

2007 Greater Cleveland Employers Survey on Diversity

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I. Introduction

For the past seven years, the Commission on Economic Inclusion has worked to help ensure that minority business leaders, entrepreneurs, and workers have the opportunity to participate in the economic prosperity of Northeast Ohio. With a broad-based coalition of 108 Northeast Ohio employers (Commission members), the Commission is led by business leaders who have joined together to implement regional initiatives that address challenges to economic inclusion. The Commission has sought to be a regional catalyst for economic development by creating, supporting, and implementing initiatives that will significantly improve economic inclusion within Northeast Ohio's employer community.

In 2007, the Commission was ably led, for the fourth year, by Christopher M. Connor, Chairman and CEO of The Sherwin-Williams Co., and Brian E. Hall, Chairman and CEO of Industrial Inventory Solutions LLC. The Commission continues to draw upon the resources of its member organizations to support the work of its task forces. A complete listing of 2007 leadership volunteers is included as Appendix A.

The Commission's work is based on the idea that partnerships that lead to the inclusion of minorities in economic activities are vital to the overall economic well-being of Greater Cleveland. In a diverse environment such as Northeast Ohio, economic growth cannot be sustained without the inclusion of minority leaders, a diverse workforce, and the utilization of minority suppliers/vendors.

The Commission's approach is fundamentally simple. We:

- Periodically assess the status of diversity and inclusion efforts within the Northeast Ohio employer community
- Establish benchmarks for improvement
- Encourage member organizations to develop or enhance practices that foster inclusion
- Facilitate the identification of resources
- Measure and report on progress on a regular basis
- Assist minority businesses in developing and securing business deals with Commission member organizations

Assessing the status of diversity and inclusion efforts by Northeast Ohio employers is the first step in the process of economic inclusion. Measurement has been conducted annually, utilizing the Commission's *Greater Cleveland Employers Survey on Diversity™*, now in its seventh year. The survey has been updated several times, based on participant feedback. The Commission's Organizational Development Task Force has taken the lead in overseeing the design, distribution, and analysis of the survey. This report presents the 2007 survey findings and makes recommendations for future diversity management and economic inclusion goals and activities.

II. Survey Administration and Methodology

This year, 101 companies participated in the Commission on Economic Inclusion (Commission) survey, compared with 100 companies last year, 87 in 2006 and 75 in 2005. Of the 101, 15 were first-time participants. The organizations participating this year represent 573,486 employees with 199,633 (35 percent) in Northeast Ohio. A complete listing of the members who participated in the 2007 survey is included as Appendix B.

The Commission has administered its annual *Greater Cleveland Employers Survey on Diversity™* for seven years, with periodic updates based on feedback from participants. For the first time, this year the survey was administered by *DiversityInc* with a questionnaire that combined items from the Commission's previous annual survey with items from The *DiversityInc* Top 50 Companies for Diversity® survey. This combination of items enabled the Commission to continue to track change in four areas relevant to inclusion (board composition, CEO commitment/senior management composition, workforce composition/human capital and supplier diversity), and to add comparative data from *DiversityInc's* survey, including Corporate and Organizational Communications.

As background, *DiversityInc* is the leading national publication on corporate diversity, with a monthly magazine (circulation 200,000) and a Web site that receives 1 million unique visitors a month. *DiversityInc* started the Top 50 survey in 2001 and this year received 352 applications, up 300 percent over the last three years. To participate in the Top 50 survey, a company must have at least 1,000 U.S. employees.

In reviewing this 2007 Commission survey report, it is important to note that the majority of information presented in the overview section is based on year-to-year comparisons of responses from organizations that participated in both the 2006 and 2007 Commission surveys. For items added to the survey this year, only aggregate responses for the year are presented. Survey results are a snapshot of how the Greater Cleveland region is doing at this time.

A. Survey Description

The Commission's *Employers Survey on Diversity™* is a tool for assessing:

1. An organization's commitment, actions, and success in maintaining a competitive edge by having an inclusive workplace environment; and
2. The presence of policies and practices that demonstrate effective diversity management and inclusion.

The survey provides individual organizations with a tool for examining their own diversity and inclusion efforts. Completing the survey allows organizations to identify strengths and weaknesses related to diversity management and inclusion. Progress is measurable:

- on a year-to-year basis within one's own organization;
- by comparing one's organization to other for-profit or nonprofit organizations that completed the survey this year; and
- by comparing one's organization to all organizations completing the survey this year.

Additionally, participants receive an organizational scorecard that compares their performance against quantitative criteria and qualitative goals. This self-assessment can be used as a first step toward organizational change.

The survey provides information that can be used to gain insights about the overall diversity management and inclusion practices of Commission member organizations. More importantly, the survey provides information concerning systemic barriers and successes related to diversity and inclusion. While the information provided by member organizations is kept confidential, the aggregate information will be used to guide the work of Commission's volunteer committees. Specifically, the information is used to create goals for systemic change, encourage member organizations to adopt identified best practices that promote diversity and inclusion, and facilitate the identification and utilization of resources that support Commission initiatives.

B. Survey Distribution and Collection Methods

The surveys were distributed electronically during January 2008. Surveys were completed by the staff of each organization and returned to the Commission between February 2008 and May 2008. Incomplete submissions prompted follow-up communications, resulting in the receipt of additional, but not always fully responsive, data. Further discussion of this issue is included in the analysis section of this report.

C. Survey Analysis Methods

For the most part, analysis of the data involved frequency analysis and averaging of percentages. It is important to note that not every organization answered every question on the survey. Therefore, the reported percentages are based on the number of organizations that respond to each of the questions in the survey. The individual responses are kept confidential. Only Commission employees conducting the analysis have access to the information contained in individual surveys.

The data was analyzed using four groupings, which include:

- for-profit - includes 60 publicly and privately held for-profit entities
- nonprofit - includes 41 government, charitable and educational organizations, including hospitals
- aggregate - includes information from all 101 organizations that responded to each question this year.
- "year- to-year" - includes 86 organizations that completed the survey in both 2006 and 2007.

Additionally, for definition purposes, the term "minorities" includes African American, Latino, Asian, and Native American.

III. Context: For Cleveland, the Future Is Now

Cleveland has been getting a bad rap. The city and its suburbs are often cited in national media as a "brain-drain" community, and Cleveland is described as floundering in an exodus of top talent and young professionals.

