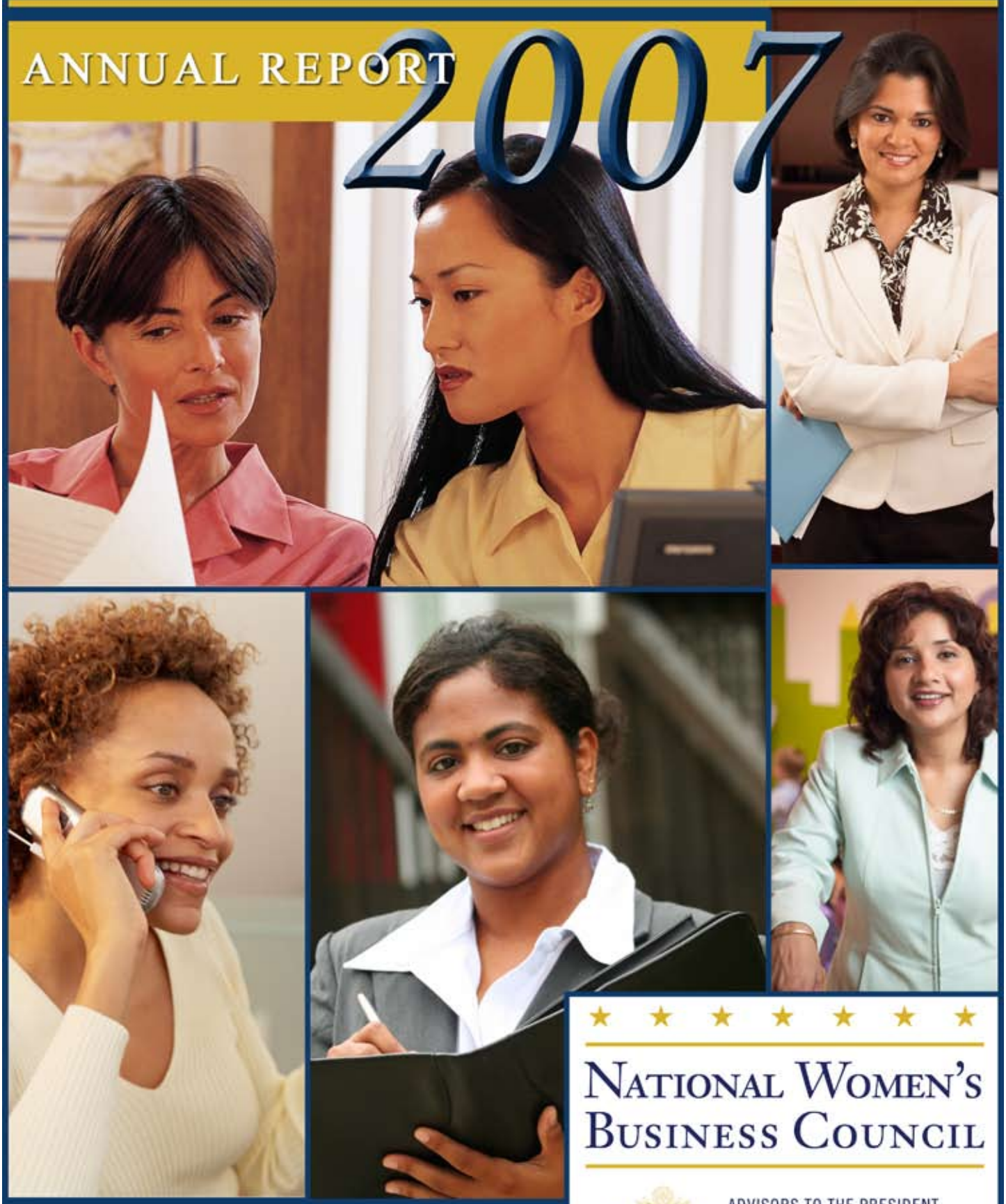
ANNUAL REPORT 2007



NATIONAL WOMEN'S BUSINESS COUNCIL

ADVISORS TO THE PRESIDENT, CONGRESS AND THE SBA

DECEMBER 2007

NATIONAL WOMEN'S BUSINESS COUNCIL

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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 2007. 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 grow in number and economic influence. Privately-held businesses in which women are majority owners — 7.7 million firms — are growing in number at twice the national average, employ more than 7.1 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. By providing a strong platform for growth and success, the Council hopes to improve economic opportunities for women and create a lasting impact for women business owners.

