



**2009 Women's Business Summit:**  
*The Economy Through A Different Lens*

**February 26, 2009**

**Report and Recommendations**

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This research was conducted for the National Women's Business Council (NWBC) by Madison Services Group, Inc., in cooperation with Carol Whitney. The opinions and recommendations of the authors of this study do not necessarily reflect official policies of the NWBC, the U.S. Small Business Administration, or any other agency of the U.S. Government.

## Introduction

The National Women's Business Council (NWBC), established by H.R. 5050, the Women's Business Ownership Act of 1988, is a bi-partisan federal advisory council created to serve as an independent source of advice and policy recommendations to the President, Congress, and the U.S. Small Business Administration on economic issues of importance to women business owners. For twenty years the Council has promoted initiatives, policies and programs designed to support women's business enterprises.

The 20th anniversary of the Women's Business Ownership Act marks the beginning of a new phase in the growth of women's entrepreneurship. The Women's Business Summit of 2009 provides the foundation for the development of an economic agenda and Roadmap for the future of women's business ownership. Women's business organizations, congressional leaders, and members of the administration joined with thought leaders from the women's business community to take the first steps in creating goals and milestones for the women's business community for the next decade.

The significance of this Summit and its outcomes are great given the current environment of recession and economic crisis. Senators Landrieu and Snowe, Chair and Ranking Member of the Senate Small Business and Entrepreneurship Committee respectively, stressed the importance of women entrepreneurs' role in the economic recovery.

*"With the advent of a new Administration and Congress, there is no time more imperative than now, with America facing an economic crisis of the highest order, to highlight the resolve of women entrepreneurs who will play a crucial role in spurring our economic recovery."*

- U. S. Senator Olympia Snowe, Ranking Member,  
Senate Committee on Small Business and Entrepreneurship

*"Almost 30 percent of all businesses in the U.S. are majority woman-owned, accounting for \$1.1 trillion in sales and over seven million jobs. The success of women entrepreneurs, especially during this economic slowdown, is critical."*

- U.S. Senator Mary Landrieu, Chair,  
Senate Committee on Small Business and Entrepreneurship

## The Summit Format

The Economic Summit was designed to encourage collaborative problem-solving to develop short- and mid-term strategies for achieving long-term goals. Experts presented detailed analyses of the economic environment, and an experienced woman business owner provided guidance for navigating difficult economic times.

Members of a legislative panel discuss the policy picture from their points of view, including both current and potential small business-related policy changes. In addition, administration policies are outlined and clarified by a White House official.

Each of the national women's business organizations presents their vision for the future, followed by a presentation of the Roadmap to 2020 as the framework for development of a plan to enable women's entrepreneurship to achieve even greater economic growth.

At the beginning of a new administration, the Summit is particularly important for positioning the National Women's Business Council and the women entrepreneurs it serves to contribute fully to the economic growth this country needs.

## The Environment for Small Business: Current Economic Conditions

Chad Moutray, Chief Economist, SBA Office of Advocacy and Raymond Keating, Chief Economist, Small Business and Entrepreneurship Council, laid out current economic data and what they mean for business owners. They pointed to a dramatic drop in small business lending. Over all, every economic indicator has fallen, with consumption down by 3.5 percent, investment down 12.3 percent, exports down 20 percent and imports 15 percent. According to the National Federation of Independent Business Optimism Index, the public and small business owners were extremely pessimistic about the availability of credit and the viability of our economy.

Moutray saw hope on the horizon for small business. The American Recovery and Reinvestment Act contains funds for small business lending, along with tax incentives for small businesses and increases in funding for SBA programs. There are also parts of the stimulus package beneficial to small as well as large businesses.

*"On a positive note, small businesses are often the first ones to recover from a recession, and difficult economic times have often been the impetus for more entrepreneurship.*

*- Chad Moutray, SBA Office of Advocacy*

Keating stressed the vital role of small business in getting the economy back on track, and recommended permanent cuts to help small businesses and entrepreneurs. He suggested other avenues for funding such as peer-to-peer lending.

In order to facilitate long term change, he said, small business owners must become active in the policy arena.

*"We need more permanent tax cuts to help small business and entrepreneurs. Small business owners should get active in the policy arena."*

- Raymond Keating, Chief Economist, Small Business and Entrepreneurship Council

## Navigating Through the Current Economy

Jane Wesman, president of Jane Wesman Public Relations, Inc.

Long-time publicist and successful entrepreneur Jane Wesman had advice for entrepreneurs to keep their businesses thriving during difficult times. Like Chad Moutray, she stressed that tough economic environments can be good times for creative entrepreneurs who are flexible and open to new opportunities. Many small businesses, she said, have made their start in recessionary periods.

Wesman described her own experiences bringing her business through recessionary periods successfully. She stressed flexibility in pricing and emphasis on customer service in order to keep the most valuable clients, strict attention to cash flow, and creativity in marketing in order to prosper in the current economy. She warned that "when an entrepreneur panics, then everyone around her – from staff to clients, will panic as well." A positive outlook and what she calls "Thoughtful Leadership" are her keys for women entrepreneurs to weather the recession.

Her six attributes of Thoughtful Leaders are: 1) know yourself; 2) have a vision and be able to articulate it; 3) develop employees and help them grow; 4) listen to employees, clients and others for advice; 5) implement new ideas; 6) take care of yourself and stay curious. And, she adds, never stop learning.

## The Policy Environment

### *The Congressional Perspective*

Karen Rademacher, Professional Staff, U.S. Senate Committee on Small Business and Entrepreneurship and Wallace Hsueh, Republican Staff Director, U.S. Senate Committee on Small Business and Entrepreneurship shared their take on current legislative initiatives in a panel moderated by Ann Sullivan, Madison Services Group.

The panelists focused on the provisions of interest to small business owners in the American Recovery and Reinvestment Act (ARRA) and the president's FY2010 budget request. The leaders of the Small Business and Entrepreneurship Committee, Senators Landrieu and Snowe, are actively involved in the issues facing women business owners.

Rademacher discussed provisions in the ARRA for SBA programs, including temporary fee relief for SBA loans, increased SBA guarantees, and a fully guaranteed stabilization loan program for up to \$35,000 for businesses in immediate financial distress. Hsueh pointed to the stabilization loan program as vital for enduring the current downturn. He reviewed tax provisions of the stimulus bill that focus on small business, including the

net operating loss carry-back and the decrease in the anticipated tax deposit requirement for small businesses.

Senators Landrieu and Snowe have made an official request to the Administration for cabinet level status for SBA, highlighting the importance of small business to the economy and the recovery. They also expected an increase in funding for SBA programs.

Later in the day, Representative Jackie Speier (D-CA-12), who has been a strong voice for women business owners, briefed Summit attendees on current congressional issues that will affect women business owners, particularly the activities of the House Financial Services Committee. She stressed the committee's focus on making rating agencies accountable, responsible, and transparent. "Lack of regulation," she said, "has cost us and will continue to cost us."

Speier is co-sponsor of the Women's Business Ownership Act of 2009, designed to assess progress of women entrepreneurs since the 1980 White House Conference on Small Business.

#### *The Administration Perspective*

During keynote remarks, Tina Tchen, Director of the White House Office of Public Liaison and Executive Director of the White House Council on Women and Girls, discussed the president's agenda for the first 100 days and its implications for women business owners.

