



*A Message from the Chairs:
 2018 – A Year to Focus on “How”*

Dear C200 members,



Susan McLaughlin

2017 marked a year of milestones for our organization, culminating in a celebration of our organization’s 35th anniversary and of our founders at the Annual Conference in Key Biscayne. These 2017 milestones also included the launch of our new C200 brand and Phase One of our new website.

Our strategic plan, which we approved in 2016 after substantial member input, reinforced the foundational importance of two things: the C200 Peer Community and

our organizational imperative to Advance Women in Business. This continues to guide our programs and initiatives going forward.

As examples, in 2017, we launched two signature programs: 1) the Corporate Board Forum, to educate and network our members to corporate board opportunities and 2) C-Ahead, to advance high potential corporate women leaders. The Corporate Board Forum, developed in direct response to our members interest in using C200 as a vehicle to assist members in being considered for board roles, has already attracted nearly 100 members. The inaugural C-Ahead program, highlighted in this issue, was deemed invaluable by the 37 attendees in their feedback and has also proven effective at identifying new C200 members. In fact, three participants have already been invited to join C200. [And, we welcomed a new member from the Protégé Program in December.]

As described during the C200 Annual Meeting at the conference, the C200 leadership will now move from the WHY (2016 approval of StratPlan) and the WHAT (2017 programming) to the HOW. Specifically, how we deliver value to you, our members, and how we deliver on the promise of excellence in our programming.

continued on page 2



Pamela Craig

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Photo at top - left to right: Jackie Kosecoff, Adele Gulfo, Amy Amick, Carol Johnson, Michele Fabrizzi, LuAnn Via, Diana Peninger



Peer Community

A Message from the Chairs (continued from page 1)

Our new Executive Director, Mona Buckley, with a strong operations and process background, is ideally suited to lead the way. Our focus on How will include:

How we are structured: For administrative ease and simplicity, we are currently exploring how we could combine our two organizations, C200 and the C200 Foundation into a single 501(C)3 effective 1/1/19.

How we are governed: We will be evaluating our board and committee structure for effectiveness. We will further clarify the role of board members, region chairs, committee chairs, executive director, staff...and how together we govern.

How we are organized: We will be evaluating how we are staffed and how the staff is aligned with our prioritized initiatives.

How we operate: While it is outstanding that we are financially sound with a substantial balance in our investment portfolios, we will be assessing our business model to ensure its sustainability over the medium and long term.

We look forward to moving ahead in each of these areas in 2018 and to further strengthening the organization and the C200 community writ large.

As always, we encourage you to get involved with programming that supports the C200 Peer Community and our work to Advance Women in Business. Please pick your passion and sign up for a C200 Reachout, join a Council, attend a FunRaiser – make it a point to engage with the organization and your sister members in 2018. 🌟

Susan McLaughlin
C200 Chair

Pamela Craig
C200 Foundation Chair



Upper left, left to right: Debbie Polishook, Gina Diez Barroso De Franklin, Founder Nina McLemore, LuAnn Via; Upper right: Maryann Bruce (left), Mel Robbins (keynote speaker); Lower left: Laurie Ann Goldman (left) and Laura Herring; Lower center: Maggie Coleman (left) and Kate Glasser (C-Ahead Participants); Lower right: Founder Edie Fraser (left) and Vicki Escarra



NEW 2018 ANNUAL CONFERENCE DATES!
October 18-21
Four Seasons Dallas at Las Colinas



Welcome New Members

October 15 - December 31, 2017

Tara Abraham

CEO
Accel Inc.

Cheryl Beranek

President & CEO, Board Member
Clearfield

Kathleen Farrell

Executive Vice President
Commercial Real Estate Line
of Business Executive
Sun Trust Bank

Debra Ann Geihler

Principal and Co-Founder
Activatehealthcare LLC

Linda Graebner

Operating Partner
The Riverside Company

Alexandra Jung

Partner & Co-Head of Europe
Oak Hill Advisors

Jennifer LaClair

Executive Vice President
Head of Business Banking
PNC

Janda Lukin

Vice President, US Beverages
The Campbell Soup Company

Debbie Mayberry

President & Founder
The Bowen Group

Ashley McEvoy

Company Group Chairman
Johnson & Johnson Vision
Johnson & Johnson Diabetes Care
Companies

Mary O'Connor

Head of Client, Industry and
Business Development
Willis Towers Watson

Clelia Peters

President
Warburg Realty

Heather Rosentrater

Vice President
Energy Delivery Avista

Mary Zappone

CEO
Brace Industrials

Advancing Members

C200 Partners with theBoardlist

C200 is pleased to be partnering with [theBoardlist](#), a curated talent marketplace for the tech community – to recommend, discover and connect highly qualified women leaders with opportunities to serve on private and public company boards.

