEHALF OF THE WOMEN'S BUSINESS COMMUNITY

The Council will monitor developments in the women's business and research communities in order to represent women business owners and their priorities. In particular, as the federal government's only independent voice for women entrepreneurs, the Council will consistently make recommendations and track changes in legislation and government-published research affecting women-owned businesses. The Council will also work directly with Congress and other government agencies to ensure that valuable data remains available to researchers and policymakers, particularly when the government is the only body currently producing and publishing that data.

### CONFERENCE CALLS FOR WOMEN BUSINESS OWNERS

In FY 2009, the Council anticipates beginning a series of conference calls addressing specific policy issues of interest to women business owners, as identified in the Council's recent town hall meetings. In these calls, Council members and subject matter experts will provide background on key policy issues and outline best practices to address current challenges. Calls will cover topics such as access to credit and capital, procurement, taxes and certification. Participants will have the opportunity to submit questions for speakers and calls will be recorded and archived on NWBC's web site.



## APPENDIX A: COUNCIL MISSION AND STATUTORY AUTHORITY

### COUNCIL MISSION

The National Women’s Business Council is a bi-partisan federal government council created to serve as an independent source of advice and counsel to the President, Congress, and the U.S. Small Business Administration on economic issues of importance to women business owners. Members of the Council are prominent women business owners and leaders of women’s business organizations.

The National Women’s Business Council is committed to:

- conducting research on issues of importance to women business owners and their organizations,
- communicating these findings widely,
- connecting the women’s business community to public policy makers and to one another, and
- providing a platform for change in order to expand and improve opportunities for women business owners and their enterprises – from start-up to success to significance.

### STATUTORY AUTHORITY: WOMEN’S BUSINESS OWNERSHIP ACT OF 1988 (PUBLIC LAW 100-533) Sec. 405. Establishment of the National Women’s Business Council.

There is established a council to be known as the National Women’s Business Council, which shall serve as an independent source of advice and policy recommendations to the Interagency Committee, to the Administrator through the Assistant Administrator of the Office of Women’s Business Ownership, to the Congress, and to the President.

#### Sec. 406. Duties of the Council.

- (a) In general.—The Council shall advise and consult with the Interagency Committee on matters relating to the activities, functions, and policies of the Interagency Committee, as provided in this title. The Council shall meet jointly with the Interagency Committee at the discretion of the chairperson of the Council and the chairperson of the Interagency Committee, but not less than biannually.
- (b) Meetings.—The Council shall meet separately at such times as the Council deems necessary. A majority of the members of the Council shall constitute a quorum for the approval of recommendations or reports issued pursuant to this section

- (c) Recommendations.—The Council shall make annual recommendations for consideration by the Interagency Committee. The Council shall also provide reports and make such other recommendations as it deems appropriate to the Inter-agency Committee, to the President, to the Administrator (through the Assistant Administrator of the Office of Women’s Business Ownership), and to the Committees on Small Business of the Senate and the House of Representatives.
- (d) Other duties.--The Council shall—
- (1) review, coordinate, and monitor plans and programs developed in the public and private sectors, which affect the ability of women-owned business enterprises to obtain capital and credit;
  - (2) promote and assist in the development of a women’s business census and other surveys of women-owned businesses;
  - (3) monitor and promote the plans, programs, and operations of the departments and agencies of the Federal government which may contribute to the establishment and growth of women’s business enterprise;
  - (4) develop and promote new initiatives, policies, programs, and plans designed to foster women’s business enterprise;
  - (5) advise and consult with the Interagency Committee in the design of a comprehensive plan for a joint public-private sector effort to facilitate growth and development of women’s business enterprise;
  - (6) not later than 90 days after the last day of each fiscal year, submit to the President and to the Committee on Small Business of the Senate and the Committee on Small Business of the House of Representatives, a report containing—
    - (A) a detailed description of the activities of the council, including a status report on the Council’s progress toward meeting its duties outlined in subsections (a) and (d) of section 406 [this note];
    - (B) the findings, conclusions, and recommendations of the Council; and
    - (C) the Council’s recommendations for such legislation and administrative actions as the Council considers appropriate to promote the

development of small business concerns owned and controlled by women.

- (e) Form of Transmittal.--The information included in each report under subsection (d) [of this note] that is described in subparagraphs (A) through (C) of subsection (d)(6), shall be reported verbatim, together with any separate additional, concurring, or dissenting views of the Administrator.

#### **Sec. 407. Membership of the Council.**

- (a) Chairperson.—The President shall appoint an individual to serve as chairperson of the Council, in consultation with the Administrator. The chairperson of the Council shall be a prominent business woman who is qualified to head the Council by virtue of her education, training, and experience.
- (b) Other members.--The Administrator shall, after receiving the recommendations of the Chairman and the Ranking Member of the Committees on Small Business of the House of Representatives and the Senate, appoint, in consultation with the chairperson of the Council appointed under subsection (a), 14 members of the Council, of whom—
- (1) 4 shall be—
    - (A) owners of small businesses, as such term is defined in section 3 of the Small Business Act [15 U.S.C. 632]; and
    - (B) members of the same political party as the President;
  - (2) 4 shall—
    - (A) be owners of small businesses, as such term is defined in section 3 of the Small Business Act [15 U.S.C. 632]; and
    - (B) not be members of the same political party as the President; and
  - (3) 6 shall be representatives of women’s business organizations, including representatives of women’s business center sites.
- (c) Diversity.—In appointing members of the Council, the Administrator shall, to the extent possible, ensure that the members appointed reflect geographic (including both urban and rural areas), racial, economic, and sectoral diversity.
- (d) Terms.—Each member of the Council shall be appointed for a term of 3 years.