Here's the truth. Although Cleveland has had, and continues to have, its economic challenges, the city is increasingly vibrant, and more of its talent, especially young people and those from traditionally under-represented groups, are wanting to stay and contribute, if opportunities exist.

How is Cleveland regaining economic vitality and reversing the trend still impacting so many cities? In this introduction to the Commission on Economic Inclusion's survey of 101 area companies' diversity efforts, we explore what has happened to Cleveland, how it is being turned around, and the city's national image.

A. What Happened

Greater Cleveland, like many other Midwest metropolitan areas, began an economic decline in the 1960s, as its base of manufacturers left or closed down, an aging infrastructure was not improved, and racial tensions escalated. Simultaneously, it began to lose population. In 1950, according to U.S. Census Bureau data, the City of Cleveland's population was about 915,000. By 1960, the population dropped to 876,000. During the 1970s, another 30 percent of its residents left, 15 percent fled in the 1980s, and 5 percent more left in the 1990s.

Greater Cleveland also was one of only three of the nation's 20 largest metropolitan areas to lose college graduates to other regions in the late 1990s, according to U.S. Census Bureau research. An analysis by *The Plain Dealer* reported that the city's economy lost about \$35 billion in per-capita income from 1990-2000. To focus attention on this situation, *The Plain Dealer* published a series about the "Quiet Crisis" of talent leaving and the subsequent economic downturn. According to the report, college graduates most likely to leave were those with degrees linked to innovation and that the higher their degree, the more likely they were to exit Greater Cleveland. Between 1991 and 2001, the newspaper reported, two-thirds of doctoral graduates in engineering, the sciences and creative arts left the area.

In recent years, the racial makeup of the Greater Cleveland area (Cuyahoga County) has remained relatively level, according to the Census Bureau. In 2000, the population was 65.6 percent white, 27.8 percent African American, 3.4 percent Latino and 1.9 percent Asian, with "other" making up the difference to 100 percent. By comparison, in 2006, the area population was 63.2 percent white, 29.2 percent African American, 3.8 percent Latino and 2.3 percent Asian, with "other" making up the difference to 100 percent.

B. The Turnaround

Just as the “brain drain” of Cleveland occurred quietly and gradually, since 2000, Cleveland has begun to turn around its economic decline without a lot of fanfare—quietly becoming one of the nation’s biggest success stories as it is reversing its economic decline and bringing talented workers back to live and work in the city and surrounding areas. This has been accomplished through a partnership of public and private entities.

The proof is evidenced by the population and employment reversal. Between 1990 and 2000, the population of downtown Cleveland increased by one-third. Bureau of Labor Statistics analysis from 2006 shows a 38 percent increase in the number of people employed, with the most growth in industries involving personal care and service, health care, food preparation, and education and training. The Ohio Labor Market Information reveals that total employment in the region, without seasonal adjustment, has been steadily increasing and, as of the fourth quarter of 2007, was the highest in six years. Despite the national recession, growth is expected to continue in 2008. The Metropolitan New Economy Index rank of 50 largest urban areas puts Cleveland at 33 overall but far higher for having managers, professionals and technicians as a share of the total workforce (No. 17), and for having knowledge workers (No. 19).

Although manufacturing continues to be a heavy sector of the economy (27 percent of the gross regional product, compared with 13 percent of the U.S. gross regional product, according to the 2008 Northeast Ohio Economic Review), other industries are gaining. Based on data from Moody's Economy.com, the Economic Review predicts that between 2007 and 2017, information jobs will grow 34 percent in the region, professional, science and technical services jobs will grow 22 percent, and finance/insurance jobs will grow 17 percent.

Cleveland has rebuilt much of its downtown, with new complexes for professional football, baseball and basketball, the Rock and Roll Hall of Fame and Museum, and the Great Lakes Science Center attracting visitors. The percentage of people with high school degrees has increased, and the poverty rate has fallen, according to Census data. The downtown is growing the fastest - - city government has worked with developers to try to appeal to young professionals to create modern housing, restaurants, bars and entertainment venues. In addition, the city continues to focus on financial incentives, long-term infrastructure improvements, "green" efforts, neighborhood improvement, zoning changes to focus areas on successful business/residential development, venture capital funds to lure and help develop business, and public financial incentives to bolster local business. It also has begun, through the Cleveland Plus™ Regional Marketing Alliance, to promote the region's business, educational, cultural, and recreation assets that provide a highly desirable quality of life.

The city is well-positioned to become a national center for knowledge-based jobs, especially because of its excellent higher education and medical institutions and because of infrastructure and development improvements in recent years. The challenge is to inform the nation that Cleveland is a place where talented people from all races/ethnicities/orientations/abilities/religions want to live and work. Public-private partnerships are the key to improved and sustainable economic vitality. A collaborative effort will help the city continue to attract and retain talent to build a deep talent base for the future.

IV. Executive Summary

The Commission has administered its annual *Greater Cleveland Employers Survey on Diversity*[™] for seven years. For the first time, this year the survey was administered in partnership with *DiversityInc*, a leading national publication and Web site that report on diversity and inclusion trends, issues and strategies in the workplace. The 2007 questionnaire combined items from the Commission's previous annual survey with items from The *DiversityInc* Top 50 Companies for Diversity[®] survey.

This partnership allowed the Commission to add national reference data, including scores from The *DiversityInc* Top 50 Companies for Diversity[®] survey, related to the four metrics that the Commission survey has monitored since 2001: board diversity, senior management diversity, workforce diversity, and supplier diversity. Data was compared on the actual percentages for each metric and for the presence of related policies and practices within the responding organization. As expected, the overall average scores of the companies selected by *DiversityInc* as its top 50 performers on inclusion, greatly exceed the Commission survey averages. These scores serve as aspirational targets for Commission members.

This executive summary provides an overview of the 2007 survey results. In reviewing results, a few general areas represent positive progress from 2006 to 2007. This includes:

1. **Total spend with minority-owned businesses totaled** 6.9 percent for Commission participants in the year-to-year comparison group . This exceeds the 5 percent reported for the *DiversityInc* Top 50.
2. **Company funding for employee-resource groups** with Commission participants (aggregate group) was 53 percent. This equals the *DiversityInc* Top 50 average which was 53 percent.
3. Commission survey respondents, both as an aggregate group (18.2 percent) and for the year-to-year group (19 percent) scored above the national average of 13 percent for minority board representation (cited by the Executive Leadership Council, Hispanic Association on Corporate Responsibility, and the Committee of 100).
4. Commission nonprofits reported a **higher percentage of their chief diversity officers** reporting directly to the CEO at 37 percent. This is greater than the *DiversityInc* Top 50, which is at 32 percent.
5. The **nonprofit group's minority percentage of 17 percent senior management** exceeded the *DiversityInc* Top 50 minority percentage of 14 percent senior management.