Tchen outlined both the over-all priorities of the Obama Administration and the specific programs designed to deal with the economic crisis, particularly those important to small business owners. The Recovery Act contains specific provisions to help small business, including funding for expansion of SBA lending programs, loan guarantees, and relief from capital gains taxes.

Top issues on the administration agenda are energy, health care and education, with emphasis on investment in clean energy, healthcare reform, and investment in science and technology education. There are opportunities for women entrepreneurs in each of these areas.

## Looking Toward the Future – Goals of the Women’s Business Organizations

The major women’s business organizations, including those represented on the National Women’s Business Council and others, each presented their vision for the future, and their own plans for the next decade.

### **Women Presidents’ Organization (WPO)**

*Marsha Firestone, Ph.D., President and Founder*

The premier membership organization for women presidents and CEOs of privately held, multimillion dollar companies who aim to increase their business success, the WPO continues its commitment to increasing economic security for women, focusing on second stage entrepreneurs.

Objectives for the future emphasize growth and visibility

- Increasing the number of multimillion dollar women-owned/led businesses;
- Increasing diversity within the organization;
- Expanding internationally;
- Providing more opportunities for social networking and public relations benefits for members;
- Changing the attitude of the media regarding women-owned/led companies
- Accelerating the growth of women-led and -owned companies and increasing their visibility
- Forming strategic alliances with other women’s organizations, media partnerships and increased PR opportunities for members.

### **Women Impacting Public Policy (WIPP)**

*Barbara Kasoff, President and NWBC Council Member, and Lynne Marie Finn, Thought Leader*

WIPP is a national bi-partisan public policy organization that advocates for and on behalf of women and minorities on Capitol Hill and with the administration. WIPP will continue its focus on the Economic Blueprint, a comprehensive set of public policy expectations and challenges requiring legislative or regulatory action.

Because women business owners are a powerful voting bloc and an economic force, WIPP’s goals are:

- To maintain the very best government relations team in Washington;
- To build widespread support in understanding the issues that face women entrepreneurs;
- To promote action on these issues.

## **Women's Business Enterprise National Council (WBENC)**

*Linda Denny, President*

The unique role of WBENC is that of helping women business owners access the marketplace, focusing on the utilization of women in the corporate supply chain. WBENC is the nation's leading advocate of women-owned businesses as suppliers to America's corporations and the largest third-party certifier of businesses owned and operated by women in the United States.

WBENC's objectives include:

- Continually updating our standards to ensure they are current;
- Working toward acceptance of WBENC certification to replace the many different certification systems now in use;
- Advocating for women business owners and partnering with other women's business organizations.

## **National Association of Women Business Owners (NAWBO)**

*Cynthia McClain-Hill, President, and Julie Weeks, Thought Leader*

NAWBO, the oldest and broadest-based women's business membership association in the country, with over 6,000 members in nearly 80 chapters across the country, sees itself as the unified voice of America's more than 10 million women-owned businesses representing the fastest growing segment of the market. Their focus on the future combines new technologies at the national level with continued service at the local chapter level.

NAWBO's key objectives include:

- Highlighting and embracing the increasing ethnic and industry diversity of women entrepreneurs;
- Focusing on increasing entrepreneurial leadership and the quality of the workforce through education;
- Continuing to champion the issues of greatest concern to their members and all women business owners - the economy, health care, taxes, education, access to markets, and immigration reform.

## **Center for Women's Business Research (CFWBR)**

*Beverly A. Holmes, Chair of Board*

The mission of the Center for Women's Business Research's is to provide data-driven knowledge to advance the economic, social and political impact of women business owners and their enterprises worldwide. Their research provides insights on the status and achievements of women business owners; underscores the economic viability and progress of women-owned enterprises; and creates awareness of the economic and social impact of this vital business sector.

The Center moves into its 3<sup>rd</sup> decade with a sharp focus on its core mission and future initiatives, including

- Develop and execute a Multi - Year Confidence Survey
- Deliver an Economic Impact Study – aiding in policy development for business growth
- Partner with educational institutions, turning the data into actionable educational tools
- Sponsor International Capital Council – fostering on-going dialogue of trends & opportunities
- Partner with new and existing corporate sponsors to map current and future business opportunities
- Advance knowledge and impact of women-owned businesses nationally and internationally

### **Business and Professional Women’s Foundation (BPWF)**

*Deborah Frett, BPW CEO, and Stephanie Gans, BPW Thought Leader*

Founded 90 years ago, BPW/USA has a long history of working toward equity for all women in the workplace through advocacy, education and information. BPWF, the organization’s foundation, supports research and action on behalf of women in the workplace and women business owners.

Current projects and future plans include:

- Successful Workplace Movement assisting women veterans in transition and young careerists;
- Research to provide ongoing information on women and the workplace;
- Continuing to bring together women employers and policy makers to collaborate on making systemic change.

### **Association of Women’s Business Centers (AWBC)**

*Ann Marie Almeida, President & CEO*

The Association of Women's Business Centers (AWBC) is a national not for profit organization representing women business owners through a network of women's business centers. The AWBC supports entrepreneurial development among women through education, training, mentoring, business development and financing opportunities. Since its origins in 1989, the AWBC has grown from four to 113 WBCs, and last year the WBC program achieved permanent status as a part of SBA with annual appropriations.

Current plans include further growth through:

- Strengthening and increasing the success of the WBCs internationally as well as nationally;

- Strengthening membership through peer-to-peer action;
- Furthering public policy goals;
- Building a certification program for the Centers.

### **Count Me In**

*Nell Merlino. CEO and Founder, and Isisara Bey, VP of Programs and Education*

Count Me In for Women's Economic Independence is the leading national not-for-profit provider of resources, business education and community support for women entrepreneurs seeking to grow micro businesses to million dollar enterprises. Its mission is to promote economic independence, growth and prosperity for women entrepreneurs from diverse backgrounds.

The present focus is on a new project, the Make Mine a Million Dollar Business Race, which:

- Provides an online growth platform for women entrepreneurs;
- Uses goal setting and regular steps to achieve growth;
- Fosters the "Cs" - community, confidence, access to capital, and coaching;
- Promotes collaborative action with the other women's business organizations.

### **The Roadmap to 2020**

Virginia Littlejohn, CEO, Quantum Leaps, Inc., led the group who developed the Roadmap framework for the next decade. In presenting the Roadmap to the Summit participants, Littlejohn explained that it is the basis for a strategic action plan that will involve collaboration among the major national women's business organizations to strengthen the women's entrepreneurial sector and accelerate growth for women-owned businesses. Each women's business organization will have a role in this process.

Littlejohn pointed out that at a time of economic crisis, it becomes even more important to accelerate growth in the women's business sector because of its role in creating jobs and growth in the U.S. economy. Women entrepreneurs must play a leadership role in charting the economic future of this country.

Six key areas are of primary importance in achieving goals for the women owned business sector:

- Measuring economic impact;
- Accelerating growth;
- Using technology and innovation;
- Bridging the capital gap;
- Accessing markets;
- Strengthening our voice.

This Summit was the first step in refining a joint vision for the women's business community, setting goals for long-term, short-term and mid-term action, and developing the tactics necessary for achieving these goals.