As part of this partnership, C200 members will now be able to nominate, endorse or search for highly qualified female board talent in this database. For those C200 members who want to be listed as candidates on theBoardlist, they will receive instructions on how to create and optimize their own unique profile page. Since being founded in 2015, nearly 400 companies have used theBoardlist as a resource in their board searches, and over 100 board seats have been filled with theBoardlist's influence. Stay tuned for more information to be shared via our Corporate Board Forum in the coming weeks.

Have you recently joined a Board? Share it and celebrate – simply email your news or press release to membernews@c200.org. 🌐

From the Executive Director



Mona Buckley

I write this after just seeing the movie *The Post*. I was inspired to go to journalism school after seeing *All the President's Men*. I read C200 Founding member **Katherine Graham's** autobiography years ago and re-read it after accepting my position at C200. It's a great movie about the role of the press in a democracy but also about the challenges female business leaders faced. It's a pleasure to work with all of *you* as you continue to take up that mantle. Results of your efforts are throughout this newsletter and summarized in the highlights from the annual meeting last November. We continue to move forward, with many C200 volunteer leader members committed to serving you and the broader mission of advancing women in business. In this issue we welcome both Protégé and C-Ahead "class members" who have now qualified to join us. We also seek nominees for our Protégé Program – [criteria here](#) – as we screen to launch our next class this summer. Please send nominees to me. As part of our realignment Sioban Lombardi's position has been eliminated. Also Miranda Ehmke, Director of IT based in Virginia, will leave us in late February as we re-design that position and base it full-time in Chicago. Both have worked for C200 *twice* and we thank them for their years of service and wish them well. I look forward to the year ahead. Please note the change in our conference dates from November to October 18-21 and let me know how we can better serve you. 🌐

[Mona Buckley](#)

312-255-0296 x101

P.S. Our *Member News* Friday e-newsletter has moved from weekly to bi-weekly to streamline communications. Please continue to send us your news and accomplishments to share with your fellow members.

Peer Community

What You Missed at C200's Annual Conference!

It was wonderful to see close to 200 C200 members, including almost 40 new members and several Founders, at the Annual Conference. For those of you who were not able to attend, here's a highlight reel of what the women of C200 have been talking about since November:



“Rising Stars” – Challenges of Scaling your Business with Krista O’Malley, Angie Bastian and Sarah Valentini

Are you ready for Gen Z? Generational Expert David Stillman and his son, Gen-Zer Jonah Stillman, exposed the biggest things business leaders need to know about this incoming workforce – from Gen Z’s desire for instant feedback on the job to how student debt is impacting their employment choices.

C200’s own Maryann Bruce interviewed three legendary Founders, Judy Corson, Edie Fraser and Barb Lincoln to understand how revolutionary the organization was in 1982, get their feelings on what progress still needs to be made for women in business – and engaged with current members on C200’s role.



“Behind Closed Doors” – In the Boardroom Panelists Julie Hembrock Daum, Robin Ferracone and Ronee Hagen

Behind Closed Doors – In the Boardroom received great reviews from members, and is exactly the type of programming C200 will be focusing on in 2018 and beyond. This breakout session involved seasoned C200 board veterans, including moderator **Pamela Craig** and panelists **Robin Ferracone, Julie Hembrock Daum, and Ronee Hagen**, getting real about everything from formal governance to the informal rules you need to know to succeed and make change in the boardroom.

Speaker Ann Sullivan pulled back the curtain on how women in business can take advantage of the current Washington climate to create real change on economic issues such as tax reform, the regulatory environment and the healthcare overhaul.

Your Next Chapter – Life After the C-Suite lead by **Dorrit Bern** tackled the important **topic of transition with Candy Duncan and Candace Kendle**, why uncertainty is part of the adventure and how to turn that into opportunity.

Cyber Security threats can have an impact on you personally and your business. C200 member **Jan Babiak** shared immediate actionable takeaways on how to protect yourself and your company online – and how to recover in the event of a data breach.



Jan Babiak

These and other real-time business topics will continue to be a focus for our Annual Conference in the years ahead. **Mark your calendar for the NEW 2018 Annual Conference dates: October 18-21, 2018 in Las Colinas, TX.**

A special thank you to our chairs **Roz Alford** and **LuAnn Via** and their conference committee, **Antonia Shusta, Kimber Maderazzo, and Pamela O’Rourke**. We would also like to acknowledge our talented and informative speakers, generous goodie bag sponsors, and Foundation Auction contributors. 🌟

Thanks to Our Sponsors



Peer Community

Please Nominate a Qualified Woman 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. We find our members through *you*.

Nominating Members

October 15 - December 31, 2017

Katherine August DeWilde

Rebecca Boenigk

Tamara Box

Julie Copeland

Ashley Fina

Laura Herring

Julia Klein

Amy Langer

Denise Morrison

Sandi Peterson

Diana Reid

Marsha Serlin

Jennifer Smith

Sarah Valentini

Janet Widman

Did you know that C200 will be publishing a new printed C200 directory?

