

**HARVARD UNIVERSITY
NATIVE AMERICAN PROGRAM**
An Interfaculty Initiative of Harvard University

NATIVE AMERICAN WOMEN'S BUSINESS COUNCIL

By

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May 2001



**THE HARVARD PROJECT ON
AMERICAN INDIAN ECONOMIC DEVELOPMENT**

A Project of the Harvard University Native American Program

MALCOLM WIENER CENTER FOR SOCIAL POLICY
JOHN F. KENNEDY SCHOOL OF GOVERNMENT
HARVARD UNIVERSITY

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Executive Summary

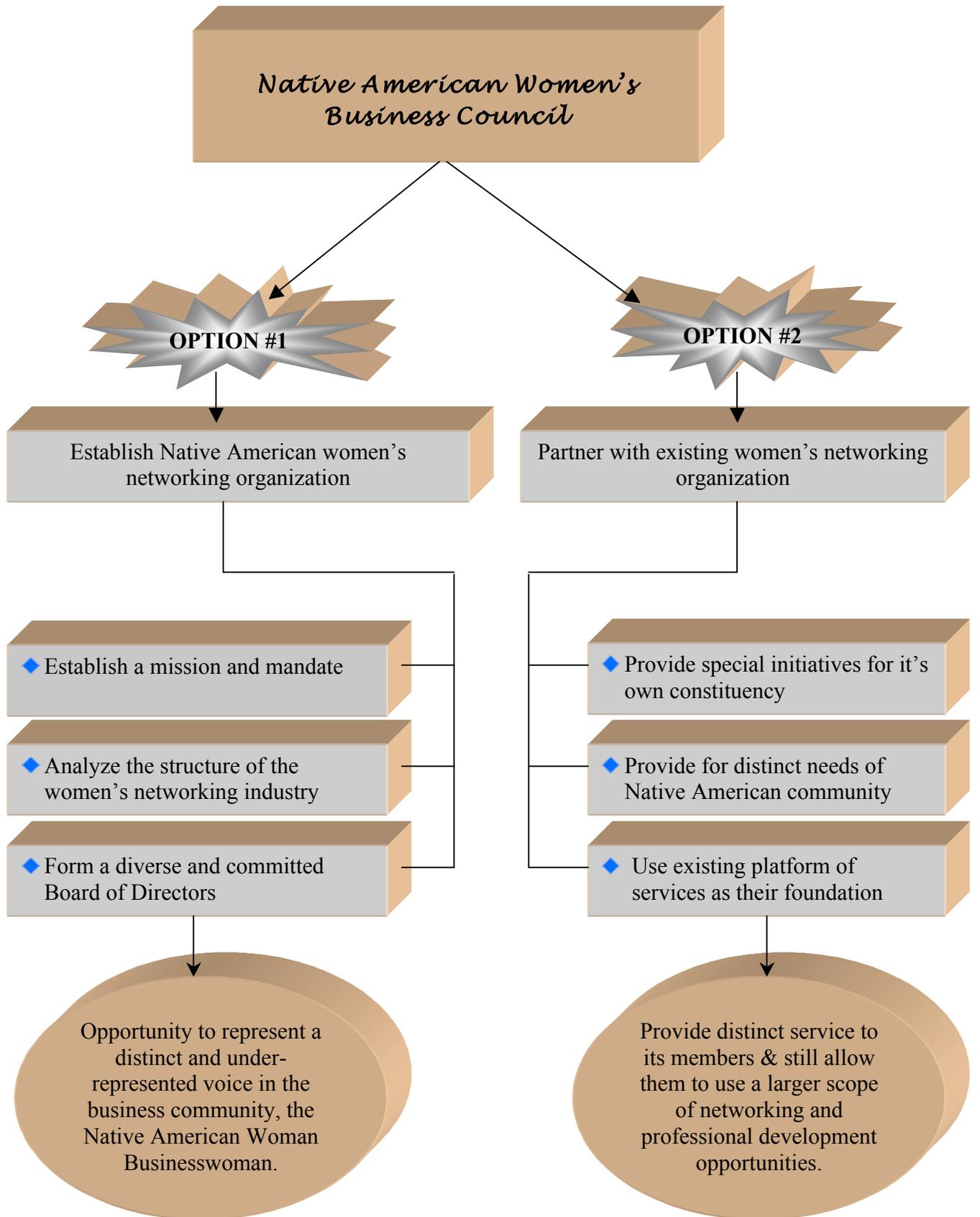
This report has been prepared at the request of the Native American Women's Business Council. The Native American Women's Business Council (NAWBC) operates under the umbrella of the National Indian Business Association. It was created in response to the "need for a forum to voice American Indian, Alaska Native and Native Hawaiian businesswoman issues". The organization is in the infancy stages and critical decisions with respect to mandate, functions and how the organization is to be financed have not been determined.

NAWBC's initial mission statement is ambiguous. It refers to providing information to native women entrepreneurs, as well as providing consultancy services and networking opportunities. It also states NAWBC wishes to conduct its activities within a holistic vision of "health, prosperity, growth and well-being of American Indian, Alaskan, and Hawaiian communities". There needs to be more clarity in identifying the core value of the organization. And at this early stage, the mission statement should be kept broad to avoid limiting the organization's scope as it takes its initial steps.

Another important issue, NAWBC will need to clearly enunciate the need within the native community that its organization is intending to fill. Then it will need to determine how it intends to address that need and how it will remedy the situation. This can be achieved by surveying the environment in which native women entrepreneurs operate and identify gaps in the service provided by existing organizations. This process will also create a sense of legitimacy of its constituency and provide accountability to them.

