

2011

*Report to Partners and Funders*



# Celebrating 10 Years *of* SUCCESS

Shaping the 21st Century  
Workforce and Workplace

**Corporate  
Voices**   
for Working Families

### **About Corporate Voices for Working Families**

Corporate Voices for Working Families is the leading national business membership organization shaping conversations and collaborations on public and corporate policy issues involving working families.

A nonprofit, nonpartisan organization, we create and advance innovative policy solutions that reflect a commonality of interests among the private sector both global and domestic, government, and other stakeholders.

We are a unique voice, and we provide leading and best-practice employers a forum to improve the lives of working families, while strengthening our nation's economy and enhancing the vitality of our communities.

# Celebrating 10 Years *of* SUCCESS

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## From the Executive Chair *and* CEO: Donna Klein

As we celebrate our 10th anniversary in 2011, we recognize this milestone is a cause of celebration for everyone involved with Corporate Voices for Working Families.

Founded in 2001 with a \$25,000 grant from the J. Willard and Alice Sheets Marriott Foundation, Corporate Voices began with a modest yet exceedingly important goal: to engage the business community in social policy issues involving working families. We have demonstrated over the past decade what can be accomplished when you combine advocacy with business research, legislative outreach, corporate best practices, and collaboration among key individuals and organizations in both the public and private sectors.

Today, we are the leading business membership organization shaping conversations and collaborations on public and corporate policy issues involving working families. And we are continuing to expand our increasingly important initiatives to improve workforce and workplace practices, especially those involving lower-wage and nonexempt employees.

Clearly, we are a unique voice bridging business and policy to shape the competitiveness of the workforce and workplace. And we provide leading and best-practice employers a forum to improve the lives of working families, while strengthening our nation's economy and enhancing the vitality of our communities.

In fact, during the past decade, Corporate Voices has gained wide recognition, respect and credibility for being the leading voice for business **workforce effectiveness, workplace flexibility and workforce readiness.**

For instance, last year we helped organize and plan and subsequently served as a key participant in several White House forums that focused the national spotlight on the significant issues of jobs and our economy, workplace flexibility, and the imperative to strengthen education and

increase educational attainment so workers have the skills they need to succeed in today's workplace.

We also continue to gain recognition throughout the public and private sectors and increased financial support from funders — including the **Bill & Melinda Gates Foundation, W.K. Kellogg Foundation and Philip Morris USA, an Altria Company** — for our growing and groundbreaking work involving workforce readiness. Here the interests of businesses, young people, entry-level employees and our communities intersect. Businesses, working families and communities succeed when individuals of all ages and all socioeconomic levels prosper — and the competitiveness of American business is tied to the quality and skills of a workforce that is shaped and nurtured in a lifelong talent development pipeline.

Throughout this report you will see highlights of our recent successes, significant accomplishments, and ongoing and upcoming projects. For example, workforce readiness will be among our key areas of engagement this year and next. In this area, we will build on our successful workforce education and Learn and Earn initiatives and continue leading business engagement aimed at increasing postsecondary completion and credentials with labor market value for low-income young adults.

As we begin our second decade, we celebrate what we have achieved, while recognizing that our successes would not be possible without the generous support we receive from so many partners, funders and friends.

On behalf of the staff and Board of Corporate Voices for Working Families, thank you for helping us reach this 10th anniversary milestone, as we continue to shape the 21st century workforce and workplace.

**Donna Klein**  
*Executive Chair and CEO*



## From the President: Stephen M. Wing

I am delighted to have this opportunity to join Donna Klein and everyone connected with Corporate Voices in celebrating the 10th anniversary of an organization that has contributed so significantly to improving the lives of working families and the competitiveness of American business.

Even before joining Corporate Voices as President in September, I had an appreciation for the dedication and commitment of Donna and her talented staff and for their outstanding accomplishments. During my career at CVS Caremark — and as a member of the Corporate Voices Board of Trustees — I recognized that this is a high-performing and widely respected organization that offers leading businesses a forum to shape conversations and collaborations on public and corporate policy issues involving working families.

