



## A Message from the Chairs

Dear C200 members,



*Susan McLaughlin*

As you know, this year marks a watershed moment for C200. As our organization turns 35 and our Foundation turns 30, we are set to launch a new chapter of Success Shared. In doing so, we will be capitalizing on significant efforts – some of which have been underway for the past 18 months.

These include: the redesign and development of our website, through which we will launch our new brand; the start of the Corporate Board Forum; the

launch of C-Ahead, a new program for high potential corporate women destined to fill our C200 pipeline in the years ahead; and the creation of The C200 Mentoring Council – more than 48 members who will support our entrepreneur Protégés throughout their 2-year term and at a pre-Conference program in Key Biscayne. Hats off to Laura Grondin for her contribution to these efforts and a huge thank you to Janet Muhleman and Miranda Ehmke for their tireless work on the new C200 branding and website.

A few words on each:

Among the many criteria used in selecting our new Executive Director, we wanted to find a candidate who excelled at demonstrating operational performance. Mona Buckley, the former CEO of the Chicago-based Professional Insurance Marketing Association (PIMA), stood out among the rest. As an expert in governance and strategic planning, and a lifelong proponent of women helping



*Pamela Craig*

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*Join us for the  
2017 Annual  
Conference.  
Register Now*

Peer Community

A Message from the Chairs (continued from page 1)

women, we are confident that Mona will be an outstanding leader for the C200 team.

Feedback from our strategic planning process was clear: Members value C200 for its Peer Community – an assurance that fellow members have the shared bond of having similar business experience and, therefore, life experiences. Furthermore, you placed high priority in Advancing Members, which was consequently designated as a C200 Strategic Imperative. Also important was ease in accessing other members for advice and counsel on issues of all types – from seeking your next professional role to insights into health and family – and your willingness and interest in reciprocating. In response, we created a “Community Center” specially for that purpose on the new website.

Perhaps of most interest to our members is access to corporate and private board opportunities, and education and resources to assist in obtaining those seats. Over 60 members have signed up for the Corporate Board Forum initiated by Diana Reid. The new website will host a members-only area where board opportunities from major search firms will be posted, in addition to relevant information and events.

We have also recognized the importance of C200 Councils as it relates to member engagement, and have created message boards to facilitate communication among Council members.

In assessing our logo, we were drawn to the nautilus, a sea creature who lives in an ever enlarging shell. Inspired by this natural symbol of evolution, our new logo weaves together eight elegant Cs, stepping up from “committee” to represent other facets of today’s organization: collaborate, connect, celebrate, champion, community, catalyst, change.

This fall, C-Ahead will be launched under the leadership of Pamela Craig and Donna Troy. We encourage you to nominate a woman from your company for this highly-selective program tailored for current, or soon-to-be, P&L holders with curriculum presented by C200 members Ellen Kullman, Ronee Hagen and Cheryl Bachelder.

Also, a reminder that we are currently compiling our third annual Best Business Book (B3). By purchasing a page or partial page you will not only support C200 but also be highlighted in the printed book and on the new C200 website.

Finally, please join us in the commemoration of C200’s 35th anniversary at the Annual Conference in Key Biscayne, FL on November 2-5, where we will focus on celebrating and enriching the lives of our members in business and beyond. 🌐

Susan McLaughlin  
C200 Chair

Pamela Craig  
C200 Foundation Chair

Welcome  
Our Newest  
C200 Members

March 25 - July 15, 2017

- Anne Ackerley**  
Managing Director  
Blackrock
- Kathie Andrade**  
CEO  
Retail Financial Services Business  
TIAA
- Lucie Barron**  
Founder & President  
ADR Services
- Tracy Britt Cool**  
CEO  
Pampered Chef
- Kim Dixon**  
EVP/COO  
FedEx Office
- Chelsea Grayson**  
CEO  
American Apparel
- Kimberly Scheibe Greene**  
EVP/COO  
Southern Company Services
- Elizabeth Halkos**  
COO  
Purchasing Power
- Merrilee Kick**  
President  
BuzzBallz  
Southern Champion LLC
- Sandy Pierce**  
Regional Banking Director  
The Huntington National Bank
- Deirdre Quinn**  
Founder & CEO  
Lafayette148
- Amy Schioldager**  
Former Senior Managing Director  
Blackrock
- Susan Skerritt**  
Chairwoman, CEO, & President  
Deutsche Bank Trust Company  
Americas
- Bronwyn Syiek**  
Co-Founder  
QuinStreet, Inc.
- Anne Clarke Wolff**  
Managing Director  
Head of Global Corporate  
Banking and Leasing  
Bank of America Merrill Lynch



Peer Community

Celebrating 35 Years of “Success Shared”

This year, C200 celebrates 35 years of “Success Shared.” The reach and power of our membership, and our impact on business writ large, is a powerful reminder of all that we have accomplished.

In a recent member survey, over 91% of respondents said that they feel opportunities for women to achieve senior leadership positions in business have either somewhat or significantly improved since beginning their careers in business. These same members also overwhelmingly identified C200 as having helped expand their professional networks (76%) and allowed them to develop strong personal friendships (85%). Here are just a few of the heartfelt and powerful comments that members had to share when asked to expand on how their membership in C200 has impacted their lives personally and professionally:

*C200 is one of the few spaces where I can be who I am – no facades required. Very liberating and nurturing.*

*The peer community provides valuable insights and push-back on assumptions and perceived limitations. It has been invaluable seeing how my peers tackle challenges.*

*C200 has provided me with a professional and personal community. As a corporate member, I am grateful for not only the corporate connections and friendships, but also for all that I have learned from the members who are entrepreneurs.*

Success Shared

2.5	\$1.4	100	68
Million	Trillion in	Industries	Fortune 500
people employed	annual	represented	corporate
by our members	revenues		boards

The C200 vision is to be the preeminent, global organization for women business leaders, publicly recognized for making a profound impact on the advancement of women in business.

Driven by our mission to foster, celebrate and advance women’s leadership in business, we are guided by the following values:

- Trust and support
- Grow and Inspire
- Foster and Advance
- Celebrate and Have Fun
- Peer Community and Engagement
- Exclusivity of Member Criteria
- Changing the Face of Business Leadership



Have you followed us on Twitter?