NOW is the time to update your C200 profile with your newest headshot, company name, title, board roles and contact information to be included in this print edition. Login to the website or contact [Miranda Ehmke](#) if you are having trouble with your password. Please submit all changes by February 16.

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)
- **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

Recently Updated:

New Criteria for International Membership!

- **A Corporate Candidate** is responsible for the P&L of the company or subsidiary/division generating annual revenues of at least \$100 million. Candidates are responsible for the operations of a company or business unit (such as CEO, COO, General Manager, Operating President). **An Entrepreneur Candidate** is responsible for the P&L of the company, is reporting a minimum of \$10 million in annual revenues, 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. We are also actively working to identify and welcome more women of color to C200.

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

2017 Annual Report Highlights*

*as delivered at the Annual Meeting in November 2017

Report from C200 & C200 Foundation



C200 Chair
Susan McLaughlin



Foundation Chair
Pamela Craig

• Rebranding – New Brand and Logo



• Broadening C200's & Members' Brands

Forbes, IvyExec, **bizwomen**, USA Today, Chicago Tribune

40+ C200 member media interviews by year-end



• New Website Launch – Phase 1

A robust Web engine upon which to build an online community forum: **c200.org**

- Online Directory
- Community Center
- Also: Member Mobile App launched

• Peer Community

- 508 Members
 - 47% Entrepreneur, 53% Corporate
 - 95% Retention
 - 35 New members and first-time Conference attendees
 - Diversity membership sub-committee launched
 - International membership
 - 22 Members
 - 16 US-based and 38 prospective members attended May London Symposium and Reachout



• Advancing Members

- 75% Overall engagement (1 Touchpoint)
 - 62 Activities/Events including London
 - 183 Annual Conference registrants
- Corporate Board Forum launched
 - 90 Members
 - 2 Webinars held
- 17 Active Councils
 - 20% of members in a Council or the Corporate Board Forum
 - 3 new Councils, including International Council



• Advancing Women – Education

– Reachouts and Scholars

- 4 Reachouts (Wayne State, London School of Economics, Smith, Governors State)
 - 395 Students
 - 41 Members participated
- \$90k and 12 Scholar Awards made
- Over 100 Scholars in the Scholar Alumnae Network



• Advancing Women – Entrepreneurs

– Protégé Program

- 8 Protégés Class of 2017
- Combined business revenue \$51 million
- 3 events to-date
- More than 45 member Mentor volunteers
- 15 member funders

• Advancing Women – Corporate

– Launch of C-Ahead Program

- 36 Participants (all with P&L responsibility)
- Collective responsibility \$45 billion in revenue
- More than 30 members supported as nominators, faculty and/or mentors



• Our support for Paradigm for Parity



• 2017 Auction raised \$300,000

• Year-End Appeal in Progress

Thank you for your support! 🙏

Thank You to Retiring Board Members

C200

Rochelle Bartholomew
LuAnn Via

Foundation

Susan Packard



2017 Annual Report Highlights

*as delivered at the Annual Meeting in November 2017

Financial Overview & Forecast*

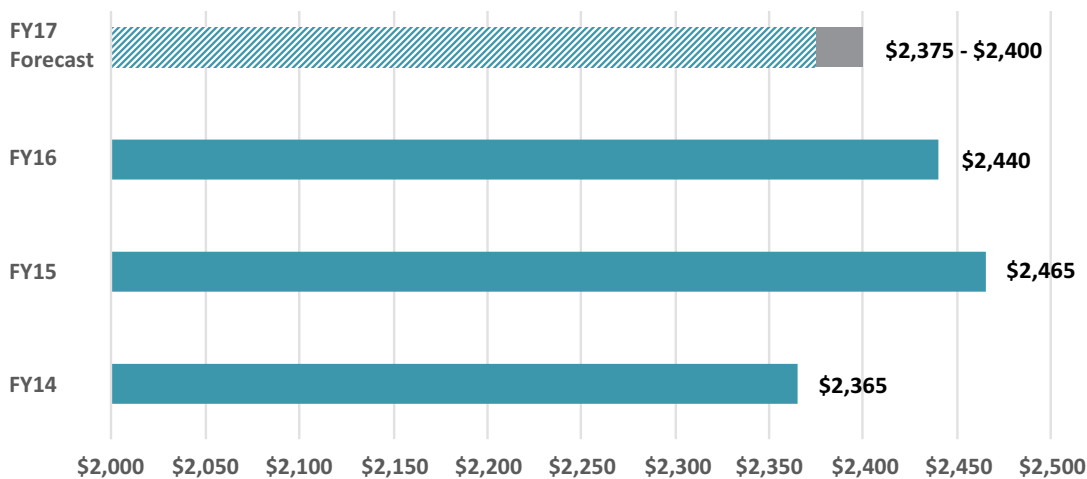
- Our organizations are financially very healthy
- Our business model is simple
- We have experienced changes in our revenue composition
- We have implemented relevant and valuable programs
- As our organizations evolve, we are assessing our current business model