From a historical perspective--looking at the aggregate survey results from the survey's inception in 2001 through the current 2007 survey--there are a few general areas that represent positive progress from 2001 to 2007. This includes:

1. **Minority inclusion on boards** rose from 14 percent to 18.2 percent.
2. **Minorities as a percentage of senior managers** increased from 9 percent to 14 percent.
3. **The number of participants reporting and the corresponding spend with minorities** increased. Six organizations reported a negligible amount for 2001, while 59 organizations reported total and/or regional spend in 2007. Total 2007 aggregate minority spend was just under \$1.3 billion dollars.

All of the aforementioned points represent positive highlights for Northeast Ohio. The remainder of this report covers many more data points and findings. A brief description of the four remaining sections is included below.

Section V. Overview of Findings

Each survey section contains several questions related to a particular topic. This overview section examines some of the critical questions within each topic. In 2007, there was a pattern of modest changes in minority representation in the four survey areas: organizational leadership; human capital-workforce; human capital-retention; and supplier diversity. In 2007, a fifth survey section was added to assess CEO commitment. Since this was not included in the 2006 survey, there is no comparison between 2006 and 2007. A brief summary of the overview of findings by each survey topic is listed below.

A. Organizational Leadership

Organizational leadership measures inclusion from a board and senior management perspective. In 2007, senior management diversity increased slightly from 2006. Board diversity did not change from 2006 to 2007. Additionally in comparing 2006 to 2007, the number of companies with a written policy on diversity and inclusion experienced a decrease.

B. CEO Commitment

In 2007, the survey included questions on CEO commitment, however, this was not measured in 2006. The focus of this area is to measure the level of CEO commitment to diversity and inclusion. In particular, it seeks to measure:

- CEO leadership role on diversity council(s);
- CEO commitment to and participation in diversity councils;

- Compensation tied to diversity goals;
- Evidence of diversity metrics;
- Supplier diversity goals; and
- Appointment of a Chief Diversity Officer.

Overall, the survey results indicate that the aggregate group, representing 101 companies, is operating at a less than optimal level. While there is no data to compare for 2006, when these results in this are compared to the *DiversityInc* Top 50, many of the results for Northeast Ohio companies “fall short”.

C. Human Capital - Workforce and New Hires

The goal in this area is to measure inclusion around workforce and new hires. The focus is to understand the composition of the workforce and new hires as they relate to minorities. Between 2006 and 2007, the percentage of minorities in the workforce remained relatively even. As it relates to new hires, there was a slight increase in the percentage of minority new hires. One other important element is having a written policy for recruitment of minorities, however, there was a slight decrease in the number of companies answering “yes” in this area.

D. Human Capital - Retention

Within this area, the goal is to measure inclusion around retention. The focus is to understand the level of retention in the workforce and on the management team. It is particularly important to compare retention of whites versus minorities. In reviewing the results, it appears that there are slight discrepancies in favor of whites versus minorities. Another way of looking at retention, is to understand management representation and promotions, comparing whites to minorities. In the 2007 analysis, when compared to diversity *DiversityInc* Top 50 the Commission survey respondents performed at a higher level in terms of minority management representation. However, as relates to promotions, the reverse is true, as there is no clear indication that management representation is commensurate with promotion for minorities.

E. Corporate Practices

In 2007, the survey included questions on corporate practices; however, this was not measured in the 2006 survey. The focus of this area is to measure the level of commitment to employee resource groups and diversity training:

- CEO leadership role in diversity council(s); and
- CEO commitment and participation in diversity councils.

The Commission survey respondents had mixed results in this area. Less than half of the companies have official employee resource groups. Additionally, the amount of company resources devoted to resource groups falls short of the *DiversityInc*. Top 50.

F. Supplier Diversity

Supplier diversity is the area that measures procurement dollars spent with minority-owned businesses (MBEs). In analyzing 2007, the results were mixed with a decline in total procurement with minority-owned businesses. Nevertheless, this was an above-average spend when compared to national data.

- Total procurement spent with MBEs declined from 8.7 percent in 2006 to 6.9 percent in 2007. The drop was due largely to changes in construction projects and large governmental contract awards by four large survey participants. However, the 2007 Commission score exceeded the average of 5 percent spent by the *DiversityInc* Top 50 group with MBEs.

Section VI. Survey Item Responses

The detailed responses to all of the survey questions are documented in this section, which provides a year-to-year comparison of the 2006 and 2007 responses from the 86 organizations that participated in both years. In some cases, 2007 is the first year that the question was asked, therefore there is no a year-to-year comparison. Instead, this is reported in aggregate for all 101 participants in the 2007 survey.

Section VII. Conclusion and Next Steps

In reviewing the 2007 survey, the results are mixed. There are positive signs of progress from the historical perspective of the survey. Over the seven-year history of the survey, in comparing 2001 to 2007 results, there is no doubt that the region is much better off today, than it was seven years ago. We have many more survey participants, higher levels of board representation, and higher levels of senior management representation in organizations across the region. Additionally, in those areas such as workforce and supplier diversity spend, where there was no significant change or slight decreases between 2006 and 2007, there has been progress between 2001 and 2007.

Going forward, the challenge is to avoid becoming complacent and more importantly, to not go backwards. The Commission is planning to work closely with our Commission members to identify, recommend, support, and drive positive results around economic inclusion. There is opportunity to do much more and the Commission is uniquely positioned, as a program of the GCP, to help integrate economic inclusion into the region's overall economic development agenda.

Section VIII. Appendices

This section contains the appendices for the report, including a list of survey participants and the Commission's Leadership Team and task force volunteers.

V. Overview of Findings

Each survey section contains several questions related to a particular topic. The detailed responses to all of the survey questions, are documented in Section VI. Survey Item Responses. This overview section examines some the critical questions within each topic. Note, that all of the numbers below, represent year-to-year comparisons between the group of 86 employers that participated in the survey, both in 2006 and 2007, unless noted otherwise.

A. Organizational Leadership

Organizational leadership is a very important aspect of diversity and inclusion. By examining an organization from the “top” (that being the composition of the board and the senior management team), one can gain insight into leaderships’ ability to lead and drive change.

