Dear C200 members,

The annual conference is now right around the corner. You’ve told us that this is one of C200’s most treasured events – and a chance to really connect with your fellow members. With close to 185 of us attending, there will be ample opportunity to do so. This year we will have the added bonus of celebrating the 35th anniversary of C200 and the 30th anniversary of The C200 Foundation. For those of you who have not registered, please click here to do so before Friday, October 20.

In the meantime, we’d like to share with you some of the work that is going on behind the scenes in an effort to improve the organization from the inside out. The boards of C200 and The C200 Foundation have begun to explore how we might combine the two organizations into a single 501(c)3 – remaining a membership organization but also focused on our educational and service-based mission. Doing so would provide simplification and significant cost efficiency in our operations and administration.

Should we move forward, the combination of the entities would not take place until 12/31/2018 to allow sufficient time for a complete examination of any governance and programmatic issues and a clear process for members to vote on this change. Thus far, we have not found any onerous requirements that would prevent us from making this change and the quoted legal fees are modest. We will continue to provide updates on our progress at the annual meeting during the conference and in the coming months.

continued on page 2
Essential housekeeping aside, we also want to shine a spotlight on the ways that C200 is helping to advance our members. Recently, we’ve both had the chance to participate in C200 dinners and events where we’ve witnessed members hard at work helping one another with numerous offers of connections and assistance. Several other C200-facilitated initiatives that help to advance our members are also worth noting, including the Corporate Board Forum which continues to grow, with membership now exceeding 70. Our online Community Center and message boards are beginning to populate with specific asks and news from members, and we’ve spread our original content wings with broader press exposure that allows our members’ expertise to shine in interviews on Forbes.com and Bizwomen.com.

To recognize our landmark anniversaries at the conference this year, we will take time to reflect on the progress women have made in the 35 years since our founding, enjoy a fantastic panel event, “Champions of Change,” hosted by Maryann Bruce, and a celebrate with a special gathering of our donors prior to the auction. Under the leadership of Susan Nethero and Diane McCue, we are also looking forward to some amazing auction experiences such as tickets to the Grammy’s, exotic and recreational travel opportunities, and sporting packages such as ‘NFL Owner For a Day!’ (It is interesting how our auction is evolving to reflect the influence of the Millennials we all work with… from bidding on “products” to a growing interest in bidding on “experiences.”)

Our three pillars of Advancing Women in Business are all progressing in accordance with what we specified in our Strategic Plan. Under Education, we have identified graduate and undergraduate schools around the country and are building out our 2018 and 2019 schedule accordingly. Our last two C200 Reachouts for this year will be a mini-presentation at Smith College on October 17 and Governors State on October 19-20. Read on in the newsletter to learn more about what’s in store for early 2018 and beyond.

In support of advancing the next generation of women entrepreneurs, our C200 Protégé Program is in full swing. In addition to progressing successfully through the curriculum, the current class just recently met in Chicago with our C200 member mentors for the first time. Later on in this issue you can “meet” Carrie Kerpen, CEO of Likeable Media, in our C200 Protégé Profile. In addition, we are accepting applications for the next class to begin in June 2018. Please begin thinking about nominating a woman you know, who is building her business beyond $5 million in revenue.

Finally, we are gearing up for our inaugural C-Ahead program, targeting corporate women who are poised to run big corporate divisions and companies in the future. We have 36 confirmed participants, all nominated by C200 members, scheduled to be in Key Biscayne. The participants span a wide range of industries and are collectively responsible for more than $45 billion in corporate revenue. In fact, several already qualify for C200 membership. The day will be facilitated by Carol Seymour of The Signature Program and will feature C200 corporate members as faculty and panelists.

As you can see there is a tremendous amount happening within and without C200 in the next few months. We look forward to coming together to toast our collective successes at the Annual Conference next month. See you there! ☕️

Susan McLaughlin
C200 Chair

Pamela Craig
C200 Foundation Chair
Peer Community

**C200 Annual Conference Preview:**

**Generation Z and Your Business**

What do you know about how Gen Z will impact your business?

Gen Z has entered their 20s and is your future workforce. It’s time to get to know them.

Join us for an exciting session at this year’s Annual Conference with best-selling author and generations expert David Stillman and his Gen Z son, Jonah – the first Gen Z speaker to speak to these important business issues on behalf of his peers.

You may think you know the generations, but the Baby Boomers, Generation Xers and Millennials are carving out new territory as they evolve. Now comes the latest twist – the arrival of Generation Z in the workplace and marketplace. Just when you think you’ve bridged all the gaps, it’s time to learn about what happens when generations continue to collide. Join us in Key Biscayne, FL on Friday, November 3 at 3:00 pm to learn more.