I now relish the opportunity to continue the growth of Corporate Voices and expand our advocacy and initiatives in areas such as workforce readiness and workplace practices.

In the years ahead, the mission of Corporate Voices will remain the same: We will continue to create and advance innovative policy solutions that reflect a commonality of interests among the private sector both global and domestic, government, and other stakeholders.

Within that overarching framework, expect us to expand current initiatives while pursuing new opportunities. For instance:

- We will continue to expand strategically, with the support and help of our partners and funders, our successful and critically important work in areas involving workplace

effectiveness, workplace flexibility and workforce readiness. All are linked directly to the success of working families, to the future competitiveness of American business and to the vitality of our communities.

- We will diversify our current portfolio of work, looking at other opportunities that will make Corporate Voices an even stronger and more robust organization while continuing our mission. For instance, we believe opportunities exist for us to expand our engagement in the Workforce Investment System and to identify and cultivate additional public-private partnerships.
- We will expand the reach, value and influence of Corporate Voices by gaining new business partners consisting of leading companies that will help us advance our mission and advocacy. All of us will benefit from expanding our roster of active partners that are really engaged.
- And we will continue to extend our brand, exploring opportunities involving initiatives with mature workers and veterans and their organizations.

While we celebrate during 2011 the many successes and accomplishments of our first decade, we are also looking forward to our future with great enthusiasm. All of us at Corporate Voices appreciate the many contributions of our partners, funders and friends, and we recognize that our successes rely on your continued involvement and support of our initiatives and advocacy.

**Stephen M. Wing**  
*President*

# Celebrating 10 Years of Success

## *Shaping the 21st century workforce and workplace*

Founded in 2001 with a \$25,000 grant from the J. Willard and Alice Sheets Marriott Foundation, Corporate Voices combines research, collaboration, business best practices, legislative outreach and advocacy to further the adoption of corporate and public policies that ensure the mutual success of business, individuals and communities. Today, we have more than 50 partner companies and a national reputation as the leading business membership organization focusing on social and corporate policies to improve and strengthen the workforce and workplace.

Today, Corporate Voices is a \$3 million organization working with leading companies to bridge the gap between the public and private sectors to ensure that both corporate and public policy support the needs of the current and future workforce. We believe that the adoption of 21st century workforce policies will enhance the economic prosperity of the nation.

Corporate Voices' funding includes contributions from nationally recognized foundations such as The Annie E. Casey

Foundation, The Hitachi Foundation, the Ford Foundation, the Alfred P. Sloan Foundation, the W.K. Kellogg Foundation and the Bill & Melinda Gates Foundation, as well as contributions from our more than 50 corporate partners.

Corporate Voices' work focuses on leading-edge corporate social responsibility and human resources recommendations on business policies and practices. Since the beginning, we have focused on issues involving family economics, workplace flexibility, workforce readiness and talent management from child care and youth development to issues involving mature workers. Through conducting original research, sharing corporate best practices and helping to shape social policy issues that affect our business competitiveness, Corporate Voices has gained wide recognition for being a leading voice for business workforce effectiveness, workplace flexibility and workforce readiness during the past 10 years.

The following pages highlight some of the Corporate Voices accomplishments over the past decade.

*First Lady Michelle Obama highlighted the 2009 Annual Meeting with an inspiring and informative keynote address that focused on a number of issues important to working families and the competitiveness of American businesses.*



*Stephen M. Wing, President of Corporate Voices, added his perspective during one of the presentations at the 2010 Annual Meeting that examined what it will take to grow new jobs and the workforce. Through the years, the Annual Meeting has served as a forum for leaders from the public and private sectors to review and discuss a host of workforce and workplace issues.*

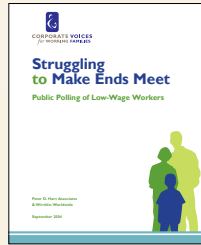


## Highlights of the Past Decade

- **Early Childhood Education for All**, our first position statement, was written on early childhood education in partnership with Business Roundtable. The policy agenda was co-authored and published in 2001 and updated and released again by both organizations in 2009.