Boards

Question 3.1

The percent of minority members of boards of directors of Commission survey participants remained stable. Overall, their boards were 19 percent minority, compared with 19.3 percent a year ago and compared with a *DiversityInc* Top 50 average of 23 percent.

- For-profit boards in the Commission fell from 14.5 percent minority to 13.8 percent minority
- Nonprofit boards increased only from 24.1 percent minority to 24.3 percent minority

On a positive note, nationally, boards are 13 percent minority, according to data from the Executive Leadership Council, the Hispanic Association on Corporate Responsibility and the Committee of 100, so the Commission survey averages exceeded these reference points for all participant categories. Within each of the specific minority categories (African American, Latino, Asian or Native American), there was a less than one percent change among Commission members.

Note: Native Americans comprised negligible to zero percent in all categories in which data was collected.

Board/Trustees Statement on Diversity

Question 3.3

When asked if the board of directors/trustees or governing committee has a written statement/policy on diversity and inclusion of board membership, only 40 percent of the aggregate group said "yes". This compares with 52 percent a year ago.

- Of the for-profits, 47 percent said "yes" this year, while 53 percent said "yes" last year
- For the nonprofits, the difference was far greater - - only 33 percent said "yes" this year, compared with 52 percent last year

Question 3.4

When asked if the business or strategic plan included diversity-management goals and objectives, we see a slight diminishment of last year's results, but an improvement in the for-profit sector of respondents. Sixty-five percent of the total said "yes", compared with 69 percent last year.

- Of the for-profits, 68 percent said "yes", compared with 66 percent last year
- Of the nonprofits, 62 percent said "yes", compared with 74 percent last year

This question was not asked in the *DiversityInc* Top 50 survey, so we do not have national comparative data on this dimension.

Senior Management

Question 5.5

In a comparison of 2006 and 2007 data for those organizations which provided senior management data in both years, minority representation within senior management (first two levels of management reporting to the CEO) increased slightly from 11 percent to 12 percent for the total group.

- Increased from 8 percent to 9 percent for the for profit group
- Increased from 15 percent to 17 percent for the nonprofit group

This question was not asked in the *DiversityInc* Top 50 survey, so we do not have national comparative data on this dimension.

Best Practices Recommendations

The goal is to provide recommendations from the *DiversityInc* Top 50. However, since *DiversityInc* does not have recommendations on Organizational Leadership, the following list represents a list of recommendations compiled by the Commission.

- Orient board members on diversity goals and encourage board attendance at any organizational diversity events
- Encourage diverse board leadership (Chair, other officers, committee heads)
- Develop and maintain relationships in the community to ensure of a pool of diverse, local board candidates
- Incorporate pieces of employee diversity training into board meetings

- Engage board members in company-wide diversity training or conferences
- Examine the existing board profile when outlining requirements for board candidates. Consider criteria related to diversity.
- Access valuable information and statistics about diverse directors and suggestions on sourcing from Spencer Stuart's 2006 Board Diversity Report at www.spencerstuart.com/research/boards/955.
- Establish a mentoring program for those diverse candidates targeted for senior management
- Measure the most senior managers on their ability to diversify lower ranks of senior management. Base bonuses on these results.
- Focus on diversity as part of the succession planning process
- Create an action plan for ascension in the organization for high performing/high potential minorities that includes: discussion of their career interests, the skills and experiences they need to progress in the organization and how they will obtain those skills and experiences; who is mentoring them; and what internal/external contacts they need to be building relationships with.
- Create a team of senior managers inclusive of all lines of business and staff functions that assists in the development of plans to address obstacles and barriers to diversity in senior management
- Encourage "visible" support of diversity from senior managers through their hosting of diversity events and welcoming participants

B. CEO Commitment

For this category, we do not have previous-year comparisons because these eight questions, taken from the *DiversityInc* Top 50 survey, are new to the Commission survey. We can, however, compare the 2007 **aggregate group** responses with the 2008 *DiversityInc* Top 50 averages. The year-to-year comparison will be available next year if the question is part of the 2008 survey. Key highlights are:

Question 2.1a

When asked if the CEO personally signs off on executive compensation tied to diversity, which *DiversityInc* finds is a critical means of ensuring improved human-capital demographics, 35 percent of all Commission companies said "yes".

- 41 percent of for-profits
- 27 percent of nonprofits

This compares with 86 percent of *DiversityInc* Top 50 companies.

Question 2.1b

Fourteen percent of Commission respondents said the CEO chairs the diversity council, which is a best practice increasingly common at *DiversityInc* Top 50 companies (54 percent).

- 14 percent of for-profits
- 15 percent of nonprofits

With smaller companies, there may not be a diversity council, which could explain the discrepancy. Among Commission members, 46 percent have a diversity council. (question 2.11)

- 40 percent of for-profits
- 56 percent of nonprofits

All *DiversityInc* Top 50 companies have a diversity council. This council is usually comprised of internal senior leaders from all areas of the business.

Question 2.1c

Thirty-six percent of Commission respondents say the CEO appoints members of the diversity council.

- 39 percent of for-profits
- 33 percent of nonprofits

This compares with 74 percent of the *DiversityInc* Top 50 and again may be attributed to the lack of diversity councils in smaller companies.

Question 2.1d

Forty-nine percent of Commission respondents reported that the CEO meets personally with employee resource groups, which is increasingly important in recruitment, retention and relating to customers.

- 52 percent of for-profits
- 45 percent of nonprofits

This compares with 74 percent of the *DiversityInc* Top 50.

Question 2.1e

Among Commission respondents, 64 percent said the CEO personally signs off on diversity metrics and progress.

- 70 percent of for-profits
- 55 percent nonprofits

This compares with 96 percent of the *DiversityInc* Top 50.

Question 2.1f

When it comes to specific supplier-diversity goals and achievements, 35 percent of the Commission companies say the CEO signs off on these.

- 27 percent of for-profit
- 46 percent nonprofit

This compares with 84 percent of the *DiversityInc* Top 50.

Question 2.5

A growing trend at *DiversityInc* Top 50 companies is for the head of diversity (increasingly called the chief diversity officer) to report directly to the CEO. For the Commission, this occurs at 30 percent of companies.

- 25 percent of for-profits
- 37 percent of nonprofits

This now occurs at 32 percent of *DiversityInc* Top 50 companies and has consistently increased.

