



WOMEN'S NETWORK

connect | empower | engage

2021-2022 Supplemental Materials

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Section 1 – Mission Statement and History

MISSION STATEMENT

The mission of Women’s Network is to connect, empower, and engage membership through leadership development, educational opportunities, and innovative outreach.

FOUR MAIN PRIORITIES

1. Empower and develop members to embrace leadership opportunities inside and outside of Women’s Network.
2. Provide interactive programs focused on the core mission of Women’s Network while ensuring educational opportunities for members.
3. Provide communication mediums to engage membership.
4. Encourage Women’s Network members to promote innovative thinking and embrace opportunities for positive change.

PAST CHAIRS LIST

1980-81	Toni Sommers	2007-08	Anne Farrow
1981-82	Mellany Jones	2008-09	Sherry Waddill
1982-83	Jan Grossman	2009-10	Renae Nicholes
1983-84	Vicki Dunscombe	2010-11	Kelley Marchbanks
1984-85	Mariel Liggett	2011-12	Jennifer Thoma
1985-86	Sue Ann Schaefer	2012-13	Kate Grant
1986-87	Janice Schuerman	2013-14	Heather Hargrove
1987-88	Christine Marks	2014-15	Heather Stewart
1988-89	Deb Snellen	2015-16	Jessica Macy
1989-90	Barb Scotten	2016-17	Erica Pefferman
1990-91	Betty Schuster	2017-18	Michele Batye
1991-92	Linda Arnold	2018-19	Tennille Lester
1992-93	Ellen S. Roper	2019-20	Krista Kippenberger
1993-94	Sabrina McDonnell	2020-21	Michele Curry
1994-95	Muriel Battle		
1995-96	Karen Taylor		
1996-97	Susan Yesilada		
1997-98	Pat Hostetler		
1998-99	Mary Becker		
1999-00	Debbie Rawlings		
2000-01	Sharon Kinden		
2001-02	Kim Stonecipher-Fisher		
2002-03	Sue Rodgers		
2003-04	Robin Nichols		
2004-05	Barbie Weaver		
2005-06	Michelle Hill-Ishmael		
2006-07	Leigh Britt		

CHAMBER LEADERSHIP

Chair Gary Ward, *University of Missouri*
Chair-Elect Michele Batye, *Dave Griggs Flooring America*
Past-Chair Matt Moore, *Shelter Insurance Companies-Main Office*

CHAMBER DIVISIONS

Ambassadors Greg Baker, *Boy Scouts of America-Great Rivers Council*
EPIC Jackie Rodgers, *Smith Lewis LLP*
Women’s Network Teresa Snow, *MU Health Care*

WN EXECUTIVE COMMITTEE

Chair Teresa Snow, *MU Health Care*
Past Chair Michele Curry, *Commerce Bank*
Chair-Elect Liz Townsend Bird, *University of Missouri*
Treasurer Katie Swanson, *Change Collaborative*
Secretary Corey Buckman, *Gracefully Made Boutique*
Strategic Plan Advisor Dr. Janice Dawson-Threat, *Grade A Plus, Inc.*

WN LEADERSHIP TEAM

Lara Pieper, <i>Bloom Bookkeeping LLC</i>	Advisory Member
Nikki McGruder, <i>MU Health Care</i>	Advisory Member
Patty Anderson, <i>Veterans United Home Loans</i>	Advisory Member
Sara Riegel, <i>Columbia Mall</i>	Advisory Member
Jason Gruender, <i>Liberty Family Medicine</i>	Advisory Member
Stephanie Smith, <i>Columbia Mall</i>	Advisory Member
Megan Steen, <i>Burrell Behavioral Health</i>	Advisory Member
Karen Brammer, <i>University of Missouri</i>	Senior Co-Chair, Special Events
Katie Fleming Cunningham, <i>EquipmentShare</i>	Junior Co-Chair, Special Events
Meredith Hoenes, <i>Boone Electric Cooperative</i>	Senior Co-Chair, Programming
Angie Gentry, <i>Central Bank of Boone County</i>	Junior Co-Chair, Programming
Justina Dial, <i>Central Bank of Boone County</i>	Junior Co-Chair, Marketing & Communications
Beth Orns, <i>Brave Counseling & Wellness</i>	Senior Co-Chair, Membership
Rebecca Young, <i>Columbia Insurance Group</i>	Junior Co-Chair, Membership
Fran Muench, <i>First Presbyterian Church</i>	Senior Co-Chair, Mentoring
Luana Fields, <i>Hawthorn Bank</i>	Junior Co-Chair, Mentoring
Dr. Janice Dawson-Threat, <i>Grade A Plus</i>	Strategic Plan Advisor

