

WOMEN'S

LEADERSHIP INITIATIVE

A program of the ULI Robert C. Larson Leadership Initiative

STRATEGIC PLAN

February 2012

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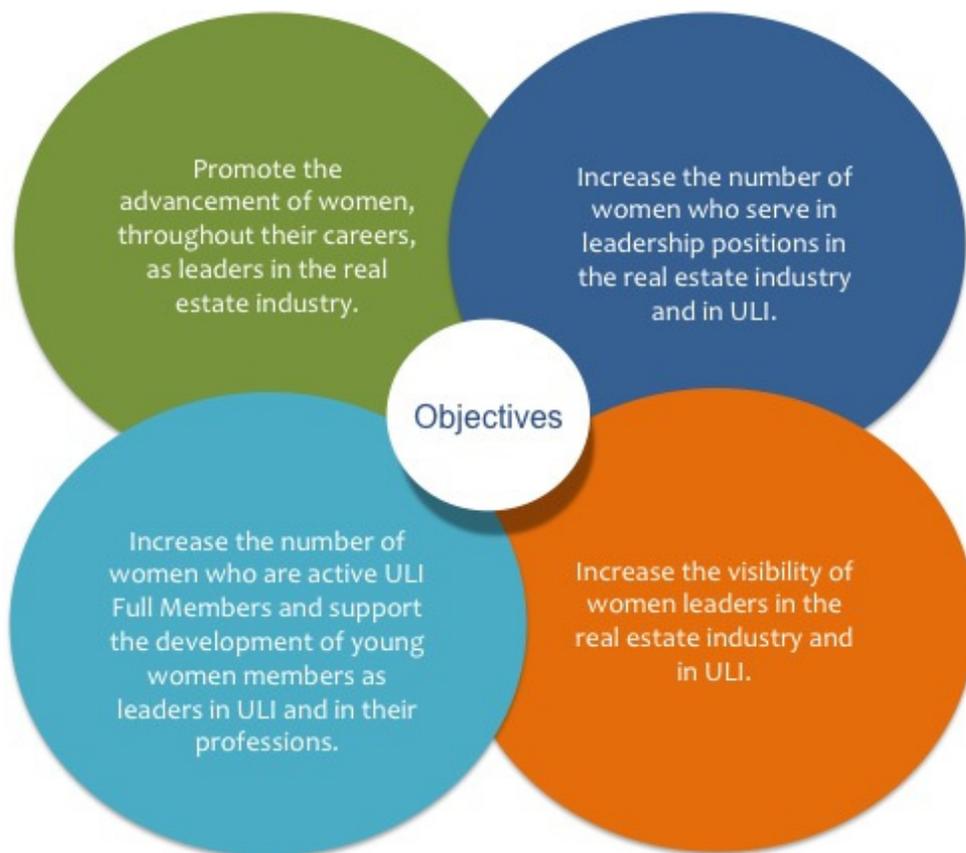
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Appendix: WLI Steering Committee Roster

BACKGROUND

In December 2010, a group of ULI women leaders came together to assess the interest in and opportunities for increasing the number and visibility of women leaders in ULI and the real estate industry. The group met several times to discuss the relevance and value of a ULI initiative to develop women leaders. The outgrowth of those meetings was the creation of the Women's Leadership Initiative, as part of the ongoing ULI Robert C. Larson Leadership Initiative.

The mission statement and objectives are detailed below. The initial proposal also included suggested activities which, with sufficient funding, could be undertaken to support these objectives. On an annual basis, the mission, objectives, organization and work plan will be reviewed and affirmed by the WLI Steering Committee and presented to the Advisory Committee.



MISSION AND OBJECTIVES

Mission Statement

The mission of the ULI Women's Leadership Initiative is to raise the visibility and number of women leaders in ULI and the real estate industry.