As we approach the 20th anniversary of the legislation establishing the National Women's Business Council, I am pleased with the role the Council now plays in the women's business community. Not only have we found new and innovative ways to bring critical facts and research to policy discussions, but we are also engaging more and more women business owners in that process. I am particularly proud of NWBC's outreach to women business owners this year through town hall meetings in communities around the country. Those enlightening conversations will help the Council better serve the women's business community in the years to come.

From its inception, the Council and its work have benefited greatly from the efforts of many successful and extraordinary women. This year, it is important to recognize the contributions of the seven women whose terms on the Council ended during FY 2007. Each of these women deserves our gratitude for the contributions they made to the women's business community during their time on the Council.

The members of the Council look forward to continuing our productive and collaborative relationship with the SBA and thank the administration for its commitment to supporting women entrepreneurs' role in contributing to the vitality of the American economy. We 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,

Tami Longaberger
Chair, National Women's Business Council

NATIONAL WOMEN'S BUSINESS COUNCIL

ADVISORS TO THE PRESIDENT, CONGRESS AND THE SBA

Executive Summary

The members of the National Women's Business Council worked together throughout Fiscal Year 2007 to promote policies and programs designed to support women's entrepreneurship. Over the past year, the Council's activities focused primarily on the following areas: communications and outreach, research, and policy engagement.

In reaching out to the women's business community, policymakers and other target audiences, the Council held two 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 and fact sheets, partnered in research events with other organizations and began an audit of available research in the field. Members of the Council spoke on behalf of the Council and Council staff participated in hundreds of intergovernmental and organizational meetings. For the fourth year, the Council was called on by the International Council for Small Business to support and judge 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:

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. Therefore, the Council encourages the U.S. Small Business Administration (SBA) to move swiftly in implementing a program to reach the government-wide five percent goal for women-owned small businesses. The Council suggests making procurement officers accountable for reaching the goal reflected in their annual performance evaluations and focusing additional efforts on ensuring prime contractor compliance with subcontracting plans and goals for women-owned and all small businesses.

Fact-Based Policy-Making

Policymakers and government leaders cannot responsibly react to, manage and make policy recommendations based on data which is not measured. Therefore, 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.

Recommendations from Town Hall Meeting Participants

During the Council's Town Hall Meetings in March and June 2007, participant discussions resulted in several policy recommendations, including: increased funding of Women's Business Centers and Small Business Development Centers, an evaluation of whether SBA-backed lending programs are meeting the needs of small and women-owned businesses, adoption of an Association Health Plan system, establishment of a clearinghouse of government contracting and subcontracting opportunities set-aside for women-owned businesses, and tax incentives to help small business owners offer health insurance or educational opportunities for their workers.

This 2007 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 2007 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 2007.

Communications and Outreach

During FY 2007, the National Women's Business Council continued its expanded communications outreach activities to better connect the women's business community to current public policy debates. 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!*
- Updating and 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
- Redesigning and updating the Council's database of contacts, which includes policy makers, women business owners, women's business associations, and other entrepreneurial support organizations
- 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

In March and June 2007, the National Women's Business Council held town hall meetings with women business owners in St. Louis, Missouri and Portland, Oregon. The objective of the meetings was to collect viewpoints and ideas from women business owners that could inform the Council's policy positions and their future recommendations to government leaders. Both events allowed participants to discuss the challenges and priorities they face running their businesses and promoted dialogue among the local women's business communities.

Left: The St. Louis Town Hall Meeting.

Inset: Portland's Town Hall Location.

Each meeting brought together members of the National Women's Business Council and women business owners for a day-long dialogue about issues that women business owners are facing. The meetings were held outside of the Washington, DC area to engage women entrepreneurs who are not normally connected to the national-level policy process. Targeted participants included women in all industries, of all experience levels, and of all income levels.

The meetings were attended by nearly 200 women, including owners of both small and large businesses – from sole proprietors to businesses with several hundred employees – and from both emerging and long-established businesses. Participants also included national women's business organizations, local organizations which support women business owners, and state and local policy leaders.