WN HISTORICAL PERSPECTIVE

In 1979, the Columbia Chamber of Commerce began to look at new ways to grow the financial position of the Chamber. At this time, of the six hundred Chamber members, only twelve were women, with only one woman on the Chamber Board of Directors. Women in business had few opportunities to get together and discuss issues related to being a businesswoman or business owner. They were not invited to join civic organizations but could join Jaycee Wives or Rotary Anns. During the Chamber of Commerce Small Business Week, a seminar was held for women in business. The success of this seminar led the Chamber Steering Committee to create a subcommittee of the Small Business Week. The committee approved by the Board was called "Professional Women's Network." The members of this subcommittee were: Georganne Porter, Marci Lower, Toni Sommers, Mary Kay Baumann, Kathryn Sexton, Pat Easton, Georganne Lundgren, Diane Hennesy, Jan Grossmann, Donna Koeching, Maureen Smith and Nancy Steinmann. The Professional Women's Network Committee operated for more than a year as a subcommittee.

In 1981 after much consideration and growth of the Professional Women's Network subcommittee, Jan Grossmann and Mellany Jones felt that an alliance with the Chamber was crucial to continue to grow. They presented the idea of becoming a division of the Chamber to the Board of Directors. The decision was not easy and much lobbying was done that resulted in the Board approving the change of Women's Network from a subcommittee to a division.

In August 1981, Women's Network started as a division of the Columbia Chamber of Commerce with 79 members. Dues were \$10 per person. By October, the membership grew to 89 members. By June of 1982, the division had developed bylaws and established the officer positions and duties. These were approved by the Chamber Board in September of 1982.

Over the next several years, five Women's Network members served on the Chamber Board of Directors. These ladies were: Elinor Arendt, Mary Kaye Baumann, Jan Grossman, Mellany Jones and Nancy Steinmann. Women's Network decided to award an annual scholarship of \$500 to an Outstanding Woman in the community beginning in April 1984.

By 1988, Women's Network grew to 450 members, making it the largest division of the Chamber. The Network continued to address changing trends in women's roles in business.

Women's Network celebrated its fifteenth anniversary in 1995. That year also marked the introduction of the ATHENA International Awards program. The first recipient of the ATHENA Leadership Award in Columbia was Linda Arnold.

In 2008-2009, Women's Network did a self-evaluation that led to a new strategic plan, new priorities, new mission statement and reorganization of committees. During this time period, the Steering Committee added the ATHENA Young Professional (AYP) Award to be awarded during the Annual ATHENA Banquet. The first AYP recipient was Elizabeth Mendenhall.

From its inception, the purpose of Women’s Network has been to increase the personal and professional growth of businesswomen and to encourage participation and recognition of women within the Columbia Chamber of Commerce.

Section 2 – General Network Information

OPERATING MANUAL

For the operating guidelines of WN, please see the Women’s Network Operating Manual, which is available on the WN website and via email by request. The Operating Manual is the governing document for WN. This document is a supplemental document that details WN committees, events, etc. For financial questions, please see the Chamber’s Financial Policies & Procedures manual.

LEADERSHIP TEAM

Leadership Team is the guiding board for WN. LT members serve 3-year terms and may not serve more than two consecutive terms. A period of one year must elapse before eligibility is restored. If an LT member is elected to the officer role of Chair Elect, the member’s term on Leadership Team will end at the conclusion of their year of service as Past Chair. Leadership Team members are elected by the membership at-large and then appointed to a co-chair role by the Women’s Network Chair. Executive Committee members, including the Chair, Chair-Elect, Past Chair, Secretary, and Treasurer, are elected by the Leadership Team.

NETWORK MEMBERSHIP

To become a member of WN, a person must be working for a company which is a Chamber member. Memberships are transferable during the term if the business purchased the membership on behalf of the individual. Members who join WN from October to March will have their dues for the current year prorated. Membership dues invoices go out in April and subsequent reminders are sent. Drop members who have not paid by July 1.