---

**35th Anniversary:**

**A Testimonial to Success Shared**

*By Ann Lieff*

I first read about C200 in *Time* magazine. I became President and CEO of Spec’s Music in 1980 and was interested in meeting other female CEOs. In 1985, we took Spec’s public and in 1989 I had the opportunity to join C200.

It was wonderful to be in the company of such accomplished women. During the early years of membership, I tried to attend the annual conference as often as possible. Later, after selling Spec’s in 1998, I had more time to participate. I enjoyed mentoring women, speaking at a variety of colleges, and spending more time with the South Florida regional women.

After transitioning from being a CEO, I began and continue to serve as a corporate director. For the last 19 years, C200 has continued to be extremely supportive of my work as a director.

Over the years, I have met many dear friends through C200 including wonderful business contacts and advisors. Now that I’m a Colorado resident, I have a new regional group of friends in Denver who continue to enrich my life on many levels.

What I’ve learned from C200 is how to be a better business executive, how to ask for help with growing and selling a business, and how to best handle family business issues. These days I’ve learned how to live without all the business concerns. I have also gained knowledge on how to become a philanthropist, enjoy my life in the mountains, and spend quality time outdoors.

---

In our recent 35th Anniversary Survey, 48% of members with over 30 years of business leadership experience cited ‘acceptance by peers in the workplace’ as the biggest challenge they faced at the beginning of their careers. Thankfully, due in large part to the trailblazing efforts of the women of C200, only 15% of these members think this will be a factor impacting women in business in the next ten years.
Welcome
Our Newest C200 Members
July 16 - October 15, 2017

- Annette Clayton
  CEO and President, North America Operations and Chief Supply Chain Officer, Schneider Electric
- Gaye Erkan
  President, First Republic Bank
- June Felix
  President, Europe & Russia, Verifone
- Jami Hall
  CEO, Stones River Electric
- Lisa Ingram
  President & CEO, White Castle Systems, Inc.
- Teresa Mackintosh
  CEO, Trintech
- Kathleen McAllister
  CEO, CFO, Director, Transatlantic Partners LLC
- Barri Friedman Rafferty
  Partner & President, Ketchum
- Mary Tinebra
  US Growth Leaders Senior Partner, Mercer

Nominating Members
July 16 - October 15, 2017

- Nancy Albertini
- Katherine August-deWilde
- Tamara Box
- Mindi Fynke
- Nancy Peterson Hearn
- Julia Klein
- Sandy Beach Lin
- Adrianna Ma
- Florine Mark
- Mary McDowell
- Liz Musch
- Diana Reid
- Joyce Russell
- Donna Troy

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 P&L 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

From the New Executive Director, Mona Buckley

It’s a pleasure to officially introduce myself to the entire C200 membership. To those I have met and who have reached out, I thank you for your warm and welcoming greetings. As you may know, I’m a career not-for-profit executive having spent thirty years in membership organizations, twenty-five as the chief staff executive and this is my third such gig. I’m thrilled to join you and assist in stewarding the organization and your collective vision for C200.

Since announcing my new role, many friends and colleagues have noted that this is a great fit for me personally, not just professionally. So I wanted to share a bit more of my personal background and why, when the recruiter called, this position and organization really struck a chord.

I’m the daughter of Irish emigrants who arrived in New York City in their twenties and became naturalized citizens. They moved the family back to Ireland when I was ten. I returned to the U.S. for college at the age of 17 and stayed. I consider myself as Irish as I am American and, as I shared in my interview, striving for equality/equity is truly a cultural imperative when your history involves striving for freedom and democracy for eight hundred years.

During the interview process, I also shared with the Search Committee my awakening to these issues as it relates to women. In third grade religion class in my NYC Catholic School – during the early ‘70s and at the height of a visible ERA movement – I innocently raised my hand and asked why there were no ‘lady priests.’ The nun, who I know liked me, abruptly asked me if there were any women at the Last Supper. When I said “no, Sister” she glared – and promptly sent me outside the door. I was punished simply for noticing an absence of women in leadership…. Years later, I had a moment of instant recall during my multi-disciplinary Women’s Studies/Certificate Program at the University of Oregon. In my graduate school program and at subsequent positions at the Portland (OR) Bar Association and American Bar Association, I spent time on both women lawyers’ equity matters within the profession and public policy related to women’s issues including domestic violence and the international Convention on the Elimination of all Forms of Discrimination Against Women. I have to say, it’s nice to be back at it!

