



ANNUAL REPORT

2006



NATIONAL WOMEN'S  
BUSINESS COUNCIL



ADVISORS TO THE PRESIDENT,  
CONGRESS AND THE SBA

DECEMBER 2006





# NATIONAL WOMEN'S BUSINESS COUNCIL

## LETTER FROM THE CHAIR



ADVISORS TO THE PRESIDENT,  
CONGRESS AND THE SBA

### **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 2006. We are 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.

It is a very exciting time in the evolution of women entrepreneurship, as women-owned businesses continue to grow in number and influence. Privately-held businesses in which women are majority owners- 7.7 million firms- are growing in number at twice the national average and employ more than 7.1 million people and generate \$1.1 trillion in sales. Overall, businesses in which women own at least 50 percent of the company (10.4 million firms) generate \$1.9 trillion in annual revenues and provide jobs for more than 12.8 million people.

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 make a real impact for women business owners.

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 eight women whose terms on the Council ended during FY 2006. Each of these women deserve our gratitude for the contributions they made to the women's business community during their three years on the Council. In the coming year, the Council will build upon their legacy by continuing its efforts to improve and expand opportunities for women business owners and their enterprises.

The Council looks forward to continuing its productive and collaborative relationship with the SBA and thanks the administration for its commitment to supporting women entrepreneurs' role in contributing to the vitality of the American economy.

Respectfully,

Tami Longaberger  
Chair, National Women's Business Council



## EXECUTIVE SUMMARY

Fiscal Year 2006 was one of transition and growth for the National Women's Business Council. Over the course of the year, eight Council members completed their terms and five new women joined the Council. Together, the members of the Council worked throughout the year to promote policies and programs designed to support women's entrepreneurship.



The Council chose to focus on communications and outreach, initiating many new programs and projects to expand the Council's ability to reach the women's business community, policymakers and other target audiences. In addition to holding two Council meetings, the National Women's Business Council produced several research reports, hosted a Web cast on policy priorities of women business owners and several issue-based conference calls, and communicated broadly with the women's business and policy communities. Members of the Council spoke on behalf of the Council and Council staff participated in numerous of intergovernmental and organizational meetings. For the third 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, a Web cast and conference calls, meetings and roundtables, 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 and International Procurement Markets*** – The Council encourages continued aggressive efforts to increase access for women-owned firms in federal contracting, including stronger efforts to reach the five percent goal for women-owned small businesses. As part of this goal, the Council suggests providing adequate funding to Offices of Small and Disadvantaged

Business Utilization in the federal agencies.

***Access to Capital*** – The Council believes that Federal programs, such as the SBA's Small Business Investment Company program, should increase their outreach to women business owners. The Council also encourages policymakers to support private and nonprofit programs offering capital funding to help women-owned small businesses to reach new milestones.

***Access to Health Care*** – NWBC urges policymakers to address the escalating costs faced by women business owners seeking to provide health care to their employees and supports policy efforts to assist women business owners in improving coverage options for themselves and their employees.

***Access to Training/Technical Assistance*** – The Council urges Congress to continue its financial support of the Women's Business Center program.

***Fact-Based Policy-Making*** – The Council believes that agencies such as the Federal Reserve Board and Census Bureau should be required to continue compiling and publishing research on the overall business environment, availability of capital, and policies affecting women-owned businesses.



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





## FY 2006 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 2006.

### Communications and Outreach

During FY 2006, the National Women's Business Council further expanded its communications outreach activities and launched initiatives to better connect the women's business community to current public policy debates. The Council completed communications and research projects started in the previous year and began laying groundwork for expanded communications and outreach in the future. Specifically, NWBC initiated the following communications initiatives in 2006:

- Regular updates to the NWBC Web site, including links to articles featuring Council members, an expanded list of links to related women's business and small business organizations, and adding digital versions of past NWBC Annual Reports, dating back to 1989.
- Redesigning NWBC's newsletter, *Engage!*, which had previously been delivered bi-monthly and in PDF form, as a monthly electronic publication linked directly to NWBC's Web site. The reformatted new letter features NWBC news and announcements, SBA and Congressional updates, news from the small business community and partner organizations, and highlights of events with Council participation. The new format had helped increase readership, with over 100 new subscribers since its relaunch in April.
- 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.