The town hall meetings provided an opportunity for current and former members of the Council to hear from a diverse population of women business owners who may not be involved regularly in the public policy process. The meetings included a combination of plenary sessions and breakout sessions on specific issues faced by women business owners today. Specific topics – chosen because of their importance to almost all women business owners – included access to capital, affordable health care, government and corporate procurement, tax reform, education and workforce development, and technology. Each meeting included introductory comments from state and local government officials as well as reflections by members of the Council.

Above: Additional St. Louis Town Hall Meeting photos.
Below: Images from the Portland Town Hall Meeting.

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.

Throughout FY 2007, the National Women's Business Council cooperated with the Overseas Private Investment Corporation (OPIC) on a series of workshops designed to assist women-owned businesses in investing in the global marketplace. Entitled "Expanding Horizons," these events highlighted the opportunities and challenges of overseas investment in addition to providing information on OPIC's programs in support of minority and women-owned businesses. Council Executive Director Margaret Barton represented NWBC at the workshops, which took place in Chicago, Los Angeles, and Miami. Council member Ann Marie Almeida also participated in the Los Angeles workshop on the Council's behalf.

Members of the Council also participated in a series of national research forums aimed at uncovering the barriers and challenges faced by women of color entrepreneurs hosted by the Center for Women's Business Research and Babson College. The forums were part of a multi-year research project to uncover the challenges and barriers that women-of-color entrepreneurs are facing in their attempts to grow their businesses. NWBC staff members Emily Reynolds, Katherine Stanley, and Allison Gilmore served as table facilitators during the events, which took place in Philadelphia, Atlanta, San Francisco, and Dallas. Information gained from these forums will help lead to action plans for overcoming barriers to business growth for women of color entrepreneurs on the individual, community and national levels, as well as help formulate public- and private-sector policy recommendations.

Council members and staff have participated in several events in FY 2007 to reach out to women business owners at all levels. NWBC Executive Director Margaret Barton participated in the Women Presidents' Organization 10th Anniversary Annual Conference in Scottsdale, Arizona and the Women's Business Enterprise National Council 10th Annual Women in Business Conference in Los Angeles, California. NWBC staff members also represented the Council at the National Association of Women Business Owners annual member conference in Atlanta, Georgia, the 2007 National Conference of the Export-Import Bank of the United States in Washington, DC, and the 17th Annual OSDBU Procurement Conference in Upper Marlboro, Maryland.

Following the Council's strategic plan, the Council staff also began reaching out to entrepreneurship educators in FY 2007. Executive Director Margaret Barton addressed the annual national conference of The National Consortium of Entrepreneurship Centers, an event designed to promote university collaboration in the areas of entrepreneurship education, research, fundraising, and outreach programs. During her remarks, Barton highlighted key trends in women's business ownership and urged attendees to address the unique needs and challenges of women entrepreneurs at the university level. Barton's suggestions spurred extensive discussion among attendees about how best to reach this influential segment of the economy and the Council anticipates working closely with these institutions in the future to ensure that the academic needs of women entrepreneurs are being met.

In addition, NWBC Director of Communications & Research Analysis Allison Gilmore attended the annual conferences of the National Association for Community College Entrepreneurship and the U.S. Association for Small Business and Entrepreneurship in Orlando, Florida. At these events, she networked with directors of entrepreneurship programs at community colleges and universities around the country to promotes program specifically targeting the needs of female students of entrepreneurship. The events also offered opportunities for the Council to monitor current entrepreneurship research being done in the academic community.

International Outreach

In addition to the NWBC's outreach to women business owners in the United States, Council members and staff also participated in events and briefings to promote women's business ownership in other countries around the world. Council Chair Tami Longaberger represented the Council as part of the U.S. delegation to the 2007 Global Summit of Women in Berlin, Germany. Longaberger was asked by the U.S. Department of State to talk about the issues and challenges facing women in leadership roles with hundreds of other women from around the world. For seventeen years, the Summit has celebrated women's leadership worldwide by bringing together women business, professional and government leaders from around the world.

Two members of the National Women's Business Council, Rebecca Boenigk and Kathy Eshelman,

volunteered in early 2007 to participate in the Iraqi Women's Economic Empowerment Partnership, an initiative launched by the U.S. Department of State to link American business women with current or aspiring Iraqi women business owners. The long term goals of the initiative are to increase cross-cultural communication, to build sustainable relationships and networks between American and Iraqi women, and to promote entrepreneurship among Iraqi women. Boenigk and Eshelman believe that the experience has been very valuable so far, both for the American business owners who have an opportunity to learn about life and business in Iraq and for the Iraqi women who receive advice and insight into the American way of business. Both Council members hope the program will be expanded past the pilot stage so that more women business owners have the chance to participate. They expect to continue communications with their Iraqi partners after the pilot program is completed.

