

WAKE FOREST UNIVERSITY CENTER for PRIVATE BUSINESS



The Center for Private Business supports 215+ privately and family-owned businesses across North Carolina with an annual membership that grants access to monthly speakers, professional development opportunities and peer-to-peer advisory boards.

Staff & Advisors

FISCAL YEAR



Dana Alligood

Executive Director

Lela Ray

Associate Executive Director



Shelley Holmes, Associate Director of Membership & Operations



Anna Ball Hodge Triangle Market Leader



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Drew Hancock Advisory Board, Vice Chair



Ragan Folan Advisory Board Member



Julia Jackson-Newsom Advisory Board Member

Lily Cochrane



Advisory Board Member

Annette Ranft Advisory Board Member

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Triang C Jack Clayton, President of Business Strategy, TowneBank Rick Guirlinger, CEO, Schwartz Advisors Anna Ball Hodge, Hodge & Kittrell So Fred Kelly, Former CEO, Aeroglide Bill Kibbe, CEO, Brookwood Constructio Jason Wilkinson, Market Leader, Forvis Mazars Bose Bratton, Wake Stone Property Company John Risinger, Middle Market Leader, Truist Jay Irby, Triangle Area Executive, First Citizens Bank Allen Cobb, Certified EOS Implementer, EOS Worldwide Aprille Bell, Managing Partner, Forvis Mazars

2024 IMPACT REPORT, WAKE FOREST UNIVERSITY CENTER FOR PRIVATE BUSINESS



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am pleased to present the 2024 Impact Report for the Wake Forest Universi Center for Private Business. This is our opportunity to highlight our significant achievements,

Our mission as a membership organization is to serve you, the Members, in a way that provides relevant content, impactful

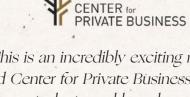
connections that allow you and your businesses to grow and thrive in the community.

In 2024, the Center continued to provide educational programming in the Triangle, Triad and Charlotte areas. Some of our notable achievements include our signature Legacy Speaker Series with:

- Great Outdoor Provision Co., Raleigh
- Queen City Audio Video & Appliances, Charlotte
- Biscuitville. Greensboro
- Front Street Capital, Winston-Salem

Additionally, we delivered content related to our Six Core Focus Areas including Forum Moderator Training, Entrepreneurial Operating Systems (EOS), Ownership Transfer, Artificial Intelligence, Effective Team Communications and Inter-Generational Differences.

The amazing part of delivering this material in 2024, is that it was also a year of transition. Our previous Executive Director, Lily Cochrane, accepted an exciting new career opportunity,



WAKE FOREST UNIVERSITY

"This is an incredibly exciting move as the School of Business and Center for Private Business are natural partners to benefit our students and broader community. Nurturing strategic collaborations in both academia and practice will support our learning communities and better serve the broader communities in which we live and work.

е	and Jack Clayton and Andy Calhoun both retired from the
	Center. Shelley Holmes and Lela Ray carried the Center
ty	through the majority of 2024. I am impressed with all that
S	they managed, and I am grateful for everyone's dedication and
	attention to the organization during this year of change.

- challenges, and future aspirations. I joined the Center in the last month of the fiscal year, and I have spent time meeting with Members and Sponsors as I work to develop a three-year strategic plan for the Center. Our recent alignment to the Wake Forest University School
- of Business is an opportunity for us to reimagine how the Center can better serve you, our Members. We believe that our training and workshops as well as work as part of the School of Business will continue to have a
 - profound impact on the field of private business and contribute to the success of our Members, as well as the Wake students and the broader community.
 - Students need real experience and exposure to the business world, and Members may be looking for new talent or interns to analyze data or support fresh marketing ideas. Additionally, Members could be guest lecturers to teach students how to run private companies. The possibilities are exciting.

We are off to a strong start for 2025, with our strategic planning work, our realignment to the School of Business, and our continued evaluation of expanding to new markets including Wilmington and Asheville.

- I encourage you to explore this report to learn about the accomplishments of this year and our future plans. Thank you for trusting the Center and allowing us to be your partner. We are here to help you be successful and to reach your goals and
- aspirations. I can't wait to see what we do together!