SPEAKERS/ANNOUNCEMENTS

Women’s Network will provide programming which is of interest to members, but which does not promote or endorse a particular product, service, business, company, or service provider. These programs should be geared toward our mission statement and four main priorities.

Handouts or other materials which could be considered promotional in nature can only be placed on a table specifically designated for that purpose. Only announcements or paid “commercials” are allowed at general WN meetings by WN/Chamber members.

SCHOLARSHIPS

WN offers several scholarships to Chamber and other area leadership programs throughout the year. Please see Past Chairs Committee section for details on scholarships. **All scholarships**

except the Debin Benish Award and potentially the Leadership Visit Scholarship are on pause for the 2021-22 fiscal year due to budget constraints or program availability.

- Leadership Columbia Scholarship
- Greater Missouri Leadership Challenge
- Debin Benish Outstanding Businesswoman Award
- Leadership Visit Scholarship

SPONSORSHIPS

WN offers sponsorships for nearly every event, ranging from cash to trade opportunities. The Chamber sells sponsorships during the Total Resource Campaign, from March to June, each year. The WN Director is the main contact for sponsors, but co-chairs for each committee assist in managing those sponsorships.

MAILING LIST

Network mailing list (available in an Excel file) will be sold for \$75 for WN and Chamber members.

- Purchase of the electronic list is for a one-time use only.
- Purchase of the electronic list for political endorsement is not allowed.
- Payment, unless otherwise approved is due upon receipt of order.
- Email addresses are not included in mailing list.

GENERAL COMMITTEE CHAIR PROCEDURES & EXPECTATIONS

- Review the purpose of your committee and the list of its duties. Discuss the duties with the Chair and WN Director.
- Discuss the proposed time with the WN Director at the beginning of the program year. Set the date, time and location and give the information to the WN Director to be entered onto the appropriate calendars. This information should also be given to the Marketing & Communications and updated if changed.
- WN Director will send meeting agenda to the committee if you provide it via email no less than 24 hours prior to your meeting start time.
- WN Director will send minutes to the committee if you provide them via email.
- Contact the WN Director or Chair-Elect to discuss any problems or questions.
- Become familiar with the mission statement of WN and the Operating Manual. You should also understand the eligibility rules for membership.
- Keep records and maintain a notebook for your committee to pass to the next chair.
- Attend New Member Welcomes and recruit members for your committee. One representative from each committee is expected to attend each New Member Welcome.
- Term of office for committee co-chairs is July 1 to June 30.
- You are authorized to spend funds budgeted for your committee without Leadership Team approval. Any unbudgeted expenditure must be approved by Leadership Team in advance.
- WN is tax exempt from all purchases. WN uses the same tax number as the Chamber of Commerce (see WN Director for form). All receipts or invoices are to be remitted as soon

as possible. Bills should be submitted with a payment authorization form describing the purpose of the amount and the committee to be billed. The committee chair or WN Director must sign this form. Those items that are not paid at time of service should be sent directly to WN for payment. Whenever possible, the WN Director should pay for items directly to eliminate the need for reimbursement.

Section 3 - Officers

CHAIR

- Preside at all Network meetings and at WN Executive Committee and Leadership Team meetings.
- Serve as official spokesperson for WN.
- Maintain Chamber representative status.
- Represent Network on the Board of Directors of Chamber of Commerce and the Executive Committee of the Chamber Board of Directors.
- Provide information to WN regarding Chamber of Commerce.
- Report to members on WN goals and committee activities.
- Plan and facilitate at least one planning/working retreat.
- Serve as a backup to the Treasurer for signing checks.

Chamber of Commerce Board Meetings:

WN Chair shall report on WN to the Chamber Board. Other meetings with the Chamber President, staff, and WN Chair-Elect are encouraged to maintain a high level of involvement between the Chamber and WN.

A WN summary report will be included from time to time in Board documents. This report will include upcoming monthly meetings and events, membership status, number of new members per month, attendance at monthly meetings, etc.

Planning Sessions:

One retreat, usually held during the summer, allows the Chair to communicate goals for the year and any special procedures. This retreat serves as an orientation for the upcoming year. Other Chamber leaders may be invited at the Chair's discretion.