Net assets (12/31/16)

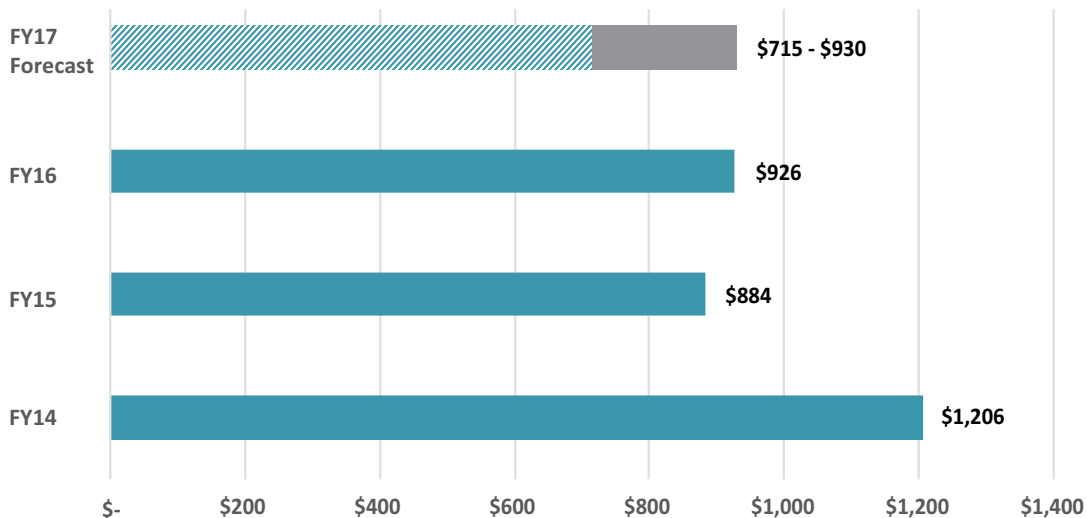
C200: \$2,060,464

Foundation: \$4,796,156

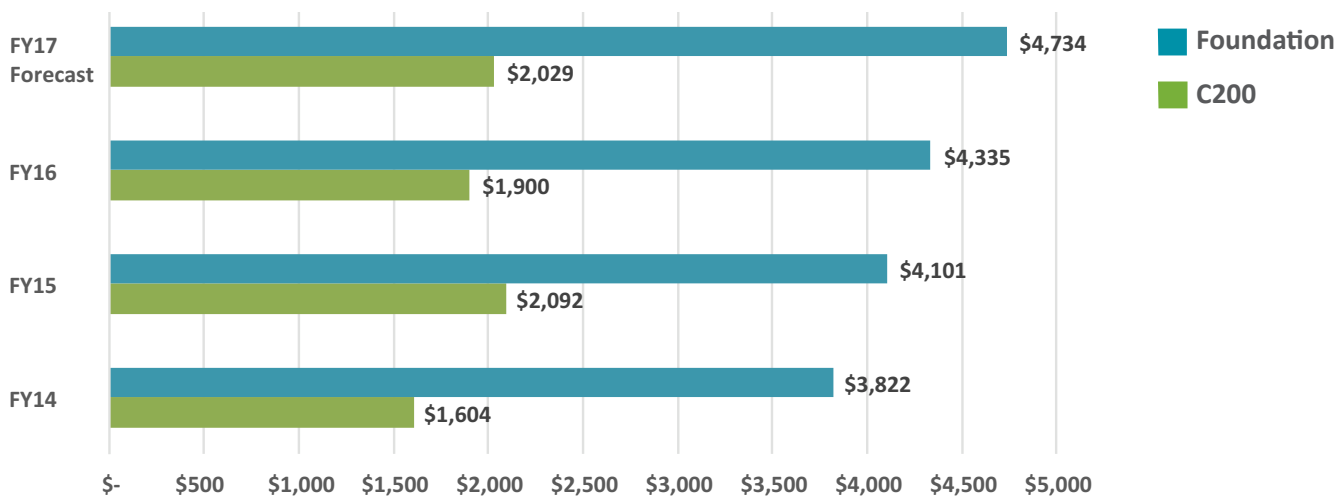
2017 C200 Revenues (\$ thousands)



2017 Foundation Revenues (\$ thousands)



2017 C200 & Foundation Investment Balance (\$ thousands)



Advancing Members

Are you in a Council?

If not, what are you waiting for?