- (e) Other Federal service.—If any member of the Council subsequently becomes an officer or employee of the Federal government or of the Congress, such individual may continue as a member of the Council for not longer than the 30-day period beginning on the date on which such individual becomes such an officer or employee.
- (f) Vacancies.—
- (1) In general.—A vacancy on the Council shall be filled not later than 30 days after the date on which the vacancy occurs, in the manner in which the original appointment was made, and shall be subject to any conditions that applied to the original appointment.
  - (2) Unexpired term.—An individual chosen to fill a vacancy shall be appointed for the unexpired term of the member replaced.
- (g) Reimbursements.—Members of the Council shall serve without pay for such membership, except that members shall be entitled to reimbursement for travel, subsistence, and other necessary expenses incurred by them in carrying out the functions of the Council, in the same manner as persons serving on advisory boards pursuant to section 8(b) of the Small Business Act [section 637(b) of the this title].
- (h) Executive director.—The Administrator, in consultation with the chairperson of the Council, shall appoint an executive director of the Council. Upon the recommendation by the executive director, the chairperson of the Council may appoint and fix the pay of 4 additional employees of the Council, at a rate of pay not to exceed the maximum rate of pay payable for a position at GS-15 of the General Schedule. All such appointments shall be subject to the appropriation of funds.
- (i) Rates of pay.—The executive director and staff of the Council may be appointed without regard to the provisions of title 5, United States Code, governing appointments in the competitive service, and except as provided in subsection (e), may be paid without regard to the provisions of chapter 51 and subchapter III of chapter 53 of such title relating to classification and General Schedule pay rates, except that the executive director may not receive pay in excess of the annual rate of basic pay payable for a position at ES-3 of the Senior Executive Pay Schedule under section 5832 of title 5, United States Code.

#### **Sec. 408. Definitions.**

For purposes of this title—

- (1) the term ‘Administration’ means the Small Business Administration;
- (2) the term ‘Administrator’ means the Administrator of the Small Business Administration;
- (3) the term ‘control’ means exercising the power to make policy decisions concerning a business;
- (4) the term ‘Council’ means the National Women’s Business Council, established under section 405;
- (5) the term ‘Interagency Committee’ means the Interagency Committee on Women’s Business Enterprise, established under section 401;
- (6) the term ‘operate’ means being actively involved in the day-to-day management of a business;
- (7) the term ‘women’s business enterprise’ means—
  - (A) a business or businesses owned by a woman or a group of women; or
  - (B) the establishment, maintenance, or development of a business or businesses by a woman or a group of women; and
- (8) the term ‘women-owned business’ means a small business which a woman or a group of women—
  - (A) control and operate; and
  - (B) own not less than 51 percent of the business.

#### **Sec. 409. Studies and Other Research.**

- (a) In general.—The Council may conduct such studies and other research relating to the award of Federal prime contracts and subcontracts to women-owned businesses, to access to credit and investment capital by women entrepreneurs, or to other issues relating to women-owned businesses, as the Council determines to be appropriate.
- (b) Contract authority.—In conducting any study or other research under this section, the Council may contract with one or more public or private entities.

#### **Sec. 410. Authorization of Appropriations.**

- (a) In general.—There is authorized to be appropriated to carry out this title \$1,000,000, for each of fiscal years 2001 through 2003, of which \$550,000 shall be available in each such fiscal year to carry out section 409 [of this note].
- (b) Budget review.—No amount made available under this section for any fiscal year may be obligated or expended by the Council before the date on which the Council reviews and approves the operating budget of the Council to carry out the responsibilities of the Council for that fiscal year.

[Section 409 repealed, sections 410 and 411 redesignated as 409 and 410, and amended by Pub.L. 106-554, § 1(a)(9) [Title VII, § 703 to 705], Dec. 21, 2000, 114 Stat. 2763, 2763-\_\_\_\_.]



## APPENDIX B: COUNCIL MEMBERS

Following is a listing of the Council members who served during fiscal year 2008.

### Chair

**Carole Jean Jordan**

*Co-Founder*

*Jordan Sprinkler System*

Carole Jean Jordan, a West Virginian by birth, relocated to Florida in the early sixties. She worked in the male-dominated aviation industry until moving to Vero Beach with her family to become a small businesswoman.

In 1973, she and her husband, Bill, founded Jordan Sprinkler Systems, Inc., an irrigation company serving Vero Beach. Shortly thereafter, Jordan took over the day-to-day business operations, including oversight of customer service, financial management, and employee relations. Today, the company is a thriving million dollar business serving the Treasure Coast under the management of their son, Billy.

Jordan overcame numerous challenges while developing her business, including balancing the demands of business ownership and motherhood while learning management skills on the job, working within ever-changing local and state regulations, and actively overseeing job sites before women's presence in construction became more commonly accepted. Jordan's commitment to superb customer service, constant networking, and frequently adding innovative services were major factors in growing Jordan Sprinkler Systems to its current success.