Follow C200 on LinkedIn!



Join the C200 conversation on Facebook



Visit us on YouTube

Peer Community

How We Are Known – New C200 Brand and Website

By Janet Muhleman



Janet Muhleman

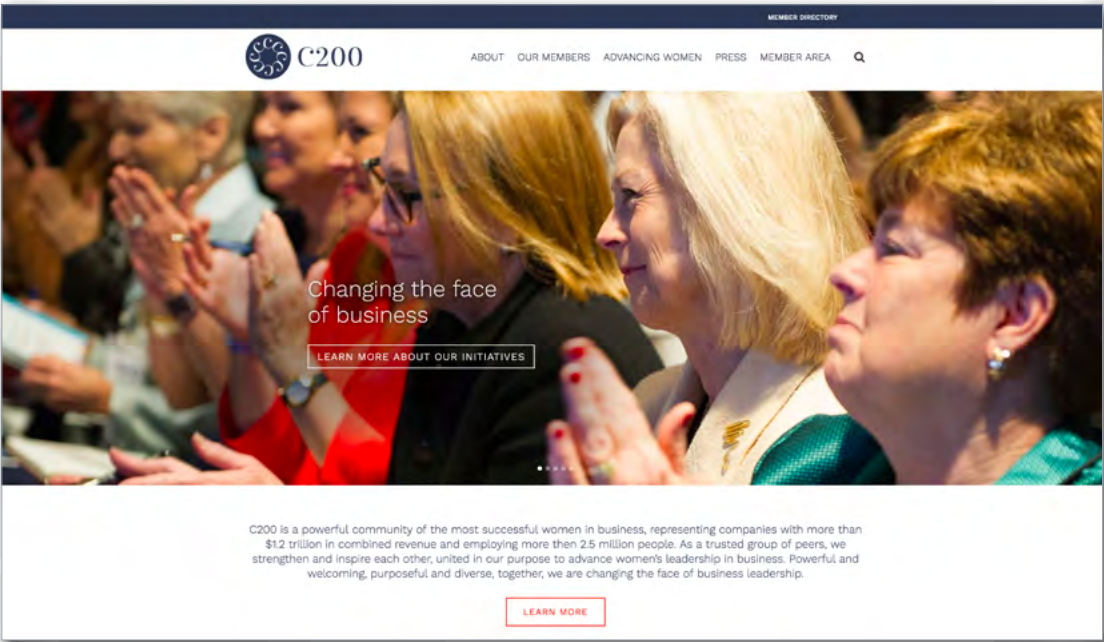
The Committee of 200 Board of Directors embarked on an exploration of our brand a year and a half ago to address a number of questions: Was the use of “200” in our name effective when we had grown beyond that number? Was the word “Committee” dated? What was our brand awareness and equity? How could we better support the aspiration of the organization to be recognized as the premier organization of women business leaders? We charged a task force of the Strategic Plan called” How We Are Known” (HWAK) to find answers.

At the same time it was clear that our website needed an update to improve our user experience and brand image. Most critically, we needed a website which would facilitate connectivity between members in support of our strategic imperatives to Advance Members and build our Peer Community. The C200 board approved HWAK’s recommendation of Global Prairie, a digital marketing and advertising agency, after a thorough search for professional assistance with both the brand and website projects. Led by the HWAK, Global Prairie, a female-owned firm, has demonstrated experience, knowledge and enthusiasm throughout our work together.

Global Prairie embarked on an extensive process of Discovery, Definition and Design. They considered two identity tracks, one that evolved our current name and one that developed a new name. After exploring dozens of names – which were received with a healthy dose of C200 debate

and discussion – Global Prairie recommended we keep C200 as our name (dropping the word Committee) and claim and communicate our legacy of leadership through our founding story. The board approved their brand recommendation and subsequently, the Nautilus logo for its elegance and ability to connote so many attributes of our brand.

Our new website design is fresh and clean. Developed with our member’s needs in mind, and a view to the importance of building our brand externally, it has improved navigation and functionality. Based on your feedback and desire for enhanced connectivity, we have expanded the capabilities of our members-only area. Under the Member Area, look for the Connect page to find on-site, secure communication between our members on a variety of topics including specific board opportunities, Council updates, and special interest groups. A mobile app which will allow members to register for events from their mobile devices and facilitate easy access to the member directory will be available later this year.



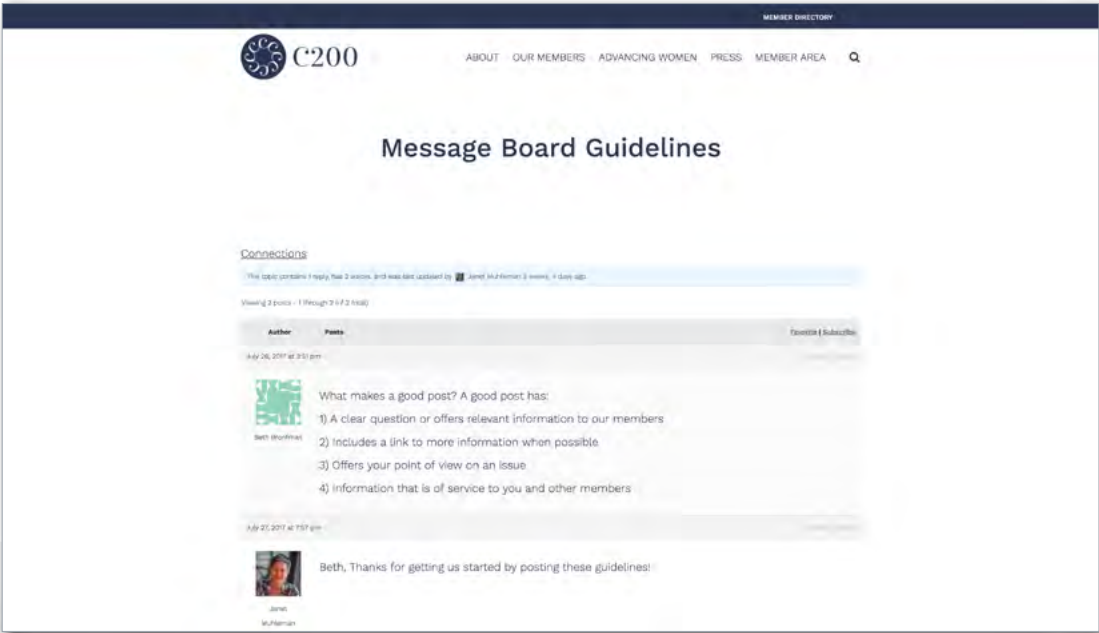
Visit C200.org to see our updated brand, logo and dynamic new website. Explore our public-facing pages and login to the Member Area to engage and connect with fellow members.