PAST CHAIR

- Serve on Executive Committee of Women's Network
- Chair the Past Chairs' (Scholarship) Committee.
- Attend Leadership Team meetings and provide guidance to Leadership Team and Chair.
- Direct the selection process for WN scholarships and awards.

CHAIR ELECT

- Serve on the Executive Committee of Women's Network
- Perform duties of the Chair in absence of Chair
- Attend Chamber Board Retreat (usually held in the spring)
- Co-facilitate retreat with Chair
- Recognize outgoing Chair of Women's Network at the June luncheon.
- Appoint Committee Chairs for the upcoming year.

LEADERSHIP TEAM

- Chair the various committees of the Network as appointed by the Chair.
- Ensure that committee activities are within guidelines and objectives.
- Vote on changes to approved documents, such as budget or Operating Manual, as well as contracts entered into by the Network.
- Leadership Team members who are appointed as committee co-chairs will also be responsible for the following:
 - Recruit committee volunteers
 - Review purpose and create action plan and goals for committee for each year
 - Create agenda for each meeting
 - Assign action items to committee volunteers
 - Attend committee meeting of which you are co-chair
 - Work with Chair-Elect and WN Director to submit any proposals to Leadership Team for approval
 - Understand eligibility rules for membership
 - Keep committee records to pass on to next co-chair
 - Spend any funds budgeted for committee, sign check requests
 - Work with sponsors for committee events; find sponsors if missing budget reduction items
 - Set committee budget for following year

SECRETARY

- Take minutes at all Leadership Team and Executive Committee meetings and retreats.
 - Keep record of attendance at Leadership Team and Executive Committee meetings.
 - All topics discussed during the meeting should be recorded with attention to "sensitive" material, such as an election or dismissal.
 - Provide meeting minutes to the WN Director to be distributed to committee members within one week of the meeting date.
- Serve on Executive Committee of Women's Network.
- Preside at meetings in absence of Chair, Chair-Elect, and Treasurer.
- Ensure that internal documents are updated annually.

TREASURER

- Oversee WN financial accounts with Chamber financial staff

- Approve and sign checks
- Give financial report at Leadership Team meetings
- Prepare annual budget in coordination with committee co-chairs
- Serve on Executive Committee of Women's Network
- Preside at meeting in absence of Chair and Chair-Elect
- Chair the WN Budget & Finance Committee
- Serve on Chamber Budget & Finance Committee

Procedures:

Financial records are audited annually in conjunction with those of the Chamber.

Women's Network is a division of the Chamber, and as such uses the Chamber's federal tax identification number.

Projects of WN expected to cost over \$2,000 should be placed on bid. Whenever possible, these items will be purchased from Chamber members. No purchase will be made for any purpose, which is not authorized in the budget unless prior approval is secured from Leadership Team. Non-budgeted purchases can be authorized by the Chamber President up to \$2,500. The Chamber Board of Directors Executive Committee must authorize anything over this amount.

It is not necessary to accept the lowest bid if justification can be given for this acceptance. Contractual arrangements will be signed by the Chamber Chair or the Chamber President.

The Treasurer is responsible for signing checks and ensuring that the appropriate accounts have been charged. This process is usually performed twice each month. Two people may sign the checks though only one is required. In the absence of the Treasurer, the Chair may sign the checks. The Treasurer is expected to sign checks within 5 business days of checks being processed by Chamber staff. If the Treasurer is unavailable to sign checks in that timeframe, the WN Chair may step in to sign the checks to help keep all accounts paid in a timely fashion. Toward the end of the Treasurer's term, they should complete new signature cards for WN accounts. The signers will be the Treasurer, Chair, as well as Chamber President and Chamber Chair.

Check requests should be filled out as soon as possible. If a co-chair is getting reimbursed, then the other co-chair should sign off on the request. Requests for personal reimbursements should be made within 30 days of purchase and must include a receipt.

For invoices which are mailed to the Chamber directly, the WN Director will complete a check request form.

The Treasurer or Chair makes a financial report at each Leadership Team meeting. Prior to those meetings, the Chamber's financial staff will provide the Treasurer with an income statement, a balance sheet and a transaction ledger.

WN operates within a balanced budget. However, the network may pull from reserves with approval from Leadership Team and the Chamber Budget & Finance Committee. All transactions are accounted for on a cash basis except for member dues, which are accounted for on an accrual basis.