- **Struggling to Make Ends Meet**, Corporate Voices' first large-scale research project, was conducted in 2004. This national employer survey on the issues of lower-wage workers in America found consensus among employer attitudes toward the skills and experience of lower-wage workers across geography and industry segments. The communication of these research results stimulated conversation and best practices for lower-wage employees, employers and public policy officials.



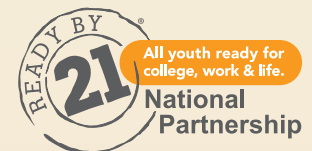
- Corporate Voices has become the **leader in public policy** involving work, family and workforce readiness issues.

- In partnership with *Working Mother* magazine, we launched the **Best of Congress Award**, given to members of Congress biennially for their legislative support and advocacy efforts on behalf of working families.
- **First Lady Michelle Obama** gave the keynote address at our 2009 Annual Meeting.
- The U.S. House of Representatives Ways and Means Committee recommended the *Corporate Voices EITC Toolkit*.
- In 2007–08, Corporate Voices worked closely with the Ways and Means Committee staff and with our partner companies to develop a tax credit for companies hiring disconnected youth. The **Disconnected Youth Tax Credit** was included in the 2008 economic stimulus package that was passed into law.
- Corporate Voices and our corporate partners have been key drivers in the recently conducted **White House Summit on Jobs, White House Summit on Workplace Flexibility** and **White House Summit on Community Colleges**.
- Over the last 10 years, Corporate Voices has participated in dozens of Congressional and Senate hearings, supported by testimony from even more of our partner companies.



*Congressman John Yarmath visited with Donna Klein, Executive Chair and CEO of Corporate Voices, at the 2010 Best of Congress recognition breakfast. Yarmath was among the 50 winners of the Best of Congress Award that recognizes and celebrates the accomplishments of members from both sides of the aisle and throughout the country for their leadership in improving the quality of life for working families. The award spotlights Congressional excellence in supporting working families through legislation and advocacy. Equally important, it also recognizes those members of Congress who practice what they preach — employing family-friendly policies in their own offices.*

- Through the **Ready by 21® National Partnership**, Corporate Voices is leading business engagement and assisting business leaders in



becoming active in their communities to prepare youth for success in school, on the job and throughout life and to ensure that the business community has the skilled and prepared workforce it needs to be globally competitive.

## Representative Corporate Voices Publications

- ***Are They Really Ready To Work?*** This seminal research, conducted in partnership with the Society for Human Resource Management and The Conference Board and published in 2006, spotlights employers' frustrations over the preparedness of new entrants to the workforce.
- ***Business Leadership: Supporting Youth Development and the Talent Pipeline.*** Published in 2007, this report highlights best practices for engaging business leaders to help prepare workers for 21st century jobs.
- ***Tomorrow's Workforce: Ready or Not — It's a Choice the Business Community Must Make Now.*** Published in 2008, this study documents the crisis facing America's business community as a result of an ill-prepared workforce.
- ***The Ill-Prepared U.S. Workforce: Exploring the Challenges of Employer-Provided Workforce Readiness Training.*** Published in 2009, this report by Corporate Voices, along with The American Society for Training and Development, The Conference Board, and the Society for Human Resource Management, examines the results of a national survey of 217 employers on corporate practices for training newly hired graduates at three educational levels: high school, two-year college and four-year college.
- ***From an "Ill-Prepared" to a Well-Prepared Workforce: The Shared Imperatives for Employers and Community Colleges to Collaborate.*** Published in 2010 in conjunction with the White House Summit on Community Colleges,



this report is part of our Learn and Earn work with the Bill & Melinda Gates Foundation, which is designed to identify best practices and scalable models that enhance postsecondary completion.