That brings us to perhaps the most important – but not necessarily visible – aspect of our new site. C200.org is built upon a dynamic and robust platform that enables not only easy updating but also significant future enhancements. As part of our Phase Two development goals, we will be examining new options for our current CRM system that will allow for more capabilities in the

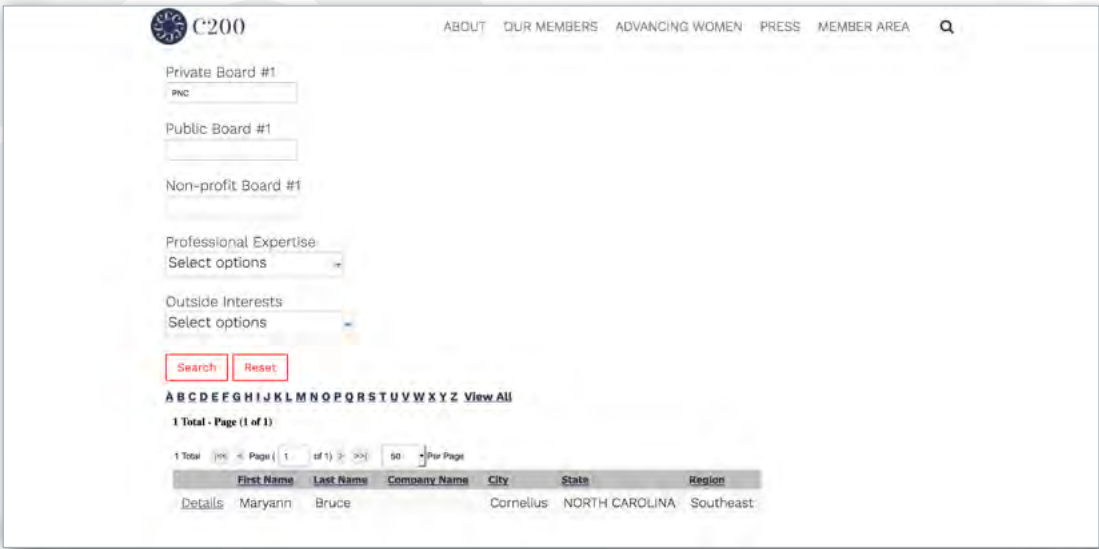
New C200 Brand and Website *(continued from page 4)*

Member Directory. It is important to remember that this site is a living, breathing, expression of who we are and that it will continue to evolve. Stay tuned for information on upcoming webinars, hosted by C200 Staff and Global Prairie, to learn more about the new website and familiarize yourself with our new layout and functionality. It is important for us to receive member engagement, feedback, and content to keep it fresh. In order to achieve our mission and strategic imperatives – to grow our peer community, advance our members and advance women in business – we must speak consistently with one voice to tell our brand story and share our vision for the future.

I would like to recognize and thank the How We Are Known Committee – Liz Musch, Kimber Maderazzo, JuE Wong, Laura Grondin, and Susan Packard our Strategic Planning leaders – Diana Reid and Diana Penninger; as well as, Sue McLaughlin, Pamela Craig, and Roz Alford who also contributed and importantly, our staff – Miranda Ehmke for spearheading this effort and Judy Waak-Pearce for contributing so much to the process. I have been honored to have the opportunity to work together with our incredible members and am excited to launch this new brand look and feel for C200. 🌟



Visit C200’s Connect page to see message boards including conversation threads in our Community Center (pictured here), our Corporate Board Forum, and pages for your personal Council and Region groups.



The Member Directory is now searchable by industry, expertise and outside interests. Learn more about your fellow members here, and be sure to update your own searchable profile.



# C200 Launches New Council!

Did you know C200 is launching a new Council for International and U.S. Members? International Region Chair Liz Musch is leading a new Council which will meet by phone and from time to time in person for members who want to enjoy the benefit of having U.S. and global connections. If you would like to join this Council and/or learn about the Council program, please contact [Amy O'Keeffe](#).

## Nominating Members

March 25 - July 15, 2017

- Linda Addison
- Shellye Archambeau
- Lisa Barton
- Sandy Beach Lin
- Pamela Craig
- Joanna Drake
- Alison Gutterman
- Mindi Fynke
- Florine Mark
- Sue McLaughlin
- Susan Nethero
- Diana Reid
- Lorraine Segil
- Kim Sharan

*Remember to nominate a new member TODAY to ensure they complete the nomination process in time to attend our conference this November. Contact [Amy O'Keeffe](#) with questions or to make your recommendation.*

## Peer Community

# Please Nominate a Qualified Woman from Your Peer Network to Become a Member of C200

The C200 Peer Community is a sanctuary for the world's most successful women business leaders and a resource to enrich each other and our businesses. Members are passionately supportive of each other and honor confidentiality. C200 members are highly satisfied and value the opportunities offered by the organization to connect, share wisdom, inspire, learn, celebrate and have fun.

### Membership Criteria

Members are women executives who are running for-profit businesses and have P&L responsibility, are among the most senior executives in their companies, and are committed to advancing women in business.

### Financial Responsibility

- **The Corporate Candidate** should be responsible for the full P&L of the parent company or subsidiary/division generating annual revenues of at least \$250 Million (such as CEO, COO, General Manager, Operating President)

#### Recently updated:

- **The candidate running a privately-held company** should be responsible for the full P&L of the parent company or subsidiary/division generating annual revenues of at least \$75 Million (such as CEO, COO, General Manager, Operating President)
- **The Entrepreneur Candidate** should be responsible for the profit and loss of the company, should be reporting a minimum of \$20 Million in annual revenues, and be a company founder and/or a majority or controlling owner

A candidate who does not meet the membership criteria today, but clearly has met the criteria within the last three years, will be considered.