The budget is prepared by the Treasurer and co-chairs starting in January and the finalized copy is presented at the March Leadership Team meeting with a vote in April to approve.

The budget of WN includes an assessment paid to the Chamber. The assessment will be reviewed periodically by the Chamber's President, Chamber Budget & Finance Committee and WN Chair.

WN reimbursement to the Chamber operating budget is calculated at 90% of the WN Director's salary and benefits are calculated at 10% of the salary..

Along with the Chamber assessment, the budget includes a Total Resource Campaign assessment which is equal to the incentive paid to Chamber members for the sponsorships obtained for WN through the Campaign.

Network shall keep a minimum of three months' budgeted expenses in reserves.

TREASURER ELECT

- Assists the Treasurer when needed
- Learns the practices of the Treasurer in order to take over position after current Treasurer's term is up
- Acts as Treasurer and assumes all duties when and if the Treasurer is not present

STRATEGIC PLANNING ADVISOR

- **If the advisor is not a current member of the Leadership Team**, this is a non-voting position, not counted as an LT member and cannot be used when trying to constitute a quorum. If the advisor is a current member of Leadership Team prior to their appointment, this person will continue to be recognized as an LT member during their tenure as Strategic Plan Advisor.
- Should attend LT committee meetings when there is an update or when asked to attend by WN Chair or WN Director.
- Duties to be assigned as appropriate by WN Chair and/or WN Director.

WN DIRECTOR

This is a non-voting position. The WN Director shall be a Columbia Chamber of Commerce staff member and reports to the Chamber President. The responsibilities of the WN Director will include:

- Sending communication via e-mail to all WN members, including event invitations, committee correspondence, WN newsletter and additional information requested by Leadership Team members.
- Attending all WN meetings and functions (when possible) and report back to the Columbia Chamber of Commerce if needed.
- Coordinates all events and programs with WN committee volunteers.
- Tracks finances and maintains WN membership data.
- Handles all logistics of the organization.

Directory

The WN Director shall maintain the WN directory digitally on the Women’s Network website. Members will be added to the directory once they have paid their annual membership dues and are considered an active member. Members will be removed from the directory when they are no longer considered active members, meaning they have been dropped for nonpayment, are no longer Chamber members, or ask to be removed from the directory for personal reasons.

Section 4 – Committees

MEMBERSHIP COMMITTEE

Purpose

The Membership Committee will retain and enrich membership and serve as the welcoming arm of Women’s Network.

Budget Items

- XWN expenses
- New Member Welcome expenses

Operations

- Welcome new members to the Network.
- Provide greeters at monthly Network meetings.
- Plan and organize 3-4 New Member Welcomes per year, in coordination with the Chair's schedule.
- Contact members who have not renewed memberships.
- Plan and implement retention activities to build network membership.
- Administer Experience Women’s Network (XWN) program.
 - The XWN program is for Women’s Network members who want to better understand the benefits and opportunities of Women’s Network membership and/or become better connected within the organization.
 - This program is on pause currently, with a goal of restarting by the end of fiscal year 2021-22.

New Member Welcomes

New Member Welcomes (NMW) are for members who have joined the Network in the last six months. NMW provide an opportunity to learn about the organization, how to get involved, and to meet other new members and WN leadership. It is the responsibility of the Membership committee co-chairs to check with the Chair and Chair-Elect regarding their schedules before setting a date and time for the NMW.

Documents of note

- New Member list – updated monthly
- XWN Card

PROGRAMMING COMMITTEE

Purpose

Plan the monthly Professional Development Luncheon programs, as well as other events, at the request of the Leadership Team. Choose speakers and topics that are consistent with the mission of WN. Topics should be timely, of general interest, and professional development focused.

Budget Items

Speaker expense, lunch expense, Spotlight Luncheon speaker expense, Spotlight Luncheon lunch expense.

Operations

- Plan program for the July to June year.
- Confirm the speaker and make necessary arrangements using the WN speaker contract.
- Maintain annual program lists to avoid duplication.
- Make arrangements with speakers for A/V and other special needs.
- Introduce the speaker at monthly luncheons.

The committee will consider any submitted proposal that supports the strategic direction of WN. The committee decides to accept the proposal and refer to the Leadership Team for approval, to ask for more information before making the decision, or to reject the proposal. The committee should submit program proposals to the Leadership Team at least three months prior to the planned program date.