No matter what your career stage, travel schedule or industry, there is a C200 Council that's right for you. What's more, C200 Councils continue to be one of our most valued member benefits.

At this year's Annual Conference, C200 members from around the world came together to learn more about Councils and



Jan Muhleman (left) and Kris Manos

to discuss forming new groups in 2018. Specifically, C200 is looking to form and launch the following Councils this year:

- **Creating Significant Change:** This will be our second Council focused on this important topic. Members will meet by telephone and focus on opportunities to start or support a social enterprise or philanthropic endeavor.
- **A General Telephone Council:** We're excited to offer another Telephone Council for members from a broad range of industries, business stages and geographic locations.
- **CEO's of Publicly-Held Companies:** This Council will meet by telephone and is specifically geared towards members who are CEOs of publicly traded companies.

To learn more about starting, joining or leading a C200 Council, please contact Council Board Chair [Beth Bronfman](#) or Director of Membership & Councils [Amy O'Keefe](#). 🌐

Did you know Paradigm for Parity was born from a C200 Council?



Jewelle Bickford

“A few years ago I joined a new C200 Council called ‘Council For Significant Change,’ started by **Candace Kendle** after she retired. Everybody

in our Council was retired or retiring within the year, and we all spoke of what we wanted to do next – supporting each other with helpful thoughts on how to achieve our individual goals. Most of the women were people I did not know before the phone calls, yet our combined wisdom and sharing of ideas was a gift. It occurred to me that this group of talented and experienced women could solve almost anything if we put our minds to it, and that's how the [Paradigm for Parity](#) for gender equality [in business] was born. P4P provides a 5-Point Action Plan that when implemented concurrently will allow women to succeed in the work force. C200 Members **Susan Bird, Candy Duncan, Ronee Hagen, Julie Fasone Holder, Candance Kendle, Ellen Kullman, Sandy Beach Lin,** and **Linda Paresky** all participated as founders. The rest is history.”

– **Jewelle Bickford**,
Member since 2007

The P4P 5-step Action Plan

1. Eliminate/minimize unconscious bias
2. At least 30% women in senior operating roles
3. Measuring targets & reporting on progress
4. Basing career progress on business results
5. Sponsoring, not just mentoring, women



Advancing Members

Leadership Lessons: C200 and BizWomen

bizwomen
THE BUSINESS JOURNALS

C200 has partnered with PNC and **bizwomen** on the “Leadership Lessons” series, 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](mailto:Lauren.Banyar.Reich) to learn more. 🌟



Lisa Stone
CMO | Ellevest

What’s the most important business lesson you’ve learned, and how did you learn it?

As a journalist, I learned to constantly challenge assumptions – my own as well as others’ – using data and my own experiences, and this helped me build huge consumer communities of 25-100 million women a month...



Nancy M. Dahl
President/COO | Tastefully Simple

What does it mean to be grounded, and why should leaders strive for this?

Being grounded means knowing yourself in such a way that you recognize your gifts and understand how to leverage them. You become a student of yourself, pushing away internal bias to see who you truly are and advocate for the tools you need to be your best...



Susan Nethero
Managing Director | Golden Seeds
Co-founder & Co-CEO | Nethero Management Company
Founder, Former CEO & Board chair | Intimacy Management Company

What’s the most important business lesson you’ve learned, and how did you learn it?

I was fortunate to work with some extraordinary people during the corporate half of my career. Through them, I learned that authentic leadership – characterized by self-awareness, honesty and openness – is central to success...

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. 🌟



Gay Gaddis
CEO and Founder | T3—The Think Tank

Own Your Power

We all have strengths and weaknesses. I have developed a pretty strong point of view regarding how you deal with both. It starts with being absolutely honest with yourself about what you are good at and what you are not...

Want to Stand Out in the C-Suite?
Build Your Own Competence

One of the greatest gifts you can give yourself is an on-going, self-guided education. Build your own curriculum and make the choices about what and how you will be proficient. I am not just talking about learning something new, I mean becoming...

Advancing Members

C200 Leader Featured in Fast Company



Twelve women executives were approached by Fast Company to discuss how pivotal headlines caused them to transform their approach to leadership. C200 Board member **Joanna Drake** was one.



Joanna Drake
General Partner
Core Ventures

Advancing Women’s Entrepreneurship In The Wake Of Sexism

“For those of us working in Silicon Valley for decades, we’ve always been painfully aware of the small percentages of female leadership in tech and the barriers to female advancement, ranging from gender bias in recruiting to outright predatory behavior...”

C200 & Forbes.com: 200 Seconds of Success Shared



“200 Seconds of Success Shared” is in collaboration with Forbes.com and Carrie Kerpen, CEO of Likeable Media and a C200 Protégé. Part of Kerpen’s “Work It: Story Suite,” this new video series features C200 member’s getting real about their biggest career lessons and the stories behind them, in order to help the next generation of women in business. If you are interested in being interviewed for this series, please contact [Lauren Banyar Reich](mailto:Lauren.Banyar.Reich).