Recently, Jordan transferred her experience and management skills from the corporate world to the political arena. Elected Chairman of the Republican Party of Florida in 2003, she reshaped the organization by implementing contemporary business-based practices in an effort to foster efficiency, better organization, positive public relations, and develop sound fiscal policy. Under her leadership, the Party eliminated nearly three million dollars in debt, as well as entirely satisfying the mortgage on the George H.W. Bush Republican Center in Tallahassee, Florida, and instituted sensible financial procedures to administer the millions of dollars raised and expended on behalf of its candidates. In 2003, she chartered the Florida Federation of Black Republicans, the first



statewide black Republican organization. President George W. Bush was re-elected during her chairmanship in 2004 by nearly 400,000 votes statewide. Additionally, Florida was one of only three states to elect a Republican to the open gubernatorial seat in 2006. The success of her leadership was quickly recognized, which led to her election as the Chairman of the Republican National Committee's Council of State Chairmen.

Prior to her role as statewide Chair, Jordan served in leadership roles with the National Federation of Republican Women, the Republican Women of Indian River, Federated, and the Florida Federation of Republican Women. She is actively involved in other political groups, including the National Black Republican Association, the National Republican Hispanic Assembly, the National Republican Women's Network, the Tillie Fowler Women's Leadership Series, and the Republican National Committee. In addition, Jordan has been a dedicated champion of organizations representing the concerns of veterans and rural communities.

In 2005, Jordan was appointed to the President's Commission on White House Fellowships, a program that offers young men and women first hand experience working at the highest levels of the Federal government. As a Commissioner, she worked side-by-side with her colleagues to guide this highly competitive process to select the White House Fellows from the exceptional group of national finalists.

Carole Jean Jordan was appointed by the President to serve as a member of the National Women's Business Council in 2007. The NWBC serves as an advisory board to the White House, the Congress, and the Small Business Administration on issues pertinent to women business owners.

Jordan has served on several international delegations, including trips to Russia, Taiwan and Hong Kong. In addition, she has appeared on MSNBC, CNN, NBC, FOX and scores of other national and international radio and television stations.

Carole Jean Jordan currently serves as Tax Collector of Indian River County. She was elected in November 2008, and is the first woman to hold this constitutional office.

**Chair**  
**(June 2005-June 2008)**  
**Tami Longaberger**  
**Chair of the Board, CEO**  
**and President**  
**The Longaberger Company**



Tami Longaberger, chair, chief executive officer and president of The Longaberger Company, one of the largest direct selling organizations in the country, has led her 3,000-person organization through significant growth, product diversification, facilities expansion and new technologies. She joined the company in 1984 as Longaberger's first marketing director when the company sales were \$6 million.

The Longaberger Company is acknowledged as the premier U.S. manufacturer of handcrafted baskets and other home and lifestyle products. Longaberger markets through approximately 45,000 independent home consultants in the United States. Tami is in direct contact with many of these consultants nearly every day, and maintains an ongoing liaison with customers from around the country. Since 1985, she has personally overseen the creative development of hundreds of Longaberger products.

In 1995, Longaberger pledged the company's support of a broad fundraising and awareness-building program in a groundbreaking partnership among the American Cancer Society, The Longaberger Company and its independent sales force. The campaign, Horizon of Hope®, has reached nearly 18 million women with educational information and raised more than \$12 million for breast cancer research and education.

A respected leader and active participant in international, national and statewide affairs, Tami was appointed in May 2005 by U.S. President George W. Bush as chair of the National Women's Business Council, a bipartisan federal advisory council created to advise and recommend policy to the President, Congress and the U.S. Small Business Administration on economic issues important to women business owners. In 2004, she also served her country as a member of the U.S. delegation to the United Nations Commission on Human Rights held in Geneva, Switzerland.

Tami was also appointed by President Bush to serve on the board of the Washington, D.C.-based Woodrow Wilson Center for International Scholars; was chair of the U.S. Executive Committee for the 2002 Helsinki Women Leaders Summit, which brought together women from Finland, Russia, Latvia, Lithuania and Estonia; has been named to the Ohio Women's Hall of Fame; is a past board member of the John Glenn Public Policy Institute; in 1993 was named the youngest chair of the Direct Selling Association; is a former board member of the National Audubon Society; and is currently a member of the Columbus Partnership and the Ohio Business Roundtable.

Tami is a former member and chair of the Board of Trustees of her alma mater, The Ohio State University, where she received a Bachelor of Science degree in business administration.

Numerous media in print and broadcast forums have featured Tami, including USA Today, CNN, Inside Business, Smart Business, and more, and a best-selling book has been authored on the company and its founder. The Longaberger Company was founded in 1973 by Tami's late father Dave.

Tami resides with her two children in Nashport, Ohio.

## WOMEN BUSINESS OWNERS

**Susan Au Allen**  
*National President & CEO*  
*U.S. Pan Asian American Chamber*  
*of Commerce*



Susan Au Allen came to the United States from Hong Kong on an invitation from the White House. She received her J.D. from the Antioch School of Law and an LL.M. in International Law from Georgetown University Law Center. For 17 years, she practiced law in Paul Shearman Allen & Associates of Washington, DC and Hong Kong.

In 1984, Susan founded the US Pan Asian American Chamber of Commerce (USPAACC) with a group of civic and business leaders in Washington, DC, and became full time President & CEO in 2001. A strong and effective advocate for Asian American issues on Capitol Hill and in the White House, she was appointed by President George H.W. Bush to the Council of the Administrative Conference of the United States (1991-1996). She was also appointed Vice Chair of the Republican National Committee's New Majority Council organized to reach out to minority communities across the nation; and served as its surrogate speaker from 1997 to 2000. In 1999, A-Magazine named her one of 25 most influential Asians in America.