### Leadership Qualities

In addition to meeting the financial requirements, the following criteria will be considered in evaluating a candidate for membership:

- Recognized leadership within her company
- Recognized leadership within her industry
- Recognized leadership within her community

### Additional Considerations

A candidate running a non-profit may be eligible if there is a direct for-profit counterpart company, e.g. TIAA – Fidelity, Blue Cross Blue Shield – Aetna. Revenues are considered on the same basis as the for-profit counterpart and are not based on donations or grants.

The Board of Directors may approve additional factors for consideration on a case-by-case basis.

If you'd like to nominate a prospect or learn more about the nomination process, please contact [Amy O'Keeffe](#).

## Advancing Members

### C200 Executive Series: Inside Insights

## Founding Members Look Forward and Back



They were there when it all started: Christie Hefner, independent board director and former CEO of Playboy Enterprises Inc.; Camilla Dietz Bergeron, founder and president, Camilla Dietz Bergeron Ltd.; and Nina McLemore, founder and CEO of Nina McLemore Inc. and founder and former CEO of Liz Claiborne Accessories, take us back to 1982, the year C200 was formed, and talk about how things have changed for women in business. What was it like to be a successful entrepreneur or executive then? What progress have we made? What can we do today to accelerate gender equity in business?

Special thanks to C200 member Tracy Holland, CEO of HATCHBEAUTY Agency LLC, HATCHBEAUTY Products LLC and HATCHBEAUTY Labs LLC, for moderating this discussion and adding her own insights into current and next-generation trends.

**Tracy Holland (TH): Why was C200 such a revolutionary organization when it was formed in 1982? What did it mean to you to be a part of it at that time?**

**Christie Hefner (CH):** In 1980, my friend and fellow Chicagoan Susan Davis, a connector and mentor of women, was asked by the National Association of Women Business Owners (NAWBO) to help develop a fundraising plan for a new quarter-million-dollar initiative. Susan had the idea of identifying a couple hundred successful woman entrepreneurs and convincing them to donate \$1,000 each. We didn't know how many women-owned businesses there were: no published information existed.

A check of lists from chambers of commerce, trade publications, the general media, universities

and the Young Presidents' Organization (YPO) revealed many businesses generating \$1 million-plus in annual sales. We raised that initial threshold to \$3 million, and discovered hundreds of woman business owners and corporate entrepreneurs in an extraordinary array of industries, including historically male-dominated businesses like chemicals, oil pipelines and machinery. To incent them to donate, we organized a one-time conference in LA where they could meet one another. We signed 200 participants – the original C200 members.



*It became clear: this group of women could become enormously influential.*

It became clear this group of women could become enormously influential. They considered C200 revolutionary, because many of them operated in geographies and industries where they had literally never met other female entrepreneurs with multimillion-dollar companies. Many had chosen not to join women's organizations before, because they simply didn't perceive there were other women like them out there.

**Camilla Dietz Bergeron (CBD):** Then founding partner of Furman, Selz, Mager, Dietz and Birney, Inc., I, like many of the women at that first conference, was single-minded about getting ahead in business – doing things that would help me make money and become successful. I recognized this was a unique organization, and I very much enjoyed being part of it.

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*Inside Insights* (continued from page 7)**TH: What did it feel like to be at that first meeting in 1982?**

**CH:** I had just become president of Playboy Enterprises. Three years prior, I had helped establish The Chicago Network to bring successful women across a number of industries together, so I had had the benefit of meeting many terrific women. But those who had been more isolated were astonished by this roomful of accomplished women. It was thrilling to see the interaction between corporate-minded and entrepreneurial women. This give-and-take continues to make C200 uniquely interesting and impactful.

**CDB:** I went to the first meeting thinking I'd know no one, but found I did know one of the women from LA. It seemed to me like everybody already knew everybody else! That may have been due to the high energy in the room. We all made friends. For me, this was big: meeting and becoming friends with successful women.

**TH: In 1982, there were only 2.6 million women-owned businesses in the U.S. and virtually zero women serving as Fortune 500 CEOs. Today, the Census Bureau estimates over 11.5 million women-owned businesses, and 6.4% of Fortune 500 companies have female CEOs. How do you feel about the progress – or lack of progress – women have made?**

**CH:** If you take the broader stat of women in C-suites, now at about 23%, or on boards, at about 20%, you can see that progress has been relatively slow. What's interesting is that, today, more people are employed by women-owned companies than by the Fortune 500. While it's no excuse for poor performance by larger companies, the dynamism of the entrepreneurial sector in job creation is impressive. Women are starting businesses at a faster rate than men and have achieved a higher success rate. It would be nice, though, to get that C-suite/board stat up to 40-50%.

**TH:** It's hard for me to say there's been progress, though the number of women-owned businesses has increased. So while we're making steps in the right direction, it seems like 6.4% of Fortune 500 CEOs is exceptionally low.

**CDB:** In part, this lag is due to the fact that more women are risk-takers and lean toward entrepreneurship. We invest our money and time so we can feel we have more control over our success. Corporate women – and corporations – have a different mindset.

**Nina McLemore (NM):** In 2006, there were 10 female Fortune 500 CEOs; last year, there were

21 – a pace of about one per year. This year, that figure jumped to 32. I agree, though, that more women have left corporate America to start their own businesses because they see greater opportunity. Statistics back that up.

I'm optimistic about women's progress. We're up to about 23% women in C-suites, and there's more diversification: These positions are no longer limited to HR, IT and other non-operational, non-financial roles. Over the next decade, we'll see faster growth as organizations diversify and more women aspire to be CEOs, but we can't let up.



*I hope Nina's right – that we'll make significant progress in the C-suite and beyond.*

**CH:** Then there are board statistics. Only about 4% of board positions turn over each year. I've gone from believing this is a pipeline problem to advocating for structural change. For starters, we can establish a mandatory average tenure among directors – not a mandatory by-director tenure limit, because rotating a valuable director from a board can hurt a company, but rather a limit placing average tenure at, say, 12 years. Some stay longer; some leave earlier. One of the biggest gaps between our ability to achieve success in the U.S. and in the U.K./Europe is their mandatory retirement and tenure restrictions.