## Getting There – Steps on the Way to 2020

Afternoon breakout sessions on the six key areas defined in the Roadmap focused on how the women's business community can reach the Roadmap goals. The discussion groups were composed of women entrepreneurs, NWBC Council members, thought leaders from the women's business organizations, and experts from the administration, Congress and the private sector. Each discussion group was tasked with developing short-term, mid-term and long-term milestones in one key area vital to economic growth, and recommending steps toward achieving those goals.

The recurring theme of the discussions was the importance of collaboration on common goals, integration of activities, and a clear, universal message. The need for increased political engagement in pursuit of key goals was woven throughout.

Key elements of the discussions are outlined below.

### ***Measuring Economic Impact and Contributions to the Economy:***

This group began its discussion with "who is the businesswoman of 2020? What are her characteristics?" The majority of the ensuing discussion centered around identification of the types of data needed in order to measure progress toward the 2020 goals, and the lag time involved in current data gathering. As one participant stated, "If you don't know what impact programs are having, you can't measure progress."

At present, the women's business community does not know what programs are working because of lack of comparative data or longitudinal studies. Currently there is no measure of women's business enterprise percentage contribution to Gross Domestic Product (GDP). Nor is there any model for measurement of social return on investment. International data available through the World Bank, however, shows a higher social ROI from women-owned business; women put profits back into the community, men put profits back into the business.

There should also be a way to measure the impact of public funding on women business enterprises. Also, the variations in definitions make it impossible to compare data internationally. The "missing middle" has not been identified and measured accurately.

The huge gap between what is going on and the ability to measure it must be addressed. This group concluded that it is vital to establish a roadmap and develop criteria for reaching our goal: models for accurate measurement of economic and social contributions, and progress over time.

*“You can’t manage what you can’t measure...[ Don’t underestimate ] the importance of a roadmap to lay out what needs to be measured.”*  
- Julie Weeks, NAWBO

### ***Bridging the Capital Gap:***

Discussion centered on the importance of paying attention to the “missing middle.” The definition of a women-owned business must be updated and redefined to allow infusion of growth capital and equity financing.

Suggestions discussed included supply chain solutions – short term financing to help with cash flow; and more use of factoring – pledging receivables to get additional capital. It was pointed out that private equity firms are looking for high growth companies. So how can slower growth mid-range firms become more attractive despite a lower return on investment in the short term? The tightening of the equity market is a big issue with mid-market companies.

One important element in a solution, participants felt, would be making SBA loan guarantees more of a true guarantee on the lender side, with clearer guidelines. Banks need to be able to count on SBA loan guarantees.

A recurring theme in this entire discussion was the need for a new type of private sector funding, perhaps in partnership with government entities such as SBICs.

*“Access to debt financing is very difficult. We need clear communication on what the SBA guidelines are.”*  
- Leslie Saunders, NWBC Council Member

### ***Strengthening Our Voice and Building the Women’s Enterprise Movement:***

Women-owned businesses in 2020 must play a global leadership role by collaborating with other women’s businesses and their organizations. The participants envisioned an umbrella group with a clear mission under which subgroups with specific expertise would be formed. It was suggested that the umbrella organization, a nonprofit, should be initially funded by SBA. An example of a current umbrella organization in the U.S. is the NWBC. The participants suggested that a diverse group of leaders, spanning across generations, would bring a rich, dynamic environment to the table. Through this type of collaboration, the women’s business community, as a whole, could deliver a consistent branded message as well as set and monitor collaborative goals.

Some participants pointed out that before a message can be crafted, there must be accurate and up-to-date data on the impact of women owned businesses to underscore credibility of the message.

Recurring themes in both discussion groups were the need for more outreach to and mentoring of younger women, the need to elect more women to office, telling the unique

stories behind our numbers as part of a large marketing campaign, and heavy use of technology to spread a consistent message.

One interesting suggestion was the creation of a Title IX for entrepreneurship.

*"We are looking forward to a continuing meeting of the minds, so that all organizations have a single voice on the issues."*

- Carole Jean Jordan, Chair, NWBC

### ***Accelerating Growth and Creating Jobs through Education & Training and Access to Resources:***

Participants felt the important economic goal for 2020 is wealth and economic choice for women, including access to a greater range of options.

They underlined the importance of thinking long-term when developing five- and ten-year goals. They discussed the future role of SBA Office of Women's Business Ownership and the Women's Business Center Program in accelerating growth, and the factors that will contribute to a positive environment for growth. Today's economic downturn, they felt, is a perfect time to assert the economic power of women.

Factors they considered vital to growth include better access to mentoring and training in the fundamentals; better marketing efforts to let women know what resources exist; a centralized place for information on services (perhaps public-private partnership); and an inventory of those services (environmental map).

In discussing the "missing middle" one group pointed out that there is a political interest in helping businesses at the low (start-up) end, and an economic interest in helping at the high end. The key will be discovering the hook for creating interest in the mid-range businesses.

In these groups as in the others, participants emphasized collaboration, getting more women elected to government office, better marketing and use of women business owners' economic power, and better data as ammunition for demonstrating the strength of the women's business community.

*"By 2020 women are recognized as critically important to economic growth and hold 50 percent of top leadership roles in business and government."*

- Astrid Pregel, Status of Women, Canada, on her vision for 2020

### ***Accessing Markets:***

This group sought answers to the challenges of bundling, which seem to have increased in the current economic environment. It appears that when suppliers' goals are not met there is no punishment. This becomes a problem for Tier 2 suppliers (often

WBEs) when Tier 1 contractors do not meet their obligations for diversity. As corporations cut back, their emphasis on diversity decreases; women need advocates in this process.

The needs identified were as follows:

1. Enforcement of government mandates.
2. Selling the corporations on the ROI of working with women-owned businesses
3. Using women's clout to boycott offending firms and promote dealing with good ones.
4. Establishing metrics – a score card developed by a neutral body to provide annual rankings for supplier diversity that could be published widely to reward the high-ranked firms.
5. Get the government to accept a single third party verification system, and push both corporations and government agencies to set written goals for diversity.
6. Harness the buying power of women in driving more business to women-owned businesses.

All of the above will require collaboration among the women's business organizations, and strong advocacy efforts on our part.

*"We should reward those who do well on giving women subcontracts."*

- Rebecca Boenigk, NWBC Council Member

### ***Using Technology and Innovation to Accelerate Growth:***

Participants in this group discussed a broad range of possibilities in the applications of technology, as well as strategies to interest more young women in the opportunities in the technology field

Technology was seen by these participants as an important tool in increasing girls' interest in technology, math, engineering and science (STEM) programs. Parents must be educated to encourage girls, but girls also need role models. Since most girls use social networking, social networking tools can encourage further interest in technology. They can make technology "cool" for girls. As in business applications, social networking is low cost and high impact.

Participants pointed out that women must be educated on the business uses of new technology-based tools. Today's extensive and interlocking online social networks, along with new techniques for reaching women such as Twitter, can prove invaluable in marketing. These are perfect vehicles for viral marketing, and social networking is a good fit for women's styles.

Knowledge of basic business technology has proven to be an invaluable tool for any new entrepreneur. A key suggestion of the groups was a "business in a box" outlining the basic requirements of starting a business, from accounting to software to licenses,

and providing a full range of tools or suggested technical applications for a woman starting or growing her business.