**NATIONAL WOMEN'S BUSINESS COUNCIL**  
ADVISORS TO THE PRESIDENT, CONGRESS AND THE SBA

# ENGAGE!

Bringing issues of interest and activities of the NWBC to the women's business and policy communities.

**In this Issue**

**November 2006**

- [Loss of Small Business Financing Research](#)
- [African Women and Entrepreneurship Meeting](#)
- [NWBC Database Update](#)
- [Almeida Participates in OPIC Event](#)
- [Small Business Changes in Congress](#)
- [New Funding for Women's Business Centers](#)
- [SBA Addresses Procurement](#)
- [New SBA Web site](#)

[www.nwbc.gov](http://www.nwbc.gov)

**NWBC Expresses Concern for Loss of Valuable Finance Research**

The National Women's Business Council sent a letter to the [Federal Reserve Board](#) this month conveying its concern in the Board's decision to stop producing the Survey of Small Business Finances. The Survey, produced every five years beginning in 1988, measures business financing used by small business (non-farm privately-owned businesses with fewer than 500 employees). In particular, the survey studies the various sources of financing sought and used by small businesses, with breakdowns by gender and ethnicity.

Of particular importance to 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. NWBC highlighted the importance of this data in its letter and urged the Federal Reserve Board to reconsider its decision.

For more information on this report and its usefulness, visit [www.federalreserve.gov/ssbf](http://www.federalreserve.gov/ssbf). To receive a copy of the Council's letter to the Federal Reserve, please contact NWBC Director of Communications Allison Gilmore at 202-205-6827 or [allison.gilmore@sba.gov](mailto:allison.gilmore@sba.gov).

- Development of core messages, talking points, and a boilerplate speech to ensure the consistency and strength of NWBC's communications efforts. Council members and staff spoke at several events throughout the year and highlighted the growth of women's business ownership and the Council's role in promoting policies to support women business owners.
- Continued updates to the Council's database of contacts, which includes policy makers, women business owners, women's business associations, and other entrepreneurial support organizations.
- Initial expansion of the Council's media relations activities. In addition to announcing Council events, research and appointments, the Council continued to work with the media to promote understanding of the successes and challenges of women business owners through interviews with target publications.



NWBC Chair Tami Longaberger.

## Event Participation

The staff of the National Women's Business Council continues to connect with women business owners and organizations supporting women's entrepreneurship. Throughout the year, NWBC staff has participated in several meetings and workshops organized by the Administration, federal agencies and sister organizations in the Washington area and elsewhere.

In May, NWBC Chair Tami Longaberger participated in a roundtable discussion at the Center for Women's Business Research 12th Annual Executive Roundtable event in New York City. During the roundtable, Longaberger shared her experiences and insights as a woman business owner and highlighted the work of the Council in advancing women's business ownership. Longaberger also spoke at an event hosted by Women in Government Relations and participated, along with NWBC Executive Director Margaret Barton, in an event at the White House with President and Mrs. Bush in honor of International Women's Day.

Council members spoke at and participated in events across the country throughout the fiscal year. In addition, NWBC was represented in a high-level consultative meeting at the World Bank to discuss gender parity for education, meetings concerning the re-building efforts in Iraq and the contracting opportunities for Iraqi and U.S. women, and a dinner marking the 30th anniversary of the Equal Credit Opportunity Act.

During the first part of the year, the National Women's Business Council continued to offer free conference calls highlighting timely topics for women business owners and entrepreneurs. Call topics included: Access to Capital (January), Small Business Tax Tips (February), Disaster Planning (March), and Women's Business Centers (April). These Women's Business Connection calls offered women business owners opportunities to learn about issues impacting the growth and success of their businesses from business and policy experts. In late spring, the Council decided to discontinue these calls due to insufficient participation. The Council intends to reevaluate the demand and structure of these calls in the future.



## Research

### *OSDBU Best Practices Paper*

This year, the National Women's Business Council published a report highlighting best practices in federal procurement assistance programs offered by federal agencies through their Offices of Small and Disadvantaged Business Utilization (OSDBU). The report, "Best Practices in Federal Procurement: A Study of the Successes and Barriers for Women-Owned Business," is based on interviews with OSDBU offices and women business owners and includes recommendations intended to improve outreach and procurement practices within federal government agencies.