She is a member of the Small Business Advisory Committee of the Export-Import Bank of the United States, the Diversity Council of the Premier Automotive Group, the American Hotel

& Lodging Association, International Franchise Association, the U.S. General Services Administration Small Business Advisory Committee, the National Women's Business Council, the Secretary of Labor's Committee on the Future of the Workplace of the President's Council on the 21st Century Workforce, the Board of Trustees of Excelsior College in New York, and the Kennedy Center Community Board.

For two decades at the helm of USPAACC, she has become the voice of Asian American entrepreneurs and professionals, and her op-eds on issues related to business have been published in publications such as USA Today, The Washington Times, and The Baltimore Sun. She has also appeared as a commentator on C-Span, CNN, CNBC, ABC, and Fox News, among others.

She has received numerous awards, including the National Association of Minority Automobile Dealers' Diversity Advocacy Award (2003), NASA Special Recognition Award for Extraordinary Efforts in Promoting Small Business Programs Nationally and Internationally (2002), Business Person of the Year Award from the League of Korean Americans-USA (2002), AT&T Spectrum Award for Advocacy for Minority Business Opportunity (2001), and Skirt in Power Award from the District of Columbia Chamber of Commerce (1992).

Married, with two sons, Susan resides in McLean, Virginia. She also speaks and writes Chinese fluently.

**Rebecca Boenigk**  
*CEO & Chairman of the Board*  
*Neutral Posture, Inc.*



In 1989, when ergonomics was a relatively new applied science, and virtually unheard of in the corporate world, Rebecca Congleton Boenigk and her mother, Jaye Congleton, set up shop in Rebecca's garage and began building chairs based on the concepts developed by her inventor/engineering father, Dr. Jerome Congleton. Through a long and arduous process, Rebecca began educating customers on the health and safety advantages of ergonomic seating.

Initially, Rebecca was Neutral Posture's sales force, operations manager and marketing

director all rolled into one. As the years passed and customers became more aware of their ergonomic needs, Neutral Posture became a driving force in the industry as the only woman owned chair manufacturer in the United States. Neutral Posture's space-age chairs are known for two key features: a patented, pressure-reducing seat design and more adjustable features than any other chair on the market! The adjustable features work with the contoured seat to disperse the body's weight over an increased surface area, thereby reducing pounds per square inch (psi).

Neutral Posture's commitment to manufacture truly ergonomic seating has created phenomenal growth, not only for the company, but for Rebecca as well. As Chairman and Chief

Executive Officer, her role may have changed but her focus remains the same. Neutral Posture continues to be the foremost innovator of ergonomic seating solutions in the world.

Rebecca has received numerous awards, including being named the Small Business Person of the Year for the State of Texas by the United States Small Business Administration in 2005 and the 2002 Office Depot Business Woman of the Year. Her company also has received four prestigious Attendee's Choice Awards presented by the National Ergonomics Conference & Exposition as voted on by ergonomic industry professionals, the UPS Supplier of the Year Award in 2004 and numerous design and innovation awards.

Rebecca also serves on the Board of Directors for the Women's Business Enterprise National Council (WBENC) and is the current chair of the Women's Enterprise Leadership Forum. She is a National Founding Partner of Women Impacting Public Policy (WIPP) and serves on the Board of Directors of the WIPP Institute. Rebecca was recently appointed to the National Women's Business Council, which serves as advisors to the President, the Congress and the SBA. She is featured in the book, "The Martha Rules: 10 Essentials for Achieving Success as You Start, Grow or Manage a Business" by Martha Stewart.

Rebecca and her husband, Bobby, have two children, Rachel and Ryan.

**Wendi Goldsmith**  
*President and Founder*  
*The Bioengineering Group, Inc.*



Wendi Goldsmith is president and founder of The Bioengineering Group, Inc. Founded in 1992, Bioengineering Group provides a range of scientific, engineering, landscape planning, design, and construction services. Under Goldsmith's leadership, the firm has grown from a firm with one employee to a firm with over 45 employees and offices in Massachusetts, Louisiana, New Jersey, and North Carolina. The firm performs research and development contracts, training programs, and design work for clients such as the U.S. Army Corps of Engineers, U.S. Environmental Protection Agency, and the National Parks Service.

Wendi is known for building consensus among diverse and often antagonistic stakeholder groups to help advance large public infrastructure projects. She has extensive experience in all phases of project design and implementation for ecological restoration, particularly in dense urban environments, as well as for stabilization of lakes, rivers, and coastal areas. She also has a thorough understanding of federal, state, and local environmental regulatory policy and she has provided expert testimony on their meaning and intent.

Wendi recognizes that Bioengineering Group's 16 years of success depended upon others, namely the mentorship she received from key business affiliates, the dedication from a talented team of colleagues, and the good fortune of having a receptive and motivated set of clients. In addition, for over 12 years, the Bioengineering Group has maintained an active internship program for US and foreign trainees and has hosted numerous governmentally-sponsored international technical exchange representatives.

Ms. Goldsmith has led numerous courses and training workshops for academic, professional, and public agency audiences. She has also been a guest lecturer on the subject

of integrating stormwater management into landscape design at the Harvard School of Design and the Massachusetts Institute of Technology, as well as many other universities, with a focus on fostering women in science and engineering.