I have shared with the Board that I consider it both an honor and a privilege to work on these issues with you, trailblazers and leaders with the clout and commitment to make a difference. I look forward to meeting more of you soon and to advancing your vision of advancing women in business.

Mona joined C200 on September 5th and can be reached at mbuckley@C200.org or 312.255.0296 x100.
**Advancing Members**

C200 & Forbes.com: 200 Seconds of Success Shared

---

**Eugenia Ulasewicz**  
Independent Director  
– Bunzl plc  
– Signet Jewelers  
– Vince

---

**Stop Stalling And Make The Time To Network. Here’s How**

During her long career in retail, Ulasewicz primarily kept her head down. “I was so focused on doing the best job I could leading the business and the team, being a great mom...

---

**Karen Greenbaum**  
President and CEO  
Association of Executive Search and Leadership Consultants (AESC)

---

**The One Thing In Your Career That You Can Control**

We’ve all heard the saying “fake it till you make it,” right? But how much can a put-on attitude actually change our circumstances and careers? According to Karen Greenbaum...

---

**Lisa Clyde**  
Global Head of Consumer and Retail  
Investment Banking  
Bank of America  
Merrill Lynch

---

**3 Ways to Differentiate Yourself in Your Career**

Throughout her career, Clyde has learned three key lessons about differentiation: have an angle, develop your own style and voice, and find sponsors to advocate for you...
Leadership Lessons: C200 and BizWomen

Alison Gutterman
President and CEO
Jelmar

Leadership Lessons: Jelmar President and CEO Alison Gutterman

Don’t be afraid to fail. I’ve been a theater buff since I was a child. I would try out for every play, and while there were roles for me, they were seldom the lead roles I wanted. I learned that I needed to be a rubber band with the elasticity to spring back, understand that I just wasn’t what the director needed at that particular time, and try again....

USA Today and Mediaplanet

C200 Chair Susan McLaughlin, Partner, Pierce Consulting Partners, was a featured contributor to USA Today and Mediaplanet’s Women in Business special section, publishing in print and online. Her article “6 Questions Aspiring Entrepreneurs Need to Ask Themselves” highlights critical issues to consider when making the leap from the corporate world to the life of the entrepreneur, and draws from her experience as a longtime C200 member.

This issue of Women in Business is the largest and most widely distributed Mediaplanet campaign published by USA Today to date, and unites likeminded industry leaders to empower and inspire readers in a variety of industries to support the professional growth and advancement of women working in the business world. USA Today reaches over 4 million people every day through print, digital and syndicated distribution.

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.
“Councils come in all shapes and sizes. Some meet by phone, in person, or by video on a monthly, bi-monthly or quarterly basis,” notes Amy. “Every group has the option of structuring their meetings around what works best for the members of their Council.”

Longtime Council member and leader Irene Cohen agrees. “Once you settle on a time and day that works for the group each month, there’s very little prep to be done. I’ve been in my Council for over 15 years, and we’ve really adapted over that time. Now we use Zoom Video Conferencing to ensure that members can join us from wherever their business travels take them.”

“Councils come in all shapes and sizes. Some meet by phone, in person, or by video on a monthly, bi-monthly or quarterly basis,” notes Amy. “Every group has the option of structuring their meetings around what works best for the members of their Council.”

Longtime Council member and leader Irene Cohen agrees. “Once you settle on a time and day that works for the group each month, there’s very little prep to be done. I’ve been in my Council for over 15 years, and we’ve really adapted over that time. Now we use Zoom Video Conferencing to ensure that members can join us from wherever their business travels take them.”

“I’ve been in my Council for over 15 years, and we’ve really adapted over that time. Now we use Zoom Video Conferencing to ensure that members can join us from wherever their business travels take them.”

– Irene Cohen
Council Member

In fact, new Council leaders will be supported by Amy and C200 staff throughout the entire first year – from finding members to join, to assisting with first meeting logistics, and scheduling out the entire calendar year of monthly calls or meetings. Amy can also provide suggested best practices, but each Council is encouraged to find

continued on page 9
Advancing Women in Business

C200 Councils (continued from page 8)

a format and pace that works for their specific group. Meetings typically include an update from each member, followed by a more in-depth conversation about an issue one Council member is facing, a presentation by a member or an outside speaker, and then time to socialize—sometimes over dinner or drinks.