Objectives

1. Promote the advancement of women, throughout their careers, as leaders in the real estate industry.
2. Increase the number of women who serve in leadership positions in the real estate industry and in ULI.
3. Increase the visibility of women leaders in the real estate industry and in ULI.
4. Increase the number of women who are active ULI Full Members; and support the development of young women members as leaders in ULI and in their professions.

GOVERNANCE

The governance of the ULI Women's Leadership Initiative will consist of a Steering Committee, Executive Committee, Nominating Committee, and Advisory Committee. Additional committees will be formed to execute on the annual work plans.

WLI Steering Committee

The WLI Steering Committee will be comprised of twenty to twenty-five ULI Full Members, recommended by the Nominating Committee and affirmed by the Executive Committee. Members will serve for 3-year terms and are eligible for an additional term at the discretion of the Nominating Committee. Most members will have been active in the real estate industry for ten or more years, with the exception of those Steering Committee members who are Young Leaders. At least two members of the Steering Committee will be selected from the ULI Young Leader membership category. The Steering Committee will strive for representation among its members from various geographies, businesses, company types and sizes, and varied length of employment in the real estate industry.

The Steering Committee will guide the WLI's work and ensure its activities support the mission and objectives. The Steering Committee will annually review and affirm the WLI strategic plan; develop a work plan of activities for the upcoming year; and establish committees to execute on the work plans. Steering Committee members will serve as committee chairs, committee members and/or task leaders.

The Steering Committee will meet at least quarterly, including meetings at the ULI Spring Council Forum and ULI Fall Meeting, when possible. The agenda will include discussion of the current year's work plan, updates from the committees, and updates from the ULI staff and leadership regarding the Larson Leadership Initiative and other relevant ULI activities. Meetings will be held in person (with conference call access) at a location to be selected by the Chair. When possible, the meeting location will rotate to accommodate members. At the beginning of each calendar year, the Steering Committee Chair will form an Executive Committee to be comprised of the Chairs of the six major committees (Nominating; Strategy & Planning; Benchmarks & Best Practices; Events & Sponsorship; Membership & Outreach; Communications). The purpose of the Executive Committee is to assist the Steering Committee Chair in executing the current year's work plan. The Executive Committee will meet at the Chair's discretion.

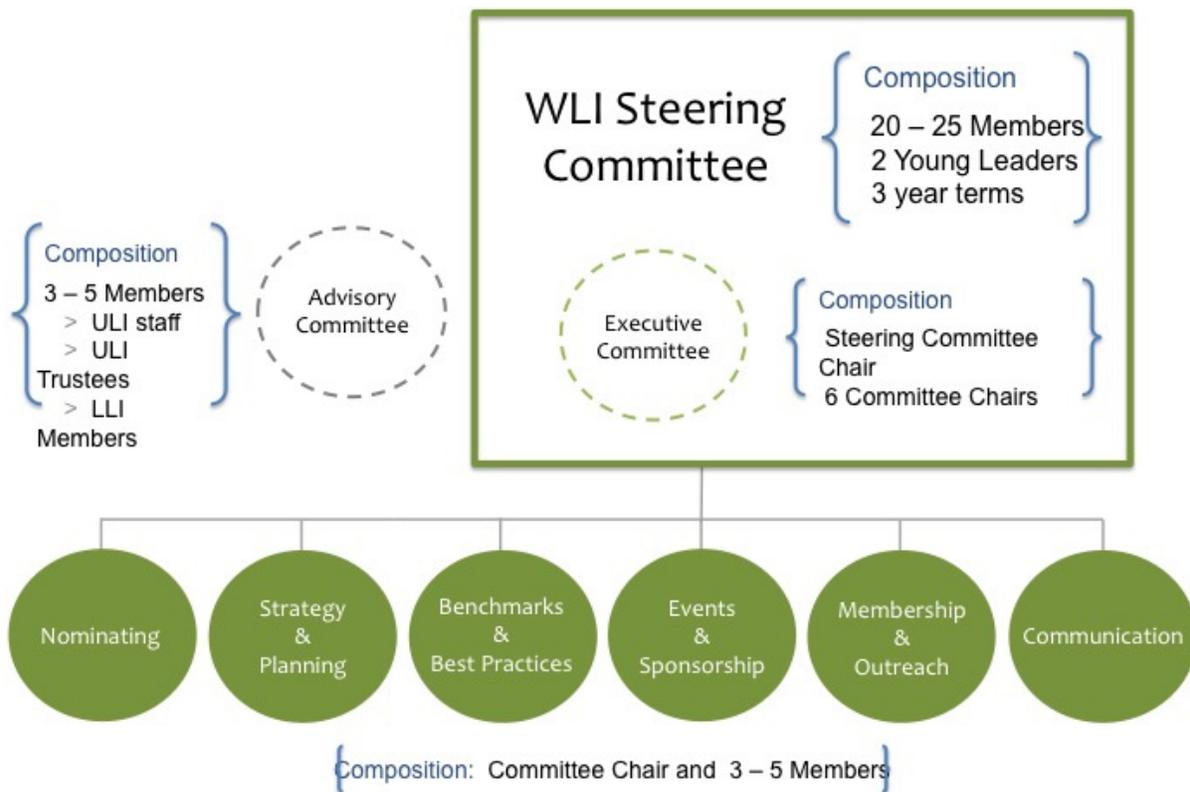
Funding for WLI activities and initiatives will be managed within the ULI Foundation budget. A ULI staff person will provide the Chair a quarterly budget update on funding requested, approved and disbursed. Steering Committee members are requested to support the WLI by making personal contributions and/or securing in-kind donations to the ULI Foundation of at least \$1,000 annually. Such contributions will be earmarked to support WLI activities.