Clean, green technology is seen as an opportunity about which women must be educated. Women's interest in the community makes them logical early adopters of green technology, and prospective women business owners can be taught that one doesn't have to be a technical expert to run this type of business – just a good businesswoman. It was suggested that green technology could be added to Small Business Innovation Research (SBIR) funding. SBIR is a competitive SBA program designed to make it possible for small businesses to explore options for using technology through government-sponsored research and development.

The groups concluded that increasing women business owners' use of technology increases productivity, can turn knowledge networks into business opportunities, and can accelerate growth through virtual support networks. Women should be taught that connectivity facilitates collaboration and increases power.

*"The most important thing that came out of our discussion is the importance of an integrated message, a branded approach."*- Wendi Goldsmith, NWBC Council Member

## Outcomes: Goals and Objectives for 2020

In all of the discussions, there was a recognition of the need for collaborative efforts on the part of all of the organizations to achieve key objectives on the long-term roadmap; participants agreed that only through a joint effort can the women's enterprise movement grow and develop a critical mass of women entrepreneurs moving successfully through the growth phase, the "missing middle" of the small business financing process.

### **Vision: The Woman Business Owner of 2020**

The woman business owner of 2020 is a member of a powerful women's enterprise movement. She has equal access to necessary capital at all levels, is sophisticated in her use of technology and access to business resources, is recognized and respected as a member of a group that drives the U.S. economy, has a strong voice in policy decisions, and has had access to mentoring and training at every step along the way.

The definition of woman-owned business has been refined to allow infusion of growth capital and equity financing, and available data allows measurement of both economic and social impact of women-owned businesses, as well as international comparisons on a real-time basis. Economic policies are developed with the understanding that women owned businesses are central to economic growth.

Women owned businesses are approved by a consistent national third-party certification process and receive an equal share of government contracts.

## **Strategies**

The recommended strategies for reaching the 2020 goals fell into several tactical areas:

### **1. Collaborative efforts to increase impact**

- Develop a consistent branded message
- Integrate efforts behind key objectives
- Annual meeting to monitor and increase collaborative efforts
- Provide clear guideposts on the long term roadmap
- Public-private partnerships
- Peer to peer mentoring as well as mentoring young women and girls

### **2. Greater and smarter use of technology to achieve goals**

- Increase the number of women in STEM education
- IT solutions: provide a “Business in a Box,” with instructions and software packages for all of the functions required for start-up and initial operation
- Focus SBIR program on green technology
- Establish an electronic portal for access to resources and collaboration
- Use social networking to heighten girls’ interest in science and technology
- Establish IT committees within women businesses owner organizations

### **3. Increasing political impact**

- Elect more women (goal 50%) to Congress, increase the number of elected women nationwide
- Integrate advocacy efforts to increase political power
- Recognize and reward those tier one contractors and government agencies meeting contracting guidelines, penalize those who don’t.
- Achieve one nationally-recognized third party certification process for women-owned businesses

### **4. Developing and using powerful data**

- Develop a scorecard of best practices to measure supplier diversity levels for both corporate and government entities
- Social and economic impact metrics; models for measuring, plus longitudinal research for comparisons and trend studies
- Data integrity: increase accuracy and shorten turnaround time
- New parameters for qualifying as women owned businesses

### **5. Steps to improve access to capital, particularly growth capital**

- Change the culture of the investment community and increase small business participation

- Encourage small business investment and involvement in their communities
- Private equity funding through SBA
- Better communication from SBA on availability of loans and programs
- SBA guarantees must give lenders adequate protection against default

## Next Steps

Based on the outcomes of the Summit, the NWBC will work with the women's business community to pursue the following strategies and tactics for achieving the 2020 goals. Each organization involved will play a leadership role in the process, and the NWBC will provide coordination of the collaborative activities.

It is understood that collaboration and integration of efforts will be central to each part of the plan, and that the organizations involved will continue to work together to further define the tactics involved. Regular meetings and communications will allow the various organizations and their members to choose their roles in this project.

## Appendix A: Agenda

### NWBC 2009 Women's Business Summit: The Economy Through a Different Lens

A discussion among key opinion leaders in the women's business community to position women's entrepreneurship for growth

Thursday, February 26, 2009  
8:15 a.m. – 5:15 p.m.  
The Liaison Capitol Hill  
Metropolitan Center Room – 1<sup>st</sup> Floor  
415 New Jersey Avenue, N.W.  
Washington, DC 20001

- 8:15 a.m. – 9:00 a.m. **Continental Breakfast**
- 9:00 a.m. – 9:15 a.m. **Welcome**  
**Speakers:**  
**Carole Jean Jordan**, *Chair, National Women's Business Council*  
**Margaret Barton**, *Executive Director, National Women's Business Council*  
**Penny Pickett**, *Senior Advisor and Acting Associate Administrator, Office of Entrepreneurial Development, U.S. Small Business Administration*
- 9:15 a.m. – 9:45 a.m. **"Thoughtful Leadership — The Key to Navigating the Recession"**  
*A woman business owner will detail her personal account of the current economic situation and the impact on her business.*  
**Speaker: Jane Wesman**, *President, Jane Wesman Public Relations, Inc.*
- 9:45 a.m. – 10:30 a.m. **Economic Experts Panel: State of the Economy**  
*A panel of distinguished economists will discuss the economic outlook and the role of small businesses in this economy with an eye toward the future.*  
**Panelists:**  
**Chad Moutray**, *Chief Economist and Director of Research, Office of Advocacy, U.S. Small Business Administration*  
**Raymond Keating**, *Chief Economist, Small Business & Entrepreneurship Council*  
**Moderator:**  
**Sheri Orlowitz**, *President, SLOCO Consulting Group*
- 10:30 a.m. – 10:45 a.m. **BREAK**
- 10:45 a.m. – 11:45 a.m. **Legislative Economic Policy Panel**  
*A panel of congressional experts will discuss legislative economic stimulus initiatives and the role of women-owned small businesses in the economic debate.*  
**Panelists:**  
**Karen Radermacher**, *Professional Staff Member, U.S. Senate Committee on Small Business and Entrepreneurship*  
**Wallace Hsueh**, *Republican Staff Director, U.S. Senate Committee on Small Business and Entrepreneurship*  
**Moderator:**  
**Ann Sullivan**, *President, Madison Services Group, Inc.*

- 11:45 a.m. – 12:45 p.m. **Lunch**  
**Keynote Speaker: Tina Tchen, Director of Public Liaison, The White House**
- 12:45 p.m. – 2:00 p.m. **Women’s Business Organizations’ Presentations: Vision for the Future**  
*Major women’s business organizations will discuss goals for the future of their organizations and women’s entrepreneurship.*  
**Participating Organizations:**  
 Association of Women’s Business Centers (AWBC)  
 Business and Professional Women/USA Business and Professional Women’s Foundation (BPW)  
 Center for Women’s Business Research  
 Count Me In  
 National Association of Women Business Owners (NAWBO)  
 Women’s Business Enterprise National Council (WBENC)  
 Women Impacting Public Policy (WIPP)  
 Women Presidents’ Organization (WPO)
- 2:00 p.m. – 2:15 p.m. **BREAK**
- 2:15 p.m. – 2:45 p.m. **Roadmap to 2020**  
*A presentation focusing on six key principles for women’s business growth for the next 20 years.*  
**Speaker: Virginia Littlejohn, CEO, Quantum Leaps, Inc.**
- 2:45 p.m. – 4:00 p.m. **Breakout Sessions- Audience Participation**
1. Accelerating Growth
  2. Using Technology and Innovation to Accelerate Growth
  3. Bridging the Capital Gap
  4. Accessing Markets
  5. Strengthening our Voice, Building the Women’s Enterprise Movement
  6. Measuring Economic Impact and Contributions to the Economy
- 4:00 p.m. – 4:15 p.m. **BREAK**
- 4:15 p.m. – 5:15 p.m. **Economic Agenda for the Future of Women’s Business Ownership**  
*Using key themes from the breakout sessions, we will develop components of an action plan for the future of women’s entrepreneurship.*  
**Speakers:**  
**Carole Jean Jordan, Chair, National Women’s Business Council**  
**Margaret Barton, Executive Director, National Women’s Business Council**  
**Virginia Littlejohn, CEO, Quantum Leaps, Inc.**