Two Options:

The report will provide two alternatives for NAWBC. The first option would be to establish a separate, national Native American women's networking organization. The second option would be for it to partner with an existing women's networking organization.



Option 1: Establish a Native American women’s networking organization

The key issues in forming a non-profit organization is outlined in Table 1. Every organization must have a carefully developed structure and operating procedures in order to be effective at fulfilling its purpose.

**[TABLE 1]
Structural analysis of a non-profit organization**

| | |
|-------------------------------|---|
| Mission statement | Determines the purpose of the organization, describes the primary benefits and services being provided and to whom, and describes the values that will guide the organization. |
| Market identification | Scope of a particular organization, description of activities it is engaged in and the market in which it is embedded |
| Current industry participants | Determines participants, levels of competition and cooperation |
| Entry conditions | Barriers to entry determine the level of competition and volatility. Low barriers = high volatility. The biggest BTE in non-profits is reputation of existing industry participants |
| Competition from substitutes | Primary substitute will be government programs targeting Native American business groups |
| Power of Customer | Users of Service: Level of concentration determines power of customer. For NAWBC, although its customers are dispersed, they have a high concentration of power |
| | Donors: The more powerful and concentrated the donor group, the greater threat to the control of the organization |
| Boards of Directors | Typically larger, more diverse and involved in operational aspects than for-profit boards. Effectiveness is determined by connection to the mission of the organization |
| Fundraising | Key determinant to success is fund-raising costs to program expenses. Optimal level is 50-60% |

Steps for Forming a Native American Women’s Networking Organization:

-  Establish a mission and mandate
-  Structural analysis of the industry
-  Form a diverse and committed Board of Directors

The priorities for NAWBC are to first, to establish mandate by drafting a clear and understood mission statement that describes the organization. Without a clearly defined purpose, non-profit organizations start to lose focus, waste resources and not accomplish what they should. Time should be well spent in making sure the organization's purpose (mission) is relevant. This is one of the most important things a non-profit board does. Done well, it will make sure the

organization is actually accomplishing something, providing staff, donors, clients and the community a beacon that will guide the work of the organization.

Next, it will need to find out what particular needs are not presently being met by the existing women's organizations. The current services from five existing women's networking organizations are described in the following section (Option 2) and a more complete list of services is attached in Appendix A. The review of five current women's networking organizations should divulge the level of competition in establishing a distinctive Native American women's networking organization.

It would need to work with Native American political and business organizations to conduct a needs assessment of the women's business environment to determine what services are required. NAWBC needs to create legitimacy within the Native American businesswomen's community and a level of accountability within the Native American community.

Once the mission statement has been drafted from the needs assessment process, NAWBC will need to engage in a diverse and committed board of directors. The initial board will help translate the ideas behind the organization into reality through planning.

NAWBC'S MANDATE:

-  To clearly enunciate the need in the native community it is intending to fulfill
-  To determine what needs are not being met by existing women's organization
-  To address that need and determine how its efforts will remedy the situation
-  To survey the environment, verify gaps in the service provided by existing organizations
-  Preferably the mission statement be kept broad, avoid limiting organization's scope

STRUCTURAL ANALYSIS OF THE INDUSTRY

-  ***Market Identification:*** Native businesswomen's support organization.
-  ***Current Industry Participants:*** NAWBC will need to assess the level of co-operation between existing women's organizations; its ability to refer members to other services will augment its effectiveness.
-  ***Entry Conditions:*** NAWBC will need to assess the strength and reputation of the existing organizations to determine whether it can distinguish its services.
-  ***Competition from substitutes:*** NAWBC will need to assess how its services will replace the efforts of native political groups, state or federal governments.
-  ***Customer Group – User of Services:*** NAWBC will have to closely monitor its interface with and accountability to tribal political organizations.
-  ***Donors:*** NAWBC will likely have a relationship with the federal government, however, it needs to maximize independence & seek a broad and diverse donor community.

BOARD OF DIRECTORS

-  Form a diverse and committed Board of Directors.
-  The formation of the board will be the most critical element in determining how successful the organization will become.
-  Build a board with diverse representation from the women's business community (native and non-native), government officials from tribal, state and federal levels, as well as from the donor community.

Pros:

- The NAWBC has an opportunity to represent a distinct and under-represented voice in the business community, the Native American Woman Businesswoman.

Cons:

- The woman's business space is both competitive and served by numerous participants.
- There are thousands of organizations in the country that teach leadership and life skills to women personally and professionally.

Option 2: Partner with an existing women's networking organization

The second alternative for NAWBC is to consider partnering with an existing women's networking organization that has services close to its interests, to expand on what they are already doing. Using an alliance with an existing organization as a way of testing the waters before going through the whole process of setting up a new organization. The sponsoring organization oversees the financial affairs of the new effort, assures that necessary standards are being met and that the purposes are being achieved. NAWBC will have to make sure that whomever they are partnering with is well organized and has an excellent reputation and services that it is prepared to support.

The report researches five existing women's organizations to discover specific features of each organization such as its mandate, structure, financing and functions. Members include prominent women business owners, entrepreneurs, students, and women leaders, nationally or internationally.