Best Practices Recommendations – The *DiversityInc* Top 50 on CEO Commitment

DiversityInc recommends the following **CEO Commitment Best Practices**:

- Immediately post a quote from the CEO on the home page of your company's Web site stressing the importance of diversity to the company's business strategy.
- Ensure the CEO personally signs off on diversity goals and metrics.
- Tie a portion of senior-executive compensation to meeting diversity goals (in some *DiversityInc* Top 50 companies, this is as high as 50 percent of bonuses but usually is in the 15 percent range) and have the CEO personally sign off on this compensation.
- Have the head of diversity report directly to the CEO, not to the head of HR. This sends the message that diversity is essential to the company's main lines of business and is not just a "soft" staff function.
- Create an internal diversity council and have the CEO chair this council. The council should meet at least quarterly and have goals and objectives.
- Have regularly scheduled meetings between the CEO and employee groups. This gives much needed bidirectional feedback and allows employees who might otherwise never get the chance to present to and interact with the CEO.
- Encourage your CEO to join boards and assume leadership positions in organizations tied to traditionally underrepresented communities.

C. Human Capital - Workforce and New Hires

One of the most critical ratios to examine is the demographics of the total workforce compared with new hires. The essential factor here is to show progress in a company's hiring direction toward diversifying the entire workforce. Examining the Commission's workforce year-to-year group and its new hires, we note progress in all sectors measured: the total Commission submissions for both for-profits and nonprofits.

Workforce

Question 5.1

Specifically, the percentage of minorities in the workforce was relatively level at 22 percent last year and 23 percent this year. This compared with a 27 percent national average (Bureau of Labor Statistics) and a 35 percent average for The 2008 *DiversityInc* Top 50 Companies for Diversity®.

- The for-profits year-to-year group showed the most improvement, increasing from 19 percent minority to 23 percent minority
- The nonprofits actually decreased slightly, from 26 percent to 24 percent

When we examine workforce numbers for companies in Northeast Ohio (since this was not broken down geographically last year, we do not have year-to-year numbers), the workforce is 22 percent minority.

- 20 percent among for-profits
- 26 percent among nonprofits

New Hires

Question 5.2

Based on the data on new hires during 2007, higher levels of inclusion are noted. For all the companies, minorities were 26 percent of new hires. They were 24 percent of for-profit new hires and 29 percent of nonprofit new hires. In Northeast Ohio, they were 27 percent of all new hires.

- 25 percent of for-profit new hires
- 30 percent of nonprofit new hires

Breaking the total new hire numbers down by racial/ethnic categories,

- Nonprofits (22 percent of hires) are stronger than for-profits (14 percent) in the hiring of African Americans
- For-profits (6 percent of new hires) achieved higher percentages than nonprofits (2 percent) in the hiring of Latinos

Policies on Recruitment

Question 4.2

The Commission survey asked whether the organization had written and communicated policies or practices for recruitment and selection of minorities. In a year-to-year comparison, the percentage of organizations having these policies actually declined from 72 percent last year to 67 percent this year.

- Among for-profits, the percentage saying “yes” decreased from 73 percent to 68 percent
- The nonprofits declined from 70 percent to 65 percent

Best Practices Recommendations – *DiversityInc* Top 50 on Workforce and New Hires

DiversityInc strongly recommends the following proven solutions to recruiting from traditionally underrepresented groups:

- Develop strong relationships with Historically Black Colleges and Universities (HBCUs), Hispanic-serving institutions and other colleges and universities with strong multicultural emphasis, and not just in your geographic area. Become an employer of choice for their students and remember that relationships aren't just about writing checks; they include mentorships, internships and other bidirectional communications. Work with INROADS, the Jackie Robinson Foundation and other organizations aimed at college students.
- Work with high schools and junior high schools in your community to reach young people who otherwise might drop out. Offer them internships and mentoring programs with your executives and help them understand the benefits of working for area businesses.
- Use your employee resource groups to recruit at job fairs and to serve as role models for potential recruits.
- Visibly emphasize your commitment to diversity on your Web site through CEO quotes, as well as other quotes and images, and be branded as a regional diversity employer of choice.

D. Human Capital – Retention

Workforce Retention

In measuring retention, it is important to consider both overall employee retention and whether retention is equal across race and ethnicity. The aggregate of the 101 commission companies, demonstrate a slight retention bias in favor of whites, but it is not statistically significant. Statistically, a differential of three percentage points is reason to consider a bias issue. The for-profits do have a slightly greater discrepancy in retention than nonprofits, which should be examined.

Question 5.3

For the overall workforce numbers, Commission members reported this year that whites were retained at an 89 percent rate, while African-Americans and Latinos were retained at 86 percent and Asians at 87 percent.

- This breaks down among for-profits to whites, 88 percent; African Americans, 84 percent; Latinos, 82 percent; and Asians, 85 percent (a larger discrepancy)
- For nonprofits, retention rates are whites, 89 percent; African Americans, 89 percent; Latinos, 90 percent; and Asians, 88 percent

In Northeast Ohio, the variation is less. White employee retention is reported at 90 percent; with African Americans at 88 percent; Latinos at 90 percent; and Asians at 89 percent.

- Among for-profits, retention rates are whites, 90 percent; African Americans, 87 percent; Latinos, 90 percent; and Asians, 89 percent
- Among nonprofits, the rates are whites, 90 percent; African Americans, 90 percent; Latinos, 91 percent; and Asians, 89 percent

Management Retention

For management retention, the Commission organizations also demonstrate a slight discrepancy. A far greater discrepancy exists among for-profits.

Questions 5.4

Overall, whites in management were retained at a 90 percent level, compared with 87 percent for both African Americans and Asians, and 90 percent for Latinos.

- Among for-profits, however, whites had an average 89 percent retention rate, compared with 83 percent for African Americans, 84 percent for Asians and 87 percent for Latinos.
- Among nonprofits, management retention was whites, 92 percent, African Americans, 93 percent, Asians, 90 percent and Latinos, 93 percent.
- For managers in Northeast Ohio, the rates were closer and show almost no discrepancy. Retention rates were whites, 92 percent; African Americans, 91 percent; Asians, 89 percent; and Latinos, 90 percent.
- Among for-profits, rates were whites, 91 percent; African Americans, 89 percent; and Asians and Latinos, 88 percent each.

- Among nonprofits, retention rates were whites 93 percent; African Americans, 93 percent; Asians, 90 percent; and Latinos 93 percent.