Annually, the Chair of the Steering Committee will make a presentation to the Larson Leadership Initiative on the mission and objectives of the Women’s Leadership Initiative and its achievements.

WLI Advisory Committee

The WLI Advisory Committee will be established to provide regular feedback, guidance and support for the Women’s Leadership Initiative. The members of the Advisory Committee will be selected by the Executive Committee and approved by a majority of the full Steering Committee. The members of the Advisory Committee will further be affirmed by the Larson Leadership Initiative Chair (Eric Larson) and the ULI CEO (Patrick Phillips). The Advisory Committee will be comprised of no fewer than three and no more than five members, to be selected annually. Members will be selected from ULI staff, ULI Trustees, and members of the Larson Leadership Initiative.

The WLI Advisory Committee will meet two times per year with the WLI Steering Committee. Annually, the WLI Advisory Committee will receive and affirm the strategic plan, including the proposed budget, of the Women’s Leadership Initiative. The current membership of the WLI Advisory Committee includes Eric Larson, Michael Horst, and Patrick Phillips.



COMMITTEES

The WLI annual work plan will be carried out by committees established by the Executive Committee. Each committee will be comprised of one Chair and three to five Steering Committee members. Additional committee members will be included from the at-large ULI membership, at the discretion of the committee's chair. Each committee will meet regularly, as organized by the chair. Each committee chair will provide a quarterly update on activities to the Steering Committee. Each committee chair will also distribute minutes following its meetings to the Executive Committee.

In addition to the governance committees, five additional committees have been established to execute the WLI work plan: Strategy & Planning; Benchmarks & Best Practices; Events & Sponsorship; Membership & Outreach; and Communications. On an annual basis, the Nominating Committee and these five committees will review and revise their work plans for the upcoming year. Each committee's focus area and possible activities are further described below. Each activity supports the mission and objectives of the Women's Leadership Initiative.

Nominating Committee

The Nominating Committee will be comprised of up to four members of the Steering Committee, selected by the Executive Committee. On an annual basis, the Nominating Committee will recommend the membership of the Steering Committee to be approved by the Executive Committee. In addition to its annual responsibility, the Nominating Committee will also review profiles of women ULI members to be recommended as board members, Trustees, and council leaders. The Nominating Committee will submit recommendations regularly to ULI staff, LLI, council leaders and others to ensure that women are identified and sponsored for visible leadership roles in ULI. During 2012, the Nominating Committee will create staggered terms for the current Steering Committee membership with a goal that approximately 1/3 of the Steering Committee membership will turn over each year. A current roster of the Nominating Committee is attached in the Appendix.