Under her guidance, Bioengineering Group has won numerous awards and Goldsmith was nominated for the 2008 Massachusetts Small Business Person of the Year Award for her firm's innovative work across the state. In 1999, Wendi led the establishment of a non-profit organization, the Center for Urban Watershed Renewal (CUWR), a 501c(3) charitable foundation dedicated to promoting ecological stewardship in the most degraded and impacted urban areas, including contaminated and abandoned sites. Since its founding, CUWR has brought about the conservation, restoration, and re-use of over 60,000 acres of land, working with a diverse array of federal and state agencies and other non-profits from New England to the West Coast.

Wendi is a 1988 graduate of Yale University, where she earned degrees in Geology & Geophysics and Environmental Studies. While at Yale, Wendi had the opportunity to work with research teams at the Hubbard Brook Experimental Forest in NH. She later went on to pursue a Master's Degree in ecological landscape design at the Conway School and a second Master's in Plant and Soil Science at the University of Massachusetts, where her thesis on Soil Strength Reinforcement by Plants won the Distinguished Paper of the Year from the International Erosion Control Association.

Wendi's previous experience includes work in a small planning and design firm, a large engineering firm in Boston, and an apprenticeship position to the eminent hydraulic engineer, Mr. Lothar Bestmann in Germany.

Apart from her professional activities, Wendi is a single parent who still finds time to pursue horseback riding, singing, gardening, and various community activities.

**Rebecca Herwick**  
*President and CEO*  
*Global Products, Inc.*



Rebecca L. Herwick, President and CEO of Global Products, Inc., serves as an industry leader globally, and has received numerous awards and recognitions for her hard work in the community and strong entrepreneurial skills. Global Products, Inc. is based out of St. Peters, Missouri.

Rebecca received her B.S. degree in Chemistry from McKendree College in Lebanon, IL. In 1983 she became general manager in a motorcycle accessory distribution company. She quickly advanced in her position as she established manufacturing capabilities in 1992. In 1995, after her instrumental involvement in securing the Harley-Davidson® license, she was promoted to Vice-President, and in 1999 Rebecca became President and CEO of Global Products, Inc. [www.globalproductsinc.com](http://www.globalproductsinc.com)

Global Products, Inc. is a premier provider for corporate trademark and promotional products. Global Products provides quality giftware, head wear, collectibles, and promotional products worldwide through their design, manufacture and distribution capabilities. They are the only official Harley-Davidson®, dealer-exclusive licensee for these products. Rebecca also owns her own trademark line called Divine Threads™, Inc, which offers apparel and giftware embellished with Spiritual symbolism. [www.divinethreadsinc.com](http://www.divinethreadsinc.com)

Under Rebecca's leadership, Global Products has expanded its international distribution capabilities through the addition

of wholly owned subsidiaries in Munich, Germany and Burlington, Canada. A Pacific Rim subsidiary is being formed to effectively service Global's Asian customers.

Rebecca is passionate about her involvement with the Center for Head Injury Services, which helps provide employment opportunities for people who have suffered traumatic brain injuries. Job carving for people with disabilities is on the forefront of her mission statement. "Employment is a successful component to rehabilitation after a closed head injury."

Global Products was named one of the Top 10 Largest Women-Owned Businesses based on 2005 revenue by St. Louis Business Journal, St. Louis' Top Woman Business Owner in March 2006 by St. Louis Small Business Monthly, and Employer of the Year for 2005 by the Governor's Council on Disability.

Being wholly owned and controlled by a woman, Global Products received WBENC certification in March 2002. Rebecca joined the St. Louis WPO in August 2002 and she became a Platinum WPO member in November 2002. She is a member of the World Trade Center St. Louis, St. Peters Chamber of Commerce, the SGIA, PPAI, ASI, and American Motorcycle Association. Rebecca serves on the Boards of McKendree University and the Center for Head Injury Services.

Rebecca has two sons, James Dean and John David, who she is very proud of and is preparing them to take over the ship when and if she retires.

**Barbara Kasoff**

*Co-Founder*

*Grassroots Impact, Inc.*

Barbara Kasoff is Co-Founder of GrassRoots Impact, Inc., a public policy strategies firm whose mission is to connect corporate America and political leaders to small business owners, including women-owned businesses, minorities, and women in business. She is also the President and CEO, and Co-Founder of Women Impacting Public Policy, Inc., a non-profit, public policy advocacy organization headquartered in Washington, DC with over half a million members advocating on economic issues for women in business.



Other companies that she has owned and managed are Voice-Tel of Michigan, the fourth largest voice messaging company in the United States, Voice-Tel of Central Michigan, and Voice Response Corporation, a telemarketing and database marketing company. Barbara also opened and developed Voice-Tel of Australia, a company with 11 offices throughout Australia and New Zealand for the Voice-Tel franchisor. With her experience, Barbara has been able to incorporate her skills in management, her strengths in communications, and her considerable energies in powering her fledgling companies to secure a solid foothold in the rapidly expanding world of communications. Prior to becoming a business owner, Barbara previously served as Vice President of Customer Service and Senior Vice President of Research and Software Development for World Computer Corporation in Michigan for ten years where her team designed and installed new financial services software for credit unions. Altogether, she has been a business owner and corporate executive for 20 years, and has successfully sold 3 of her four companies.