Management Representation

Question 5.6

On survey item: “all other managers/professionals not included in the top two levels of management”, Northeast Ohio results for the aggregate group were 84 percent white and 16 percent minority (approximately 12 percent African American, 2 percent Asian and 1 percent Latino).

- For-profit managers in this category among Commission members were 85 percent white and 15 percent minority (12 percent African-American, 1 percent Asian and 1 percent Latino)
- Among nonprofit Commission members, the totals were 83 percent white and 17 percent minority (approximately 13 percent African-American, 2 percent Asian and 1 percent Latino)

This compares with *DiversityInc* Top 50 averages in management of 75 percent white and 25 percent minority (approximately 9 percent African American, 9 percent Asian and 9 percent Latino). Nationally, managers are 83 percent white and 17 percent minority, (7 percent African American, 4 percent Asian and 6 percent Latino—source: U.S. Equal Employment Opportunity Commission (EEOC). When compared to both *DiversityInc* and EEOC references, Commission survey respondents report having a higher percentage of African American managers, but a lower level of Asian and Latino managers.

Management Promotions

It is very important to measure management promotions, because it is a clear indication of the pipeline being developed to senior management. It is desirable to see a clear progression from management representation to promotions. Unfortunately, that is not currently happening among Commission survey respondents, although nonprofits are showing potential.

Question 5.7

The distribution of Northeast Ohio management promotions shows the following averages: 83 percent white and 17 percent minority (approximately 13 percent African American, 2 percent Asian and 2 percent Latino).

- Among for-profits, the figures are 87 percent white and 13 percent minority (9 percent African American, 2 percent Asian and 2 percent Latino)
- Among nonprofits, the numbers are better: 76 percent white and 24 percent minority (19 percent African American, 2 percent Asian and 3 percent Latino)

Written Retention Policies

Question 4.3:

In a year-to-year comparison on the question of whether the organization has written and communicated policies or practices for proactive retention of minorities, the percentage of Commission organizations with these policies or practices fell from 45 percent last year to 38 percent this year.

- Among for-profits, the drop was more dramatic--from 54 percent last year to 33 percent this year
- Among nonprofits, those with these policies rose from 35 percent last year to 43 percent this year

Best Practices Recommendations – The *DiversityInc* Top 50 on Retention

DiversityInc recommends the following **Retention Best Practices**:

- Develop formal mentoring programs in which mentors and mentees are both from the same and different racial/ethnic/gender groups.
- Use employee resource groups to identify talented people and nurture them.
- Have mandatory diversity training for all employees, not just managers.
- Establish innovative work/life programs, including childcare assistance, health/fitness, elder-care assistance and religious accommodations.
- Survey employees at least once a year on employee engagement, including diversity concerns.

E. Corporate Practices

One of the most important means of recruiting, retaining and promoting a diverse workforce and reaching new customers is employee resource groups. These groups increasingly are integrated into all lines of business and are seen as valuable strategic arms of the company. This year, several questions were asked to measure proven best practices of using employee resource groups effectively.

Employee Resource Groups

Question 4.5

Virtually all (98 percent) of the *DiversityInc* Top 50 companies have employee resource groups, sometimes called affinity groups or employee networks. However, only 43 percent of Commission members have these groups:

- 37 percent of for-profits
- 53 percent of nonprofits

Question 4.7

When the organizations with employee resource groups were asked if the company funds them, which all of the *DiversityInc* Top 50 do, 53 percent of Commission members said "yes".

- 53 percent of for-profits
- 54 percent of nonprofits

Question 4.8

When asked if the organization allows these groups to meet during the workday, 70 percent of Commission members with these groups said "yes".

- 57 percent of for-profits
- 85 percent of nonprofits

All of the *DiversityInc* Top 50 do this.

Question 4.9

When asked if a senior executive is a member of these groups, which is crucial to sending the message that these groups are vital to the core business, only 49 percent of Commission respondents responded in the affirmative.

- 41 percent of for-profits
- 58 percent of nonprofits

Of the *DiversityInc* Top 50, 94 percent said "yes."

Question 4.10

When asked if employee groups were used to augment recruitment efforts, 57 percent of Commission members said "yes":

- 66 percent of for-profits
- 48 percent of nonprofits

Of the *DiversityInc* Top 50, 96 percent responded affirmatively.

Question 4.11

When asked if the groups are used to augment marketing efforts to their communities, 52 percent of the Commission respondents said "yes".

- 59 percent of for-profits
- 44 percent of nonprofits

Of the *DiversityInc* Top 50, 98 percent said yes.

Diversity Training

Diversity training is essential to creating an inclusive workforce and to recruitment, retention and promotion of people in traditionally underrepresented groups. The *DiversityInc* Top 50 data reveals that the best training is mandatory for all employees. Many companies start by making it mandatory for managers and:

- (1) offering it frequently (at least each month) so no one misses it;
- (2) having it last a full day (a half-day is really just compliance); and
- (3) having formal metrics and follow-up.

Question 4.12

In examining year-to-year data from the Commission surveys, we find that 78 percent offer diversity training, up from 75 percent a year ago. That breaks down to:

- 73 percent among for-profits, compared with 71 percent a year ago
- 84 percent among nonprofits, compared with 79 percent a year ago

Among the *DiversityInc* Top 50, 100 percent offer diversity training.

Question 4.13

For those organizations that offer diversity training, 53 percent make it mandatory for managers.

- 54 percent of for-profits
- 53 percent of nonprofits

This is compared with 90 percent of the *DiversityInc* Top 50. Only 36 percent of Commission organizations make diversity training mandatory for the entire workforce (33 percent of for-profits and 40 percent of nonprofits), compared with 70 percent of the *DiversityInc* Top 50. This question was not asked last year, so there is no year-to-year comparison.

Question 4.14

Only 25 percent of the Commission respondents offer diversity training at least monthly.

- 18 percent of for-profits
- 32 percent of nonprofits

This compares with 88 percent of the *DiversityInc* Top 50.

Question 4.17

Thirty-five percent of Commission companies have metrics to measure success of diversity training.

- 40 percent of for-profits
- 28 percent of nonprofits

This compares with 94 percent of the *DiversityInc* Top 50.

Question 4.18

Twenty-six percent of Commission companies have formal follow-up to the training.

- 26 percent of for-profits
- 26 percent of nonprofits

The *DiversityInc* Top 50 average 76 percent with formal follow-up to training.