“Simply put, there is no other organization that brings together the world’s top female entrepreneurs and corporate leaders who, through your Council, become your own personal board of advisors,” Beth explains.

On behalf of C200, Beth Bronfman and Amy O’Keeffe would like to thank the following C200 Council Leaders for their dedication and leadership, and for helping to make the C200 Councils a hugely successful signature program. We hope you will consider joining their ranks soon!

Sandy Beach Lin
Jewelle Bickford
Teresa Briggs
Beth Bronfman
Maryann Bruce
Angie Chattin
Irene Cohen
Lin Coughlin
Marie Eckstein
Margaret Farmer
Hannah Kain
Candace Kendle
Julia Klein
Renee Pepys Lowe
Diana Reid
Corrine Ricard
Sybil Strum
Kathy Wanner

To learn more about leading a C200 Council, please contact Beth Bronfman or Amy O’Keeffe.

Spotlight: C200 Members on Boards

C200’s reach is tremendous, but did you know just how many of our members are actively involved on boards?

- 468 members sit on not-for-profit boards
- 239 sit on public for-profit corporate boards
- 211 sit on private for-profit corporate boards
- 6 of C200’s members have recently been appointed to a for-profit/not-for-profit board
- 27 of your fellow C200 members have recently been appointed to a for-profit/not-for-profit board

We are working hard to quantify this reach in order to demonstrate the power of the C200 community on the future of business and the future of our communities.

If you sit on a public, private or not-for-profit board, please be sure that C200 knows your status! Contact Amy O’Keeffe to update us on your board roles today.
Advancing Women in Business

C200 Protégé Profile: Carrie Kerpen
Likeable Business Leader, Passionate Advocate

When Carrie Kerpen and her groom orchestrated the world’s largest sponsored wedding in 2006, media outlets ranging from The New York Times and Ad Age to ABC and CBS celebrated the couple’s passion, drive and creativity. Just a year later, Carrie and Dave’s ability to identify and seize new opportunities resurfaced with their establishment of Likeable Media, one of the nation’s first pure-play social agencies.

“We started Likeable Media in 2007, shortly after Facebook expanded from universities to the general public,” Carrie says. “We recognized that large corporations would need support in this new realm, so we established an agency specializing in content creation and distribution.” Today Likeable Media serves national and global brands, leveraging its expertise and speed of service as points of differentiation in a market that has become saturated with competitors.

“Connecting with successful, experienced women helps me learn new things about my business and myself,” Carrie says. “That’s why the C200 Protégé Program is so important to me. I’ve grown a good business, and now I’m ready to supercharge it.”

The conversations I have with C200 mentors, coupled with the webinars and other resources the organization offers, are helping me grow. I’m grateful that members are so generous with their time and forthcoming with their insights.”

As she works toward her goal of quadrupling the size of her award-winning digital content studio, Carrie strives to continue developing innovative content – including content that empowers women. “We can help one another so much by simply sharing our experiences and insights,” she says. “Organizations like C200 are absolutely critical to the success of women in business going forward.”

Carrie promotes her own brand through the podcast series “All The Social Ladies,” a forum for women to share career advice and insights into their own social media endeavors. She will be releasing a related book, Work It: Secrets for Success from the Boldest Women in Business, on December 26.

Organizations like C200 are absolutely critical to the success of women in business going forward.
How We Advance Women in Business – How YOU Can Help!

Since inception, our Advancing Women initiatives have included:

- Awarding more than $1.5 million in scholar awards, supporting 100+ Scholars and impacting more than 12,000 business students
- Helping our C200 Protégé entrepreneurs grow revenues by 37% and increase profits by 240%
- Honoring more than 70 extraordinary Luminary Award recipients

Next up? At our conference we will launch our inaugural C-Ahead Program/corporate women leaders program, with almost 40 participants at our Annual Conference click here for more information.

We are making a difference now – and for future generations.

Our official annual appeal will be sent in December and we always welcome your support. Click here (you will be prompted to login) for a contribution before YE 2017.

Foundation Auction

This year’s auction will include amazing packages available only to C200 members including NFL Owner for a Day, tickets to the 2018 Grammy’s, a women's weekend in the Hamptons and more. Stay tuned to learn how to bid on these fabulous packages and support The C200 Foundation even if you cannot make it to the conference this year.

C200 and C200 Foundation Contributors

We honor, celebrate and thank the following members for their generous cash contributions to The C200 Foundation to date, in 2017. There’s still time to donate and support us through the Foundation auction in celebration of our milestone anniversary year.