Dana Alligood Dana Alligood EXECUTIVE DIRECTOR





Dean Annette L. Ranft WAKE FOREST UNIVERSITY SCHOOL OF BUSINESS



Triad

Winston-Salem, Greensboro, High Point, Statesville, Asheboro, Lexington

privately-owned Member companies across the Carolinas

Charlotte

Charlotte, Concord, Cornelius, Belmont, Hickory, Huntersville Davidson, Spartanburg, S.C. Greenville, S.C.

Top 5 Industries

Manufacturing

& Distribution

23 Members



Business Consulting & Services 26 Members

Financial Services 24 Members

Construction 20



Construction 20 Members



Members Per Industry

Advertising Services 8Architecture & Planning 5 Business Services 26

Consumer Services 6 Education Services 6 Facilities Services 5 Financial Services 24 Food & Beverage Services 10

Fundraising 2
Health Care ${f 5}$
Insurance 7
Legal Services 6
Manufacturing & Distribution 23
Marketing & Printing 7

Media 3 Organizations 13 Real Estate 15 Recruiting 6 Retail f 10Technology 8

Member Companies with



3(

1,000+ Employees





Member Companies with 50 Employees or Less



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The opportunity to network with business owners from various industries and learn from exceptional guest speakers has been an incredibly enriching experience. It's been a privilege to be a part of the Center for 99

Private Business over the past nine months.

Welcome

Jew Members!



Ali Starnes

Vice President of **Business Development** Muddy Creek Experiential





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from the Triad Area 6 from the Triangle Area

from the Charlotte Area



HARIOTTE NC BUSINESS CONSULTING AND SERVICES FDY

59

SPARK PUBLICATIONS



Northeast Tool & Manufacturing MANUFACTURING & DISTRIBUTION

First & Early Partners FIRST & EARLY CHARLOTTE, NC

DVANCE, NC

REAL ESTATE

Epikus Business Consulting

EPIKUS

Classic Touch Express Car Wash VINSTON-SALEM NC CONSUMER SERVICES

& Community Medicine & Population Health

WINSTON-SALEM NO

EDUCATION SERVICES

BUSINESS CONSULTING AND SERVICES

WFU School of Medicine Department of Family

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Encore Exchange WINSTON-SALEM NC HEALTH CARE

Center for Creative Economy WINSTON-SALEM, NC ORGANIZATIONS

DOWN TOWN WINSTON-SALEM



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KANNON'S

Norman Stockton WINSTON-SALEM, NC

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The Advantage Solution, LLC

BUSINESS CONSULTING AND SERVICES

Triangle Land Conservancy

Terminix Triad

GREENSBORO, NC CONSUMER SERVICES

HIGH POINT NC

RALEIGH NO

RALFIGH, NC

RETAIL

ORGANIZATIONS

Kannon's Clothing

AVE Integration TECHNOLOGY

MegaChem HIGH POINT, NC

APEX NC



RALEIGH NC REAL ESTATE





"Celebrate the Legacy:

Biscuitville Fresh Southern"

FDY, Inc.

CHARLOTTE NC FOOD AND BEVERAGE SERVICES

SPARK Publications

CHARLOTTE, NC MARKETING & PRINTING SERVICES

Muddy Creek Experiential

/INSTON-SALEM, NC ADVERTISING SERVICES

InfluenceHR Consulting

PFAFFTOWN, NC BUSINESS CONSULTING AND SERVICES

EnvyMeGlamBar, LLC

WINSTON-SALEM NC CONSUMER SERVICES

Financial Designs Business Advisors BUSINESS CONSULTING AND SERVICES

Smith's Primary Care and Wellness, PLLĆ WINSTON-SALEM NC HEALTH CARE

Downtown Winston-Salem Partnership VINSTON-SALEM, NO ORGANIZATIONS

KERNERSVILLE, NC

MegaChem, Inc.