- ***Business Impacts of Flexibility: An Imperative for Expansion.*** Published in 2005, this seminal research project compares internal proprietary data on business outcomes for flexibility from 29 of our partner companies.
- ***Innovative Workplace Flexibility Options for Hourly Workers.*** Published in 2009, this report highlights research and best practices that demonstrate that flexible work options are just as important to hourly workers as they are to other employees.



# Workforce Readiness

## *Preparing America's youth today to succeed in the workforce of tomorrow*

As the Obama administration puts the spotlight on the critical need to create jobs and expand employment opportunities through investments in innovation and education, the labor market in America faces a paradox. Although the United States is experiencing high unemployment and joblessness, employers widely report difficulty finding qualified and skilled workers. The gap between employers' needs and workers' skills — and the imperative to close it — has been an ongoing call to arms from the business community for many years and has not abated even in current economic conditions. Our work at Corporate Voices reflects this perspective and the recognition that employers can and must be active partners in preparing the talent pool of skilled employees, while helping young people succeed in school, on the job and throughout life.

### Leading the Way

Our workforce readiness work — Postsecondary Education Completion; Ready by 21; and the New Options Project, funded by the W.K. Kellogg Foundation — continues to expand as we collaborate with a range of partners, become more involved in public and corporate policy, and enhance our outreach and advocacy on key issues. In fact, our many recent successes and accomplishments have positioned Corporate Voices as the thought leader in both business best practices and public policy input among our peers in the nonprofit and advocacy community.

### Postsecondary Education Completion

Completing at least one year of education and/or training beyond high school is widely acknowledged to have become the minimum necessary for workers to succeed in today's competitive workforce. The Bill & Melinda Gates Foundation is focused on increasing postsecondary completion rates as a critical national imperative, particularly for low-income young adults.

Partnering with the Gates Foundation to bring the business perspective to the postsecondary completion agenda puts Corporate Voices at the nexus of an issue critical to our corporate partners and to our nation — ensuring a skilled talent pool for a competitive future. Through our Learn and Earn work, we are leading business engagement to identify and support innovative partnerships between employers and community colleges to help build workforce readiness skills and to help low-income young adults compete for the jobs of the future.

In a recent report titled *From an "Ill-Prepared" to a Well-Prepared Workforce: The Shared Imperatives for Employers and Community Colleges to Collaborate*, we emphasized the importance of these innovative partnerships to help ensure that America leads the world in the highest proportion of college graduates by 2020 so that American businesses can be competitive in the global economy.

### Ready by 21

Ready by 21, supported by a generous grant from the Altria tobacco operating companies — Philip Morris USA, U.S. Smokeless Tobacco Company and John Middleton Company — is a set of strategies that helps communities improve the odds that all youth will be ready for college, work and life. As a National Partner in the Ready by 21 effort, Corporate Voices is leading business engagement that extends the reach of our research, partner companies' best practices, and model programs and advocacy directly into local communities.

We published last year a comprehensive set of Ready by 21 publications and tools to provide business and community leaders with ways to better engage and build partnerships to



ensure that youth are prepared for work and to succeed in school and in life. *Supporting the Education Pipeline: A Business Engagement Toolkit for Community-Based Organizations, Business Engagement Stakeholders Wheel: Identifying Business Leaders in Your Community and Common Goals, Unique Strengths: Education and Business Partnerships* are all found on our website.

### **Enterprising Pathways/New Options Project**

Through the New Options Project, funded by the W.K. Kellogg Foundation, Corporate Voices is mobilizing a cadre of senior business leaders who can serve as champions among their peers and as messengers to policymakers to develop effective new “pathways of opportunity” for out-of-school youth and young adults ages 16 to 24. The ultimate goal of this partnership is to help employers view disconnected youth as a valuable economic asset and source of labor worth investing in — and not as a societal liability.