### **Special Thanks**

*The National Women’s Business Council would like to extend a special thank you to the following companies for their contribution to the refreshments at a reception to follow:*

**AARP**  
**Verizon**

## Appendix B: Participant List

|                     |  |
|---------------------|--|
| Paige Adams         | WBENC Thought Leader   |
| Ann Marie Almeida   | AWBC President   |
| Gurpreet Arora      | OPIC   |
| Susan Bari          | WPO Thought Leader   |
| Margaret Barton     | NWBC Executive Director                                      |
| Sandy Bartow        | NWBC Council Member  |
| Jennifer Bisceglie  | WIPP Thought Leader  |
| Ann Blackburn       | NWBC Council Member  |
| Rebecca Boenigk     | NWBC Council Member  |
| Laura Bos           | AARP   |
| Laura Boyd          | National Co-chair Women's Business Policy, Obama for America |
| Liz Cullen          | WBENC Thought Leader   |
| Theresa Daytner     | Count Me In Thought Leader                                   |
| Linda Denny         | WBENC President  |
| Jacqueline D'Heere  | South Coast Consultancy, LLC                                 |
| Kathleen Diamond    | CFWBR Thought Leader   |
| Robin Diamond       | Direct Sales Foundation                                      |
| Susan Diamond       | WPO Thought Leader   |
| Tara Elder          | AWBC Thought Leader  |
| Kathy Eshelman      | NWBC Council Member  |
| Ronnie Feit         | Women's Economic Development Consultant                      |
| David Ferreira      | U.S. Hispanic Chamber  |
| Lynne Marie Finn    | WIPP Thought Leader  |
| Marsha Firestone    | WPO President  |
| Brenda Fraley       | Thought Leader   |
| Deborah Frett       | BPW CEO  |
| Daisy Gallagher     | WIPP Thought Leader  |
| Stephanie Gans      | BPW Thought Leader   |
| Claire Gastanaga    | NAWBO Thought Leader   |
| Wendi Goldsmith     | NWBC Council Member  |
| Wilma Goldstein     | Thought Leader   |
| Sharon Hadary       | Thought Leader   |
| Kelly Harman        | WIT Thought Leader   |
| Beth Harrison       | Wal-Mart/ WBENC Thought Leader                               |
| Laura Henderson     | Thought Leader   |
| Beth Hicks          | Thought Leader   |
| Beverly Holmes      | CFWBR Chair  |
| Jehmal Hudson       | The Office of Congresswoman Yvette D. Clarke                 |
| Cindy Hunt          | BPW Thought Leader   |
| Beverly Inman-Ebel  | NWBC Council Member  |
| Lindsey Jewell      | Senate Small Business Committee                              |
| Carole Jean Jordan  | NWBC Chair   |
| Barbara Kasoff      | NWBC Council Member  |
| Ray Keating         | SBE Council  |
| Karen Kerrigan      | SBE Council  |
| Sue Lawton          | WEConnect International                                      |
| Patricia Lee        | NIUE   |
| Reta Lewis          | WBENC Thought Leader   |
| Sue Liblong         | WIT President  |
| Virginia Littlejohn | Quantum Leaps  |
| Daniele Longo       | Northern Kentucky Chamber of Commerce                        |
| Wendy Lopez         | NAWBO President Elect  |
| Ying Lowrey         | SBA  |

|                      |                                 |
|----------------------|---------------------------------|
| Chancy Lyford        | SBA                             |
| Rachel Lyons         | BPW Thought Leader              |
| Ana Ma               | SBA                             |
| Vicki Marks          | UPS Capital                     |
| Gwen Martin          | CFWBR Managing Director         |
| Fiona McCauley       | Count Me In Thought Leader      |
| Cynthia McClain-Hill | NAWBO President                 |
| Ceil McCloy          | NWBC Council Member             |
| Cristy McCullough    | WBENC Thought Leader            |
| Dr. Bill McKelvie    | Feminomics                      |
| Nell Merlino         | Count Me In CEO                 |
| Shirley Moulton      | WPO Thought Leader              |
| Chad Moutray         | SBA Office of Advocacy          |
| Molly Nelson         | NASE                            |
| Michelle Whitehead   | Nelson WBENC Thought Leader     |
| Sharon O'Donoghue    | AWBC Thought Leader             |
| Sheri Orlovitz       | SLOCO Consulting Group          |
| Penny Pickett        | SBA                             |
| Shelly Porges        | Count Me In Thought Leader      |
| Astrid Pregel        | Status of Women Canada          |
| Wendy Rosen          | The Rosen Group                 |
| Olive Rosen          | Olive Rosen Photography         |
| Leslie Saunders      | NWBC Council Member             |
| Holly Schick         | SBA                             |
| Jean Setzfand        | AARP                            |
| Monica Smiley        | Enterprising Women              |
| Susan Solovic        | SBTV/ WIPP Thought Leader       |
| Debra Speed          | Verizon                         |
| Nikki Stewart        | WIPP Thought Leader             |
| Ann Sullivan         | MSGI                            |
| Regina Sullivan      | R Sullivan Associates           |
| Nancy Tanchel        | Count Me In Thought Leader      |
| Jean Thompson        | The Rosen Group                 |
| Irene Trowell-Harris | BPW Thought Leader              |
| Meryl Unger          | WPO Thought Leader              |
| Elizabeth Vazquez    | Quantum Leaps, Inc.             |
| Carol Vernon         | Communication Matters, LLC      |
| Susan Walthall       | SBA                             |
| Rose Wang            | WIT Thought Leader              |
| Juanita Weaver       | CFWBR Thought Leader            |
| Julie Weeks          | NAWBO Thought Leader            |
| Gail Wegner          | BPW Thought Leader              |
| Jane Wesman          | WBO Speaker                     |
| Rebecca White        | University of Northern Kentucky |
| Carol Whitney        | Whitney and Associates          |
| Sally Wilson         | MSGI                            |
| Barbara Wrigley      | AWBC Thought Leader             |

## **Appendix C: Discussion Groups and Questions**

### **Measuring Economic Impact and Contributions to the Economy**

- What are the most important elements of measuring the social and economic return on investment from women's enterprise development?
- What are the key strategic research gaps concerning women's enterprise development that should be addressed in the next several years? Over the next 3-5 years? Over the next 10 years? Who might fund each one?
- Should the United States take a page from the international development playbook, and create an economic master plan for development that would make women's enterprise development a central tenet of its economic recovery plan? If so, what might this program look like?
- What "audacious goal" could be set in this area, and/or what "astounding breakthrough" could be achieved?