With this report, the Council offers policy makers and government agencies a detailed analysis of current outreach efforts as well as recommendations for improving federal contracting assistance programs in the future. Some of the best practices identified in the study include vendor outreach sessions, where program and procurement officials meet directly with small businesses, increased use of technology, including nationwide conference calls and video conferencing, and regional meetings and training for small businesses seeking procurement opportunities. The report, which is available under Research & Publications on [www.nwbc.gov](http://www.nwbc.gov), also serves as a resource for women business owners interested in federal contracting.

### *Secondary Census Analysis*

In July, the National Women's Business Council released a new study, which indicates that the success of women-owned businesses is impacted by particular state-level factors, such as the availability of technology infrastructure and an educated workforce. Using the U.S. Census Bureau's special tabulations of 1997-2001 data on women-owned businesses' (WOB) performance, the research is one of the first attempts to evaluate systematically the influence of factors that underlie state differences in WOB performance.

This new study, "Explaining State-Level Differences in Women-Owned Business Performance," indicates that state-level discrepancies in WOB performance can be partially explained by differences in the woman business

owner's education level, the size of the business, and a state's "knowledge economy level," which this research describes as the combined effect of venture capital dollars invested per business, educational level of workforce, and degree of broadband penetration across a state. The study highlights the importance of providing women entrepreneurs access to education, mentoring, financial and technological resources. A full copy of the study is available at [www.nwbc.gov](http://www.nwbc.gov) under Research & Publications.

### *Disaster Planning Issue in Brief*

As a result of high levels of interest in a Women's Business Connection call on Disaster Planning at the beginning of the year, NWBC also produced a new *Issue in Brief* on disaster planning for small businesses. This new resource offers information and suggestions help business owners build contingency plans as well as simple and cost-effective steps they can take immediately to prepare for and protect their businesses from potential disasters.

### *Updated Fact Sheets*

In 2006, the National Women's Business Council also updated several fact sheets on the growth of minority women-owned businesses based on 2004 numbers from the U.S. Census Bureau. The new data from the U.S. Census Bureau, in addition to data from the Center for Women's Business Research, indicate that there has been considerable growth in firms owned by African American, Hispanic, Asian American, and Native American/Alaska Native women since the fact sheets were first issued in 2002. The updated fact sheets are available on [www.nwbc.gov](http://www.nwbc.gov).

### *International Best Paper Award*

For the third year, the National Women's Business Council sponsored the Best Paper Award for Women's Entrepreneurship at the 2006 International Council for Small Business World Conference in Melbourne, Australia. 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.

Presented June 21, the award went to Dr. Eleanor Shaw from the University of Strathclyde Business School (Glasgow, UK), Dr. Wing Lam from the University of Central Lancashire (Lancashire, UK), Professor Sara Carter from the University of Stirling (Stirling, UK), and Professor Fiona Wilson from the University of Glasgow (Glasgow, UK) for their paper “Theory, Practice and Policy: An Integrated View on Gender, Networks and Social Capital.”

## Policy Engagement

### *Womenbiz.gov*

In June, the NWBC launched a redesigned Web site to assist women-owned businesses with federal government contracting. The Web site, [www.womenbiz.gov](http://www.womenbiz.gov), provides valuable information and tips specifically targeted to women-owned businesses. With links to many other government procurement resources, the redesigned Womenbiz.gov web site serves as a first stop for women business owners interested in doing business with the federal government. The redesigned Womenbiz.gov will help women business owners understand the government procurement process and learn how to navigate it successfully.

### *Web Cast*

In September, the Council hosted a Web cast which provided women entrepreneurs with background and updates on several key public policies affecting women-owned businesses. The event, which took place at the George Washington University School of Business in Washington, DC during the Association of Women’s Business Centers annual conference, was moderated by NWBC Chair Tami Longaberger and included remarks by Council members Rebecca Boenigk, Kathryn Eshelman, and Pat Soldano. The panelists discussed issues affecting women-owned businesses, such as health care, taxes, and procurement, and the current status of those issues in Congress. Guest panelist Anne Crews of Mary Kay Inc. offered participants tips on how to become more involved politically. Panelists also responded to questions posed by in-person and online participants. An archived version of this Web cast is available on DVD and on NWBC’s Web site. Following the Web cast, members of the National Women’s Business Council held a briefing for Members of Congress at the Capitol.