**TH:** I hope Nina's right – that we'll make significant progress in the C-suite and beyond. I see differences between my generation and my children's. In their minds, it's normal for their mom to run a company and their father to be a stay-at-home dad. As these younger folks grow up, they're being normalized in previously unheard-of ways.

**TH: As we enter the next decade, are there specific actions you are taking or seeing that you feel will advance women business leaders?**

**CH:** C200 and other organizations can influence upcoming generations of women entrepreneurs to be not just trailblazers but trail-makers. One C200 member started the not-for-profit Springboard, which identifies, accelerates and provides capital for women tech entrepreneurs; it has raised \$6 billion in 15 years. In the corporate sector, we need structural changes: paid family leave, flex scheduling and board tenure requirements. We also need to pressure search firms and companies to achieve balance on boards and in C-suites.

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Inside Insights (continued from page 9)

**NM:** The evidence of more women in law and business schools, and more women pursuing finance and technology careers, is changing people’s opinions. When women get to the top, most encourage diversity and create more opportunities for women. Through Paradigm for Parity, 51 Fortune 500 signatories have committed to creating board parity. There’s enough groundswell: we’re seeing it in education, dedication and the deep efforts of companies.

**CDB:** We can have a huge influence on young women’s perspectives, even through simple day-to-day interactions. My godchild came to stay with me, and as a result of our time together, she ended up changing her focus and going to business school.

**CH:** There are a lot of great stories of this ripple effect. When a woman becomes CEO, more women get into the C-suite. When two women are on a board, it’s likely there will soon be three or four.

**TH: What has it meant to you to be a member of C200 since the beginning?**

**CDB:** I’ve made great friends and good business contacts. C200 members have been unbelievably supportive on the personal and professional level.

**NM:** I value the education, and the exposure to entrepreneurs and friends, the most. For the first 10 or 15 years, members annually attended seminars at prominent university business schools. That experience was tremendously educational (I suspect most of us had not attended business school previously). Seeing how entrepreneurs had overcome more difficult situations than I had faced taught me that I needed to learn more about finance. Learning what the trends and challenges were in other industries was very valuable. Now we get these perspectives through our annual conference.



C200 can influence upcoming generations of women entrepreneurs to be not just trailblazers but trail-makers.

Also, our Reachouts and Symposiums at business schools afford us the opportunity to mentor and influence students. It’s extremely rewarding to see the positive impact we can make. I’ve often been asked two questions: (1) “I hear successful women don’t help other women. Is that true?” This brought home to me that we do need to make a special effort. (2) “How do you do it all?”

The answer, of course, is always, “You can’t. You can over time, just not at the same time.”

**CH:** C200 brings us together and makes us stronger, individually and as a group. Those of us who have been part of this organization from the start are especially proud to know it makes such an important difference to our fellow members and emerging women business leaders. 🌟

Feel free to contact our featured members:

[Camilla Dietz Bergeron](#)

[Christie Hefner](#)

[Nina McLemore](#)

[Tracy Holland](#)

If you are interested in participating in an upcoming Inside Insights conversation or have a topic to suggest, please contact [Lauren Banyar Reich](#).



Then



Now

**Camilla Dietz Bergeron**

Founder and President  
Camilla Dietz Bergeron Ltd.

“Nothing succeeds like success.”

Camilla Dietz Bergeron is not a newcomer to success. She achieved success on Wall Street as a founding partner of Furman, Selz, Mager, Dietz and Birney, Inc. “There are many things in life that I wanted to achieve, and being on Wall Street was just one of them. I love the challenge of starting something new and watching it grow and blossom,” Camilla says. Hence the founding of Camilla Dietz Bergeron, Ltd., a niche business to buy and sell antique, period and estate jewelry. She has a partner, Gus Davis, and they are assisted by a talented staff.

In this phase of her life, Camilla buys and sells exactly what pleases her. “I am much like an explorer in that I love to search for that one-of-a-kind piece – the pearl in the oyster,” she says.

How did Camilla arrive at this innovative way of selling jewelry? Realizing that more and more women are relying on wardrobe and fashion

Inside Insights (continued from page 9)

consultants to put themselves together, she felt she could take her love of jewelry and turn it into a business that could help others look good and feel important.

Camilla has always been one to set herself apart from others. Born in Covington, GA, 35 miles outside of Atlanta, she was one of two children. Her father died when she was only 4, leaving her mother to raise the two girls. She credits her great-aunt for her love of clothing and jewelry.

They went through fashion magazines together and created exact copies of the latest fashions. With a mother who was the epitome of the gracious Southern hostess, Camilla proved adept at socializing from an early age.

She received a BA in Economics from Vanderbilt University. After graduation, she moved to New York and attended the graduate program at New York University. Her first job in the financial world was as a security analyst for Chase Manhattan Bank. She went to Seiden and de Cuevas, where she was one of the only women doing institutional sales in Europe, which allowed her to travel and cultivate some very influential friends. In 1973, she left to help found Furman Selz, which specialized in funding small and medium-sized growth companies that were often overlooked by the larger investment firms. She made her mark as a consumer goods analyst by spotting such gems as Toys “R” Us and Drug Emporium.

In 1987, Furman Selz was bought by Xerox. When Camilla left in March of 1989, she used some of her share of the proceeds to finance the jewelry business. This allowed her to buy some of her most coveted pieces – an unusual collection of brooches including an Italian Renaissance cameo with a 28-karat cabochon emerald. She shops for jewels mostly in the United States and Europe but sometimes in such remote places as Bali. Camilla Dietz Bergeron, Ltd. showroom is based on Madison Avenue, New York City. The showroom operates by appointment only and they see their clients privately in order to give them the utmost attention they deserve.

She is married to Frenchman Jean M.G. Bergeron. They reside in New York and Paris.



Then



Now

Christie Hefner

Independent Board Director and Former CEO of Playboy Enterprises, Inc.