Strategy & Planning Committee

The primary activity of the Strategy & Planning Committee is to refine the strategy and develop the annual work plan for the Women's Leadership Initiative, based on input from each of the committees. Annually, the Strategy & Planning Committee will prepare an updated strategic plan and work plan for the upcoming year, including key performance measures, which will be submitted to the full Steering Committee for review and approval. In addition, the Strategy & Planning Committee will prepare a year-end annual report and an assessment of performance against the established key performance indicators. The chair of the Steering Committee will be a member of the Strategy & Planning Committee. A current roster of the Strategy & Planning Committee is attached in the Appendix.

Benchmarks & Best Practices Committee

The primary activity of the Benchmarks & Best Practices Committee is to gather and leverage research on the progress of women in business, including benchmark statistics, with a particular focus on the real estate industry. The Benchmarks & Best Practices Committee will form a WLI Research Advisory Council comprised of specialists in this field, including ULI members, non-profit organizations and institutes, academic researchers and corporate business consultants. Larson Leadership Initiative representatives will be invited to serve on this committee. Suggested activities for the Benchmarks & Best Practices Committee are described below. A current roster of the Benchmarks & Best Practices Committee is attached in the Appendix.

- Gather and communicate existing research on organizational strategies and professional development tools for successful leadership.
- Develop materials that educate ULI members and non-members about women in leadership and related issues inside and outside the real estate industry.
- Sponsor the publication of white papers or studies about women in leadership in real estate, as well as real estate topics written by women. Consider a monograph on why increasing the number of women leaders is relevant to the real estate industry and what strategies could be used to increase the number of women leaders. Develop and execute a significant research project in conjunction with a university to be presented in Chicago at the 2013 ULI Fall Meeting.
- Review existing research, scorecards and best practices related to leadership and women in real estate and financial services with a focus on developing or supporting specific research related to the progress of women in the real estate industry.
- Collaborate with the Events & Sponsorship Committee to secure corporate sponsorship of the research activities and to prepare events that feature the results of the research.

Events & Sponsorship Committee

The primary activity of the Events & Sponsorship Committee is to plan and execute WLI programming, events and meetings, and to develop funding sources and sponsorship for WLI initiatives. Representatives from the ULI programming staff and committees will be invited to participate on this committee. Suggested activities for the Events & Sponsorship Committee are described below. This committee will seek to provide opportunities to women for leadership and visibility at National and District Councils with speaking engagements and panel participation. This committee will collaborate with the Nominating Committee and the Membership & Outreach Committee to maintain a robust roster of women available to

participate. A current roster of the Events & Sponsorship Committee is attached in the Appendix.

- Plan Spring Council and Fall Meeting programming of interest to ULI members, engage speakers and organize WLI networking events.
- Collaborate with ULI and LLI to develop and execute leadership training programs which highlight the value of women as leaders and support women professionals for leadership skill development.
- Plan periodic WLI events to include dynamic women leaders from outside the real estate industry.
- Establish funding requirements for WLI events and develop corporate backers, individual donations, co-sponsors, grants and matched funding to support activities.

Membership & Outreach Committee

The core activity of the Membership & Outreach Committee is to identify real estate industry women and invite attendance to ULI events; and to encourage active participation in ULI and WLI events. The targeted universe will be women who represent one or more of the ULI membership diversity goals: senior women, promising young women leaders, industry sector, racial and ethnic identity, geographic diversity. In addition, the Membership & Outreach Committee will create a development program to identify and mentor promising young women for a year, facilitating their navigation of ULI. The Membership & Outreach Committee will collaborate with the Events & Sponsorship Committee to plan at least one networking event annually for both existing and prospective women members of ULI; work with the Nominating Committee to maintain a data base and create brief profiles of women who are prospective members, Trustees, and speakers at ULI. The Membership & Outreach Committee will also collaborate with the Communications Committee in creating a footprint for WLI and Member activities on the ULI website, as well as the creation of social networking site(s). A current roster of the Membership & Outreach Committee is attached in the Appendix.