Katherine August-deWilde
Camilla Dietz Bergeron
Tamara Box
Maryann Bruce
Tena R. Clark
Julie Copeland
Pamela J. Craig
Roxanne J. Decyk
Gina Diez Barroso de Franklin
Ann M. Drake
Margarita Farmer
Lynne Marie Finn
Tanya D. Fratto
Carolee Friedlander
Christina A. Gold
Veronica W. Hackett
Laura L. Herring
Tracy Holland
Terri Jondahl
Ann F. Kaplan
Nana Lampton
Kathleen Mason
Diane McCue
Susan A. McLaughlin
Nina McLemore
Jayne Millard
Sandra O. Moose
Barbara Mowry
Liz Musch
Ann Myer
Sharon Olzerowicz
Diana Peninger
Katie Rodan
Joyce Russell
Jennifer Smith
Elizabeth Tumulty
Janice Van Dyke-Zeilstra
LuAnn Via
Julie Wainwright
Tribby Warfield
Eve Yen

Our current class of C200 Protégé’s & Mentors in Chicago, October 2017.
C200’s Reachout Program Strengthens and Expands in 2018 and Beyond

C200’s Reachout program supports and inspires female undergraduates and MBA students in pursuing careers in business, and is often cited as one of the most rewarding opportunities for our members to help advance women in business. C200 is proud to announce that we have committed to forming long-term relationships with schools nationwide, ranging from top-tier universities to colleges devoted to underserved students and communities.

Beginning on January 22, 2018, C200 will kick off the New Year with an undergraduate Reachout event in New York, NY in conjunction with Smith College. The Reachout will target Smith students participating in the Smith Tuck Fast Track to Business, giving liberal arts students the business knowledge, skills and experience necessary to leverage their education in the workplace and beyond. A huge thank you to C200 members and Smith alumnae Pam Craig, Shelly Lazarus, Doris Meister, and Donna Milrod for spearheading these efforts.

On February 13, C200 will partner for the second time with Pepperdine University for an MBA-level Reachout event, championed by Lorraine Segil. Just over one month later, C200 will also return for the second time to Duke University’s Fuqua School of Business on March 28, featuring C200 members and alumnae Maryann Bruce and Robin Ferracone, among others.

Additional 2018 Reachout events are being planned with The University of Chicago, Booth School of Business and a combined event in Atlanta with Georgia State University and Agnes Scott College, where C200 held events in 2006, 2016 and 2015, respectively. Members were equally enthusiastic about returning to Georgia State and Agnes Scott, prompting C200 to seek a partnership between the schools.

In the remaining months of 2017 we will host a mini-presentation at Smith College on October 17 and a full-scale Reachout at Governors State on October 20. In particular, we are excited to partner with Governors State and support their diverse student population, including 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.

Including these upcoming 2017 events, C200 will have held five Reachouts this year, all of which will be replicated with our partner schools again in 2019. It is our vision that C200 Reachouts will continue to have a long-term impact on the communities, schools and students our members connect with through this important initiative.

For more information on C200 Reachouts, please contact Sioban Lombardi.
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.

C200 Annual Conference
November 2-5, 2017 | Key Biscayne, Florida
The Ritz-Carlton Key Biscayne
Planning to attend the 2017 C200 Annual Conference? Registration closes on October 20!

C200 December Holiday Parties
The holidays are (almost) upon us, and C200 members are planning to come together in cities ranging from New York to Houston to San Diego and celebrate another successful year. To register, please visit the website, login, and go to the Member Area to find our Event Calendar.

Save the date for these Reachouts

College Reachout
Smith College
Smith Tuck Fast Track to Business
January 22
This Reachout will target Smith students participating in the Smith Tuck Fast Track to Business, giving liberal arts students the business knowledge, skills and experience necessary to leverage their education in the workplace and beyond. Stay tuned for more information!

MBA Reachout
Pepperdine University
Graziadio School of Business
February 13
C200 will partner again with Pepperdine University for an MBA-level Reachout event at the Graziadio School of Business. Be sure to save the date!

MBA Reachout
Fuqua School of Business
Duke University
March 28
C200 will return for the second time to Duke University’s Fuqua School of Business for another impactful Reachout. Mark your calendars!
Make a donation today in support of C200’s work to advance women in business. Simply login to the website here, click on Member Area and select Donate.

In the C200 35th Anniversary Survey, 65% of respondents cited leadership skills as the most important thing women need to succeed in business today. The C200 Foundation programming is helping women at every stage of their careers - from college to the C-Suite - learn and develop the leadership skills they need in order to excel in business.