**WOMENBIZ.GOV**  
THE GATEWAY FOR WOMEN-OWNED BUSINESSES SELLING TO THE FEDERAL GOVERNMENT.

[ABOUT US](#) | [5 STEPS TO GOVERNMENT CONTRACTING](#) | [WHAT'S NEW](#) | [CONFERENCES & EVENTS](#) | [KEY RESOURCES](#)

## WHAT'S NEW?

June 2006: NWBC released a new study on best practices in federal procurement. [Click here for more information.](#)

In January of 2006, NWBC Chair Tami Longaberger announced the launch of [My Biz for Women](#), a new online business portal for women entrepreneurs. Announced by the NWBC in conjunction with the Small Business Administration, the portal provides easy, one-stop online access to government business resources, research, tools, and tips from successful women entrepreneurs.

**Press Releases**

[NWBC news](#)

Other government news:

NWBC's redesigned [www.womenbiz.gov](http://www.womenbiz.gov).



White House Briefing for women business leaders.

### ***Public Policy Events***

In January, the National Women's Business Council hosted a White House Briefing for leaders of the women's business community. The briefing included updates on diplomacy and homeland security issues by Under Secretary of State for Public Diplomacy and Public Affairs Karen Hughes and Assistant to the President for Homeland Security and Counter-terrorism Frances Townsend. The briefing was followed by a reception honoring new NWBC Chair Tami Longaberger.

The National Women's Business Council organized a panel on Women-Owned Business Success Stories during the 16th Annual OSDBU Procurement Conference on April 20 in Upper Marlboro, Maryland. The panel, moderated by Nancy Small, Office of the Secretary of the Army, featured accounts of women who have succeeded at earning government contracts, marking the first such panel focused specifically on women-owned businesses at this long-running conference. Participants in the panel included: Council member Sheri Orlowitz, Shan Industries, LLC; Angela Drummond, SiloSmashers, Inc.; Jennifer Ozawa, StratEdge; Lisa Martin, LeapFrog Solutions, Inc.;

Gretchen McCracken, Golden Key Group, LLC; Phyllis Shearer Jones, Elan International, LLC; Alicia Venturi, International Language Services, LLC; and Annette Merriam, SBA Procurement Center.

Nearly 100 conference participants attended the panel to learn tips and best practices on winning government contracts from women who have succeeded. Moderator Nancy Small emphasized the importance of networking and relationships, a theme which continued through the remarks of all eight panelists. Panelists candidly discussed the challenges and benefits of government contracting, offering suggestions for those just starting out as well as those businesses looking to government contracting to support their growth.

Throughout FY 2006, Council staff met with several groups of international visitors seeking information on women's entrepreneurship in the United States. These briefings offered leaders from other countries to learn about the development of women's business ownership and the various methods of support offered by the government and nonprofits.



## POLICY RECOMMENDATIONS

Based on research conducted during the year, discussions with members of the women's business community at conferences, meetings and roundtables, 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 and International Procurement Markets**

Continued aggressive efforts to increase access for women-owned firms in federal contracting would be welcomed, including stronger efforts to reach the five percent goal for women-owned small businesses. For instance, greater internal support should be given in the federal agencies to the Offices of Small and Disadvantaged Business Utilization (OSDBUs), which advocate for and serve as resources to small businesses regarding contracting opportunities. NWBC's research on the best practices of OSDBUs shows that the agencies with the strongest procurement programs for small business have support from the secretary or deputy secretary level. Without access to policy makers within the agency, OSDBU Directors have limited credibility to advocate on behalf of small businesses with regard to policy or procurement decisions.

OSDBUs should report to the secretary or head of each government agency or department to promote increased attention to meeting women-owned business procurement goals throughout the government. In addition, NWBC believes it is important that these offices receive adequate funding to offer effective outreach and assistance to women-owned businesses. Other suggestions resulting from NWBC's research include: instituting Small Business Advisory Committees at every agency to provide real world advice and guidance and a pipeline to small business owners and re-establishing an inter-agency committee on women's business ownership to share best practices and strategies for increasing federal contracts to women-owned businesses.