Communications Committee

The primary activity of the Communications Committee is to engage and inform the WLI community. To accomplish this goal, the Communications Committee will disseminate information relevant to members, engage WLI participants and potential participants with traditional and new media tools, and establish standards for the WLI brand. Suggested activities for the Communications Committee are described below. A current roster of the Communications Committee is attached in the Appendix.

- Inform WLI members and interested individuals of events and programs through a regularly distributed newsletter.

- Create opportunities for member interaction through online community sites, including LinkedIn. Seed conversations that support the WLI mission and goals. Inform the broader public of current issues and events related to the WLI mission through social media sites such as Twitter.
- Establish brand standards and identity material for web and print.

2012 WORK PLAN

The Nominating Committee and the five additional committees have developed a work plan for 2012 activities that will support the mission and objectives of the Women’s Leadership Initiative. The work plan is included below.

NOMINATING COMMITTEE Chair: Dorothy Alpert	
WLI STEERING COMMITTEE MEMBERSHIP Budget Request – None Timetable – January 2012 Task Leader: Dorothy Alpert	Recommend the membership of the WLI Steering Committee according to the guidelines provided in the Strategic Plan. The roster will be provided to the Advisory Committee at its 1Q 2012 meeting.
ULI LEADERSHIP NOMINATIONS Budget Request – None Timetable – Ongoing Task Leader: Cia Buckley	Provide names and profiles of women candidates for consideration as ULI trustees to ULI leadership, council leadership and the Advisory Committee.
ULI COUNCIL NOMINATIONS Budget Request – None Timetable – 3Q 2012 Task Leader: Lizanne Galbreath	Provide names and profiles of women candidates for consideration as Product Council and District Council chairs to the Vice Chairs of the respective councils and to the staff person supporting the ULI nominating committees and councils.
ULI SPEAKER RECOMMENDATIONS Budget Request – None Timetable – Ongoing Task Leader: Lynn Cherney	Recommend women speakers and panelists to the programming coordinators for the Spring Council Forums and the Fall Meetings. In collaboration with the Events & Sponsorship Committee, develop the plan for a WLI-sponsored speakers’ bureau with information on women qualified to speak on various topics and in various locations.
STRATEGY & PLANNING COMMITTEE Co-Chairs: Libby Seifel, Kathleen Carey	
WLI STRATEGIC PLAN / 2012 WORK PLAN Budget Request – None Timetable – January 2012 Task Leader: Diana Reid	Review the vision, mission, objectives and governance of the Women’s Leadership Initiative; submit to the Steering Committee for review and approval. A work plan for the upcoming year will be included in the strategic plan, based on input from each of the committees. The annual update of the Strategic Plan is to be completed and submitted to the full Steering Committee each December and presented to the Advisory Committee in January each year.
WLI MEASUREMENTS OF SUCCESS Budget Request – None Timetable – April 2012 Task Leader: Trish Healey	Recommend measurements to be used by the Steering Committee to judge the effectiveness of 2012 work plan activities. The measurements will be submitted to the Executive Committee.