*“Building capacity and networking opportunities
for women entrepreneurs”*

The common element linking all the five organizations is their focus on building capacity and networking opportunities for woman entrepreneurs. While each organization has their own specific mandate that corresponds to its specific goals, there seems to be a common underlying

objective within each of the women's organizations. Each woman's organization is established to promote and provide opportunities for women business owners to enhance their business performance and accomplishments. The five women's organizations are:

1. The International Alliance (TIA)
2. Business Women's Network (BWN)
3. American Business Women's Association (ABWA)
4. National Association of Women Business Owners (NAWBO)
5. National Foundation for Women Business Owners (NFWBO)

Four of the women's organizations are national and/or international networking organizations (TIA, BWN, ABWA and NAWBO). The common purpose for these four organizations is to increase women business owners economically, socially and politically through building strategic alliances and by offering networking opportunities, research, support and leadership training. Each organization offers opportunities to its members to strengthen their wealth-creating capacities by promoting economic development and by creating effective changes in the overall business culture. The fifth organization, NFWBO, is a research institution whose primary mission is to supply information on women business owners and their firms worldwide. Their aim is to strengthen and support women owners by sharing relevant research and information.

COMMON ELEMENTS OF THE FIVE EXISTING WOMEN'S NETWORKING ORGANIZATION:

-  To increase businesswomen's economic, social and political power
-  To offer networking opportunities, support, sharing ideas and secrets
-  To create innovative and effective changes in the business culture
-  To build strategic alliances, coalitions and affiliations
-  To transform public policy and influence opinion makers

The five women’s organizations provides support to its members at all stages of development in the public and private sector marketplaces, and gives voice and visibility to businesswomen and their enterprises, locally, nationally or worldwide through networking capacities. Table 2 provides the range of services that are currently being offered by each of the five women’s organizations. NAWBC can use this list to decide what services are closest to its own interests.

[TABLE 2]
Programs and services offered by five existing women’s organizations

| Services offered: | TIA | BWN | ABWA | NAWBO | NFWBO |
|-------------------------------|-----|-----|------|-------|-------|
| Networking opportunities | √ | √ | √ | √ | |
| Research institute | | | | | √ |
| Education/skills training | √ | √ | √ | √ | √ |
| Obtain business financing | | √ | √ | √ | |
| Newsletter | √ | √ | √ | √ | √ |
| Achievement recognition | √ | √ | √ | √ | |
| National connections | √ | √ | √ | √ | |
| International connections | √ | √ | | √ | |
| Identifies talent (to public) | √ | √ | | √ | |
| Speakers bank | √ | | | | |
| Directory/member databank | √ | √ | √ | √ | |
| Internet resources | √ | √ | √ | √ | √ |
| Student services | | √ | √ | | |
| Minority services | | √ | √ | √ | |
| Congressional voice | | √ | | √ | |
| Discounts products/services | | | √ | √ | |
| Procurement accessibility | | √ | | | |

Pros:

- Each organization caters to its own members by offering programs or services for the different needs of its members. The women’s networking organizations are helping businesswomen achieve success both in business and in their personal lives.
- The work environment of the future of all businesswomen, including the Native American businesswomen will be characterized by equal opportunity, pay and duties.
- The success or failure of women entrepreneurs will depend on how well they take advantage of the opportunities opening up for them.

Cons:

- The core functions provided by each of the five organizations are similar, and there is considerable overlap in membership, geography and industries purportedly represented.

RECOMMENDATIONS:

NAWBC partner with an existing women's organization & provide special initiatives for its particular constituency

The following are recommendations to the Native American Women Business Council:



That NAWBC partner with an existing women's networking organization.



That it should provide special initiatives for its own particular constituency.



That NAWBC engage in consultation with the existing woman's organizations to discuss how it is providing for the distinct needs of the Native American community.



That the scale of services and opportunities developed by these existing organizations will likely not be reached by the NAWBC and as such, their best opportunity for providing quality service is to use an existing platform of services as their foundation.



Thus, it will be able to provide both distinct services to its customers while allowing them to utilize a larger scope of networking and professional development opportunities.



Introduction

The purpose of this analysis is two-fold. First, it will provide an assessment of the critical decision items the leadership of the organization will have to navigate as it matures. It will identify the key issues and milestones in establishing a non-profit organization if the organization chooses to establish a separate Native American women's networking organization. NAWBC can review the existing women's organizations and offer similar services and programs in an effort to increase the Native American businesswomen's visibility.

Secondly, it will provide an overview of the mandate, structure, financing and functions of five existing women's business organizations. The Native American businesswomen will have an opportunity to examine five existing women's networking organizations. The information provided on each organization can then be used to assist in their decision to become members after examining the mandate, structure, financing and services that are currently offered by these organizations.

- » **Identify key issues in establishing a nonprofit organization**
- » **Provide an overview of five existing women's organizations**
- » **Guide NAWBC's discussion and serve as map**

This paper is intended only to guide the discussions of NAWBC and serve as a "roadmap" of issue identification as they firm up their strategy for launching its council.



Critical Elements of a Non-profit Organization

- » **Mission**
- » **Structural Analysis of the Industry**
- » **Non-profit Board of Directors**
- » **Trends in Fundraising**

A. Mission

An important issue that the NAWBC will have to clarify is the intended mission of the organization:

“In the business world, an organizations mission is generally defined as the broadly stated identification of the basic business scope and operations that distinguish it from other organizations. Among non-profits, mission statements typically identify both the audience and product or service being offered. They answer the twin questions: what are we producing and for whom? In addition, we typically find ... some explicit or implicit reference to the core value of the organization.¹

As a non-profit, NAWBC’s mission statement needs to identify its particular audience and type of services being offered by determining what type of service are they providing and for whom?

In the preliminary information sheet produced by NAWBC, the mission statement is ambiguous. It speaks of providing information to native women entrepreneurs, as well as providing consultancy services and networking opportunities. They also wish to conduct their activities with a holistic vision of “health, prosperity, growth and well-being of American Indian, Alaskan, and Hawaiian communities”. Once it identifies the objectives, there needs to be more clarity identifying explicit reference to the core value of the organization.