MANUFACTURING & DISTRIBUTION

Paul McKeithan

BUSINESS CONSULTING AND SERVICES

Grubb Ventures, LLC



MacPherson's

SUMANEE GA MANUFACTURING & DISTRIBUTION



Charlotte Mecklenburg Dream Center CHARLOTTE, NO ORGANIZATIONS



91-2-Infinity, LLC

WINSTON-SALEM, NC BUSINESS CONSULTING AND SERVICES



Piedmont Drilling & Blasting, Inc. CONSTRUCTION



WFU School of Medicine -**Development Project** INSTON-SALEM NO EDUCATION SERVICES

HPT

Huneycutt, Parsley & Taylor

ASHERORO NO FINANCIAL SERVICES



Guaranteed Supply Company

GREENSBORD NC MANUFACTURING & DISTRIBUTION



Arbor

Greensboro Jewish Federation

GREENSBORO, NC ORGANIZATIONS

Triad Tech Services

GREENSBORO, NC TECHNOLOGY

Arbor Investment Advisors

WINSTON-SALEM, NC FINANCIAL SERVICES

Robert Millen Simpson

RALEIGH NC BUSINESS CONSULTING AND SERVICES

Preview the Member Directory here, or go to our Member Portal for full access!













Programming in Fiscal Year 2024





Panels

"Black-Owned Table Talk" | Sept. 21, 2023 😭

"Financing Growth, Strategic Options for Liquidity and How Private Businesses Make Trade-Offs" | Oct. 18, 2023

"How to Build a Road Map for a Smooth Ownership Transfer" | Nov. 20, 2023 \diamondsuit

"Chasing the Sunset: What's Expiring & Tax Strategies to Implement Before 2026" | Jan. 24, 2024 ♀

"Keeping Up with the Times: Managing Across a Multi-Generational Workforce" | April 17, 2024 $\stackrel{\frown}{\succ}$



Legacy Speakers

"Building Organic, Local Growth from Great Outdoor Provision Co." | Dec. 7, 2023 🛱

"Lessons in Exceptional Customer Relationships Over 7 Decades at Queen City Audio Video & Appliances" | Oct. 4, 2023 ☆

"The Art and Science of Measured, Strategic Growth from Biscuitville Fresh Southern" | Nov. 2, 2023 ☆

"The Business Visionary of Front Street Capital" | May 8, 2024 ☆















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Annual Membership grants free access to Center programming for all employees of a Member Company. Programming materials and recordings can be found in our Member Portal for continued learning.

Webinars

"Mastering Email Marketing Like a Pro" | Aug. 15, 2023

"The State of N.C.'s Economy: What Business Owners Need to Know for 2024" | Jan. 10, 2024



"Build Better Business with the Center for Private Business: Membership Interest Session in Wilmington" | March 14, 2024

> ★ = Top 10 Most Attended Programs from June 2023 to June 2024



Workshops.

"The Art of Telling and Selling Your Story" | Aug. 31, 2023

"Forum Training: Foundations of an Excellent Moderator" | Sept. 19, 2023

"Understanding the 6 Components of Your Business with EOS" - Triad | Sept. 26, 2023

"Understanding the 6 Components of Your Business with EOS" - Triangle | Sept. 27, 2023

"Understanding the 6 Components of Your Business with EOS" - CLT | Sept. 28, 2023

"Future Proofing Your Brand: Leveraging Al in Your Business" | Nov. 16, 2023

"Engaging the Enneagram System to Strengthen Communication and Build Effective Teams" - Triad | Feb. 13, 2024

"Engaging the Enneagram System to Strengthen Communication and Build Effective Teams" - Triangle | Feb. 20, 2024

"Engaging the Enneagram System to Strengthen Communication and Build Effective Teams" - CLT | Feb. 27, 2024 ♀

"Avoiding Burnout in the Workplace: Developing a Strong Culture to Accelerate Team Performance" - Triad | March 21, 2024

"Avoiding Burnout in the Workplace: Developing a Strong Culture to Accelerate Team Performance" - CLT | March 27, 2024

"Avoiding Burnout in the Workplace: Developing a Strong Culture to Accelerate Team Performance" - Triangle | March 28, 2024

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Member Companies in the Triad Area



New Members Joined in FY 2024 in the Triad Area

New Forum Members Joined in FY 2024 in the Triad Area

Events Hosted in FY 2024 in the Triad Area

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"Belonging to the Center feels like being part of a close-knit

If you know another community. Member, especially one in a Forum group, there's an unspoken understanding of each other's viewpoints, experiences, and aspirations as a small business owner.

And you have fellow Members who are there for you, ready to offer support and share their own experiences to help you carve your path.