Michelle Clayman
Founder, Managing partner and CIO
New Amsterdam Partners LLC

Why You Should Always Get Out In Front Of Bad News

It’s something we all have to deal with at some time or another: bad news. Personally, dealing with bad news was something I struggled with early in my career; I had a tendency to shy away from it instead. But according to Michelle Clayman, we should all be doing the exact opposite...”



Gay Gaddis
CEO and Founder
T3—The Think Tank

Embrace What You’re Bad At

In grade school, **Gay Gaddis** tried to learn tennis, but no matter how hard she worked at it, she just wasn’t very good. In fact, she really sucked at it. So one day, she threw down her racket and never played tennis again. It was one of her earliest life lessons: It’s okay to suck...”



Advancing Members

C200 New Member Profile: Barri Rafferty

The PR Industry Will Never Be the Same

Barri Rafferty

has joined C200 at an explosive point in her career: She has just shattered the public relations industry's glass ceiling by being named the first female CEO of a top five global PR firm. Barri transitioned from president to president & CEO of Ketchum in January.



Barri Rafferty

“When the announcement was made, I was truly overwhelmed by the response of women and men alike. More than a thousand people reached out to me, and many congratulated my boss for appointing the first woman to this position,” says Barri. “I was happy to see that the gender issue is important to all of us. I also thought, ‘It’s about time!’ I’m hoping that this will be the first of many similar appointments – the beginning of a shift toward gender parity across our industry.”

Barri says that while women still have many firsts to conquer, we can do a lot to support one another as leaders. That’s one of the reasons she became intrigued about C200.

“Last year at Davos [where Barri spoke on the topic of gender parity], I attended a women’s networking event. As we were posing for a photograph, **Joyce Russell** mentioned being a member of C200,” says Barri. “She told me about the great relationships and lifelong friendships members build, and I became interested in joining.”

Now that she’s part of C200, Barri is excited about the exchange of insights and experiences. “I felt welcome from day one,” she says. “Members are so supportive and willing to share advice. I’ve been to many other networking events, and at

most of them, people have on their business-suit mentality. But at C200, it’s all about helping one another. ‘Have you thought about this?’ ‘Can I help you with that?’ The generosity of this group is amazing.”

As a mentor and role model, Barri advises aspiring women leaders to embrace their ambition. “Sometimes what people call ‘aggressive’ can be a positive,” she says. “If women want to break through to that next level, they need to demonstrate confidence and drive, and be authentic. Demonstrating ‘feminine’ leadership traits such as communicating openly, being transparent, admitting mistakes and bringing out the best in people works in today’s changing business environment.”



“...at C200, it’s all about helping one another. ‘Have you thought about this?’ ‘Can I help you with that?’ The generosity of this group is amazing.”

Barri, a founding member of Omnicom Group’s Omniwomen board, which supports senior women leaders through training, programs and mentorship, suggests going beyond advocating for women to challenging issues of unconscious bias. “Understanding the biases that exist in our own organizations – including those we hold ourselves – enables us to work through them with male and female colleagues alike,” she says. “We need to look at not only gender parity, but all kinds of diversity, to make sure our workplaces are inclusive.”

Sharing a page from her personal playbook, Barri says that she keeps herself healthy, energized and centered through meditation, essential oils and other homeopathic practices handed down by her mother. “I believe in doing what you need to do to take care of yourself!” she says. 🌿

Advancing Women in Business

C-Ahead Program Accelerates Tomorrow's Women Corporate Leaders

By Pamela Craig



Pamela Craig

Just prior to the start of our 2017 Annual Conference, C200 launched C-Ahead: a high-level, interactive development experience for senior corporate women who are line executives confirmed to be in the succession pipeline to the C-Suite.

We are excited to report that the program was an unqualified success, with 100% of surveyed attendees saying they would recommend the program to a peer. C-Ahead participants praised the tangible insights and authenticity offered by the C200 Member Faculty and left the event feeling that they were finally part of a cohort of women who understood the challenges they face on a daily basis. What's more, some attendees were at or above C200 corporate membership requirements and several have already begun their application process to become members.

We'd like to thank **Donna Troy** and her small and dedicated committee of members who worked steadily on this project over two years, our facilitator **Carol Seymour**, our ten C200 member

“This was an incredible program! It was really motivating to see so many successful women openly discuss being authentic and talking about the importance of an integrated home and work life.”

“Despite the fact it can be a lonely job – these women have shown that I don't have to do it alone. There are plenty of powerful, strong, capable and kind women that are willing to share experiences and give support and guidance. I was blown away.”