In addition, Council Executive Director Margaret Barton participated in the London Development Agency's Women's Enterprise Conference in London, England in June. The event aimed to increase the number of women starting and growing businesses in the U.K. and to enhance and coordinate strategies for supporting women's enterprise. During the one-day conference, Barton served on a panel on Women's Enterprise in the U.S. Barton also had a chance to discuss the Council's mission and government programs for women-owned businesses with the British Minister of Women, Meg Munn MP, during her trip. Both events provided opportunities to develop an international focus to the Council's work.

In January, Barton met with the new Vice Prime Minister and Minister for Industry of Sweden Maud Olofsson. The meeting provided an opportunity for Barton and other representatives of the women's business community to share insights into how to develop national programs to support women entrepreneurs. Later in the year, Barton also met with New Zealand's Minister of Women's Affairs, Minister of Commerce, and Minister for Small Business, the Honorable Lianne Dalziel.

The London Development Agency's Women's Enterprise Conference, June, 2007.

Council staff also promoted women's entrepreneurship at meetings with international visitors throughout the year. At various briefings organized by the U.S. Department of State's International Visitor Program, participants from Eastern Europe, Burundi, Cote d'Ivoire, Democratic Republic of Congo, Liberia, Niger, Nigeria, Senegal, Togo, and China met with Council staff to discuss the priorities and challenges of women business owners in the United States and to share how the Council's programs promote and support women entrepreneurs. The meetings served to highlight the contributions of women to the global economy and to illustrate the essential role of non-governmental and grassroots organizations in supporting women's development by empowering women both professionally and personally.

Research

Voices from the Field Town Hall Report

In September 2007, the National Women's Business Council released a report featuring the outcomes and discussions from the Council's town hall meetings March 13, 2007 in St. Louis, Missouri and June 5, 2007 in Portland, Oregon. *Voices from the Field* outlines the highlights of both events and suggests policy directions to address the challenges discussed, some of which are presented in the Policy Recommendations section of this Annual Report. The body of the report is intended to be an accounting of the ideas of the participants – it does not distinguish participants' observations from what exists in reality, nor does it portray the positions of the National Women's Business Council.

Updated Fact Sheet and Resource Card

The Council updated its primary fact sheet on Women Business Owners and their Enterprises this year. The updated fact sheet, which is available on NWBC's web site, includes new data from the U.S. Census Bureau, in addition to data from the Center for Women's Business Research, the SBA Office of Advocacy, and other sources. The fact sheet highlights areas of growth for women-owned firms, statistics on women-owned employer firms, and key issues of women business owners. The new statistics were also included in an updated version of NWBC's primary resource card

on women's business ownership, which it provides to organizations around the country.

Issue in Brief on Federal Contracting

In addition, NWBC produced an update of its Issue Brief on Federal Contracting with Women-Owned Businesses in FY 2007. The updated brief examines the current state of contracting with women-owned small businesses on a government-wide and agency-specific basis. Drawing upon newly-available information on FY 2006 agency goaling achievements, as well as data for previous years, the report highlights women-owned small businesses' share of contract dollars and contract actions and includes graphs indicating trends over time. The brief was last updated in 2004, covering FY 1998 through FY 2003.

Study on Growth of Businesses Owned by Women of Color

In FY 2007, the Council helped sponsor a multi-year national research study to accelerate the growth of businesses owned by women of color. The study, conducted by the Center for Women's Business Research and Babson College, began with a day-long, highly participative research forum in Philadelphia in February, and continued with events in Atlanta, San Francisco and Dallas.

The study 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 public- and private-sector policy recommendations. NWBC contributed to the multi-year study through the funding of two case studies on women of color entrepreneurs.