It is preferred that proposed presenters have been seen making presentations and can be recommended by a committee member or WN member from personal observation. Chamber membership is neither a plus nor a minus when the merits of the program or the presenter are considered. The presentation shall not be used by the presenters as a podium to sell products or

services. Once a topic has been chosen by the Programming Committee, a speaker contract will be sent to the speaker.

At Programming committee meetings, the committee should review participant surveys, work on current month's luncheon, brainstorm for future presentations, determine speaker needs and send any actions to Leadership Team.

Committee members share the responsibility for contacting possible speakers, for obtaining references or videos to review and securing a speaker contract. Committee members should complete check requests for speaker fees and coordinate with staff for delivery.

Spotlight Luncheon:

The Spotlight Luncheon is intended to be a large-scale program with a high-caliber speaker. This program was historically aligned with the Chamber Business Showcase as a part of a package: program, lunch, and admission to the Showcase. The Spotlight Luncheon can be scheduled as an independent program and has its own budget within the Programming section. The goal of the Spotlight Luncheon is to draw a large audience with speakers and topics that are consistent with the mission of WN.

Documents of note

- Program Calendar
- Committee Procedures
- Speaker Info Form
- Program Proposal Form

SPECIAL EVENTS COMMITTEE

Purpose

Coordinate special events that are supplemental to the calendar of regular monthly programs. The Leadership Team may request an event or the Special Events committee may make suggestions for additional activities.

Budget Items

Decorations, food, entertainment, awards, and other expenses for regularly scheduled and special events.

Operations

- Organize and plan a Fall and Spring Mixer, Holiday Mixer, Flash Networking and ATHENA International Awards Banquet.
- Organize other activities as specified by the Leadership Team
- Emcee functions planned by Special Events when needed
- Complete all of the above within the budget requirements and trade assignments that were set for the committee and for each event.

The Special Events committee will organize mixers, flash networking events and the ATHENA International Awards Banquet each year. The committee will work with the locations, catering and other necessary sponsors in order to plan each event.

Typically, there is a fall, spring and holiday mixer. Flash Networking events are planned throughout the year, as calendar allows.

ATHENA International Awards Banquet

The Special Event Committee will plan the details and logistics for the ATHENA International Awards Banquet, choosing the details for the event. They will also set-up the event on the day of the Banquet. The committee will coordinate the Roses for Mentors fundraiser that ties-in with ATHENA week, where roses are sold with messages and personally delivered to raise money for the WN Mentoring Program.

ATHENA Action Items

Roses for Mentors

- Order forms for luncheon
- Website form
- Roses ordered through member business that provides service
- Committee will need to figure out delivery logistics

Budget Items

Licensing, "Becoming ATHENA" Book, ATHENA Young Professional Award and Finalist Awards.

Event

- Choose a theme
- Contact all sponsors
- Prepare Save the Dates, Invitations and Programs
- Take reservations
- Select food and signature drink
- Invite previous ATHENA award recipients
- Select speaker
- Media and newsletter promotion

MARKETING AND COMMUNICATIONS COMMITTEE

Purpose

To increase awareness and knowledge of Women's Network through the publication and promotion of special activities, newsworthy items, and member recognition as well as to support the committees with any communications-related initiatives.

Use a variety of channels to provide information to members regarding meetings, membership, committees, activities and issues of interest to Women's Network members, specifically ensuring that the monthly newsletter is published.

Budget Items

Promotional items for Women's Network, advertising, graphic design services, WN website/web maintenance, WN member gift for June monthly program.

Operations

- Create content for Women's Network and Chamber newsletters as requested
- Develop new brochures and/or publications as needed for WN
- Address public awareness and public information announcements in newsletters, website and the local media
- Create and update the Women's Network marketing plan
- Create annual committee budget for the next fiscal year
- Plan and gather newsletter and website content within guidelines of committee policies and special attention to Women's Network mission statement
- Coordinate layout of articles for monthly newsletter/website
- Follow the WN Style Guide
- Maintain WN Social Media pages

Documents of note

- Marketing Request form

WN Newsletter

The Marketing & Communications committee is responsible for generating content and assisting with layout of the Women's Network newsletter as needed. All articles assigned should be submitted to the WN Director or placed directly into the email template in a timely fashion prior to the newsletter's publication date. Newsletter should follow the WN Style Guide and branding document.