Question 4.4

When asked if their organization has written and communicated policies or practices directed toward training and development of minorities, the response from Commission year-to-year survey participants was 23 percent "yes," compared with 35 percent last year.

- 23 percent of for-profits versus 44 percent last year
- 22 percent of nonprofits versus 25 percent last year

Question 4.19

When asked if employees are surveyed on diversity issues, 49 percent of Commission members said their employees are.

- 50 percent of for-profits
- 48 percent of nonprofits

This compares with 98 percent of the *DiversityInc* Top 50.

Question 4.24

When asked if they have a diversity section on their corporate Web site home page, which is critical to sending the message to employees, recruits, suppliers and customers, only 38 percent said "yes."

- 44 percent of for-profits
- 30 percent of nonprofits

This compares with 84 percent of the *DiversityInc* Top 50.

Best Practices Recommendations – *DiversityInc* Top 50 on Corporate Practices

DiversityInc recommends the following **Corporate Practices Best Practices**:

- Use **employee resource groups** to their full extent, as recruitment, retention, talent development and marketing tools of the business. A senior executive (preferably a direct report to the CEO) should be a member of each group. The groups should be funded by the company and be allowed to meet during the day. They should be inclusive (anyone can join, whether or not they are members of this particular under-represented group).
- **Diversity training** must be mandatory for the entire workforce (or those who most need it will not attend). It must last at least a full day and be offered monthly, so there are not excuses not to participate. Formal metrics must be attached to the training, and there must be follow-up.
- The **corporate Web site** should have a link to diversity on the home page, a quote from the CEO emphasizing the importance of diversity, and multiple images of African Americans, Latinos, Asians and people with visible disabilities. Within the scope of the organizational definition of diversity, there also should be content stressing that the company is inclusive of gay, lesbian, bisexual and transgender employees and customers. In addition, the company's corporate vision statement should include a specific mention of diversity.

F. Supplier Diversity

Supplier diversity is an essential way to build strong and lasting community relationships, which lead to community wealth and lifelong customers. When assessing supplier-diversity success, it is most crucial to examine the percentage of the total procurement budget spent with MBEs, rather than the dollar amount, because larger companies obviously have larger procurement budgets.

Reflecting the demographics of their region, Commission organizations' average expenditures with MBEs exceeds the *DiversityInc* Top 50 average, which is a strong signal they support their local communities. However, the Commission percentages dropped significantly in a year-to-year comparison, due largely to changes in construction project and large governmental contract awards.

Total Spend

The *DiversityInc* Top 50 average for percentage of total procurement spent with MBEs is 5 percent. In a comparison of organizations that provided minority-spend information for both 2006 and 2007, the Commission companies spent 6.9 percent with MBEs this year. This is a drop from 8.7 percent last year. Within this group, the year-to-year change for for-profits was from 7 percent in 2006 to 6 percent in 2007. Among nonprofits, the percentage dropped from 10.6 percent in 2006 to 8 percent in 2007.

Regional Spend

For minority spend within Northeast Ohio, the percentage dropped for year-to-year respondents from 12 percent to 9.5 percent. This represents a small decrease from 7 percent to 6.5 percent for for-profits, and a significant drop from 23 percent to 16 percent for nonprofits this year versus last year. As noted earlier, the primary drivers for these reduced numbers were extreme reductions in spend with MBEs by four large organizations, due to changes in construction and governmental vendors.

Note: The dollar amounts for two large nonprofit organizations were excluded when calculating these percentages, since their minority expenditures greatly exceeded the spend by the other participating organizations and thus skewed both the total and nonprofit percentages in a misleading manner.

Based on *DiversityInc* Top 50 best practices for supplier diversity, Commission survey participants were asked several new questions this year.

Question 6.8

When asked if they audit their supplier-diversity numbers, a practice that assesses the validity of those numbers, 38 percent said “yes”.

- 39 percent of for-profits
- 35 percent of nonprofits

This compares with 90 percent of the *DiversityInc* Top 50.

Question 6.14

Both aggregate and year-to-year comparative data is available on the question of whether organizations track purchases made from MBEs.

For the year-to-year group, the percentage dropped from 67 to 65 percent reporting tracking.

- for-profits dropped from 69 percent to 66 percent
- no change for nonprofits, which held at 65 percent

Sixty-two percent (51 organizations) of the aggregate group track purchases from MBEs .

- 61 percent of for-profits
- 64 percent of nonprofits

This compares with 100 percent of the *DiversityInc* Top 50.

Supplier Diversity

Question 6.16

When asked if they require second-tier (subcontractor) supplier diversity, only 19 percent said “yes.”

- 23 percent of for-profits
- 14 percent of nonprofits

Ninety percent of the *DiversityInc* Top 50 do this.

Question 6.18

When asked if they tie procurement-management compensation to successful supplier-diversity results, 44 percent responded in the affirmative.

- 55 percent of for-profits
- 29 percent of nonprofits

This compares with 90 percent of the *DiversityInc* Top 50.

Question 6.19

When asked if they have formal external training or mentoring programs for suppliers, which nurtures relationships and builds community wealth, only 19 percent of Commission respondents said “yes”.

- 17 percent of for-profits
- 20 percent of nonprofits

This compares with 86 percent of the *DiversityInc* Top 50.

Question 6.20

When asked if they provide financial assistance for MBEs, also critical to building community wealth, only 12 percent of the Commission companies said “yes”.

- 13 percent of for-profits
- 10 percent of nonprofits

This compares with 64 percent of the *DiversityInc* Top 50.

Best Practices Recommendations – *DiversityInc* Top 50 on Supplier Diversity

DiversityInc recommends the following **Supplier Diversity Best Practices**:

- Develop mentoring programs for diverse suppliers so they gain in strength and understand the challenges.
- Provide financial assistance, usually in the form of loans, to MBEs to build community wealth.
- Mandate supplier diversity from Tier II (subcontractors).
- Audit supplier-diversity numbers to make sure they are valid and that anyone counted as a supplier is certified by a reputable third party, such as the National Minority Supplier Development Council.
- Require supplier diversity in all RFPs (requests for proposals).

VI. Survey Item Responses

The results from the survey are presented in cumulative form. In keeping with our commitment to survey participants, individual responses were kept confidential. Responses are presented for each survey item based on available data. For questions introduced on the 2007 survey, aggregate group data is presented. If the item was also asked on the 2006 survey, data from organizations, which answered the question in both years, was also analyzed. On these items, both aggregate group and year-to-year group data is presented.