¹ Oster, Sharon, *Strategic Management for Nonprofit Organizations* (New York: Oxford University Press, 1985) 22.

Strategically, NAWBC will need to clearly enunciate the need within the native community that their organization is intending to fulfill. The crucial factors they need to determine is how they intend to address that need and how their efforts will remedy the situation. This can be achieved by surveying the environment in which native women entrepreneurs operate and verify gaps in the service provided by existing organizations. This consultation process will also create legitimacy that NAWBC has a constituency they are accountable to and provide service for. At this early stage, it is preferable that the mission statement be kept broad in order to avoid limiting the organization's scope as they take their initial steps.

B. Structural Analysis of the Industry

All non-profit organizations need to begin with a vision. However to survive, they must also understand the economic and political markets in which they will operate. A few of the critical issues that need to be understood are the market conditions in which NAWBC will operate. Is this a market with fierce competition, are their substitutes from other public or private organizations, are the donors powerful or diffuse, how likely will another organization enter this market? The review of five current women's networking organizations should divulge the level of competition in establishing a distinctive Native American women's networking organization.

One method of understanding the competitive landscape is to employ the industry analysis developed by Michael Porter of Harvard Business School for the corporate sector as it has been applied to the non-profit sector.

Market Identification

The first element in any organizations strategy is a statement of the scope of that organization, a description of the activities it is engaged in and the market in which those activities are imbedded. The market that NAWBC will be engaged in can be described as the support and service market for the women's business community. Within that broader market they are focused particularly on the native women's community.

Current Industry Participants

The first task of industry analysis is to develop an inventory of the other organizations currently in the market and the characteristics of those organizations. Market attractiveness decreases with the number of competitors. Diversity among competitors increases market attractiveness. The competition for donors, clients and staff are reduced in markets with few rivals. These markets tend to provide more co-ordination opportunities than denser markets.

In the corporate sector, industry analysis focuses on the organizations that share that industry and who will be competitive vis-à-vis one another. In the non-profit sector, this analysis is slightly more complicated as a higher degree of co-operation exists than in the profit sector. Typically, the opportunities for co-operation exist when there are gaps in service between existing organizations, or problems of scale can be remedied only through co-operation.

Therefore, a key issue for NAWBC is to assess the level of co-operation between the existing women's business organizations. As it is likely that NAWBC will not be able to do everything for everyone, their ability to refer their customers to other service providers from time to time will augment their effectiveness.

Entry Conditions

Barriers-to-entry from potential competitors is a key issue. NAWBC needs to assess whether or not new competitors are lining up around the industry and what are the major barriers to entry into the sector. If the barriers are low, the industry will be plagued with competition and volatility, and where the barriers are high, the industry participants can expect relative stability. Typical barriers to entry include economies of scale, sunk costs, marketing and research experience, and reputational effects. The presence of one or more of these phenomena can protect a firm from new competition, and in this case, competition that will eventually reduce services and erode revenue for NAWBC.

Within the non-profit sector, the principal barrier to entry is reputation. Well-established non-profits engender trust amongst their customers, government and the

donor community. The role of reputation in the non-profit community directly correlates to success with the donor community. As a new industry participant, NAWBC will need to assess the strength and reputation of the strong existing participants to determine whether they can distinguish their services to the donor community. If NAWBC establishes their place in the market, it is unlikely another competitor will emerge to service the native women's entrepreneurial market due to the relative small size of this sector.

Competition from Substitute Products

Organizations are threatened not only by competition, but also from the possibility of substitute products. The existence of readily available substitutes reduces an organizations ability to attract donors or clients. The primary threat of substitute products in the case of the native women's entrepreneur will be the existence and effectiveness of government programs. NAWBC will need to assess how their product mix attempts to replace the efforts of native political groups, state or the federal governments efforts to service this sector.

Customer Group – Users of Service

In assessing the attractiveness of an industry, an important consideration is the power of the customer. In making this assessment it is important to note the following:

- The more concentrated the clients or customers of a nonprofit, the more control they will wield. A measure of concentration is the fraction of services used by the tip three or four clients in the nonprofit...
- Customers gain power when substitutes for the service are available, or self-production is possible
- Customers are more powerful when the product or service they consume is very important to them.ⁱⁱ

In the case of NAWBC, the power of the customers is minimal. The native women's business community in America is diverse in industry and scattered geography. An element of the customer relationship NAWBC will have to closely monitor is their interface with and accountability to tribal political organizations. Although these

ⁱⁱ Ibid at 38-39.

organizations will not be viewed as typical customers, they are the aggregate political voice for native women. As such, an endorsement by these organizations and a reporting system of activities would benefit the NAWBC. If this customer is dissatisfied with the service, or is in opposition of NAWBC fulfilling their mandate, the credibility with donors will be damaged.

Customer Group – Donors

“For the typical nonprofit organization, there is a second group on the demand side of the market, the donors - who gives to the organization, are there many small donors or a few large one? Are they concentrated regionally? Are donors individual, corporate or the state? How much power does each have? The more numerous the donors and the less average gift size, the less power each donor has.”ⁱⁱⁱ

One substantial donor in the non-profit community is the government, particularly in the health, social and legal services. The more reliance on the government as donor, the more of a partner they become and the potential of loss of control over the delivery of services increases. NAWBC will need to maintain a strong, accountable relationship with the federal government as this source will likely be a significant donor. However, in order to maximize independence, NAWBC should seek as broad and diverse a donor community as possible. As the organization scales up, they should identify mechanisms for subscriptions or user fees by the users.