<p>WLI ANNUAL REPORT Budget Request – None Timetable – December 2012 Task Leaders: Pauline Nee, Libby Seifel</p>	<p>Recommend to the Executive Committee the format to present achievements and measurements of WLI activities. Prepare the annual report of activities and achievements. Work with the Communications Committee on format and branding. The Annual Report will be submitted to the Executive Committee and full Steering Committee at the 4th Quarter meeting.</p>
<p>WLI ADVISORY COMMITTEE AGENDA Budget Request – None Timetable – 2Q and 4Q Task Leader: Kathleen Carey</p>	<p>Prepare the agenda and arrange for topical discussions for the joint meeting of the WLI Steering Committee and WLI Advisory Committee; submit to Executive Committee for review and approval.</p>
<p>BENCHMARKS & BEST PRACTICES COMMITTEE Chair: Fern Kanter</p>	
<p>WLI INITIATIVES DEVELOPMENT Budget Request – None Timetable – 2Q 2012 Task Leader: Fern Kanter</p>	<p>Collaborate with women ULI members to develop areas of focus for the Women’s Leadership Initiative. Toward this effort, create a list of focus areas based on input from WLI’s Steering Committee members. Solicit reaction and additional input and direction from selected District Executive Directors. Establish or participate in an existing Executive Directors conference call or meeting session to collaborate with women Executive Directors on the areas of interest, ranking and prioritizing needs and soliciting ideas on implementation.</p>
<p>WLI SUMMER RESEARCH INTERN(S) Budget Request – \$10,000 Timetable – Recommendation 2Q 2012 Task Leader: Kathleen Carey</p>	<p>Identify topics, deadlines, and oversight for summer research intern(s) to work on specific areas of focus to support WLI research initiatives. Submit recommendation to Steering Committee at 1Q meeting for intern’s area of focus. Preliminary suggestions are to develop the work plan necessary to research and document the current status and historic trends of women in the real estate professions and as leaders in the industry.</p>
<p>INTERFACE WITH OTHER WLIs Budget Request – \$5,000 Timetable – Ongoing Task Leader: Fern Kanter</p>	<p>Identify other organizations to be part of an industry-wide effort to share best practices and resources to support the objectives of WLI. Determine what research has been completed and what’s in process related to women real estate professionals. Solicit input from the Steering Committee to identify possible contacts (WPO, AHLA, CREW, MBA) and thought leaders.</p>
<p>WLI RESOURCE LIBRARY Budget Request – None Timetable – Ongoing Task Leader: Libby Seifel</p>	<p>Establish and maintain space (on the ULI website) for a document library of research and resource materials related to women real estate professionals. Google interim site established. Designate administrator.</p>

<p>WLI RESEARCH ADVISORY GROUP Budget Request – None Timetable – Plan Recommendation 3Q Task Leader: Diana Reid</p>	<p>Establish the WLI Research Advisory Group comprised of specialists in the field, ULI members, academics, non-profit organizations, and corporate business consultants. The purpose of the WLI Research Advisory Group will be to guide the work of gathering and leveraging existing research and sponsoring new research to further the objectives of the WLI. Outline the roles and responsibilities, identify initial areas of research, and estimate budget for full time LLI staff or consultants, as needed.</p>
<p>THE CHICAGO PROJECT Budget Request - \$25,000 Timetable – Ongoing 2012 / 2013 Task Leader: Kathleen Carey</p>	<p>Establish a significant research project to be developed and executed in conjunction with a university for presentation at the ULI Chicago 2013 Fall Meeting.</p>
<p>SPONSOR SPRING 2012 LLI SPEAKER Budget Request – None Timetable – 2Q Task Leader: Debbie Orshefsky</p>	<p>Gather and leverage prior research on organizational strategies and professional development tools for successful leadership. Utilize this work to collaborate with the Events & Sponsorship Committee to identify content and speaker resources for WLI and the Larson Leadership Initiative Spring 2012 meeting.</p>
<p>SPONSOR RESEARCH PUBLICATIONS Budget Request – None Timetable – Ongoing 2012 / 2013 Task Leader: Kathleen Carey</p>	<p>Increase the visibility and stature of women in the real estate professions by creating speakers bureau (working with Events & Sponsorship Committee) and sponsoring ULI publications written by women.</p>
<p>EVENTS & SPONSORSHIP COMMITTEE Chair: Debbie Orshefsky</p>	
<p>SPRING COUNCIL FORUM ACTIVITIES Budget Request – \$12,000 Timetable – 1Q and 2Q Task Leader: Debbie Orshefsky</p>	<p>Plan programming and secure sponsorship for the open session sponsored by WLI as well as a WLI member event during the 2012 Spring Forum in Charlotte.</p>
<p>SPONSOR SPRING 2012 LLI SPEAKER Budget Request – TBD Timetable – 1Q and 2Q Task Leader: Debbie Orshefsky</p>	<p>Collaborate with the Benchmarks & Best Practices Committee to identify content and speaker resources for WLI and the Larson Leadership Initiative Spring 2012 meeting.</p>
<p>FALL MEETING ACTIVITIES Budget Request – \$15,000 Timetable – 2Q and 3Q Task Leader: Debbie Orshefsky</p>	<p>Plan programming and secure sponsorship for the open session sponsored by WLI as well as a WLI member event during the 2012 Fall Meeting in Denver.</p>
<p>DISTRICT COUNCIL ACTIVITIES Budget Request – \$4,000 Timetable – Ongoing Task Leader: Bobbi Paley</p>	<p>Plan programming and secure sponsorship for WLI-sponsored activities during District Council meetings. Work with Membership & Outreach Committee to target Product and District Councils for WLI-sponsored activities.</p>