From 1988-2008, Christie Hefner was Chairman and CEO of Playboy Enterprises, Inc., making her the longest serving female CEO of a U.S. public company. During her tenure, she oversaw policy, management and strategy in all areas. Hefner restructured the company, initiating its highly successful electronic and international expansions, including leading the company onto the Internet, making *Playboy* the first national magazine on the web. She also greatly expanded the leveraging of the *Playboy* brand via licensing, generating close to \$1 billion in annual global retail sales, 80% of them in women’s products. When she left, over 40% of her executives were women. For three years she was named to *FORTUNE*’s list of the 100 Most Powerful Women.

She now has a portfolio of business activities which includes serving as Chairman of HATCHBEAUTY, a brand and product innovation company in the personal care space; on the advisory board of the RDO Companies, a \$3 billion family owned agricultural conglomerate; and as an advisor to Hint’d, a digital startup. Previously, she served as Executive Chairman of Canyon Ranch Enterprises, a new division of the renowned wellness lifestyle company created to extend the Canyon Ranch brand via media and business partnerships.

She is also on the board of the D.C. based Center for American Progress Action, the leading progressive public policy think tank and for over 20 years, she has served on the board of Trustees for Rush University Medical Center. She was a founding member of The Chicago Network, C200, and the Chicago Chapter of Women Corporate Directors, and she was the first woman elected into the Chicago Chapter of the Young Presidents’ Organization. She also serves on the board of advisors for Springboard since 2007, which coaches women entrepreneurs, particularly in the tech space and has raised over \$6 billion for women run companies.

Inside Insights (continued from page 10)



Then



Now

**Nina McLemore**  
Founder and CEO  
Nina McLemore Inc.

Nina McLemore founded her own company to create interesting, designer level clothing for executive and professional women that makes them look powerful, will travel, and are versatile. The collection covers day, casual and evening and is known for the fine fabrics, great fit and brilliant color.

The collection is sold in multiple channels: 14 Nina McLemore stores, directly to women by sales consultants, through the internet and select better specialty stores.

Nina previously founded and developed Liz Claiborne Accessories into a \$200 million business. She served on the Executive Committee of Liz Claiborne, Inc.

Nina then co-founded Regent Capital, a private equity firm to focus on consumer and women-owned businesses.

Nina served as Chair of the Center for Women’s Business Research and Fashion Group International. She is a Founding Member of C200, Women Corporate Directors and a member of the International Women’s Forum, and Women’s President’s Organization. She has been featured in the *Wall Street Journal*, *Washington Post*, *The Telegraph*, *Businessweek*, and *Town & Country* as well as Bloomberg Market Watch and other TV appearances. She earned her BA at LSU and her MBA at Columbia University and has climbed Mt. Kilimanjaro.

She co-founded the Columbia Women in Business Conference and speaks frequently to women in business and on “The Power of the First Impression,” “Women and Philanthropy,” “Change and Career Innovation” and “Renaissance Textiles and the first wave of Globalization.”

Her mission is to help build economic independence for women and to help them become 50% of the C-suites in America.



Then



Now

**Tracy Holland**  
CEO  
HATCHBEAUTY Agency LLC,  
HATCHBEAUTY Products LLC and  
HATCHBEAUTY Labs LLC

Tracy Holland is one of the leading innovators in the beauty and personal care industry as a key retail strategist and market development expert. As co-founder and CEO of HATCHBEAUTY, her background has led the company in both financial and business growth strategies. Offering best-in-class innovation and design, product development, and branding coupled with vertically-integrated testing and manufacturing capabilities, HATCHBEAUTY has approximately 135 employees, over 15 brands owned, and 20 retail partnerships. Holland’s expertise in the areas of national brand development and tactical sales planning have led to successful market launches along with domestic and international sales efforts for brands such as Bliss Color, Nuance Salma Hayek, Orlando Pita Haircare, Dollar Shave Club, Naturewell, and Costco’s Beauty’s Most Wanted prestige beauty strategy.

Holland started her first company in 1995 and has held various executive titles in retail, professional beauty and spa industries. Always attracted to companies with intellectual property in the beauty space, Holland helped to launch the first scented nail polish in the U.S. through multiple channels of distribution and cultivated a worldwide exclusive patent for microfiber, launching and building a channel around spray-on hosiery. Notable positions throughout Holland’s career include CEO of Bravo Port Retail Management Group, Executive Vice President of Sales for Aquis, the CEO of Jaqua Beauty, and the Strategist for L’anza Hair Care Company.

In addition to her membership in C200, she is also a member of YPO, and West Coast chairperson, as well as board member, of the beauty industry group, ICMAD. Recently, Holland received the EY Entrepreneur Of The Year® 2017 Award in the Manufacturing & Distribution category in Los Angeles. Holland currently resides in Los Angeles with her three grade school children. 🌟



Advancing Members

C200’s IvyExec Partnership in Action

IVY EXEC

C200’s ongoing relationship with [IvyExec.com](#), a members-only executive job site and information hub for successful senior business people, continues to produce high-quality original content generated by our members to showcase their expertise and raise C200 brand awareness.



Susan McLaughlin

Partner  
Pierce Consulting Partners

*Avoid Catastrophic Hiring Mistakes With These 3 Steps*

You are thrilled. You have just made the perfect hire for a critical leadership role. You’ve done your due diligence. Your new hire has done EXACTLY what her new role requires several times over in prior companies. Her qualifications and experience are a direct...

Leadership Lessons: C200 and BizWomen

bizwomen  
THE BUSINESS JOURNALS

C200 has partnered with PNC and BizWomen on the “Leadership Lessons” series, inspired by the format of Corner Office in the *New York Times*, and featuring C200 members sharing key business lessons, tips on hiring, advice for the next generation of business leaders and more. BizWomen.com provides news, events and conversations for an audience of over 170,000 monthly readers.

Thank you to all of our contributors. If you are interested in submitting a topic for consideration, we encourage you to reach out to [Lauren Banyar Reich](#) to learn more.



Beth Bronfman

CEO and Managing Partner  
View

*Always play the long game*

Early in life, I learned the lesson that has become the foundation of my company’s culture: It’s not about me. Delighted to be...



Maryann Bruce

Independent Director  
Public and Private Companies

*Independent Board Director Maryann Bruce*

People matter... and that’s all that matters. One of my favorite quotes.... “People don’t care....