During the past two years, Corporate Voices and Year Up, our national partner in this effort, have collaborated to develop and secure policy changes that will enhance enterprising pathways to develop untapped talent. Together, we have built and led a highly effective policy coalition that has focused on a range of federal policy strategies, including the adoption of the Disconnected Youth Tax Credit.

In addition, we have worked hard to secure a dedicated funding stream to support proven training programs that meet the needs of disadvantaged youth and employers who hire

them. Our efforts were recognized in President Obama’s 2011 budget, which included \$261 million for two new Innovation Funds to support and replicate model workforce training programs, and in his new 2012 budget, which proposes \$380 million for the same. We expect that a bipartisan plan to renew the Workforce Investment Act in the 112th Congress will similarly include funds for our proposal.

## **Moving Forward**

As we build on our solid foundation of research, public policy and corporate policy initiatives, we are eager to work even more closely this year with our ever-expanding group of partner companies and strategic partner organizations across the entire education and career pipeline, including incumbent workers.

We are proud to have the opportunity to continue the important work we began last year in partnership with the Bill & Melinda Gates Foundation. With Gates’ generous support in the form of a new two-year, \$1.6 million implementation grant, we are building on our successful workforce education and Learn and Earn initiatives aimed at increasing postsecondary completion and credentials for low-income young adults.

Similarly, we are pleased to continue our leadership role in the Ready by 21 National Partnership. In 2011, we aim to expand and deepen business engagement by recruiting national and local business champions. We will also continue to lead the initiative’s federal public policy work through the freestanding Ready by 21 Policy Coalition. And we will publish additional toolkits, resource guides and research that benefit employers and local leaders committed to investing in education and workforce readiness efforts on behalf of the children, youth and families in their communities.

And as part of our New Options efforts, we will continue to work collaboratively with Year Up and Opportunity Nation to press the case — with policymakers on Capitol Hill and within the Obama administration — for greater opportunities for disconnected young adults, which in turn will provide a new and diverse talent pipeline for employers and contribute to America’s economic competitiveness in the global economy.



# Flexibility/Work-Family Balance

## *Demonstrating that flexible work options benefit businesses and working families*

The increasing economic and social pressures that many working families and individuals face today have created challenges for balancing work and life. More and more, workers find themselves juggling the competing roles of employee, parent, spouse, student and caregiver in a difficult economic climate and labor market. Corporate Voices recognizes that the ability of our nation to harness the potential of all workers for our future economic prosperity rests with family-friendly policies that enable working families to better manage the dual demands of work and life.

### Highlights of Recent Work and Achievements

#### Best of Congress Award

In 2010, Corporate Voices, in partnership with *Working Mother* magazine, organized the second-ever Best of Congress Award. This is a biannual award given to recognize and celebrate the accomplishments of members of Congress from both sides of the aisle and throughout the country for their leadership in improving the quality of life for working families through legislation, advocacy and their own office policies. Best of Congress Award recipients demonstrate passionate and personal leadership in advancing the national policy agenda to improve the lives of working families. Thirty members of Congress were recognized in 2010. Recipients were featured in the August/September issue of *Working Mother* magazine and were recognized at an awards breakfast in Washington, D.C., in September.

#### Workplace Flexibility Toolkits for Hourly Employees and Managers

Building on the findings of *Innovative Workplace Flexibility Options for Hourly Workers*, published in 2009, Corporate Voices published a comprehensive guide and toolkits to help managers and employees implement flexibility programs with an hourly and nonexempt workforce. Recognizing that the business benefits of flexibility are the same with hourly workers as they are with professional or salaried workers, these toolkits provide tips and tools to help managers and hourly workers effectively implement flexible work arrangements.