We encourage the administration to continue efforts in implementing its October 2002 strategy on contract bundling to ensure that procurement opportunities remain open to all small businesses, including women-owned businesses. An important part of this effort would be to focus on ensuring prime contractor compliance with subcontracting plans and goals. Prime contractors should be held accountable for subcontracting goals, and penalized if these goals are not met.

### **Access to Capital**

There is a growing call in the women's business community for increased access to capital for women-owned businesses, particularly for venture capital and angel capital. Federal programs, such as the SBA's Small Business Investment Company program, should increase their outreach to women business owners; moreover, women's business organizations – including women's business centers – should consider offering more training and assistance in this important area. Finally, the Council encourages policymakers to support private and nonprofit programs offering capital funding to help women-owned small businesses to reach new milestones.

### **Access to Health Care**

NWBC urges policymakers to address the escalating costs faced by women business owners seeking to provide health care to their employees. Finding and retaining qualified employees is one of the primary challenges faced by small business owners and the lack of cost-effective health care options in the United States makes this challenge even more difficult. The Council supports policy efforts to assist women business owners in improving coverage options for themselves and their employees.

### **Access to Training/Technical Assistance**

The Council considers the Women's Business Center program extremely valuable to the women's business community and urges Congress to continue its financial support of this program. As stated in its 2005 Annual Report, the Council supports allocating up to 48 percent of program funds to centers that have been in operation for more than five years. With adequate funding, the SBA should be able to continue funding centers that have been performing well, while also supporting new centers.

### **Fact-Based Policy-Making**

Federal agencies such as the Federal Reserve Board and Census Bureau should be required to continue compiling and publishing research on the overall business environment, availability of capital, and policies effecting women-owned businesses. Policy making can only be enhanced with the availability of research and other factual information and the government cannot responsibly react to, manage and make policy recommendations without current accurate data.



## UPCOMING COUNCIL PROGRAMS AND INITIATIVES

At its September 2006 meeting, the members of the Council approved several new projects for the coming year, many of which are designed to facilitate broader outreach to the women's business community. Since the meeting, the Council staff has begun work on several initiatives that will be the focus of the Council's work in the coming year.

### Database Update

In order to better meet its mission of connecting the women's business community, Council staff will be upgrading its database. By cleaning the existing records in the Council's database and improving the overall quality of the records, the Council will be able to ensure that it reaches the broadest and most appropriate audience with future communications. The database update should be complete in early 2007.

### Outreach to Women Business Owners

In 2007, the Council will reach out with two town hall meetings designed to allow members of the Council to hear directly from women business owners about their challenges and concerns. During these events, planned for March 2007 in St. Louis, Missouri and June 2007 in Portland, Oregon, the Council hopes to promote dialogue among the women's business community in order to drive future policy recommendations.

### 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 government's only independent voice



National Women's Business Council September meeting.

for women entrepreneurs, the Council will vigilantly track changes in government-published research. If necessary, the Council will work directly with 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.

### **Womenbiz.gov Translation**

After launching a redesigned version of [www.womenbiz.gov](http://www.womenbiz.gov), a Web site offering tips and resources for women-owned businesses seeking federal procurement opportunities, this year the Council hopes to expand the site's usefulness by offering a Spanish-language version of the site. With high levels of growth in business ownership among Hispanic women, the Council hopes this resource will reach a new audience with this translation. The Spanish-language version of [www.womenbiz.gov](http://www.womenbiz.gov) should be online by the beginning of 2007.

### **Research Audit**

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. Therefore, the Council has contracted a consulting firm to conduct a thorough review and audit of all currently available research. The goal is to publish a comprehensive and categorized list of this research on NWBC's Web site.

### **Census Analysis**

Through an agreement with the Census Bureau, the Council will be receiving custom tabulations of data from the 2002 Survey of Business Owners. The Council has contracted with a research firm to provide an in-depth analysis of a particular aspect or trend related to women's business ownership based on data from these tabulations. Research based on analysis of additional issues resulting from these data sets is probable in the coming year.



Congressional Briefing held by NWBC members on Capitol Hill.