C. Non-Profit Board of Directors

The non-profit board is differentiated from the boards of for profit corporations in a few important respects. First, the non-profit board is generally larger than the typical corporate board and generally consists of outsiders (non-employees) of the organization. Secondly, the non-profit board is generally more active and involved in the operations of the organization. These operational activities include fundraising and occasionally supplementing managerial activities in the areas of finance and programming. These characteristics of non-profit boards reflect the fact that these boards engage in active oversight of the organization and that much of the work of

ⁱⁱⁱ Ibid at 40.

non-profits relies on networks. Therefore, the size and diversity of non-profit boards matters in building the fundraising network and building functional expertise.

The primary functions of board members on non-profit include:

- Selection and evaluation of chief executive officer.
- Define and re-evaluate the mission of the organization.
- Develop an operating plan for the organization.
- Approve budgets.
- Help acquire resources.

The effectiveness of non-profit boards is tied to existence of a common vision of what the organization consists of and where it is going. The key to creating the common vision turns on the recruitment of board representatives. “Members of effective boards had more connections to their institutions and stronger identification with the mission before joining the board.”^{iv}

In the context of NAWBC, the formation of the board will be the most critical element in determining how successful the organization will become. The objective should be to build a board with diverse representation from the women’s business community (native and non-native), government officials from tribal, state and federal levels, as well as from the donor community.

D. Trends in Fundraising

The pursuit of donors and funding of the non-profit is a substantial activity of the non-profit. Studies by the Philanthropic Advisory Services of the Better Business Bureau suggest that the optimal ratio of fund-raising costs to program expenses is 50%, while the National Charitable Information Bureau suggests a ratio of 60%. The appropriate ratio established by the non-profit board is a critical determinant by which donors measure the effectiveness of the organization. The question donors ask is how much of the dollar I give will go to programming and how much to fund-raising and overhead? In organizations with high levels of overhead and high ratios of fundraising to programming, the ability to attract financing is compromised.

^{iv} Ibid at 84.



Review of the Mandate, Structure, Functions and Finances of Five Existing Women's Organizations

Five women's organizations, headquartered in the United States, include:

- The International Alliance (TIA)
- Business Women's Network (BWN)
- American Business Women's Association (ABWA)
- National Association of Women Business Owners (NAWBO)
- National Foundation for Women Business Owners (NFWBO)

The women's networking organizations have all been very dedicated and focused on the advancement of women, women business owners and women entrepreneurs. Some of the services includes education, mentoring, positive networking, and support in helping the women succeed in achieving their professional and/or personal goals. Membership in these organizations include women at all stages of professional growth: women climbing the corporate ladder, women established in their professions, women changing careers, entrepreneurs, and women return to the workforce.

The International Alliance (TIA)

P.O. Box 1119, Sparks-Glencoe, Baltimore, MD 21152
Phone: (410) 472-4221; Fax: (410) 472-2920
web site: www.t-i-a.com

Mandate

“The International Alliance serves worldwide as the umbrella organization that unites, supports and promotes professional and executive women and their networks in the business, not-for-profit and government sectors.” [Mission Statement]

The International Alliance (TIA) was founded in 1980 as The National Alliance. In 1986, the name was changed to reflect the interest and increasing number of members worldwide. The mandate of TIA includes increasing the profile of women entrepreneurs and other professionals. It promotes the increased recognition of women’s achievements, and provides outside public and private organizations with assistance in identifying talented female leadership and expertise from among its members. TIA claims to building environments that assist women in reaching their potential and enables them to contribute significantly to business, the professions, academia, government and not-for-profit sectors

Structure

TIA is governed by a Board of Directors consists of professional women with representation from U.S.A., Canada, England. The head office is in Baltimore, Maryland.

TIA is an umbrella organization made up of over 30 women’s business organizations and networks, representing 10,000 women around the world. Membership is encouraged to executive and professional women, women business owners or individuals or groups that supports the advancement of women at all levels of the corporation.

There are 32 member networks located throughout the United States and international regions (Canada, Norway, Czech Republic, England, China, Japan and Panama). [A complete list of member networks can be found in the attached Appendix - The International Alliance].

Finances

Information unavailable.

Function

- **Career Growth.** TIA maintains a list of members who, through their experience and expertise, are eligible for membership on boards of directors in regional and national public and not-for-profit organizations. As well, a presentation is provided at most TIA conferences on corporate governance, board liability and other areas pertinent to serving on a public or private board of directors, as well as the cultural challenges and barriers women may experience as they aspire to board positions.

- **Resource Directory.** Active listing of member networks and Alliance Associates, including contact persons. Members are encouraged to utilize the services from this listing of women-owned businesses and services, such as Accounting/Tax, Administration/Management, Advertising/Marketing, Apparel/Accessories, Art/Architecture, Banking/Finance, Communications, Computers, etc.
- **Support.** TIA supports endeavors of other groups that promotes women's interests. TIA is a founding member of The National Museum of Women in the Arts in Washington, D.C. and has contributed to The National Women's Hall of Fame.
- **Recognition.** Member's achievements are honored and recognized. TIA provides public and private organizations with assistance in identifying talented female leadership and expertise from among its members.
- **Conferences/Briefings/Meetings.** Annual conferences are usually hosted in a city where there is a local member network. Every spring, TIA holds an Annual Briefing where world-renowned speakers such as former First Lady Hilary Rodham Clinton, former Attorney General Janet Reno, have participated. Regularly regional network meetings are held across the country and at least one international meeting is held.
- **Speakers Bank.** TIA provides a list to its members who are seeking dynamic, motivating and inspiring speakers for their functions. The bank is made up of members who have special expertise within their respective organizations and who are qualified speakers on a wide range of topics.
- **Professional Growth.** TIA offers leadership training and skill enhancement through programs, meetings, special events and world-renown speakers.
- **Information-sharing.** Information is shared through monthly newsletters (Alliance Newsletter & Monthly Update) provided to its members and associates, on activities/events and highlights the accomplishments of its members. It provides insight into business and current women's issues (national and international). Information is also posted on its web-site (<http://www.t-i-a.com>)

Business Women's Network (BWN)

1146-19th Street, 3rd floor, Washington, D.C. 20036-3703

Phone: (202) 463-3766; Fax: (202) 833-1808

web site: www.BWNI.com

Mandate

“Providing women with the real tools for success.”