*Making the move from executive to board director: 5 tips from Maryann Bruce*

Thinking about taking your career in the direction of board leadership one day? Maryann Bruce has some insights....



Liz Musch

Founder & CEO  
LM Global Advisor

*Leadership Lessons: Global strategic advisor and independent board director Liz Musch*

Recognize that not everyone is like you, and that you may need to adapt your style to build meaningful relationships....



Mei Xu

Founder and CEO  
Chesapeake Bay Candle and Blissliving Home

*Global perspective is vital to success*

Whether your business is small or large, it’s important to act locally but think globally. I learned this lesson while attending boarding....



Advancing Members

C200 New Member Profile: Caroline Dowling

Embracing the Give-and-Take of Global Relationships

C200 welcomes new member Caroline Dowling, president of the Communications and Enterprise Compute Business Group at Flex, a designer and builder of intelligent products that broaden the “internet of things” to the “intelligence of things.” Caroline has been with this Fortune Global 500 company for 20 years, as it has grown to a \$25B company with 200,000 plus employees, and operations in 30 countries. In addition to leading her international team in providing end-to-end solutions for the telecom, networking, server, storage, cloud and converged infrastructure markets, she manages Global Service & Solutions, including logistics and end-to-end global distribution.

and cultural nuances is essential. We also must keep pace with the dynamic business environment of emerging economies, such as China. While the U.S. has always operated at an accelerated pace, China’s pulse is now quickening as it adopts aspects of the American business model: creating and owning the rights to intellectual property, for example.”



What can the U.S. learn from other countries? How to more strongly support women throughout our careers, says Caroline. “It is our responsibility to influence our children’s education, beginning at home, where we can enable both boys and girls to believe that they can be whatever they want to be – engineers, mathematicians, artists – without instilling the gender biases of our own generation,” she says. “Then we should follow the example of countries that are successfully supporting women and men throughout their careers with policies such as those covering maternity and eldercare leave. The U.S. offers no structure to help with eldercare, and we are losing an immense amount of talent as women who are established in their careers face the issue of having to leave the workforce to care for their parents.”

Sharing her joy in recently becoming a grandmother, Caroline adds, “We need to remember to value work-at-home moms and dads, too. They are, after all, doing the very important work of nurturing the next generation.”



*C200 as a trusted environment where members share ideas and insights, and work collaboratively toward solutions, strongly appealed to me.*

Caroline became interested in C200 last year while discussing career plans over lunch with friend and former colleague Nina Richardson. “Nina said her C200 membership has been super helpful to her career,” she says. “Her description of C200 as a trusted environment where members share ideas and insights, and work collaboratively toward solutions, strongly appealed to me.”

Spending much of her time on international efforts, Caroline shares her perspective on global communication: “As most C200 members are aware, people interact differently in various countries and regions; respect for local customs

C200’s Best Business Book (B3)

C200 has developed a resource called the *Best Business Book* (B3) to serve as THE resource for members to promote their businesses to other members and to the public through the C200 website. Now in its third year, B3 includes significant enhancements making it a useful tool for all members. B3 is intended to advance members by promoting their businesses and services:

- Participation in B3 is exclusive to C200 member companies
- B3 allows you to share your unique services/products and expertise with your fellow members
- You can include special invitations or promotions.

For more information, please contact [Meghan McRae](#).

Advancing Women in Business

# C200 Launches C-Ahead, A New Initiative for High-Performing Corporate Women

C-Ahead is a unique development program for accomplished female corporate senior leaders in the succession pipeline for a large P&L C-Suite position. C-Ahead participants are carefully selected and invited to join this highly experiential, peer-based learning program. Our faculty is comprised of a dozen accomplished and successful women executives from the C200 membership including Ellen Kullman, Ronee Hagen, Cheryl Bachelder, Kathy Mazzarella, Joyce Russell, Cathy Martine, Debbie Polishook and Anne Clarke Wolff, that will enrich the content through real world scenarios and shared experiences from their own leadership journeys. The program will be facilitated by Carol Seymour of Signature Leaders. Carol Seymour is a sought after business advisor, speaker, and catalyst for growth. An accomplished and experienced global company executive, she has built a reputation for enabling senior women leaders to accelerate their careers.

Our executive faculty represents different industries and perspectives, giving participants relatable and practical insights they can use immediately. Throughout the program, C-Ahead participants will engage with small teams on action-based learning modules focused on the

skills critical to succeed in the C-Suite. During the sessions, C200 members serve as hosts, mentors, and partners in the learning process. Participants of C-Ahead will attend the premier opening of the C200 Annual Conference and they will be paired with a C200 member who will serve as their on-site host and mentor to ensure they are welcomed and connected during the event. The program ends on Friday, November 3rd, following the C200 Luminary Awards luncheon.

We have received nominations from companies such as Accenture, Adecco, Dell, Dow, EY, Jones Lang LaSalle, PNC and more. We have limited space available and C200 members are invited to nominate women with the highest potential to run her company or a major division. Candidates must be likely to achieve a role leading a major business (at least \$250 mm in annual revenues and P/L responsibility) within 1-5 years and currently 1-2 steps from the C-suite. They must already be experienced leading and developing high performing teams. For more information, questions about getting involved, or to nominate a C-Ahead candidate, contact [Donna Troy](#), Chair C200 Advancing Corporate Women or [Pam Craig](#), C200 Foundation Chair. 🌟



Have you followed us on Twitter?



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# C200 and C200 Foundation Contributors

We honor, celebrate and thank the following members for their generous cash contributions to the C200 Foundation from March 25 - July 15, 2017.

- Katherine August-deWilde
- Camilla Dietz Bergeron
- Tamara Box
- Maryann Bruce
- Tena R. Clark
- Julie Copeland
- Pamela J. Craig
- Roxanne J. Decyk
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- Ann M. Drake
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- Janice Van Dyke-Zeilstra
- LuAnn Via
- Julie Wainwright
- Tribby Warfield
- Eve Yen

## Advancing Women in Business

# Two Reachouts, One Mission: Advancing Women in Business

This past April, C200 member Florine Mark hosted a Reachout event in Detroit, MI in conjunction with Wayne State University. More than a dozen members came together for this two-day experience that included meeting Michigan Governor Governor Rick Snyder, a tour of the iconic Shinola headquarters, lively panel discussions and the announcement of three Scholar Awards. Members learned how the city of Detroit is transforming in 2017 and beyond, enjoyed outstanding hospitality at Florine’s spectacular home and were left inspired by the young women they met at Wayne State University.