<p>WLI NETWORKING EVENT Budget Request – None Timetable – 2012 Task Leader: Bobbi Paley</p>	<p>Plan programming and secure sponsorship for a WLI networking event to include participants in Young Leader Initiation and Ambassador Program. Collaborate with the Membership & Outreach Committee to maximum inclusion of prospective ULI and WLI members.</p>
<p>RESEARCH EVENT Budget Request – None additional Timetable – Fall Meeting 2013 Task Leader: Debbie Orshefsky</p>	<p>Collaborate with the Benchmarks & Best Practices Committee to plan programming and secure sponsorship in conjunction with the publication of WLI-sponsored research.</p>
<p>MEMBERSHIP & OUTREACH COMMITTEE Chair: Alice Connell</p>	
<p>WLI YOUNG LEADER DEVELOPMENT Budget Request – \$7,500 Timetable – Launch February 2012 Task Leaders: Pauline Nee Participants: Andrea Wong</p>	<p>Create a program to initiate women in the ULI Young Leader membership category, guiding a two or three new members through a year of participation in ULI activities. Work with Mike Horst to obtain financial support or complementary sponsorship to pilot the program for these women. Involve Steering Committee members to support participants. Publicize through the ULI website and social networking sites. Participants will provide outreach to other young women in ULI.</p>
<p>WLI NEW MEMBER RECRUITING Budget Request - \$1,500 Timetable – Launch in 1Q 2012 Task Leaders: Sheri Chromow, Diane Olmstead, Peggy DaSilva, Lynn Jerath</p>	<p>Identify and recruit senior women in the Professional membership category and those not currently in ULI to fully engage in ULI, participate in Women’s Leadership Initiative activities and join WLI committees. Utilize the Steering Committee and other ULI leaders in recruiting activities. Develop talking points for Steering Committee members to use in recruiting efforts. Create a program to guide new members on how to integrate into ULI, get on a Council and make the most of ULI membership.</p>
<p>WLI CANDIDATE ROSTER Budget Request - None Timetable – Ongoing Task Leader: Peggy DaSilva, Alice Connell Participants: Full Committee</p>	<p>Maintain roster of WLI membership candidates based on six measures of diversity – ethnic/racial background, geographic diversity, non-ULI members, different industry sectors, senior women real estate professional, and future leader women real estate professionals. Solicit input from Steering Committee. Collaborate with Events & Sponsorship Committee and Nominating Committee to provide candidates for ULI participation.</p>
<p>WLI DISTRICT COUNCIL MEMBERSHIP Budget Request - \$1,000 Timetable – 1Q 2012 Task Leader: Merrie Frankel Participants: Godyne Sibay</p>	<p>Develop a plan for WLI to engage women at the District Council level.</p>