## APPENDIX A: COUNCIL MISSION AND STATUTORY AUTHORITY

### Council Mission

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

#### *The National Women's Business Council is committed to:*

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

### Statutory Authority: Women's Business Ownership Act of 1988 (Public Law 100-533)

#### *Sec. 405. Establishment of the National Women's Business Council.*

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

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

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

(c) Recommendations.—The Council shall make annual recommendations for consideration by the Interagency Committee. The Council shall also provide reports and make such other recommendations as it deems appropriate to the Inter-agency Committee, to the President, to the Administrator (through the Assistant Administrator of the Office of Women's Business Ownership), and to the Committees on Small Business of the Senate and the House of Representatives.

(d) Other duties.—The Council shall—

- (1) review, coordinate, and monitor plans and programs developed in the public and private sectors, which affect the ability of women-owned business enterprises to obtain capital and credit;
- (2) promote and assist in the development of a women's business census and other surveys of women-owned businesses;
- (3) monitor and promote the plans, programs, and operations of the departments and agencies of the Federal government which may contribute to the establishment and growth of women's business enterprise;
- (4) develop and promote new initiatives, policies, programs, and plans designed to foster women's business enterprise;
- (5) advise and consult with the Interagency Committee in the design of a comprehensive plan for a joint public-private sector effort to facilitate growth and development of women's business enterprise;
- (6) not later than 90 days after the last day of each fiscal year, submit to the President and to the Committee on Small Business of the Senate and the Committee on Small Business of the House of Representatives, a report containing—
  - (A) a detailed description of the activities of the council, including a status report on the Council's progress toward meeting its duties outlined in subsections (a) and (d) of section 406 [this note];
  - (B) the findings, conclusions, and recommendations of the Council; and

- (C) the Council’s recommendations for such legislation and administrative actions as 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.
- (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 n 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. 407. Membership of the Council.**

(a) Chairperson.—The President shall appoint an individual to serve as chairperson of the Council, in consultation with the Administrator. The chairperson of the Council shall be a prominent business woman who is qualified to head the Council by virtue of her education, training, and experience.

(b) Other members.—The Administrator shall, after receiving the recommendations of the Chairman and the Ranking Member of the Committees on Small Business of the House of Representatives and the Senate, appoint, in consultation with the chairperson of the Council appointed under subsection (a), 14 members of the Council, of whom—

- (1) 4 shall be—
  - (A) owners of small businesses, as such term is defined in section 3 of the Small Business Act [15 U.S.C. 632]; and
  - (B) members of the same political party as the President;
- (2) 4 shall—
  - (A) be owners of small businesses, as such term is defined in section 3 of the Small Business Act [15 U.S.C. 632]; and
  - (B) not be members of the same political party as the President; and
- (3) 6 shall be representatives of women’s business organizations, including representatives of women’s business center sites.

(c) Diversity.—In appointing members of the Council, the Administrator shall, to the extent possible, ensure that the members appointed reflect geographic (including both urban and rural areas), racial, economic, and sectoral diversity.

(d) Terms.—Each member of the Council shall be appointed for a term of 3 years.



**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 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 2006.



**Chair**  
**Tami Longaberger**  
*Chair of the Board and CEO*  
*The Longaberger Company*

Tami Longaberger, chair of the board and CEO of The Longaberger Company, has led the company through significant growth, product diversification, facilities expansion and new technologies. The eldest daughter of founder Dave Longaberger, she joined the

company in 1984. She was named president in 1994 and chief executive officer in 1998.

The Longaberger Company, a leading employer in Ohio, is the premier U.S. maker of handcrafted baskets and offers other home and lifestyle products, including pottery, wrought iron, fabric accessories and specialty foods. The company was founded in 1973.

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 16.9 million women with educational information and raised nearly \$11 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 President George W. Bush as chair of the National Women's Business Council, a bi-partisan 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 our country as a member of the U.S. delegation to the United Nations' Commission on Human Rights, held in Geneva, Switzerland.

Tami serves on the Woodrow Wilson Center for International Scholars and chaired the U.S. Executive Committee of the 2002 Helsinki Women's Business Summit. She is a member of the Ohio Business Roundtable, is past board chair of the national Direct Selling Association and is the former Chair of the Board of Trustees at The Ohio State University.

Longaberger received a bachelor of science degree in business administration from The Ohio State University.