99 Eric "E.A." Green Founder & CEO The Opin Media Agency



Member Companies in the CLT Area



+6

New Members Joined in FY 2024 in the CLT Area

New Forum Members Joined in FY 2024 in the CLT Area



Events Hosted in FY 2024 in the CLT Area

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The Center for Private Business has been a game-changer for

Not only has the Center offered me. informative and timely workshops, but it has provided access to invaluable professional resources that have broadened my perspective on how to run my business. When I moved back to Charlotte four years ago to help lead my family's business, I struggled to find a neutral sounding board. Forum not only filled that gap but also helped me forge what I hope will be lifelong

friendships.



Vice President & Director of Communications FDY. Inc.

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2024 IMPACT REPORT. WAKE FOREST UNIVERSITY CENTER FOR PRIVATE BUSINESS

Fiscal Year 2024 Impact Per Market Area

Charlotte Triangle



Member Companies in the Triangle Area



New Members Joined in FY 2024 in the Triangle Area



New Forum Members Joined in FY 2024 in the Triangle Area



Events Hosted in FY 2024 in the Triangle Area

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The Center for Private Business is an incredible resource for anyone in a leadership position at their organization. My Forum group has been invaluable.

I am able to have an open dialogue, without the risk of judgement, and learn from many who have or are currently walking the same path. SS



President Spyglass Talent Solutions

Thank you to Jack Clayton and Andy Calhoun!

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Working with the Center for Private Business in the Triangle as the Market Leader for the past 5 years has been rewarding as our membership has grown from 7 Triangle-Based Member Companies to 46 Triangle-Based Member Companies. Additionally we added a robust number of courses, speakers and panels throughout the past year and we have increased our membership participation in our Forums to over 60%.

It is exciting to see the relationships that have developed between our Members and the connections that are made outside of the classroom and Forum meetings. We are enriching lives and helping our members become more effective at work and better able to prioritize their family time.

The Center has helped all of us deal with the tough issues in work and in life by providing the framework for deep discussion and thoughtful insights that are shared. As life continues to speed up we are able to hold each other accountable to make sure we prioritize what is most important.



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Jack Clayton Former Triangle Market Leader Retired in 2024

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In so many ways I have appreciated the Center For Private Business over my 3 years of service.

I so admire how the purpose, the plan and the execution of our work merge so well. And what a difference is made that benefits our many strong Members and their organizations!

Additionally, I have witnessed the formation of many lasting collegial friendships. Without question, what has made the Center such a success has been the leadership of the staff, the board, and certainly our Members working together.



Andy Calhoun Former Charlotte Market Leader Retired in 2024

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2024 IMPACT REPORT, WAKE FOREST UNIVERSITY CENTER FOR PRIVATE BUSINESS

500 West 5th Street, Winston-Salem, NC

FREE TO MEMBERS

Five bookable office spaces are provided as a membership benefit at no additional cost. Member companies may utilize conference and event spaces for off-site team meetings, lunch and learns, workshops and Forum meetings.

BROWSE & BOOK

Browse room specifics: provide the sector of the sector

Request a booking in our Member Portal: cpb.memberclicks.net



MEMBER & FORUM EVENTS HOSTED in FY 2024



OUTSIDE & SPONSOR GROUPS HOSTED in FY 2024



TENANT EVENTS HOSTED in FY 2024









▲ up 75% from 2023

104

109

Total Outside Attendees



-13

Business Leader

A Statement

orum groups consist of 8-10 business leaders who meet monthly with a guided and heavily structured 4-hour agenda to talk-through their business challenges in a confidential setting.

Time at Forum is split addressing matters in four areas: Business, Family and Friends, Personal Health, and Pressing Matters. Forum provides leaders with a personal board of advisors to connect and grow both professionally and personally. Members have a unique opportunity to leverage multiple perspectives of peer leaders in a safe environment.

TOTAL FORUM

TOTAL FORUM

GROUPS

MEMBERS

"The invaluable resources and access to transformative" programs like Forum have fueled our personal and organizational growth in ways that are truly remarkable. Over the eight years the D.H. Griffin Companies has been a Member of the Center, we have witnessed firsthand the profound impact that collaboration, connections, and community can create."



Deven Griffin Murrell Internal Operations & Real Estate D.H. Griffin Companies

ITER fo

BUSINESS



+ New Group Launched in FY 2024

+16 New Members Added in FY 2024



46% of all Center Member Companies have a leader in a Forum group

Companies have 2+ leaders in Forum groups.