### **Accelerating Growth and Creating Jobs**

- How could/should the role of the SBA's Office of Women's Business Ownership be expanded to more effectively address issues of economic growth and job creation? What about WBCs themselves? Women's business associations?
- How could the growth of women-owned firms be accelerated by having a strategic focus on the missing middle or other key population groups? What is the most important "sweet spot" for the next 5, 10 years?
- What "audacious goal" could be set in this area, and/or what "astounding breakthrough" could be achieved?

### **Bridging the Capital Gap**

- Where are the greatest gaps in finance – in debt financing, equity financing, financial education/acumen among WBOs – and what strategies are best able to deal with each?
- What are the best ways to bridge the capital gap from the perspective of financial institutions?
- What are the best ways to address the capital gap from the WBO perspective (individually, associations, educators)?
- What "audacious goal" could be set in this area, and/or what "astounding breakthrough" could be achieved?

### **Accessing Markets**

- What roles could associations play in helping to reduce the challenge presented by bundling? For example, facilitating linkages between WBEs and Tier 1 and Tier 2 suppliers? Developing and promoting reasonable rules and procedures, including incentives and penalties, for prime contractors and their Tier 1 and Tier 2 suppliers, regarding the use of WBEs as subcontractors? Training WBEs on how to team in order to go after larger contracts?
- What laws and regulations, incentives and penalties could be developed to ensure that Federal agencies meet their 5 percent goal (e.g., inclusion in their performance reviews, etc.)? At what point should the 5 percent goal be increased, and to what percentage?

- What training programs need to be developed to help WBOs succeed in accessing federal, corporate and international markets? Who would fund this development? What role should WBO associations, business training centers, and online technologies play in developing and disseminating this training?
- How can the Federal government help WBOs go global, and how can they be persuaded to focus more strategically on the export of services?
- What “audacious goal” could be set in this area, and/or what “astounding breakthrough” could be achieved?

### **Strengthening Our Voice, and Building the Women’s Enterprise Movement**

- How can we most effectively foster collaboration among WBO groups? How can we determine who takes the lead in specific areas, in order to strengthen the constituency and not duplicate efforts? What role can the National Women’s Business Council and *The Roadmap to 2020* play in helping to facilitate this process?
- What policy initiatives do we want the Interagency Committee on Women’s Business Enterprise and the NWBC to collaborate on, to advance women’s enterprise development in the next 2-3 years.
- What key messages about women’s enterprise development – past, present and future – should come out of the collective mouths of women’s business community leaders?
- How can WBOs begin to play a leadership role on larger global strategic issues, such as global warming, corporate leadership and social responsibility, international economic development and diplomacy issues?
- What “audacious goal” could be set in this area, and/or what “astounding breakthrough” could be achieved?

### **Using Technology and Innovation to Accelerate Growth**

- How can Science, Technology, Engineering and Math (STEM) be made “cool” and girls encouraged to study these disciplines?
- How can women be encouraged to play a more active role in technological innovation, and to participate in Knowledge Networks and Technology Ecosystems?
- With Clean and Green Tech representing the biggest opportunities for job and wealth creation going forward, what policy and program initiatives should be undertaken to ensure that WBOs are involved with this booming field? What role can associations play to ensure that policies include WBOs?
- What “audacious goal” could be set in this area, and/or what “astounding breakthrough” could be achieved?

## Appendix D: Congressional Letters and Press Release

United States Senate  
COMMITTEE ON SMALL BUSINESS & ENTREPRENEURSHIP  
WASHINGTON, DC 20510-6350

February 2009

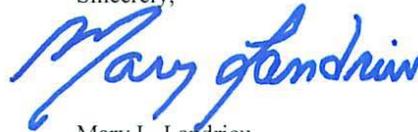
Dear Friends:

It is my sincere pleasure to welcome you to our nation's Capital. I applaud the tireless work you do advocating for businesswomen across the country. I regret that I am unable to attend the National Women's Business Council 2009 Women's Business Summit: The Economy through a Different Lens.

As Chair of the Senate Committee on Small Business and Entrepreneurship, I am familiar with the vital role women-owned businesses play in our economy. As you know, almost 30 percent of all businesses in the United States are majority woman-owned, accounting for \$1.1 trillion in sales and over seven million jobs. The success of women entrepreneurs, especially during this economic slowdown, is critical.

I look forward to learning more about your suggestions on how to support further growth among women business owners, and I invite you to meet with me to discuss these ideas in the future. I give you my best wishes for the summit. May it be a great success!

Sincerely,



Mary L. Landrieu  
Chair

**United States Senate**  
COMMITTEE ON SMALL BUSINESS & ENTREPRENEURSHIP  
WASHINGTON, DC 20510-6350

February 26, 2009

Carole Jean Jordan  
Chair, National Women's Business Council  
409 Third Street, SW, Suite 210  
Washington, DC 20024

Dear Ms. Jordan,

Thank you for everything that you and the National Women's Business Council (NWBC) have done over the years in support of our nation's women business leaders. The NWBC is a tremendous resource for women-owned businesses, promoting bold initiatives, policies and programs designed to support women's business enterprises at all stages of development in the public and private sector marketplaces. As Ranking Member of the Senate Committee on Small Business and Entrepreneurship, I sincerely welcome all the participants to the NWBC 2009 Women's Business Summit: *The Economy through a Different Lens*. What a timely and appropriate title for this event!

Our nation recently celebrated the 20th anniversary of the Women's Business Ownership Act, landmark legislation that has unlocked the tremendous energy and capabilities of women entrepreneurs. At the same time, our country must look to the future for ways to further expand new opportunities and pave the way for women entrepreneurs in the next 20 years. With the advent of a new Administration and Congress, there is no time more imperative than now, *with* America facing an economic crisis of the highest order, to highlight the resolve of women entrepreneurs who will play a crucial role in spurring our economic recovery.

Since the passage of the Women's Business Ownership Act women have become a transformative force in the U.S. economy. Over the past two decades, women-owned businesses have grown at twice the rate of all other businesses, with 10.4 million women-owned businesses employing 13 million Americans and generating \$1.9 trillion in annual revenues. These women entrepreneurs are the engines who drive our nation's economy by starting 1,600 new businesses in America each day. I am especially proud of my own state of Maine for being a forerunner for women-owned businesses with more than 63,000 women-owned firms, creating 75,000 jobs and spurring more than \$9 billion in sales.

There is no question that women entrepreneurs have demonstrated their weight as an economic powerhouse. They are determined, creative and innovative. Yet to continue and escalate their proven strength, we in Congress must provide women-owned businesses with the access to capital, business assistance, and federal contracting opportunities to grow their businesses and create new jobs at this critical juncture.

That is why I have made effective implementation of the Women's Procurement Program a top priority in my efforts to increase contracting opportunities for women-owned businesses. Under present law, the federal government has a 5 percent women's contracting goal – and to date, this goal has never been met. To help address the underrepresentation of women

entrepreneurs in the government marketplace, Congress in 2000 established the Women's Procurement Program. Under the previous Administration, the Small Business Administration (SBA) failed to implement a meaningful Women's Procurement Program during the eight years since its enactment. At my urging, the previous Administration agreed to extend the comment period on the Women's Procurement Program rule an additional 60 days – until March 13, 2009, which gives the Obama Administration, who will be responsible for overseeing the Program, the opportunity to implement an effective final rule that will truly help women entrepreneurs receive government business.