The mission is to build upon the unique umbrella of support for women in business nationally and internationally, with a goal of building more business for more women across more borders. Significant information projects with corporations and government agencies are provided to its members with the facts, information, support and linkages they need to succeed. Their aim is to be the only organization capable of effective outreach to over 32 million working and businesswomen worldwide.

Structure

BWN is part of the “Working Women’s Network” and is a division of Public Affairs Group, which is a for-profit company based in New York City. There are four divisions within the Working Women’s Network:

- 1) Diversity Best Practices
- 2) Best Practices Incorporate
- 3) Business Women’s Network Corporation
- 4) Business Women’s Network Government

BWN employs nine staff members.

An important distinction of BWN is the efforts they have made to build an inclusive organization. They have made outreaches to African-Americans, Latinos, and Native American businesswomen. These outreaches typically involve distribution of newsletters, conferences and networking opportunities.

There are more than 6,000 women’s organizations and resources listed in the 2001 directory, including over 575 national organizations, more than 900 international organizations, more than 2,000 web sites, and more than 800 government resources.

Financing

The Working Women’s Network is a for-profit company. Its revenues are generated from selling products and services as well as through its sponsors.

The Business Women’s Network (BWN) generates revenue from its own corporate finances plus receives sponsorship from several corporations: Calvert Investments, Crown Plaza Hotels & Resorts, Inter-Continental Hotels & Resorts, Office Depot, U.S. Department of the Interior, U.S. Department of Energy, USDA Bank of America, National Association of Securities Dealers, Inc., and VISA.

Function

- The BWN Directory of Business and Professional Women's Organizations lists over 4,000 organizations and web sites, and is the core of the BWN information database on the women's business marketplace. The Directory includes organizational profiles, focus area and objectives, membership benefits and fees, membership criteria, educational programs, information on meetings and conventions, publications, web sites, e-mail addresses, awards offered by the organization, and philanthropic and community interests.
- BWNi.com is an effort by BWN to reach millions of business women through the Internet. BWNi.com serves as a starting point for business opportunities for women-owned businesses and women entrepreneurs. It provides a listing of opportunities, ranging from contracting opportunities in both the government and private sector, to resources for businesses in both the United States and globally. In addition, BWNi.com provides resources and news that help women in business improve their careers, handle their finances, learn more about the skills they need, and find help with the issues that they face.

Program Initiatives:

- **Business Roundtables:** Periodic business roundtables are held, discussing various topics in regards to the growing women's marketplace.
- **Careers and Youth:** BWN supports job recruitment and retention. They have formed a partnership with JobOptions on their web site and are in the process of forming a mentoring program for young girls to begin a career in business.
- **Corporate Internship:** BWN maintains a year-round internship program for top students of all majors.

American Business Women Association (ABWA)

9100 Ward Parkway, Box 8728, Kansas City, MO 64114-0728

Phone: (800) 228-0007; Fax: (816) 361-4991

web site: www.abwa.org

Mandate

“To bring together businesswomen of diverse occupations and to provide opportunities for them to help themselves and others grow personally and professionally through leadership, education, networking support, and national recognition.”

American Business Women’s Association (ABWA) is currently the 4th largest women’s group in the U.S. It is a national ‘networking’ organization, where members are able to share their insights on worthy activities spearheaded by different ABWA chapters. The goal of ABWA is to advance women’s professional and personal lives and offers numerous opportunities to forge new deals and enhance their business’ performance.

ABWA has dedicated itself to women’s education by providing workplace skills and career-development training for more than 545,000 members. It offers educational programs, on-the-job training, professional development, financial assistance and other services geared at promoting working women’s welfare and by offering an environment where businesswomen can explore, test their abilities and skills, apply their knowledge, learn, network and make friends in a supportive and inspiring atmosphere. To maximize the benefits, members should take advantage of the meetings and events to make business referrals, offer discounts to members to boost sales and advertising in it’s newsletters.

Structure

The Board of Directors governs the affairs, policies and business on behalf of its members and serves as trustees on the scholarship fund. There are 9 elected officers: a national president, national vice president, national secretary-treasurer, and 6 district vice presidents who are elected to one-year terms and meet 3 times annually. The national structure consists of 6 districts. A district vice president represents each of the 6 districts.

There are 1,400 local chapters/networks, 70,000 members in the U.S. Most members belong to one local chapter/ network where they can attend monthly meetings for networking and professional development. There are 23 different industries represented. The top industries are: government – 14%; service – 13%; health care – 13%; and education – 10%. There are six choices for membership available:

- **National Membership.** Can join without the involvement of a chapter and still receive member benefits.
- **Chapter Membership.** This is the ‘heart’ of ABWA’s network of local chapters where members meet monthly to learn, network and make friends.