The newsletter currently contains, but is not limited to the following items:

- Article on the upcoming monthly meeting: This should include a short summary of the program, a picture and biography of the speaker (or a graphic, if there is no photo available). This should be written by the Programming committee volunteer who is working with the speaker.
- New member names and businesses: This list should include only those who have joined since the previous newsletter listing.
- Women's Network calendar: The Women's Network calendar includes a list of the dates, times, and locations of Women's Network activities and Committee meetings.
- Previous month's program highlights and photos, if space permits.
- Member Profile: A drawing will take place at each monthly luncheon to select a member to be featured in the newsletter. Committee members assigned to write Member Profiles

must contact the member to be profiled as early as possible, letting them know that they are responsible for providing a professional headshot. The committee member interviews the profiled member, writes the profile, and submits the article to the profiled member for approval prior to deadline.

- Chair's Corner: Article or video in which the current chair can address the membership on current issues. If the Chair chooses to record a video, a transcript must accompany the video for publication on the website blog. Past-Chairs may fill in if the Chair cannot complete an article.
- Mission statement
- Scholarship opportunity notices

Newsletter Policies

- The purpose of the newsletter is to keep members informed of WN activities. It is not the purpose of this publication to serve as "free advertising" for any member's business or services. Member businesses may purchase ads in the WN Newsletter through the TRC campaign or by agreement with the WN Director.
- The purpose of the Member Profile is to acquaint members with one another. Make every attempt to feature a new individual each month.

Media Relations

- A member of the Marketing & Communications Committee will send information about events and activities to an approved list of media outlets on a regular basis. All media advisories and press releases must be cleared with the Chamber Marketing & Communications Director before being sent to media contacts.
- Marketing & Communications will work with the Programming Committee and the luncheon guest to determine if it is worthwhile to invite someone from the media to attend the luncheon with the objective of educating the media about WN.

WN Website

It is the responsibility of the Marketing & Communications committee to update the WN website on a regular basis. Content can and should be repurposed from the newsletter, with additional content added as available.

Website Procedures

The purpose of the website is to easily communicate information to WN membership, easily update and disseminate activities of WN, highlight leaders and members in new and unique ways. WN can sell advertising space throughout the website. Member businesses may work directly with the WN Director to purchase ad space.

Social Media – Posting and Social Media Liaison

- Social media websites, such as Facebook, Instagram, LinkedIn, and Twitter, should be used to promote activities and events. Posting of photographs is highly encouraged.

- The Social Media Liaison will be chosen from the Marketing Committee or the general membership by the co-chairs of that committee with WN Director and Chair approval. If someone from the general membership is appointed to this position, they must make a commitment to become a regular participant in the Marketing & Communications committee meetings. This person will be given social media account access and credentials, which will be revoked if they are no longer able to be on the committee or if they are no longer a WN member. Additionally, if they are found to be misusing or misrepresenting the Network in any way online, their position will be revoked and all social media responsibilities will be transferred to another member.
- WN Director and the appointed Social Media Liaison have access to the administrative pages for any social media sites. Only the WN Director and Social Media Liaison have rights to post information to social media channels on behalf of WN, and they will post at the discretion of the Marketing Committee with Director approval.
 - Examples include: promoting monthly luncheons, welcoming new members, call for milestones, event invitations, event follow up, scholarship award deadlines.

Special Project Requests

Committees may request special assistance from the Marketing Committee with promotion of any events or meetings. A Marketing Request Form should be provided to the Committee a minimum of four weeks prior to what the committee needs.

MENTORING PROGRAM

Purpose

Coordinate an annual mentoring pairing program, with term to be defined by the co-chairs, that is structured to make it as effective and powerful as possible for the participants.

Budget Items

Training assessment, Wrap-Up Meeting expenses

Operations

- Have mentees set goals for program
- Have mentors connect mentees to six people in the community throughout the year who can help mentees achieve their goals
- Conduct an orientation training annually to kick off the program
- Maintain policies of the program including, but not limited to, mentees and mentors being Women's Network members and committing to a year-long program
- Check in with pairs on a regular basis to ensure that program expectations are being met
- Obtain feedback from mentees and mentors on program to assist with continuous improvement
- Assist in creating structured program materials for pairs to use as guidance

Documents of note

- Mentee Application Form
- Mentor Application Form

ATHENA SELECTION COMMITTEE

Purpose

To select the recipients of the annual ATHENA Leadership Award and the ATHENA Young Professional Leadership Award.