Online Research Forums

In Fiscal Year 2007, the Council supported a two-part online research project to provide the foundation for a strategic framework for the future growth of women's entrepreneurship. The project included two online forums conducted by Quantum Leaps. The findings of the first forum, Making the Case: The Economic and Social Impact of Investing in Women's Enterprise Development, revealed a desire on the part of the research community to standardize much of the research terminology and metrics used in the women's business community. The second forum allowed leading economic and enterprise development leaders to discuss strategies for the development of a comprehensive and standardized post-program evaluation tool to capture the return on investment in women's enterprise development. The recommendations of both forums will contribute to a *Roadmap to 2020: A Strategic Framework for Women's Enterprise Development* and will be publicly available in 2008.

Audit of Research on Women-Owned Businesses

Over the last several decades, much research has been conducted on the growth of and challenges faced by women-owned businesses and women entrepreneurs. However, very little of this research is easily accessible to the general public and researchers often struggle to gather historical data that is not widely publicized. Providing a clearinghouse of published research on women's business ownership issues would further the Council's mission by connecting women business owners and the research community to available research in order to inform and advance future research and policy focus.

In FY 2007, the Council engaged a consulting firm to conduct a thorough review and audit of all currently available research on women's business ownership. The first stage of the audit was completed, and the Council staff is now preparing to publish a comprehensive and categorized list of this research on NWBC's Web site.

International Best Paper Award

For the fourth year, the National Women's Business Council sponsored the Best Paper Award for Women's Entrepreneurship at the 2007 International Council for Small Business World Conference in Turku, Finland. 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.

The award was presented to Barbara Orser, Martine Spence, and Allan Riding of the University of Ottawa in Canada, as well as Christine A. Carrington of the Small Business Policy Branch of Industry Canada, for their paper, "Export Propensity and Performance: Understanding the Influence of Gender." The winning paper draws on theories of how small and medium sized enterprises internationalize to develop a better understanding of predisposition to exporting and the impact of gender of ownership. The authors found that controlling for factors such as sector and firm differences, majority women-owned firms were

significantly less likely to export. The paper provides the first large-scale evidence to support anecdotal references to gender-related barriers to export, suggesting the need to focus on both owner and firm development, as well as explicit market interventions, to address gender-based impediments to international trade.

Research on Women-Owned and Women-Led Businesses

Through an agreement with the Census Bureau, the Council received custom tabulations of data from the 2002 Survey of Business Owners in FY 2007. The Council contracted with a research firm to provide an in-depth analysis of the tabulations, which for the first time 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. The data was compiled into two detailed reports which were scheduled to be released at the beginning of Fiscal Year 2008.

Policy Engagement

Spanish Translation of Womenbiz.gov

In April 2007, the National Women's Business Council launched a Spanish language version of its Web site, www.womenbiz.gov, to assist Hispanic women business owners with federal government contracting. The web site, www.womenbiz.gov/espanol, provides valuable information and tips specifically targeted to women-owned businesses. The Council offers this resource for Hispanic women business owners interested in federal procurement opportunities. With links to many other government procurement resources, the new version of womenbiz.gov serves as a first stop for Spanish-speaking women business owners interested in doing business with the federal government.

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 seriously impede analysis and monitoring of women business owner's progress in gaining access to capital.

In response, the National Women's Business Council sent a letter to the Federal Reserve conveying its concern with the Board's decision to stop producing the Survey and urging it to reconsider. In the letter, the Council outlined its specific concerns regarding the collection of data relating to challenges, perceived or actual, that women business owners face in gaining access to financing. The Council believes that the data supplied by the SSBF are vital to understanding the challenges and barriers to financing often faced by women and minority business owners and essential to fact-based policymaking.

At a meeting with staff of the Federal Reserve, Council staff learned that the Federal Reserve is proposing to enhance and expand questions related to business ownership in the Survey of Consumer Finances (SCF), in lieu of continuing the SSBF. The current version of the SCF, which is conducted every three years through in-person interviews, includes questions regarding business ownership and self-employment by members of the household. The Federal Reserve proposed expanding these questions to gather more data about the businesses and their sources of financing, as well as including new questions about business owners' fear of denial when deciding whether to apply for financing.

The Council responded to this plan by outlining why the SSBF is crucial to understanding the remaining barriers to capital faced by women and minority entrepreneurs and essential to fact-based policymaking and urging the Federal Reserve not to eliminate this valuable research. Rather than incorporating some of the components of the original research into the SCF, the Council urged the Federal Reserve to streamline the SSBF in order to obtain important and constructive data at a lower cost. In its response, the Council also outlined its concern that the SCF might not actually reach as many business owners, particularly women business owners, as the Federal Reserve anticipates.