- **The Company Connection®.** Special membership option, receive a national directory of business entrepreneurs, discounts on products/services and a newsletter.
- **PrimeTime Connection®.** For retired businesswomen or on the verge of retirement.
- **The Express Network®.** For the up-and-coming or current business executive on the rise; opportunity to rub shoulders with women who are determined, visionary leaders.
- **Student.** Full-time college student can prepare for entrance into the workforce through the vast networking, credential-building and mentoring resources available.

Finances

The American Business Women's Association is a non-profit organization. Information their finances cannot be disclosed to the public.

Function

Scholarships. ABWA's national scholarship trust has contributed more than \$13 million to women's professional success through education.

Women in Business® magazine. Award-winning bimonthly national magazine covering business trends, business ownership, self-improvement and retirement issues.

Educational Programs. To help members grow personally and professionally:

1. **E-learning.** Topics from managing stress to managing projects.
2. **Skill Builder.** Helps members evaluate current skills, set personal training priorities.
3. **Continuing Education.** Non-degree credit granted to programs meeting requirements of the International Association for Continuing Education and Training.
4. **Membership Training & Development.** Designed for members who would like to present educational programs to their chapters/networks or departments at work.
5. **Money Matters.** To provide an educational tool for women who want to know more about investment clubs.
6. **Chapter Programs.** Career Enhancement workshop kit contains everything a conscientious leader needs to facilitate an interactive chapter/network program.
7. **National Seminars Discounts.** Teamed with National Seminars to offer members significant discounts on several important education workshops and seminars.

- 8. Business Skills Grants and Loans.** For busy working members, covers non-academic courses, desktop publishing course to a series to obtain a real estate license.

National Association of Women Business Owners (NAWBO)

1411 K Street, NW, Suite 1300, Washington, DC 20005

Phone: (202) 347-8686

Web site: www.nawbo.org

Mandate

“NAWBO propels women entrepreneurs into economic, social and political spheres of power worldwide.”

NAWBO has a ‘customer first’ philosophy and a mission is to strengthen the wealth-creating capacity of its members by promoting economic development, creating innovative and effective changes in the business culture, building strategic alliances, coalition and affiliations, transforming public policy and influencing opinion makers.

NAWBO’s goal is to fully represent the diverse make-up of the businesswomen’s community through increased representation within ethnic and minority communities. It values and seeks a diverse and inclusive membership and seeks full participation in the organization by all women business owners.

NAWBO represents the interests of women business owners in all industries. It has created an environment to promote and foster the success of women-owned companies through networking and partnering with other business owners from all industries.

It is headquartered in Washington, DC, is the only dues-based national organization representing the interests of all women entrepreneurs in all types of businesses.

Structure

NAWBO’s National Board includes the president, president-elect, immediate past president, treasurer, three vice presidents (Corporate and Economic Development, Member Services, Public Policy), four Directors, five regional directors (Southeast, Western, Atlantic, Southwest and Midwest), and three ex-officio members (NAWBO Executive Director, National Foundation for Women Business Owners Executive Director, and National Women Business Owners Corporation Executive Director).

There are 3 councils that perform much of the work. Each council is made up of 5 directors (1 from each region) and 1 voting rep from each chapter.

1. **The Member Services Council** – represents and shapes the organization’s interests in the area of professional, chapter and regional development with special focus on leadership skills, training, marketing, and member and chapter services.
2. **The Corporate and Economic Development Council** – shapes the interests in the area of financial and business development for the organization and the members with special focus on revenue generation through profit centers and outside sources, access to capital for members, and national/international business.

3. **The Public Policy Council** – represents and shapes the association’s interests in public policy formation, public/private partnerships, coalition building, public affairs, and appointments and awards.

Each autonomous chapter has a minimum of five board members, sets their own by-laws consistent with national by-laws, and sets their own agenda and must maintain specific criteria set by the Member Services Council. There are 75 chapters in the United States, 90 chapters worldwide, 7000 members.

NAWBO’s strength is its infrastructure – vibrant, healthy and growing chapters driven by visionary chapter leaders and enterprising members. There are six categories of membership: Emerging Business Owner, Supporting Member, Established Business Owner, Sustaining Member, At-Large Member, and Lifetime Member, all with varying membership fees, ranging from \$50.00 to \$1,000/annually.

Finances

Funding comes from membership dues and corporate sponsors/partners. The National Association of Women Business Owners propel women business owners with the following corporate sponsorship: AT&T, Jaguar, Kemper Insurance Company, New England Finance, Office Depot, Principal Financial Group, Wells Fargo Bank, and Wyndham Hotels/Resorts (the 2000 NAWBO Corporate Sponsor of the Year).

Function

- Networking opportunities, international network of business contracts
- Visibility and clout in political, economic and social arena
- Discounts and special offers from a growing number of products/services
- Communication and networking with other members and affiliates
- Training and information through valuable meetings and seminars
- Affiliations and International Business links
- Access to capital
- Voting privileges
- Voice on Capitol Hill. NAWBO are first to be called to testify at congressional hearings related to women entrepreneurs and small business.

National Foundation for Women Business Owners (NFWBO)

1411 K Street, NW, Suite 1350, Washington, DC 20005-3407 USA
Phone: (202) 638-3060; Fax: (202) 638-3064
web page: www.nfwbo.org

Mandate

“The National Foundation for Women Business Owners is the premier source of information on women business owners and their enterprises worldwide”

The NFWBO is a non-profit ‘research’ and leadership development foundation and is a source of information on women business owners and their firms. It is affiliated with the National Association of Women Business Owners (NAWBO). Its mission is to support the growth of women business owners and their enterprises by conducting research, sharing information and increasing knowledge. It provides statistical information or statistics about women-owned business and informs the public about the importance of supporting women-owned businesses.