## Women Business Owners



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

Susan Au Allen came to the United States from Hong Kong on an invitation from the White House. She received her J.D. from the Antioch School of Law and an LL.M. in International Law from Georgetown University Law

Center. For 17 years, she practiced law in Paul Shearman Allen & Associates of Washington, DC and Hong Kong.

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

She is a member of the Small Business Advisory Committee of the Export-Import Bank of the United States, the Diversity

Council of the Premier Automotive Group, the American Hotel & Lodging Association, International Franchise Association, the U.S.

General Services Administration Small Business Advisory Committee, U.S. Small Business Administration 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.



**Marianne Sensale-Guerin**  
*President and Owner*  
*Guerin Associates, LLC*

Marianne Sensale-Guerin is President and owner of Gorham, Maine based Guerin Associates, LLC, an environmental services and home heating oil delivery service. Born in New

Jersey, the middle of five children, she made Maine her home in April 1981.

While working for an oil company as finance manager from 1986 – 1989, she gained knowledge of environmental risks and regulations, particularly those governing underground fuel storage tanks.

In 1989 she became employed by Clean Harbors, Inc. In 1991, Marianne and her husband Marc formed Pollution Control Services, which they ran until 1999 when the assets of the company were sold. Marianne and Marc were then appointed to management positions with the parent company until an industrial accident tragically took Marc's life in November 2000. Six weeks following her husband's death, Sensale-Guerin was informed by her employer of its decision to close its Maine environmental division.

When faced with yet another challenge, Sensale-Guerin decided to move forward on her own. She struck a deal with her employer, allowing her to take over its existing federal contracts and perform them under a new entity, Guerin Associates, LLC.

Sensale-Guerin was named by the U. S. Small Business Administration as 2005 National and Maine Small Business Person of the Year. Guerin Associates offices are in Gorham and Presque Isle, Maine.



**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 has also 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.



**Susan Wilson Solovic**  
*CEO*  
*SBTV*

Susan Wilson Solovic is the CEO of SBTV.com, the Nation's only online television network dedicated to the growing small business segment of the U.S. economy. Solovic began her professional career as a television news anchor and reporter for

NBC and CBS affiliates. Subsequently, she joined a Fortune 100 company where she was named Vice President, Director of Corporate Marketing of an international asset-based lending division. While working in an executive capacity, she attended Saint Louis University Law School and graduated with honors.

Solovic is the author of the popular books, *The Girls' Guide to Power and Success* and *Reinvent Your Career: Attain the Success You Deserve and Desire*. Additionally, Solovic hosted

and produced a series of national satellite television broadcasts for women business owners in the United States and Canada and she helped to create a targeted investing program for a national brokerage firm. Solovic has been a featured columnist with United Press International (UPI) on women's business issues. She serves on the board of the John F. Cook School of Entrepreneurial studies at Saint Louis University and sits on the Advisory Board of the Women Presidents' Organization. She was named one of the Most Influential Women in St. Louis (2004) by the St. Louis Business Journal and received the 2004 YWCA's Special Business Leader award for Entrepreneurial Success. Recently, on behalf of SBTV.com Solovic accepted the Stevie Award for the Most Innovative Company up to 100 employees. The Stevie Awards are considered the Oscars of business.

Previously, she served on the John F. Kennedy School of Government Women's Leadership Board at Harvard. In 2000, she was the recipient of the U.S. Small Business Administration's Region VII Media Advocate Award, and the Columbia College Alumni Professional Achievement award in 2002.

## Women's Business Organizations



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

The Association of Women's Business Centers (AWBC) represents the interests of more than 100 non-profit women's business assistance centers throughout the United States.

The Association and its members provide support services to women business owners, ranging from underserved women entrepreneurs to women securing rounds of venture capital. The vision of the Association is a world where economic justice, wealth and well-being are realized through the collective leadership and power of successful entrepreneurial women. The AWBC is represented on the Council by Ann Marie Almeida, the President and CEO of the Association. Visit [www.awbc.biz](http://www.awbc.biz) to learn more.



**Mary MacRae**  
*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.

Mary MacRae, a past NAWBO national president from Nashville, Tennessee, serves as NAWBO's representative on the Council. For more information, visit [www.nawbo.org](http://www.nawbo.org) or call 1-800-55-NAWBO.