Further communications with the Federal Reserve are expected in FY 2008. The Council intends to continue its support of the SSBF and will work with the Federal Reserve to ensure that it continues to adequately analyze and monitor women business owners' access to capital.

Federal Contracting with Women-Owned Small Businesses

In May 2007, the National Women's Business Council sent a letter to Administrator Steven Preston of the SBA urging the SBA to implement the government-wide contracting program for women-owned small businesses as quickly as possible. The Council's letter came in response to the release of an SBA commissioned study by the RAND Corporation on the state of women-owned small businesses (WOSBs) in federal contracting.

The RAND study computed disparity ratios for WOSBs based on both the dollar value and the number of contracts awarded to WOSBs. RAND found under-representation of WOSBs in federal contracting in as many as 87 percent of industries, depending on the measures used to calculate the disparity ratios. The study indicates that WOSBs will be found to be underrepresented in many more industries when disparity is measured using number of contracts awarded rather than contract dollars awarded.

In its letter, the Council encouraged the SBA to move swiftly in implementing the contracting program in order to provide women-owned businesses the opportunity to compete for their fair share of federal contracts. In addition, the Council recommended including adequate guidance and training for procurement officers government-wide when implementing the program to ensure the set-aside is applied promptly and correctly. The Council also suggested making procurement officers accountable for reaching the goal in their performance goals.

National Women's Business Council
September 2007 Meeting

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:

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. Therefore, the Council encourages the U.S. Small Business Administration to move swiftly in implementing a program to reach the government-wide five percent goal for women-owned small businesses. The Council encourages the SBA to use the broadest possible definition of disparity, measured by number of contracts awarded to women-owned small businesses, as outlined in the RAND study published in 2007.

The NWBC urges the SBA to implement the women-owned small business set-aside program as quickly as possible. In addition, when implemented, the program should include adequate guidance and training for procurement officers government-wide to ensure the set-aside is applied promptly and accurately. The Council suggests making procurement officers accountable for reaching the goal reflected in their annual performance evaluations.

As 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.

We also encourage 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.

Fact-Based Policy-Making

Each year, the National Women's Business Council bases its policy recommendations 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.

Policymakers and government leaders cannot responsibly react to, manage and make policy recommendations based on data which is not measured. Therefore, 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.

Recommendations from Town Hall Meetings

During the Council's town hall meetings in March and June 2007, participants highlighted several policy priorities for women business owners. These policy recommendations were forwarded to the Council via the report, *Voices from the Field*. They will be combined with feedback received at three town hall meetings planned for FY 2008 in order to inform official policy recommendations the Council expects to submit to the President, Congress and the Small Business Administration in late FY 2008.

Following is a summary of the policy recommendations made by participants in the 2007 town hall meetings:

- Continued and increased funding for Women's Business Centers and Small Business Development Centers,
- An evaluation of the SBA-backed lending programs to determine if they are really meeting the financing needs of small and women-owned businesses,

- Adoption of an Association Health Plan system,
- Monitoring of the Federal government contracting process to ensure that the five percent set-aside target is met,
- Establishment of a clearinghouse for information on government contracting and subcontracting opportunities which may be set-aside for women-owned businesses, and
- Tax incentives to help small business owners do the things that they value doing – such as offering health insurance or wellness programs and providing educational and training opportunities for their workers

Upcoming Council Programs and Initiatives

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

Town Hall Meetings for Women Business Owners

In 2008, the Council will reach out to women business owners with three 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 Winter and Spring 2008 in Columbus, Ohio, Houston, Texas, and South Florida, the Council hopes to learn from women business owners in these local communities and promote dialogue among the women's business community. Discussions at these three town hall meetings will be incorporated along with the findings of the FY 2007 meetings in order to inform the Council's future policy recommendations.

Best Practices in Entrepreneurial Education for Women

The Council has undertaken a project to analyze currently available research and best practices of Women's Business Centers and other educational institutions and to translate them into guidelines for curriculum and program development that educational institutions can implement to improve their outreach to and education of future women entrepreneurs. 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 Women's Business Center Program, as well as detailed recommendations for translating these best practices to other educational institutions, such as high schools, technical or vocational schools, community and junior colleges, and four-year institutions.