Budget Items

See Budget Items under Special Events committee

The ATHENA Award is presented to an individual for achievement, service, and assistance to others. This individual demonstrates excellence in business or profession, devotion of time and energy to the community in a meaningful way and one who actively assists women in realizing their leadership potential.

The ATHENA Young Professional Award is presented to an individual who is an emerging leader and demonstrates excellence, creativity and initiative in her/his business or profession, provides valuable service to improve the quality of life for others in her/his community and clearly serves as a role model for young women both personally and professionally.

Please note that those who receive the ATHENA Award are recipients, not winners.

The ATHENA Award Selection Committee will be chaired by the WN Past-Chair and will be composed of past ATHENA and ATHENA Young Professional recipients, current WN Chair, current Chamber Chair and the Chamber President. This Committee will be responsible for selecting the ATHENA recipients. Nominators and nominees for the award shall not participate in the selection committee while said nomination is active, even if they would have otherwise been qualified to participate.

Documents of note

- ATHENA Nomination form (to be updated annually)
- Rubrics for Scoring Nominees

PAST CHAIRS COMMITTEE

Purpose

To serve as the advisory board of the organization by offering guidance from a historical perspective, to use influence and contacts to assist members who have exhibited leadership skills, provide leadership and guidance and to encourage members in their involvement in the Chamber of Commerce.

Budget Items

Leadership/Past Leadership mixer expenses, Scholarships

Operations

Direct the selection process for Women's Network scholarships and awards. The need for the meetings will be determined by the Immediate Past Chair, who chairs the Committee.

- **Leadership Columbia Scholarship** (2 available) May be presented to one or more active members of Women's Network for enrollment in the Chamber's Leadership Columbia program. **This scholarship is on hold for the 2021-22 while selection of new participants is on hold for reasons related to the COVID-19 pandemic.**
 - August – Inform Leadership Columbia Liaison that WN would like to offer scholarship again.
 - August – Draft announcements
 - September – Schedule Selection Meeting for Past Presidents immediately following LC application deadline in October.
 - October – Select Recipient
 - November – Announce Recipient in newsletter and at WN luncheon.

- **Greater Missouri Leadership Challenge (GMLC)** (1 available) May be presented to a member of Women's Network for enrollment in the state-wide leadership development program. **This scholarship is on hold pending the return of the Greater Missouri Leadership Foundation to Chamber membership.**
 - June – Contact GMLC Executive Director for changes and deadlines
 - July – Draft announcements
 - August – Schedule Selection Meeting for Past Presidents in September
 - September – Select Recipient
 - September – Announce Recipient in newsletter and at WN luncheon.

- **The Debin Benish Outstanding Businesswoman Award** (1 available) Presented annually to a businesswoman that has exhibited leadership in supporting small business, has a record of volunteering in the community and is a mentor to other businesswomen. The recipient must be the owner or employee of a Chamber member business. This award is selected by previous recipients, Steve Powell with Delta Systems and Dave Benish.
 - January – Draft application and announcements
 - March – Schedule Selection Meeting for Previous Debin Benish Recipients in May
 - May – Select Recipient
 - June – Announce Recipient at Chamber Annual Meeting and newsletter afterwards.

- **Chamber Leadership Visit Scholarship** – (1 available) Presented to a WN member to attend the Chamber's annual Leadership Visit trip. Scholarship will cover airfare, lodging

and group meals. **This scholarship is on hold for the 2021-22 program year due to budget constraints and program uncertainty related to COVID-19.**

May 1 – Announce scholarship

June 1 – Schedule selection meeting

July 1 – Deadline

July Luncheon – Announce recipients and include in following WN Newsletter

August 1- Paperwork from recipients must be filled out

WN Director shall coordinate with the WN Treasurer and Past Chair to process a check “on behalf of” the recipient, payable to the intended entity in a timely manner preceding the announcement of each scholarship. WN Steering may vote to add or eliminate scholarships as seems necessary.

Documents of note

- Scholarship Applications, to be updated each year.

DRAFT