– C-Ahead participants on their experience

panelists, and special recognition to **Cheryl Bachelder**, **Ronee Hagen**, and **Ellen Kullman** for their keynote presentations.

If you know a high-achieving corporate woman that you would like to nominate for C-Ahead, or if you have questions about the qualifications or nomination process, please contact [Meghan McRae](#). ☎

2017 – Celebrating C200's 35th Anniversary



Active Founders

- | | |
|-------------------------------|--------------------------------|
| Camilla Dietz Bergeron | Lyda Hill |
| Nathalie Hocq Choay | Barbara Mahar Lincoln* |
| Patricia N. Cloherty | Nina McLemore* |
| Sheila T. Cluff | Judi Sheppard Missett |
| Judith Corson* | Flori Roberts |
| Mary Farrar | Deborah Szekely |
| Edie Fraser* | Kay Unger |
| Ellen R. Gordon | Judith M. Von Seldeneck |
| Christie Hefner* | |

*present at the 2017 Annual Conference

Call for Nominations Luminary Awards

We are accepting nominations for the 2018 Luminary Awards! Each year, C200 presents these awards to honor the success of exceptional women entrepreneurs and corporate leaders in the following categories:

- Entrepreneurial Champion Award
- Corporate Innovator Award
- Skills to Succeed Champion Award
- STEM Innovator Award

To learn more about the nomination criteria please visit c200.org or contact [Meghan McRae](#). ☎



Shellye Archambeau, 2017 STEM Innovator Award recipient



Advancing Women in Business

C-Ahead Profile: Heather Rosentrater

Engineering a Strong, Successful Future

Thirteen years ago, **Heather Rosentrater** was an engineer with Avista, a gas and electric utility that today serves 700,000 customers in Washington, Idaho and Oregon. She loved her problem-solving role but had to remind herself to keep an open mind when corporate leaders invited her to participate in their new Aspiring Leaders program.

“I wasn’t sure at that time that I wanted to be a leader,” Heather says. “I appreciated my manager’s styles but knew that it wouldn’t feel natural to me to approach leadership in the same way they did. As I went through the program, though, and was exposed to leaders across the company with many different styles, I learned that being authentic is the key to successful leadership. I gained confidence through this knowledge and decided to pursue my own leadership path.”

Today, as vice president of Energy Delivery at Avista, Heather oversees engineering and systems operations, field operations and delivery to customers, and continues her rise toward the C-suite of this \$1.4 billion company. She welcomed the opportunity to participate in the C200 C-Ahead program in November.

company for the next generation – and about being more intentional about prioritizing her time and modeling her leadership values.

“All of us are constantly prioritizing, and we seem to never have enough time to get everything



Heather Rosentrater

done we’d like to,” she shares. “Now I understand that the activities I choose to include on the agenda need to reflect my leadership values. For example, when I received a request to speak with a class of junior-high girls interested in STEM careers, I made that my priority. I am also planning to learn more about the Paradigm for Parity movement and talk with my senior leadership about how we can become more engaged.”

Heather has already incorporated changes in her leadership approach based on recommendations from C200 faculty and peers during the C-Ahead program, and she looks forward to building upon the relationships she began there.

“The structure of the program encouraged quicker, deeper sharing of experiences and current challenges, so we developed strong relationships during this day-and-a-half program,” she says. “I have no doubt that I’ll be connecting with the women I met there frequently in the months and years to come!”

If you’d like to connect with Heather, she can be reached at heather.rosentrater@avistacorp.com.



“The structure of the program encouraged quicker, deeper sharing of experiences and current challenges....”

“The C200 faculty members were generous with their experience and insights, and it was surreal to be networking in a roomful of my peers,” says Heather. “I know women leaders talk about how it gets lonelier the higher you go, but being in a male-dominated business in a town as small as Spokane can be even lonelier! I am so appreciative of the opportunity to connect with a new network of professionals.”

Heather says that the C-Ahead program taught her a lot about supporting the career development of women employees – a priority for her as she strives to bring better gender balance to her

Since attending C-Ahead, Heather has applied and been accepted as a C200 Member. Congratulations to her and all of our newest members!



Advancing Women in Business

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We honor, celebrate and thank the following members for their generous cash contributions to The C200 Foundation in 2017.

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Left to right: Monica Dean, Smith College; C200 members Donna Milrod; Pamela Craig; Susan Skerritt at the Smith College Reachout



Several C200 members participated in 2017's Governor's State (IL) Reachout



Advancing Women in Business

C200 Protégé Profile: Sandra James

Yes, This Farm-Girl-Turned-Private-Eye Has References



Sandra James

Sandra James laughs as she talks about being the oldest participant in the C200 Protégé Program. “You’re never too old to learn,” she says, explaining that she became interested in the program when she was

disappointed by her firm’s third straight year of single-digit growth.