1,512 Hours Spent in Forum in FY 2024

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What leadership roles participate in Forum?

Company **Presidents**

Company **Owners**

Company Senior Level Leaders

Company Vice-Presidents

Company Partners

Company **Directors**

Company **CEOs**

Company CFOs, COOs or Retired

Invest in your leaders in 2025! Join a Forum Group.

MEMBER SPOTLIGHT



TRADEMARK PROPERTIES

Amy E. Carroll President, Princip **TradeMark Properties**

LEADERSHIP DEVELOPMENT



a part in your role as a leader at TradeMark?

How does your

communication style play

What management

strategies do you have in

place to be less reactive

What qualities in a person

makes them an ideal fit to

join your advisory council

or board of directors?

and more proactive?

STRATEGIC PLANNING



BUSINESS GOVERNANCE



FAMILY



Does work-life balance exist for you? How so?

COMPANY CULTURE



What strategies do you employ to foster positive Company Culture?

SUCCESSION PLANNING



What have you learned from major leadership transitions during your time at TradeMark?

"When I first joined TradeMark nearly 8 years ago, I felt like I needed to have all of the answers. As I've progressed in my career, I've learned that true leadership is knowing that you don't have all of the answers. As a result, I've learned the true importance of listening. And then to ask for help or guidance or more information. Communication is a two-way street and it is definitely active."

"As a part of the leadership transition, we implemented EOS (Entrepreneurial Operating System) which gave us a framework to redefine our mission, values, and short and long term goals. We are on track to deliver on our 2026 and 2029 goals and that is saying alot given the past year or two of mercurial financial markets."

"The same core values that apply to our team are important for our board of directors. We want diversity in every way includes their life experiences so that we can draw on them to continue to build the team's confidence, work and life experiences and deliver unreasonable hospitality to our clients."

"Work life balance is an ever evolving, elusive goal that continues to move. Being comfortable letting it ebb and flow is important. It is especially difficult for women as we typically carry a disproportionate load of family and life obligations. What an honor it is to fulfill those roles; however, women must be aware and find the right kinds of selfcare that replenishes their physical, emotional and spiritual reserves."

"Preparation is key. Show up to every meeting prepared as if you will be asked to lead it. Be aware of your posture and voice, it matters. A favorite quote: Courage has no greater ally than preparation, and fear has no greater enemy. Substitute confidence for courage as they go together."

"Leadership transitions are incredibly tough as they impact every part of an organization. Understanding that the transition and changes do not happen instantaneously is critical to managing the expectations of the incoming leaders and their followers. Building followership could not be more important and that takes intention and time."

MEMBER SPOTLIGHT

Andrés Alvarado VP of Business Development & Marketing **Marand Builders**



What is an unexpected quality you look for in employees?

STRATEGIC PLANNING Is there an area of improvement you would like Marand

"Technology - We believe adopting technology in the construction space is critical to support our growth with the years to come."

BUSINESS GOVERNANCE

> How would you define your leadership style?

FAMILY

Does work-life balance exist for you? How so?

COMPANY CULTURE

HARMONY



SUCCESSION

PLANNING

shaped your career?

How do you think the next generation of leaders differs positively from an older generation?

Marcelo: "Being a mentor has been very rewarding and has also allowed me to take my own advice. No matter what department or organization, many learning opportunities have similar root causes and effects. Many times, we over complicate our situations by compartmentalizing them. Connecting with a mentee on a vaguely related situation has given me clarity in areas I wasn't expecting."

Andrés: "The greatest advantage that the next generation of leaders has is the wealth of data at their fingertips. Leaders can manage more work with less effort, as data on pricing, jobsites, and safety is more accessible than before. Leaders can make more informed decisions as they have greater transparency in the business."

Marcelo: "The younger generation has a great sense of self and desire for purpose in their work. If the right group of individuals are all pushing in the same direction there will be endless growth opportunities for themselves and their surrounding community."

to focus on in 2025?

Andrés: "Yes, but sometimes no. As a leader and owner, I will do what is needed for the success and betterment of the team who relies on me."

Marcelo: "It does, it typically occurs in periods throughout the year. Some periods are more work focused, then other times there is more space for personal."