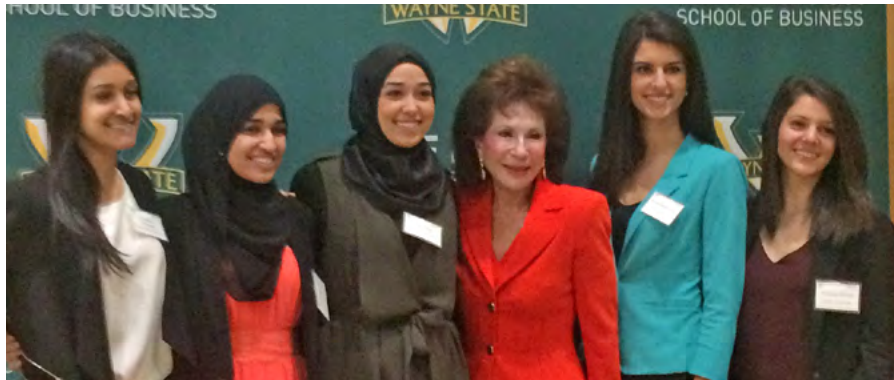
*“Reachout events are  
C200 at its best!”*

Pamela Craig, C200  
Foundation Chair

Just a few weeks later, on May 16th, C200 members gathered at the London School of Economics for our first international

Reachout of the year. Hosted by C200 member Tamara Box, this event drew members from across the globe and included presentations on “Public Attitude Towards Brexit” and “Introduction to Women, Peace and Security Centre at LSE” in addition to a panel discussion featuring C200 members Susan Packard and Tamara Box on the topic of “Women Navigating their Careers.” C200 has received 14 applications for the LSE Scholar Award. Candidates will be interviewed shortly and recipients announced later this month.

Get involved in an upcoming C200 Reachout TODAY. Contact [Sioban Lombardi](#) for more information about future events. 🌐



Advancing Women in Business

Luminary Awards

The Luminary Awards are a special event each year as we honor four outstanding women who have demonstrated exceptional business leadership in Entrepreneurship, Corporate Innovation, Skills to Succeed, and STEM Innovation. This year the Luminary Awards bear even more significance as we celebrate the 35th and 30th Anniversaries of C200 and the C200 Foundation respectively. In fact, it was 30 years ago that C200 announced its first Luminary Award Recipients – Patricia Cloherty, Kay Koplovitz, and Liz Claiborne.

Our outstanding committee, chaired by Robin Ferracone, included Veronica Hagen, Hannah Kain, Ellen Kullman, and Joyce Russel. Thank you to all of you for identifying our exceptional award winners, three of whom we count among our own.

C200’s 2017 Luminary Award recipients:



Entrepreneurial Champion  
**Pamela Chambers O'Rourke**  
President & CEO  
ICON Information Consultants, LP



Corporate Innovator  
**Ilene S. Gordon**  
Chairman, President & CEO  
Ingredion Incorporated



Skills to Succeed  
**Maureen E. Casey**  
COO  
The Institute for Veterans and Military Families (IVMF) at Syracuse University



STEM Innovator  
**Shellye Archambeau**  
CEO  
MetricStream

The Luminary Awards will take place on Friday, November 3, 2017 at the Annual Conference in Key Biscayne. We hope that you will join us to honor these women during this celebratory year. 🌟



Peer Community

Join us for these upcoming events

We encourage members to attend events in any region you may be visiting. Here’s a partial list of some of the upcoming events currently scheduled across the country. [Please click here to access the full events schedule.](#)



Protégé Fall Learning Session

October 3-5, 2017 | Chicago, Illinois  
C200 Foundation Program

This in-person learning session for the 2017 Class of Protégés will include participating members of the C200 Mentoring Council who will coach and work with the Protégés on their strategic plans, organizational structure, hot-buttons and growth issues.

In addition to the curriculum, on the afternoon of Wednesday, October 4, C200 members are invited to a behind-the-scenes visit to the Goldman Study Center in the Department of Prints and Drawings at the Art Institute of Chicago, to get up close and personal with treasures from the collection and then rejoin Midwest Region members and Protégés for dinner.

During this two year program, C200 members help high potential women entrepreneurs with revenues of \$5 to \$15 million grow their businesses, expand their networks and inspire and advise future generations.

For members who wish to participate, we have reserved a block of rooms at The James Hotel, 55 E Ontario St, Chicago, IL 60611 at a rate of \$229 per night + tax and occupancy. For more information, please contact [Sioban Lombardi.](#)



The C200 Governors State University Undergraduate Reachout

October 20, 2017 | University Park, Illinois  
Led by C200 Midwest Region Chair Ana Dutra

C200 will again encourage and inform students at The C200 Governors State University Undergraduate Reachout.

Governors State has positioned itself as both a competitive learning institution and an economic catalyst for south-Chicagoland. The diverse student population includes many women who were unable to pursue a degree earlier in life and have now returned to college, committed to advancing their knowledge and career. For more information, please contact [Sioban Lombardi.](#)



C200 Annual Conference

November 2-5, 2017 | Key Biscayne, Florida  
The Ritz-Carlton Key Biscayne

Mark your calendar to attend the 2017 C200 Annual Conference! [Registration is now open!](#)





Advancing Women in Business

C200’s Impact on Women in Business

We’re changing the face of business,  
one woman at a time.

\$1.68	13,000	180
Million in scholarships awarded	Students reached	Luminary & Scholar Awards

C200 supports, celebrates and advances all women in business – those who lead companies and those who aspire to. From our Reachouts at universities and high schools to our Protégé Program for women entrepreneurs with revenues of \$5 to \$15 million, C200’s programs help us achieve our mission at every level.



Make a donation today in support of C200’s work to advance women in business. Simply login to the new [website here](#), click on Member Area and select Donate.

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