“I looked at my choices: remain a midsize company or scale,” she says. “I decided I’d like to grow 100 percent annually for the next five years. Why so aggressive? Because if not now, when?”

An entrepreneur since 1989, when she started a mortgage credit-reporting agency, Sandra established Private Eyes Background Checks in the San Francisco Bay area in 1999 to provide employers nationwide with insights into employee candidates. She added surveillance services to her offerings in 2016, after earning her private investigator license and recognizing a market need for more in-depth investigation.

Sandra’s second business, 4506-Transcripts.com, founded in 2010, supports the tax verification needs of mortgage companies and financial institutions. Her companies differentiate themselves through speed and quality of customer service, as well as their distinction as WBENC-certified companies.

Both firms benefit from Sandra’s participation in the Protégé Program, she says. Here are just a few of the steps she has taken in response to recommendations by her C200 mentors:

- Updating her strategic plan, mission statement and values, and sharing these with all employees
- Clearing the way to work *on* her business, not just *in* it, by focusing on developing a more empowered leadership team
- Creating a sales funnel and providing salespeople with the tools they need to reach their goals, for which she holds them accountable
- Improving the Private Eyes website, which has raised its search results by 40%

Sandra attributes her success in building a multimillion-dollar business to her team – “committed, super smart people” – and to the work ethic and skills she developed growing up on a Nebraska farm. “To run the farm, my eight siblings and I needed to work as a team. That ‘teamwork’ mentality gave me the foundation for entrepreneurship,” she explains.



“I decided I’d like to grow 100 percent annually for the next five years.”

Her tendency toward a team approach also makes her time spent with C200 mentors and protégés especially valuable. “We’ve been able to do amazing things already, thanks to the wisdom and experience of these mentors and peers,” Sandra concludes. “Our goals are certainly within reach.”

Nominate a Protégé



Do you know a high potential women entrepreneur with revenues of \$5 to \$15 million? Help us help them grow their businesses and expand their network. If you have a nominee please refer them to Executive Director Mona Buckley at mbuckley@c200.org

Peer Community

Engage at Upcoming C200 Events

We encourage members to attend events in any region you may be visiting.

[Please click here to access the full events schedule.](#)



MBA Reachout at Pepperdine University Graziadio School of Business

February 13 | Malibu, CA

Hosted by **Lorraine Segil**

C200 will partner again with Pepperdine University for an MBA-level Reachout event at the Graziadio School of Business, followed by a member dinner. More information on panel topics TBA.

For more information and to register, [click here.](#)



London Prospect Event

February 21 | London, United Kingdom

Hosted by **Marisa Drew**

Perspective members and current members are invited for a night of networking and deepening relationships over cocktails and food.

For more information and to register, [click here.](#)

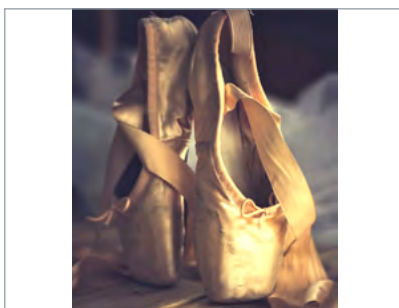


Meet the Protégés in Chicago

February 28 | Chicago, IL

Meet our C200 protégés over hors d'oeuvres and cocktails in Chicago.

For more information and to register, [click here.](#)



Sarasota FunRaiser

March 1-4 | Sarasota, FL

Hosted by **Ginger Bailey** and **Marcia Page**

FunRaisers are member-only weekends personally hosted by C200 members that support the C200 Foundation while offering a fun retreat for C200 members. Join us for an evening at the Sarasota Ballet followed by dinner at the exclusive, private Field Club, and more. There is no better way to get to know other members in an intimate and low key setting.

[Log in to c200.org/events](http://c200.org/events) to register.



MBA Reachout at Fuqua School of Business Duke University

March 28 | Durham, NC

Hosted by **Maryann Bruce** and **Robin Ferracone**

C200 will return for the third time to Duke University's Fuqua School of Business for another impactful Reachout.

For more information and to register, [click here.](#)

Save the dates:



MBA Reachout at the Booth School of Business, University of Chicago

May 3, 2018 | Chicago, IL

Hosted by **Donna Zarcone**, **Karen Greenbaum** and **Joan Steel**



Petoskey Michigan FunRaiser

September 13-16 | Petoskey, MI

Hosted by **Julie Fasone Holder**, **Cheryl Bachelder**, **Marie Eckstein** and **Barb Lincoln**



Margarita Farmer, Julie Fasone Holder, Sandy Beach Lin, Marla Schaefer, Diane McCue, Susan Nethero

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2018 C200 Annual Conference

October 18-21 | Dallas, TX

Four Seasons Dallas at Las Colinas

Plan now to attend the 2018 C200 Annual Conference!

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