Andrés: "I have been very fortunate to have had a lot of mentors throughout my career. In construction, jobsite experience is critical to success. My mentors have shown me how to think on my feet and handle difficult situations, both with clients and vendors."





Marcelo Alvarado Assistant Vice President Marand Builders

"Empathy – we are in a business of people and relationships."

Andrés: "Transparent. When working with our teams, I am sure to let them know of "big picture" items so they can understand my rationale for a decision. If we do not provide clarity to our teams as to "why" we are leading in a certain direction, we will miss out on the opportunity for their insight. Not all decisions are made in collaboration, but we are a stronger team the more everyone is informed."

Marcelo: "The word that comes up for me is calm. When working with teams on a project or in the office it is important for me to keep calm when challenges arise. It helps keep the stress levels of the team low which encourages the best results."

Supported by 2024 Center Sponsors											
TRUIST 🕕			First Citizens Bank			Truist Leadership Institute			FLOIL Flow Automotive		
	FIRST BANK	forvis mazars Forvis Mazars	EOS Worldwide	Kilpatrick Kilpatrick Townsend & Stockton	FRONT STREET CAPITAL Front Street Capital	The Budd Group	KAPLAN Kaplan Early Learning	WTOWNEBANK Towne Bank	Family Enterprise USA Family Enterprise USA		
	BUSINESS Business North Carolina	CLA (CliftonLarsonAllen LLP)	Comerica Bank	Pinnacle Pinnacle Financial	CO TOWNE INSURANCE Towne Insurance	MANNING FULTON Manning Fulton	United Community Bank	BROWN BROTHERS HARRIMAN Brown Brothers Harriman	WELLS FARGO Wells Fargo		

Friends of the Center: Graham Bennett, Don & Robbin Flow, Ragan & Dara Folan, Drew & Kelley Hancock, Stan & Liz Kelly, Kelly King, Randall & Claire Tuttle, Ed Weisiger

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Our sponsorship of the Wake Forest Center for Private Business is an example of our investment in the community and of our continued commitment to the success and wellbeing of our clients, their businesses and their families.

At First Citizens, we've been helping families and businesses make more of their finances for 125 years. We've shared their dreams, helped make budgets work harder and built financial plans to last them the rest of their lives.

Frank Holding, Jr. Chairman and CEO First Citizens Bank

Level 1 Sponsor \$3,000+ / year

✓ A Spot in Forum Within Parameters of Program
✓ Share Events in Newsletter 1x Per Month
✓ Submit Proposal for for Workshops
✓ Listed in Forum Retreat Resource Directory
✓ Company Logo Displayed on Newsletters
✓ 2x a Year Free Access to Meeting Space

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At Truist, our purpose is to inspire and build better lives and communities. Through Truist Leadership Institute, we develop leaders who will solve today's challenges and create tomorrow's opportunities.

We are proud that our partnership with the Wake Forest Center for Private Business allows their member companies the opportunities to deliver exceptional results through leadership development, team unity and organization strengthening.



Will Sutton President and Director Truist Leadership Institute

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True of the Legacy: Great Outdoor Provision Co."













\$10,000+ / year ✓ All of the Benefits of \$<u>3k Plus</u>_____

I Seat on 1 Market Area Executive Committee
Guaranteed Program Facilitation 1x Per Year
Dedicated Table at Legacy Speaker Events
Verbal Recognition at All Center Events
Unlimited Free Access to Meeting Space

Level 3 Sponsor \$20,000+ / year

✓ All of the Benefits of \$3k Plus
✓ All of the Benefits of \$10k Plus
✓ 1 Seat on All 3 Market Area Executive Committees
✓ Serve as Subject Matter Expert for Round Tables
✓ Access to Center Facilitation to
Implement Forum Principles Internally
✓ Annual Goal Setting Meeting with the Executive
Director for Custom Designed Opportunities











"Celebrate the Legacy: Biscuitville Fresh Southern"



"Celebrate the Legacy: Queen City Audio Video & Appliances

CENTER for PRIVATE BUSINESS

WAKE FOREST UNIVERSITY CENTER FOR PRIVATE BUSINESS 500 W. 5th Street, Suite 300, Winston-Salem, NC 27101 CPB.WFU.EDU