#### Workplace Flexibility: Ensuring Success for the 21st Century – A National Challenge for Business

Corporate Voices is leading a national campaign to create a broader awareness of the positive business and employee benefits of workplace flexibility. Corporate Voices launched this campaign in June 2010 after the first-ever White House Summit on Workplace Flexibility with the goal of creating the critical momentum needed to expand flexibility within the business community. To join the campaign, business leaders sign Corporate Voices' Statement of Support for Expanding Workplace Flexibility. Through this campaign and a series of National Dialogues on Workplace Flexibility organized by the U.S. Department of Labor's Women's Bureau, focus group research, micro success stories, and a blog series, Corporate Voices continues to shape and represent the many ways businesses use flexibility to modernize their workplaces to become more competitive in the global economy.



### Moving Forward

Together with the employer community and our strategic outreach partners, Corporate Voices will continue to shape and represent the business perspective on flexibility as a key strategy for success in the 21st century. Through our national workplace flexibility campaign and an updated version of our flagship report, *Business Impacts of Flexibility: An Imperative for Expansion*, we will continue to create a broader awareness of the positive business benefits of flexibility for both domestic and global employers.

# Family Economic Stability

## *Advancing policies that help lower-income employees succeed and achieve economic self-sufficiency*

In the wake of the Great Recession, nearly one in three working families today is considered low income. This means that more than 10 million families in America, despite their hard work, are struggling to meet their basic needs. These challenges directly affect these workers' ability to effectively manage work and life responsibilities.

More and more, lower-income workers find themselves juggling the competing roles of employee, parent, spouse, student and caregiver in a difficult economy. Moreover, hourly lower-income workers feel the stress of high unemployment and stagnant wages more keenly than any other group of employees. Given that 58 percent of American workers are hourly and lower-income workers, they are the backbone of many industries on which our economic prosperity and future competitiveness depend.

### Highlights of Recent Work and Achievements

#### **Best Companies for Hourly Workers Award**

Corporate Voices, in partnership with *Working Mother* magazine, presented the Best Companies for Hourly Workers Award to companies dedicated to creating and using best practices to support their hourly, nonexempt employees. The companies named to the Inaugural List of Best Companies for Hourly Workers in 2010 were:

- **Childrens' Creative Learning Centers;**
- **Marriott International, Inc.;**
- **McDonald's USA;**
- **Sodexo, Inc.;**
- **University of Wisconsin Hospital and Clinics; and**
- **UNM Hospitals.**

#### **Earned Income Tax Credit (EITC) Employer Toolkit**

Corporate Voices released an updated employer guide to the EITC and other earned benefits, which provides employers with the tools to help employees take advantage of tax credits and other federal and state benefits available to them. The guide provides detailed information about the EITC, Child Tax Credit, Medicaid, the Supplemental Nutrition Assistance Program (SNAP) and other benefits.

#### **Workplace Support for Nursing Mothers**

Throughout 2010, Corporate Voices continued to communicate the business benefits of breastfeeding to employers and health professionals and continued to raise awareness of the tools and resources available to employers to help support lower-wage and hourly nursing mothers at work. Through webinars and focus groups, Corporate Voices also strengthened key partnerships with breastfeeding advocacy groups, nongovernmental organizations, health professional associations, the WIC community, best-practice employers, the U.S. Department of Labor, and the U.S. Department of Health and Human Services.

### Moving Forward

Corporate Voices will launch an updated version of our workplace lactation toolkit to reflect new federal workplace lactation provisions and to include an expanded array of useful resources for employers to support nursing mothers in hourly positions. These resources will include a guide to implement lactation practices, breastfeeding tips in 21 languages, employer success stories, materials to overcome cultural barriers to breastfeeding and flyers to help educate employees about breastfeeding. This updated toolkit will be distributed widely through a targeted outreach campaign in 2011.

Corporate Voices will also continue its partnership with *Working Mother* magazine to organize the 2011 Best Companies for Hourly Workers Award to recognize best-practice employers that support their lower-wage hourly workers.