For many years, Barbara has been an active supporter of small businesses, and women and minorities in business in particular. She continues this work both nationally and internationally. She has linked together thousands of

small business owners with her voice messaging network, enabling them to communicate directly with one another to improve their businesses, learn of programs, opportunities and appointments in the communities, improve the climate of entrepreneurship, and play a part in public policy making. Her efforts to unite various organizations has enabled small business owners to share information with each other, learn from one another, and become better informed in economic and political issues. Barbara speaks nationally and internationally on issues concerning leadership and advocacy for business women.

Barbara currently serves on the Board of Directors of nFocus Software, the National Women Business Owners Corporation, and the Women's Leadership Forum for the Democratic National Committee, and is Co-Chair of the National Global Trade and Technology Board of Directors. Barbara is also a media resource for the White House Project. She has been recently cited as CEO of one of the top 3 most powerful non-profits in Washington, DC.

In addition, Barbara has previously served as President of The National Association of Business Owners in Detroit, Vice President of Public Policy for the national NAWBO organization, and on various community Boards, including the SCORE Association, Detroit Edison Community Relations Board, Forgotten Harvest, International Institute and Majority Business Initiative. She has helped develop new and closer relationships with the US Small Business Administration, Small Business Development Centers, Department of Commerce and local, national and international corporate leaders. She also advises for the Committee for Working Families for Wal\*Mart. Barbara has served as a Delegate to the White House Conference on Small Business, was an invited delegate to President Clinton's Midwest Regional Economic Summit and was the recipient of the State of Michigan Women in Business Advocate of the Year in 1995.

Barbara and her family now reside in San Francisco, CA.

**Cecelia McCloy**  
**President & CEO**  
**Integrated Science Solutions, Inc.**



Ms. Cecelia McCloy is President and CEO of Integrated Science Solutions Inc. (ISSi), a certified woman-owned science and engineering firm that she started with her partner, David Dobson in 1999. Ms. McCloy has a Masters Degree in Geology from Stanford University and has spent the last 25 years managing engineering and applied science programs. She has managed projects from \$2M-\$40M in size for a variety of customers including NASA, EPA, Lawrence Livermore National Laboratories, Lawrence Berkeley Laboratories, Sandia National Laboratories, DOE, DOD, and private clients.

Prior to founding Integrated Science Solutions, Ms. McCloy was a Corporate Vice President of a FORTUNE 500 defense contractor. Desiring to make a change and foster a community based corporate philosophy; Ms. McCloy started ISSi with two employees in one location. Seven years later, Integrated Science Solutions has grown to 75 people in six locations across the US with over 85% of the staff with Bachelor's Degrees and 24% with Doctorate Degrees. The firm has a healthy diversified backlog and instills a corporate culture that is employee and community focused.

Integrated Science Solutions has an annual community award program where employees nominate non-profit organizations for a corporate monetary award. In addition, employees are permitted up to 8-hours of paid leave per year for volunteering in the community during working hours. The firm is also very environmentally conscience and was recognized by EPA as being one of the Bay Areas' Best Workplaces for Commuters in 2002, 2003, 2004, 2005, and 2006. To promote interest in science and technology, Integrated Science Solutions participates through a disadvantaged student internship program called INROADS by employing college students majoring in science or engineering.

In addition to her focus on building her company, Ms. McCloy is a mother of three and volunteers in her community. She is President of the Peace Lutheran Church Council. She is a board member of the San Ramon Valley Girl's Athletic League. She volunteers at San Ramon Valley High School speaking on space science careers for Career Day and leading discussions for advance English Book Clubs. She is also a member of the Academic Boosters, Athletic Boosters, and PTA. She supported the Sycamore Homeowners Association through membership on the Design Review Board.

McCloy is a graduate of Marymount College and George Washington University. She received a Masters of Science in Geology from Stanford University.

## WOMEN'S BUSINESS ORGANIZATIONS

**Sandy Bartow**  
*Executive Director*

**Jacksonville Women's Business Center**

The Women's Business Center Program is a national network of nearly 100 educational centers designed to assist women achieve their dreams and improve their communities by helping them start and run successful businesses, regardless of social or financial disadvantage, race, ethnicity or business background. Women's Business Centers operate with the mission to level the playing field for women entrepreneurs, who still face unique obstacles in the world of business.

Sandy Bartow, Executive Director of the Jacksonville Women's Business Center (JWBC), represents Women's Business Centers on the Council. JWBC delivers mentoring, training, networking and consulting programs and services to aspiring and existing entrepreneurs. To learn more about the Women's Business Center Program, visit [www.sba.gov/women](http://www.sba.gov/women).



**Beverly Inman-Ebel**  
*Past President*

**National Association of Women Business Owners**

Since 1975, National Association of Women Business Owners® (NAWBO®) has helped women evolve their businesses by sharing resources and providing a single voice to shape economic and public policy. NAWBO is the only dues-based national organization representing the interests of all women entrepreneurs across all industries. Today the organization features chapters in almost every metropolitan area in the United States with 8,000 members and 80 chapters. By combining the knowledge, networks and expertise of its diverse membership, board of directors and staff, NAWBO works 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; transform public policy and influence opinion makers.