COMMUNICATIONS COMMITTEE Chair: Pauline Nee	
WLI NEWSLETTER Budget Request – \$1,000 Timetable – Ongoing Task Leader: Pauline Nee	Create and distribute regular newsletter announcing upcoming events and programs, highlighting WLI members, and providing information for relevant resources. Solicit input on content and distribution from all committees.
WLI EMAIL LIST Budget Request – None Timetable – Ongoing Task Leader: Pauline Nee	Establish a method to solicit email addresses from interested participants at ULI events, through District Councils, and online.
SOCIAL MEDIA ENGAGEMENT Budget Request – None Timetable – Ongoing Task Leader: Pauline Nee	Establish an online community for WLI participants using the LinkedIn platform. Manage conversations and facilitate WLI Steering Committee participation. Provide updates, announcements and additional content through Twitter.
WEBSITE Budget Request – None Timetable – 1Q 2012 Task Leader: Pauline Nee	Develop content for WLI page on ULI website. Work with ULI web team to develop design and relevant tools for the page.
BRANDING / MARKETING MATERIALS Budget Request – \$3,000 Timetable – 2012 Task Leader: Claire Dezotell	Create branding standards for WLI material. Collaborate with other WLI committees and ULI to ensure consistency in branding and design.
URBAN LAND ONLINE Budget Request – \$500 Timetable – 2012 Task Leader: Pauline Nee	Sponsor a series in Urban Land Online about women leaders in the real estate industry. Collaborate with Benchmarks & Best Practice Committee and Events & Sponsorship Committee.

2015 VISION

Creating a vision is a part of the establishment of the ULI Women’s Leadership Initiative. The WLI 2015 Vision is an aspiration for a future state in which women leaders are well-represented in a vibrant real estate industry. To achieve this vision, the industry must be able to attract, develop, retain and promote talented individual participants without regard to gender, ethnicity, or race. The activities of WLI are intended to support that objective.

2011 – 2015 WLI Objectives	2015 Vision of the Future State of ULI
Promote the advancement of women, throughout their careers, as leaders in the real estate industry.	Leadership and mentoring programs, with a particular focus on women, have become seamlessly integrated into ULI. These programs are used as models for other real estate organizations. Each year, District Council and National Spring and Fall ULI programs feature LLI / WLI leadership programs that are highly regarded throughout the industry.
Increase the number of women who serve in leadership positions in the real estate industry and in ULI.	Thirty percent of ULI trustees, Product Council leadership and District Council leadership are women.
Increase the visibility of women leaders in the real estate industry and in ULI.	ULI has launched a ground-breaking publication which has become the industry standard for benchmarking the success of women in the real estate industry. This publication has become an annual / bi-annual report on progress with continued corporate sponsorship. Women panelists and speakers at ULI events are at an even representation of the percentage of [women in the workplace].
Increase the number of women who are active ULI Full Members; and support the development of young women members as leaders in ULI and in their professions.	Thirty percent of ULI full members are women. ULI has an active program in which ULI leaders coach and sponsor emerging women leaders.

ACKNOWLEDGEMENT

The ULI Women's Leadership Initiative Strategic Plan and 2012 Work Plan have been reviewed and approved by the WLI Steering Committee and delivered to leadership of the Larson Leadership Initiative.

Kathleen B. Carey
Dorothy L. Alpert
Cia Buckley
Lynn Cherney
Sheri Chromow
Alice M. Connell
Peggy Da Silva
Claire Dezotell
Merrie Frankel
Lizanne Galbreth
Trish Healy
Tara Carter Hernandez
Fern Kanter
Tiffany Lau
Lauralee Martin
Connie Moore
Pauline Nee
Debbie Orshefsky
Barbara "Bobbi" Koz Paley
Diana Reid
Dale Ann Reis
Gwen "Wendy" Rowden
Lynne B. Sagalyn
Elizabeth "Libby" Seifel
Marilyn Taylor
Lynn Thurber

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