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

In 1979, a few dedicated Hispanic leaders realized the enormous potential of the Hispanic business community in the United States and envisioned the need for a national organization to represent its interests before the public and private sectors. Later that year, the United States Hispanic Chamber of Commerce (USHCC) was incorporated in the state of New Mexico, creating a structured organization aimed at developing a business network that would provide the Hispanic community with cohesion and strength. Since its inception, the USHCC has worked towards bringing the issues and concerns of the nation's more than one million Hispanic-owned businesses to the forefront of the national economic agenda. Maria Guadalupe Taxman, a woman business owner from St. Louis, Missouri and a past member of the Chamber's National Board, is their representative on the Council. To learn more about the USHCC, visit [www.ushcc.com](http://www.ushcc.com).



**Susan Bari**  
*President Emeritus*  
*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. Susan Bari, President Emeritus of WBENC, is their representative on the National Women's Business Council. To learn more about WBENC, visit [www.wbenc.org](http://www.wbenc.org).



**Patricia M. Soldano**  
*Founding Partner*  
*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. Patricia Soldano, WIPP Founding Partner, represents WIPP on the Council. Based in Costa Mesa, California, she is the owner of Cymric Family Office Services. For more information about WIPP, visit [www.wipp.org](http://www.wipp.org).



**Kathryn Eshelman**  
*Charter Member*  
*Women Presidents' Organization*

The Women Presidents' Organization (WPO) is a membership and peer-to-peer mentoring organization for women whose businesses annually gross more than two million dollars. It brings together highly

motivated and successful female entrepreneurs in a dynamic forum where they can share their expertise and experience. Chapters are professionally facilitated and contain no more than 25 women to help build trust and familiarity and allow for frank discussions of the issues at the heart of their members' minds. The WPO is currently operating in 31 locations nationwide and Canada. Kathy Eshelman, Charter Member of WPO, is their representative on the Council. She is president and co-founder of Columbus-OH based Grade A Notes and owner and co-founder of PatrioticJewelry.com. To learn more about WPO, visit [www.womenpresidentsorg.com](http://www.womenpresidentsorg.com).

**The following members of the Council completed their terms in 2006.**

**Jean Johnson**  
*President and CEO*  
*LegalWATCH*

**Laurie McDonald Jonsson**  
*President and CEO*  
*Stellar International*

**Karen Kerrigan**  
*President and CEO*  
*Women Entrepreneurs Inc.*

**Claudia Laird Obertreis**  
*Vice President*  
*Ability Center*

**Sheri L. Orlovitz**  
*Founder, Chairman & CEO, Shan Industries, LLC*  
*Founder & Owner, OrloVon, LLC*

**Annie Presley Selanders**  
*Principal and Owner*  
*The McKellar Group, Inc.*

**Terry Neese**  
*President and Co-Founder*  
*Women Impacting Public Policy*

**Dr. Marsha Firestone**  
*President*  
*Women Presidents' Organization*



## 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 Post-secondary 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.

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 and  
Research Analysis*

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

development, event production, and speechwriting.

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

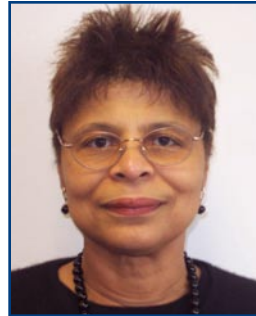
Prior to joining the NWBC staff, Ms. Gilmore served as Director at Dittus Communications, where she specialized in implementing strategic communications and public relations initiatives for nonprofit clients. While at Dittus, she utilized her expertise in materials development, online communication,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

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

Ms. Gilmore began her career at The Hawthorn Group, L.C., a public relations and public affairs firm in Alexandria, Va. While at Rice University in Houston, Texas, Ms. Gilmore worked under former Secretary of State James A. Baker III at the Baker Institute for Public Policy where she helped imple-

ment 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.



**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 preparing and monitoring the Council's budget, managing accounts payable and receivables, and preparing monthly reports on the

Council's financial status. She is the Council's representative for the Federal OSDDBU Directors Interagency Council. 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).

Also on staff as Director of Outreach was Christina Andrews.

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





# NATIONAL WOMEN'S BUSINESS COUNCIL

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