Beverly Inman-Ebel, past NAWBO national president and CEO of TLC, Talk Listen Communicate, LLC, serves as NAWBO's representative on the Council. TLC is an international and award-winning 28-year old company in Chattanooga, Tennessee. For more information, visit [www.nawbo.org](http://www.nawbo.org) or call 1-800-55-NAWBO.



**Leslie Saunders**  
*Board Member*  
**Women's Business Enterprise National Council**

The Women's Business Enterprise National Council (WBENC) is dedicated to advancing the success of certified women's business enterprises, government agencies and corporate members in partnership with its affiliated women's business organizations. Through their regional partners, WBENC is the largest third-party certifier of businesses owned and operated by women in the United States. WBENC's goal is to foster diversity in the world of commerce with programs and policies 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. The organization also provides its corporate members and certified women's business enterprises with access to a range of B2B sourcing tools including, an Internet database called WBENCLink that contains information on certified women's businesses for purchasing managers nationwide.

Leslie Saunders, a WBENC board member, is their representative on the National Women's Business Council. Saunders is also CEO of Fly Fast, LLC and president of Leslie Saunders Insurance and Marketing. To learn more about WBENC, visit [www.wbenc.org](http://www.wbenc.org).



**Dr. Ann Blackburn**  
*Board Member*

**Women Impacting Public Policy**

Women Impacting Public Policy (WIPP) is a national, bi-partisan public policy membership organization representing more than 535,000 women in business and women business owners nationwide. Members are both individuals and members of 29 association partners. WIPP influences policy on Capitol Hill, with the Administration, and with federal agencies. WIPP was founded in 2001, and has members in all 50 states and in every Congressional district.

Dr. Ann Blackburn, WIPP board member, represents WIPP on the Council. She is President and Owner of Lafayette, CA-based Blackburn Advisory Services, a consulting firm which provides organizational advisory services and strategic planning to private and public sector clients. For more information about WIPP, visit [www.wipp.org](http://www.wipp.org).



**Kathryn Eshelman**  
*Charter Member*

***Women Presidents' Organization***

The Women Presidents' Organization (WPO) is a membership and peer-to-peer mentoring organization for women whose businesses annually gross more than two million dollars. It brings together highly motivated and successful female entrepreneurs in a dynamic forum where they can share their expertise and experience. Chapters are professionally facilitated and contain no more than 25 women to help build trust and familiarity and allow for frank discussions of the issues at the heart of their members' minds. The WPO is currently operating in 31 locations nationwide and Canada.



Kathy Eshelman, Charter Member of WPO, is their representative on the Council. She is president and co-founder of Columbus-OH based Grade A Notes and owner and co-founder of PatrioticJewelry.com. To learn more about WPO, visit [www.womenpresidentsorg.com](http://www.womenpresidentsorg.com).

## APPENDIX C: COUNCIL STAFF

Following is a listing of the staff who served the Council during fiscal year 2008.

### **Margaret Mankin Barton** *Executive Director*

Margaret Barton, Executive Director of the National Women's Business Council, has over 25 years of extensive experience in public affairs, communications, and fundraising in both the public and private sectors.



Prior to joining the NWBC staff, Ms. Barton had her own small business as a fundraising, public affairs and communications consultant for political, private sector and nonprofit clients. Her work included developing and executing communications initiatives, providing counsel to support public affairs outreach, and managing fundraising campaigns for organizations such as the American Cancer Society.

In 1993, Ms. Barton co-founded the Republican Network to Elect Women (RENEW), a multi-state political action committee that identified, recruited and supported women candidates to seek federal, state and local office.

Ms. Barton previously served as Special Assistant and Counselor to the Assistant Secretary in the Office of Postsecondary Education as well as the Director of Interagency Operations in the Office of Intergovernmental and Interagency Affairs at the U.S. Department of Education. Prior to that, she was Senior Deputy Assistant Administrator in the Bureau of Food for Peace and Voluntary Assistance as well as Director of White House Liaison for the U. S. Agency for International Development (USAID).

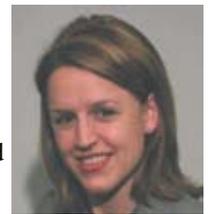
Ms. Barton's extensive experience in politics and the Federal government also includes positions in the White House Office of Vice President George H.W. Bush, the Republican National Committee, the Republican National Senatorial Committee, two Presidential Inaugural Committees, and numerous presidential, federal, state and local political campaigns.

Ms. Barton has served on the Board of Directors at the National Constitution Center, and is past President of the Sewanee Club of Washington. She was the first recipient of the Distinguished Young Alumni Award from the University of the South (Sewanee) and was selected as one of the "72 Women Who Are Changing the Face of American Politics" by Campaigns and Elections magazine. She is the recipient of a 2007 National Excellence in Public Service Iron Jawed Angel Award.

Ms. Barton received her Bachelor of Arts in English Literature from the University of the South (Sewanee) and has studied at the Instituto de Estudios Iberoamericanos in Saltillo, Mexico and University College, Oxford University, England. She lives in Alexandria, Virginia with her husband and daughter.

### **Allison M. Gilmore** *Director of Communications & Research Analysis*

Allison M. Gilmore is an experienced communications professional with a background in designing and implementing strategic communications campaigns, media strategy and outreach, campaign materials development, event production, and speechwriting.