Finally, as Ranking Member of the Senate Committee on Small Business and Entrepreneurship, I would be remiss not to recognize the history the committee has made this year in the 111th Congress. With Senator Mary Landrieu as Chair, we have the distinguished honor of being the first two female lawmakers to lead a standing committee in the U.S. Senate or the U.S House of Representatives. And with Karen Mills nominated and poised to take the helm at the Small Business Administration, women entrepreneurs will truly have a voice at the highest levels of government.

I look forward to working with Chair Landrieu, Karen Mills and the new Small Business Administration to do everything possible to facilitate the challenges still facing women's entrepreneurship today. During these challenging economic times, it is more crucial than ever to increase opportunities for women-owned businesses across the board to help create jobs and drive economic growth.

In conclusion, I again applaud the NWBC's steadfast dedication to women's business issues and look forward to working closely with you and all the women's organizations in the coming years.

Sincerely,

  
OLYMPIA J. SNOWE  
Ranking Member

# Congress of the United States

U.S. House of Representatives

Committee on Small Business

2361 Rayburn House Office Building

Washington, DC 20515-6515

February 25, 2009

Ms. Carole Jean Jordan  
Chair  
National Women's Business Council  
409 Third Street, SW, Suite 210  
Washington, DC 20024

Dear Ms. Jordan:

Thank you for contacting me regarding the National Women's Business Council's (NWBC) Women's Business Summit. Although, unfortunately, the legislative schedule precluded me from sending a representative to the Summit, I wanted to let you know I sincerely appreciate the invitation.

This year's Summit, The Economy Through a Different Lens, will provide an economic agenda for future women entrepreneurs. In order to successfully enact policy, we need your ideas and input. I appreciate NWBC's unique perspective on entrepreneurial matters and applaud the work that you are doing.

As you know, small business is the engine that drives our economy. In these tough economic times, we must make sure the federal government is working with small businesses to help them succeed and create jobs here in America. As we continue to work together towards economic recovery, the health and well being of America's small businesses will remain at the forefront of my agenda.

I look forward to working with you throughout the 111<sup>th</sup> Congress. Please do not hesitate to contact me or my staff should you need any assistance.

Sincerely,



Sam Graves  
Ranking Member

## **Snowe Hails Success of National Women’s Business Council Summit**

**WASHINGTON D.C.** – U.S. Senator Olympia J. Snowe (R-Maine) today praised the National Women’s Business Council (NWBC) for holding its highly successful and well-attended 2009 summit this week. The NWBC 2009 Women’s Business Summit: *The Economy Through a Different Lens*, provided participants an opportunity to discuss how best to position women’s entrepreneurship for economic growth in the coming years.

“The National Women’s Business Council is a fantastic partner in accelerating the growth of women’s entrepreneurship,” said Senator Snowe, Ranking Member of the Senate Committee on Small Business and Entrepreneurship. “This week’s summit was a tremendous opportunity for leaders in the women’s business community to come together and strategize how best to promote women business owners. While our nation recently celebrated the 20<sup>th</sup> anniversary of the Women’s Business Ownership Act – landmark legislation that has unlocked the tremendous energy and capabilities of women – we must seek ways to further expand new opportunities and pave the way for women entrepreneurs over the next 20 years. In particular, it is imperative that we make the effective implementation of the Women’s Procurement Program a top priority this year. I look forward to working with Chair Mary Landrieu as the first two lawmakers to lead a standing Congressional committee, and with the NWBC, to further empower women to succeed in their entrepreneurial endeavors.”

The National Women’s Business Council is a bi-partisan federal advisory council created to serve as an independent source of advice and policy recommendations to the President, Congress, and the U.S. Small Business Administration on economic issues of critical concern to women business owners. The Council's mission is to promote bold initiatives, policies and programs designed to support women's business enterprises at all stages of development in the public and private sector marketplaces -- from start-up to success to significance. Its 2009 Women’s Business Summit was held yesterday in Washington, DC.

###

## **Appendix E: National Women’s Business Council Members & Staff**

### **Chair:**

Carole Jean Jordan  
Co-Founder  
Jordan Sprinkler Systems

### **Women Business Owners:**

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

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

Wendi Goldsmith  
President and Founder  
The Bioengineering Group, Inc.

Rebecca Herwick  
President and CEO  
Global Products, Inc.

Barbara Kasoff  
Co-Founder  
GrassRoots Impact, Inc.

Cecelia McCloy  
President & CEO  
Integrated Science Solutions, Inc.

### **Staff:**

Margaret Mankin Barton  
Executive Director

Allison M. Gilmore  
Director of Communications & Research  
Analysis

### **Women's Business Organization Representatives:**

Sandy Bartow  
Jacksonville Women’s Business Center

Beverly Inman-Ebel  
National Association of Women Business  
Owners

Dr. Ann Blackburn  
Women Impacting Public Policy

Leslie Saunders  
Women’s Business Enterprise National  
Council

Kathy Eshelman  
Women Presidents' Organization

Emily Reynolds  
Deputy Director of Communications &  
Outreach

Katherine Stanley  
Operations Manager

## **Appendix F: Panelist and Speaker Bios**

### **Carole Jean Jordan, NWBC Chair**

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 each 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.

### **Raymond Keating, Small Business & Entrepreneurship Council**

Raymond J. Keating serves as chief economist with the Washington, D.C.-based Small Business & Entrepreneurship Council (SBE Council), a nonpartisan, nonprofit small-business advocacy group with more than 70,000 members across the nation. He writes and speaks on a wide range of issues impacting the entrepreneurial sector of the economy. In addition to policy papers and reports, he pens a weekly cybercolumn-"The Entrepreneurial View"-for the SBE Council's website at <http://www.sbecouncil.org/>.

Keating also writes a weekly newspaper column for Newsday in New York.

Keating's third book--U.S. by the Numbers: What's Left, Right, and Wrong with America State by State--was published in June 2000. His second book--New York by the Numbers: State and City in Perpetual Crisis--was published in May 1997, and his first book, D.C. by the Numbers: A State of Failure, in January 1995.

Keating also has contributed essays for four other books--a review of Telecompetition in Private Means, Public Ends: Voluntarism vs. Coercion (1996) edited by J. Wilson Mixon, Jr., "Impeach Clinton's Anti-Entrepreneur Budget" in Mom & Pop vs. the Dreambusters (1999) edited by Ralph R. Reiland and Sarah J. McCarthy, "Playing Golf on Plush Private-Sector Greens" in Contracting Out Government Services (1999) edited by Paul Seidenstat, and "Circus Animals Are Well Treated" in The Rights of Animals (1999) edited by Tamara Roleff and Jennifer Hurley.

Keating has written hundreds of policy studies and articles, with pieces published in such periodicals as The Washington Post, The Wall Street Journal, The New York Times, Boston Globe, National Review, Investor's Business Daily, Chicago Tribune, Policy Review, The Journal of Commerce, The Washington Times, New York Post, Daily News, Detroit Free Press, Indianapolis Star, Insight, Human Events, The City Journal, and many more. He also is a contributing editor to FEE's monthly free-market magazine Ideas on Liberty.