Structure

The NFWBO Board of Directors includes a Chair, Vice-Chair, Treasurer, Immediate Past Chair, 12 Board members, 2 ex-officio members from throughout the United States. The Corporate Partners include Distinguished Partners: AT&T, IBM; Corporate Advisory Council: AT&T, IBM, MassMutual Financial Group, Wells Fargo; 16 Members of the Corporate Circle, 4 Members of the Corporate Network. NFWBO has 7 full-time staff and 3 part-time staff.

Finances

In 1999, NFWBO expected \$1.279 million, 45% from research, 19% from consulting, speaking, leadership training and Corporate Circle, and 12% from general contributions.

Function

Research. The purpose of NFWBO’s research is to get companies, policy makers, and organizations to meet women’s needs with specialized programs, products and services.

Corporate Circle. Provides America’s leading corporations with the broadest available range of strategic information and insight into women business owners and their enterprises, and significant visibility among women business owners

Corporate Network. Introductory program for corporations seeking information and insights to expand markets and gain visibility among women business owners.

Executive Roundtable. An opportunity to gain valuable perspectives and strategies on doing business with women business owners. It features current information on women-owned enterprises, and ideas on how to use this knowledge to strengthen corporate outreach to women business owners.



Conclusion

The NAWBC has an opportunity to represent a distinct and under-represented voice in the business community, the Native American Woman Businesswoman. However, the divide between the desire to “do good” for this sector and the opportunity to build a nascent organization is wide. Based upon the analysis of the non-profit industry sector suggested by Michael Porter, the woman’s business space is both competitive and served by numerous participants. The core functions provided by each of the five previously listed organizations are similar, and there is considerable overlap in membership, geography and industries purportedly represented.

The immediate steps that NAWBC will have to take as it attempts to build their organization should focus on generating a mandate and legitimacy within the Native American Business-women’s community. They need to first determine the need in this community that is not presently being met. Their immediate effort as defined in their literature is to focus on increasing technology related enterprises and creating linkages to government procurement opportunities. While this is a laudable goal, there is no indication where this initiative ranks in the hierarchy of need in the Native American business community.

NAWBC will have to work with existing Native American political and business organizations to conduct a needs assessment of the women’s business environment to determine what services are required. This step will result in both a determination of the need, and by working within the Native American community, they will be able to create a level of legitimacy and accountability.

Once a mission statement has been formulated from the needs assessment process, NAWBC will have to engage in a diverse and committed board of directors. The review of literature indicates that the primary differentiator between successful non-profits and failures is the quality and commitment of the directors.



Recommendations

“NAWBC partner with an existing woman’s organization and provide special initiatives for their particular constituency”

Finally, the NAWBC should engage in consultations with existing woman’s organizations to discuss how these organizations are providing the distinct needs of the Native-American community. The recommendation is that the NAWBC partner with an existing organization and provide special initiatives for their particular constituency. The common element linking all the five organizations listed is their focus on building capacity and networking opportunities for woman entrepreneurs. The scale of services and opportunities developed by these organizations will likely not be reached by the NAWBC and as such their best opportunity for providing quality service is to use an existing platform of services as their foundation. Thus they will be able to provide both distinct services to their customers while allowing them to utilize a larger scope of networking and professional development opportunities.



Additional Sources

Annual Registry of Grant Support: A Directory of Funding Sources, Published by R.R. Bowker

Designing Successful Grant Proposals by Donald C. Orlich

Guide to U.S. Foundation, Their Trustees, Their Officers, and Their Donors, Published by the Foundation Center, New York, NY

Multicultural Grant Guides: Native American Series: National Directory of Seed Money Grants for American Indian Projects (2001), (check Amazon.com)

National Directory of Foundation Grants for Native Americans (1998) by Phyllis A. Meiners. CRC Publishers. This all new reference work documents the philanthropy of 56 private Foundations considered to be the most prominent funders of Native American programs. Mainstream foundations who target American Indian communities and those who earmark Native American studies and education programs are featured.

Native American Directory : Alaska, Canada, U.S. (1996) by Fred Snyder, Editor. National Native American Cooperative.

Native Americans Information Directory, Published by Gale Research Inc, Detroit, MI

Smoke Signals : A Directory of American Indian and Alaska Native Business in Indian Country (1989) by Gregory W. Frazier. Arrowstar Publishing.

Strategic Management for Nonprofit Organizations (1985), by Sharon Oster. Oxford University Press, New York, NY

The Five Strategies for Fundraising Success: A Mission-Based Guide to Achieving Your Goals (Jossey-Bass Nonprofit and Public Management Series) (1999) by Mal Warwick

The Fundraising Planner: A Working Model for Raising the Dollars You Need (Jossey-Bass Nonprofit and Public Management Series) (1999) by Terry Schaff, et al

The Grant Seeker's Resource Guide: A List of Resources For Those Seeking Private or Federal Grants (1997) by Edward A. Tureen, Editor. SEK Publications.

The Grant Seeker's Primer: A Guide to Applying for Federal, Foundation & Corporate Grants (1999) by Edward A. Tureen, Heather Weaver, SEK Publications



Appendices

APPENDIX A: Five Existing Women's Networking Organizations:

1. The International Alliance
2. Business Women's Network
3. American Business Women's Association
4. National Association of Women Business Owners
5. The National Foundation for Women Business Owners

APPENDIX B: List of National Indian Organizations

(to assist in locating Native American women's businesses)

APPENDIX C: Additional Information on Starting a Non-Profit Organization