As Director of Communications and Research Analysis, Ms. Gilmore's chief responsibilities include creating and executing a strategic communications strategy to position the Council as an independent and authoritative voice for women business owners on matters of economic importance. She conducts message development for the Council and implements targeted activities in order to reach policymakers, women business owners, advocacy and membership organizations, and the media on a regular basis. Ms. Gilmore also oversees the Council's research activities and is directly responsible for the Council's Web site ([www.nwbc.gov](http://www.nwbc.gov)), [Womenbiz.gov](http://Womenbiz.gov), informational materials and speaking engagements.

Prior to joining the NWBC staff, Ms. Gilmore served as Director at Dittus Communications, where she specialized in implementing strategic communications and public relations initiatives for nonprofit clients. While at Dittus, she utilized her expertise in materials development, online communication, and event planning to develop media and public awareness campaigns for her clients.

Ms. Gilmore previously managed communications and public relations for two membership associations in the Washington, D.C., area: National Business Travel Association (NBTA) and National Stone, Sand & Gravel Association (NSSGA). In these roles, she built dynamic relationships with national and trade media, leading to placements in major national outlets such as The New York Times, The Wall Street Journal, USA Today, CNBC, ABC News, and National Public Radio. She also developed expertise in communicating nonprofit organizations' positions and research findings to the media in crisis environments, particularly while representing NBTA immediately following 9/11. She also successfully launched and managed NBTA's four-color membership magazine and served as managing editor for NSSGA's magazine.

Ms. Gilmore began her career at The Hawthorn Group, L.C., a public relations and public affairs firm in Alexandria, Va. While at Rice University in Houston, Texas, Ms. Gilmore worked under former Secretary of State James A. Baker III at the Baker Institute for Public Policy where she helped implement major national and international events, including hosting diplomats from around the globe.

Ms. Gilmore holds a Bachelor of Arts degree in managerial studies and French from Rice University and a Masters of Public Administration with a concentration in Nonprofit Management from George Mason University in Fairfax, Va.

**Emily Reynolds**  
*Deputy Director of Communications  
& Outreach*



Emily Reynolds is Deputy Director of Communications and Outreach. In this role, Ms. Reynolds is responsible for reaching out to the women's business community and advocacy groups to coordinate activities and build relationships on behalf of the NWBC. In addition, Ms. Reynolds will support the Director of Communications and Research Analysis in executing the NWBC's overall communications strategies, conveying relevant and timely information to internal and external audiences, ensuring regular communication with public policy makers at federal, state, and local government levels, as well as within the Council.

Previously Ms. Reynolds served as business development associate at the Center for Women's Business Research, a research organization committed exclusively to women business owners and their enterprises. In this role, Ms. Reynolds was responsible for crafting communications strategies and outreach programs to build and manage constituency relationships with the Center's corporate and individual supporters. In addition, she was responsible for raising nearly \$100,000 while also maintaining the Center's existing base of financial support.

Prior to her work at the Center for Women's Business Research, Ms. Reynolds held positions at the American Institutes for Research (AIR) and the White House, Office of Global Communications. While at AIR, Ms. Reynolds worked with the managing director of public health communication to craft public service announcements on the importance of high-risk populations receiving immunizations to curb the spread of disease and also contributed to the publication of a disaster communication plan written for the Centers for Disease Control (CDC).

During her time at the White House, Ms. Reynolds worked with multiple deputy directors of communications to conduct research and provide background information for the dissemination of pro-American, pro-religious tolerance messages to the international community in the wake of the September 11 terrorist attacks.

Ms. Reynolds graduated with honors from the University of Pennsylvania in Philadelphia, Pennsylvania, where she received a Bachelor of Arts degree in communications with a concentration in marketing. She was also a player on the women's championship varsity volleyball team.

**Katherine S. Stanley**  
*Operations Manager*



Katherine E. Stanley is the Operations Manager for the National Women's Business Council. At the council, she is responsible for monitoring the Council's budget, managing accounts payable and receivables, and preparing monthly reports on the Council's financial status. She also provides staff support on administrative policies and procedures, maintains the Council's database and office files, coordinates and assists with the preparation of the Council meetings, and works directly with the Interagency Committee on Federal Advisory Committee Management.

Previously, Ms. Stanley served as a Program Associate for the District of Columbia's Department of Health, HIV/AIDS Administration where she was responsible for developing and managing the "Conditions of Awards" grant calendar. Ms. Stanley also has served as a Program Analyst for the Fannie Mae Corporation where she coordinated the Enterprise Systems Management's office area and grouped department teams according to the services they provided to their clients. She was responsible for tracking requisitions to Fannie Mae's Operations space database, researching and preparing incentive reports for the Staff, Transaction, Operating and Procurement Shop (STOP Shop), a division of the Enterprise Management System. Prior to working at Fannie Mae, Ms. Stanley served as the Executive Assistant to the President and as the Office Manager for Levick Strategic Communications, based in Washington, D.C. where she was responsible for researching new ventures, and overseeing office functions.

Ms. Stanley earned her Bachelor of Science in Organizational Management at Columbia Union College. She is a Certified Travel Consultant (CTC).

Design and layout provided by  
U.S. Small Business Administration  
Office of Communications and Public Liaison  
Marketing & Customer Service



---

# NATIONAL WOMEN'S BUSINESS COUNCIL

---



ADVISORS TO THE PRESIDENT,  
CONGRESS AND THE SBA

409 Third St., SW, Suite 210

Washington, DC 20024

202.205.3850 ★ 202.205.6825

info@nwbc.gov ★ www.nwbc.gov