His areas of expertise include taxation; federal, state and city budget issues; monetary policy; regulation; supply-side economics; the economics of sports stadiums and arenas; the U.S. economy; trade; and a host of other small-business issues.

Keating holds an MA in economics from New York University, an MBA in banking and finance from Hofstra University, and a BS in business administration and economics from St. Joseph's College. He lives on Long Island with his wife, Beth, and their sons, David and Jonathan.

### **Virginia Littlejohn, Quantum Leaps**

CEO of Quantum Leaps and Chairman of TradeBuilders, Inc., which provides virtual trade missions, online conferencing, and global best practices services. Ms. Littlejohn was the OECD's Senior Advisor for its 1997 and 2000 conferences in Paris on women-owned small and medium enterprises, and organized and co-chaired the OECD's Accelerating Women's Entrepreneurship Forum in Istanbul in June 2004. From 1984-85, she was President of the

National Association of Women Business Owners (NAWBO), and turned it into a powerful force in the U.S. Later, she served as Vice President of the World Association of Women Entrepreneurs (Les Femmes Chefs d'Entreprises Mondiales, or FCEM). She helped IBM develop relationships with women entrepreneurial associations throughout the world, and served as the consultant to banks in Europe, Australia and North America for the creation of the Global Banking Alliance for Women. Ms. Littlejohn is a founder of Quantum Leaps, and serves on its Board of Directors. She is a judge for the Cartier Women's Initiative Awards, and for the Women in Business Awards for the UN Conference on Trade and Development (UNCTAD). She received the Lifetime Achievement Award from the US-China Women Business Alliance in 2007.

### **Chad Moutray, SBA Office of Advocacy**

Chad Moutray is the Chief Economist and Director of Research for the Office of Advocacy at the U.S. Small Business Administration. The Office of Advocacy, the “small business watchdog” of the federal government, examines the role and status of small business in the economy and independently represents the views of small business to federal agencies, Congress, and the President. It is the source for small business statistics presented in user-friendly formats, and it funds research into small business issues.

Chad Moutray joined the Office of Advocacy in October 2002. He is responsible for the development and administration of the economic research agenda as it relates to the role that entrepreneurs play in the economy and policy-relevant issues that are central to small business owners. He is also responsible for increasing the awareness of the Office of Advocacy and its research, which can be found online at [www.sba.gov/advo/research](http://www.sba.gov/advo/research). This includes coordinated efforts to outreach with various academics and policymakers and numerous speeches on small business economic trends. His accomplishments in this role include:

- Establishing a working paper series to promote internal research amongst the staff economists.
- Publishing *The Small Business Economy: A Report to the President* on an annual basis and commissioning external academics to write chapters, thereby increasing its overall relevance.
- Organizing conferences with various co-sponsors, such as the Ewing Marion Kauffman Foundation, the Council on State Governments, the National Lieutenant Governors Association, the National Federation of Independent Business, the Edward Lowe Foundation, and the Urban Entrepreneur Partnership.

Prior to joining Advocacy, Chad was the Dean of the School of Business Administration at Robert Morris College (RMC) in Chicago from 1998 to 2002, where he taught economics and finance courses. At RMC, he supervised all associate and baccalaureate business programs of study and experienced tremendous growth as the college added new branch campuses and programs. He oversaw the creation of a Degree Completion program, an honors program, a Business Institute for project-based learning opportunities, and developed an MBA program. He also served as a visiting professor at Kasem Bundit University in Bangkok, Thailand. He has a Ph.D. in economics from Southern Illinois University at Carbondale and an M.A. and B.A. in economics from Eastern Illinois University. Prior to joining Advocacy, his research primarily focused on the economics of education, specifically observing the performance of the Chicago Public Schools.

Dr. Chad Moutray is the current president of the National Economist Club. He lives in Alexandria, VA, with his three-year old daughter Charlotte. He is the author of a recently self-

published book, *My Life with Laura: A Love Story*, which discusses the time that he spent with his late wife who died from breast cancer.

### **Ann Sullivan, Madison Services Group, Inc.**

Ms. Sullivan is the President of Madison Services Group, Inc., a woman-owned company which provides government relations services to corporate and non-profit clients. She brings many years of government relations experience in the United States Senate and the House of Representatives, serving in key advisory roles. Ms. Sullivan works with the United States Congress as well as the United States government agencies to bring her clients' issues national attention. Her expertise includes government procurement, health care and tax issues affecting small businesses. She currently represents the largest national association of women business owners and women in business, Women Impacting Public Policy. MSGI specializes in outreach to the small business community with an emphasis on women owned and minority businesses.

In addition, Ms. Sullivan founded and heads the International Association for Business and Health (IABH), a nonprofit advocacy group based in Washington, D.C., formed to advance the combined interests of business with the need for quality health care.

In the corporate sector, Ms. Sullivan represented the Fortune 500 natural gas pipelines for the leading natural gas pipeline association in the United States and was at the forefront of government deregulation of the energy industry. As Vice President in a government relations firm, her expertise included environmental issues such as air emissions, water purification, alternative fuel vehicles and energy policy.

Ms. Sullivan possesses six years of experience in the information technology field as the owner of a technical placement services firm serving the Washington and Baltimore metropolitan areas. Ms. Sullivan has lectured and conducted career transition training in the technology arena for both the public and private sector.

She is the Vice Chair for the GSA Small Business Advisory Committee and Board Member for the National Association of Small Business Federal Contractors. She also serves on the Department of Energy Small Business Advisory Committee, James Madison University College of Integrated Science and Technology Executive Advisory Council, and Virginia Attorney General's Government and Regulatory Reform Task Force.

### **Jane Wesman, Jane Wesman Public Relations, Inc.**

Jane Wesman is the creative force behind the public relations agency that bears her name. The author of *Dive Right In - The Sharks Won't Bite: The Entrepreneurial Woman's Guide to Success*, which *The New York Times* called "a clear and concise blueprint for the tasks of operating a business," Wesman is an expert on public relations and marketing. Her articles have appeared in such magazines as *Inc.* and *American Bookseller*, and she has been a frequent guest on television and radio. In 1980, she founded Jane Wesman Public Relations, a firm serving the publishing and art worlds.

Having worked as publicity director of St. Martin's Press, Grosset & Dunlap, and Harry N. Abrams, Inc., she launched dozens of bestselling books, including James Herriott's *All Creatures Great and Small*, Richard Nixon's *Memoirs*, and Robert Redford's *The Outlaw Trail*. She has also worked with such renowned artists and museums as David Hockney, Helen Frankenthaler, and The Metropolitan Museum of Art. As head of Jane Wesman Public Relations, she has been the mastermind behind some of the company's most successful and far-reaching publicity programs, working with such publishers as Random House, Simon &

Schuster, Warner Books, Wiley, McGraw-Hill, and Penguin.

Jane Wesman earned a bachelor's degree in English Literature and Journalism at Simmons College in Boston. She has served as treasurer of the Publishers Publicity Association; as Program Chair and as a Board Member of the Women's Media Group; and as Program Committee Chair of ArtTable, an organization of professional women in the arts. She has also donated her time to such organizations as Learning Through Art and the Goddard Riverside Book Fair for the Homeless. Wesman has taught at the Learning Annex, the American Woman's Economic Development Corporation, and the Fashion Institute of Technology.