# Corporate and Funding Partners

## Corporate Partners

- Abbott Laboratories
- Accenture
- Allstate Insurance Company
- AOL, Inc.
- AstraZeneca
- Bank of America
- The Bank of New York Mellon
- Baxter International, Inc.
- Bon Secours Virginia Health System
- Booz Allen Hamilton
- Bright Horizons Family Solutions
- Capital One Bank
- Citi
- CVS Caremark
- Deloitte & Touche, LLP
- Eli Lilly & Company
- Ernst & Young, LLP
- Expeditors
- First Advantage
- Ford Motor Company Fund
- GlaxoSmithKline
- Goldman, Sachs & Co.
- H. E. Butt Grocery Company
- Hewlett-Packard
- IBM
- ICF International
- ING
- Johnson & Johnson
- JP Morgan Chase
- Knowledge Learning Corporation
- KPMG LLP
- Kronos, Inc.
- LifeCare
- Marriott International, Inc.
- MassMutual Financial Group
- Merck & Company, Inc.
- Metropolitan Life Insurance Co.
- Northrop Grumman
- Office Depot
- Pacific Gas and Electric Company (PG&E)
- Philip Morris USA, an Altria Company
- PNC Financial Services
- RSM McGladrey
- Sodexo, Inc.
- The TJX Companies, Inc.
- Verizon Wireless
- Wachovia, a Wells Fargo company
- WFD Consulting
- Workplace Options
- WorkSource Partners

## Funding Partners

- Alfred P. Sloan Foundation
- The Annie E. Casey Foundation
- Bill & Melinda Gates Foundation
- Ford Foundation
- The Hitachi Foundation
- W.K. Kellogg Foundation

## Corporate Funding Partners

- Abbott Laboratories
- Allstate Insurance Company
- Baxter International, Inc.
- CVS Caremark
- ICF International
- Johnson & Johnson
- Marriott International, Inc.
- MassMutual Financial Group
- Philip Morris USA, an Altria Company
- PNC Financial Services
- Workplace Options

*As of 1/30/2011*

# Statements of Financial Position

*December 31, 2009 and 2008*

<b>Assets</b>	<b>2009</b>	<b>2008</b>
<b>Current Assets</b>		
Cash in Bank — Checking and Money Market	\$ 364,931	\$ 263,659
Unconditional Promises to Give	1,419,420	238,000
Prepaid Expenses	39,574	2,433
<b>Total Current Assets</b>	<b>\$ 1,823,925</b>	<b>\$ 504,092</b>
<b>Property and Equipment</b>		
Furniture and Equipment	\$ 61,521	\$ 53,314
Website Development	10,550	9,800
Total Property and Equipment	72,071	63,114
Less: Accumulated Depreciation	(43,177)	(29,345)
<b>Net Property and Equipment</b>	<b>\$ 28,894</b>	<b>\$ 33,769</b>
<b>Other Assets</b>		
Investment — Deferred Compensation Plan	\$ 94,850	\$ 76,867
Security Deposit	28,235	7,610
<b>Total Other Assets</b>	<b>\$ 123,085</b>	<b>\$ 84,477</b>
<b>Total Assets</b>	<b>\$ 1,975,904</b>	<b>\$ 622,338</b>
<b>Liabilities and Net Assets</b>		
<b>Current Liabilities</b>		
Accounts Payable	\$ 119,895	\$ 130,792
Accrued Expenses	31,403	5,888
Deferred Revenue	20,000	-
<b>Total Current Liabilities</b>	<b>\$ 171,298</b>	<b>\$ 136,680</b>
<b>Other Liabilities</b>		
Deferred Compensation	\$ 94,850	\$ 76,867
<b>Total Liabilities</b>	<b>\$ 266,148</b>	<b>\$ 213,547</b>
<b>Net Assets</b>		
Unrestricted	\$ 196,302	\$ 189,541
Temporarily Restricted	1,513,454	219,250
<b>Total Net Assets</b>	<b>\$ 1,709,756</b>	<b>\$ 408,791</b>
<b>Total Liabilities and Net Assets</b>	<b>\$ 1,975,904</b>	<b>\$ 622,338</b>

## Board of Trustees

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*Executive Chair and CEO*

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