Secondary Analysis of Census Data

In FY 2008, the Council will release multiple reports based on custom tabulations of data from the Census Bureau's 2002 Survey of Business Owners. The Council expects these reports to provide in-depth analyses of data on women-owned and women-led businesses.

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 speak out on behalf of women business owners and their priorities. In particular, as the federal government's only independent voice for women entrepreneurs, the Council will consistently track changes in legislation affecting women-owned businesses as well as government-published research. If necessary, the Council will 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.

Podcasts for Women Business Owners

In FY 2008, the Council anticipates beginning a series of "podcasts," in which content on various issues of interest to the women's business community will be digitally recorded and distributed via the Council's Web site. Podcasting provides NWBC with a high-tech, high-touch, low-cost way of reaching out to the more than 10 million women business owners, hundreds of thousands of policymakers and women business owner advocates that find value in the resources and expertise the Council can provide. Podcast topics will range from news about recent Council research to updates on issues such as procurement, health care and access to capital.

20th Anniversary of the Passage of H.R. 5050

The year 2008 marks the 20th anniversary of the Women's Business Ownership Act (HR. 5050), which created the National Women's Business Council and the SBA Office of Women's Business Ownership. Both offices, along with the many sister organizations who have been created as a result of this Act, will be participating in events recognizing the anniversary throughout the year. The Council and partner organizations will reach out to the women's business and policy communities to ensure broad participation, and the project will culminate in a report with policy recommendations for the future growth of women's entrepreneurship.

Appendix A: Council Mission and Statutory Authority

Council Mission

The National Women's Business Council is a bipartisan 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 epresentatives 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 2007.

Chair
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.

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.

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

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

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.

Carole Jean Jordan
Co-Founder
Jordan Sprinkler Systems

Carole Jean Jordan, a West Virginian by birth, migrated to Florida in the early sixties. She worked in the 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 customers in the Vero Beach area. Soon after founding the company, Jordan took over day to day business operations, including managing all areas of customer service, bookkeeping and employee relations. The company has grown into a multi-million dollar business, now run by their son Billy.

Jordan overcame many challenges in managing her business, including learning management skills on the job while raising her son, working within ever-changing local and state regulations and managing job sites as a woman before women's presence in construction became accepted. Jordan helped grow Jordan Sprinkler Systems to its current level of success by being attentive to customer needs, adding innovative services, and networking constantly.

Recently, Jordan transferred her experience as a business owner to the political arena. After being elected Chairman of the Republican Party of Florida in 2003, she instituted many business-based initiatives to managing the party office. As Chair, she demonstrated fiscal responsibility and sound financial management by bringing the party out of almost three million dollars in debt, paying off the mortgage of the George H. W. Bush Republican Center in Tallahassee, and instituting sound business and accounting practices to oversee the millions of dollars raised and expended on behalf of its candidates.

Prior to her role as 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 groups such as the National Black Republican Association, the Florida Federation of Black Republicans, 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 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. In this role, she has worked side by side with fellow commissioners in this highly competitive process to select

the White House Fellows from the exceptional group of national finalists.

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.

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.

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 26-year old company in Chattanooga, Tennessee.
For more information, visit 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.

For more information about WBENC, visit 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.

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.

The following members of the Council completed their terms in 2007.

Ann Marie Almeida
President & CEO
Association of Women's Business Centers

Susan Bari
President Emeritus
Women's Business Enterprise National Council

Mary MacRae
Past President
National Association of Women Business Owners

Marianne Sensale-Guerin
President and Owner
Guerin Associates, LLC

Patricia M. Soldano
Founding Partner
Women Impacting Public Policy

Susan Wilson Solovic
CEO
SBTV

Maria Guadalupe Taxman
Past Board Member
U.S. Hispanic Chamber Of Commerce

Appendix C: Council Staff

Following is a listing of the staff who served the Council during fiscal year 2006.

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), Womenbiz.gov, informational materials and speaking engagements.

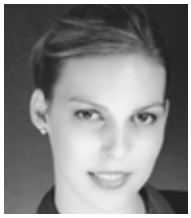
Prior to joining the NWBC staff, Ms. Gilmore served as Director at Dittus Communications, where she specialized in implementing strategic communications and public relations initiatives for nonprofit clients. While at Dittus, she utilized her expertise in materials development, online communication,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

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