The percentages reported under the year-to-year, aggregate, for-profit, and nonprofit categories were calculated based on the number of participants in each category that responded to each question. For example, if a total of 20 nonprofit organizations answered either "yes" or "no" to a question, the percentage of "yes" responses is based on 20. The results will be reported as x/20. The number of year-to-year, aggregate, for-profit, and nonprofit respondents for each question varies. The nonprofit group includes nonprofit, educational, and governmental organizations. Several of the questions in the survey request information regarding racial identity of an organization's personnel. The categories used for these questions include White, African American, Latino, Asian/Pacific Islander, and Native American.

A. PARTICIPANTS – INDUSTRIES & EMPLOYEES

TOTAL NUMBER OF EMPLOYEES	Inside Northeast Ohio	Outside Northeast Ohio	TOTAL
NON-PROFIT	129,074	3,528	132,602
FORPROFIT	70,559	370,325	440,884
TOTAL	199,633	373,853	573,486

B. CEO COMMITMENT

2.1: CEO Support for Diversity Issues

LEVEL OF SUPPORT	AGGREGATE (77)	FOR-PROFIT (44)	NONPROFIT (33)
a. Personally signs off on executive compensation tied to diversity	35.0%	41.0%	27.3%
b. Chairs diversity council	14.3%	13.6%	15.2%
c. Appoints members of diversity council	36.0%	38.6%	33.0%
d. Meets regularly with employee-resource groups	49.0%	52.0%	45.0%
e. Personally reviews and signs off on diversity metrics and progress	64.0%	70.0%	54.5%
f. Personally signs off on goals and achievements for supplier diversity	35.0%	27.0%	46.0%
g. Has senior advisory position at not-for-profit or educational organization that focuses on people of color	31.0%	30.0%	33.0%

2.2: Does your organization hold managers accountable through performance appraisals and/or incentive processes for demonstrated success in managing diversity effectively in the workplace? Yes:

	For-profit	Nonprofit	Total
Year-to-Year Group 2006:	25/38 (66%)	25/34 (74%)	50/72 (69%)
Year-to-Year Group 2007:	26/38 (68%)	21/34 (62%)	47/72 (65%)

Aggregate respondents 2007: 32/57 (56%) 22/40 (55%) 54/97 (56%)

2.5: To whom does your diversity director or head of diversity report?

Aggregate respondents 2007:	For-profit	Nonprofit	Total
Chief Executive Officer	12/48 (25%)	13/35 (37%)	25/83 (30%)
Chief Operating Officer	0/48 (0%)	2/35 (6%)	2/83 (2%)
Head of Human Resources	12/48 (25%)	9/35 (26%)	21/83 (25%)
Other	24/48 (50%)	11/35 (31%)	35/83 (42%)

2.6: If diversity director doesn't report to the CEO, is his/her boss a direct report to the CEO? Yes:

Aggregate respondents 2007:	For-profit	Nonprofit	Total
	22/29 (76%)	18/20 (90%)	40/49 (82%)

2.8: Does your diversity director formally present diversity initiatives or findings to the board of directors? Yes:

	For-profit	Nonprofit	Total
Aggregate respondents 2007:	16/48 (33%)	18/35 (51%)	34/83 (41%)

2.9: Does your diversity director formally present diversity initiatives or findings to the executive committee? Yes:

	For-profit	Nonprofit	Total
Aggregate respondents 2007:	32/48 (67%)	20/34 (59%)	52/82 (63%)

2.10: Does your diversity director formally present diversity initiatives or findings to senior management? Yes:

	For-profit	Nonprofit	Total
Aggregate respondents 2007:	42/49 (86%)	29/35 (83%)	71/84 (85%)

2.11: Does your company have an internal diversity council? Yes:

	For-profit	Nonprofit	Total
Aggregate respondents 2007:	23/58 (40%)	23/41 (56%)	46/99 (46%)

2.12: The leader of the diversity council, if not the CEO, is:

	For-profit	Nonprofit	Total
Aggregate respondents 2007:			
Direct Report to CEO	11/24 (46%)	6/22 (27%)	17/46 (37%)
Report to direct report to CEO	1/24 (4%)	7/22 (32%)	8/46 (17%)
Other Manager	9/24 (38%)	7/22 (32%)	16/46 (35%)

2.13: How often does the council meet?

	For-profit	Nonprofit	Total
Aggregate respondents 2007:			
Every Month	8/25 (32%)	10/23 (43%)	18/48 (38%)
Every other Month	5/25 (20%)	3/23 (13%)	8/48 (17%)
Every Quarter	7/25 (28%)	6/23 (26%)	13/48 (27%)
Twice a Year	2/25 (8%)	1/23 (4%)	3/48 (6%)
Once a Year	0/25 (0%)	1/23 (4%)	1/48 (2%)
Never	1/25 (4%)	2/23 (9%)	3/48 (6%)
Other	2/25 (8%)	0/23 (0%)	2/48 (4%)

2.14: Does your company have an external diversity council? (An external council is defined as a board of people outside of the company that advises the company on diversity management.) Yes:

	For-profit	Nonprofit	Total
Aggregate respondents 2007:	2/57 (4%)	9/41 (22%)	11/98 (11%)

2.15: How often does the council meet?

Aggregate respondents 2007:	For-profit	Nonprofit	Total
Every Month	0/2 (0%)	1/9 (11%)	1/11 (9%)
Every other Month	0/2 (0%)	1/9 (11%)	1/11 (9%)
Every Quarter	1/2 (50%)	3/9 (33%)	4/11 (36%)
Twice a Year	1/2 (50%)	2/9 (22%)	3/11 (27%)
Once a Year	0/2 (0%)	1/9 (11%)	1/11 (9%)
Less than once a year	0/2 (0%)	1/9 (11%)	1/11 (9%)

2.16: Please check all the following measures used by your company to evaluate diversity:

	For-profit	Nonprofit	Total
Data on recruiting of people of color and women	47/51 (92%)	30/38 (79%)	77/89 (87%)
Data on promotion of people of color and women	44/51 (86%)	30/38 (79%)	74/89 (83%)
Data on salaries of people of color and women	36/51 (71%)	21/38 (55%)	57/89 (64%)
Data on retention of people of color and women	45/51 (88%)	28/38 (74%)	73/89 (82%)
Supplier-diversity data	33/51 (65%)	20/38 (53%)	53/89 (60%)
Data on advertising spending with multicultural media	16/51 (31%)	9/38 (24%)	25/89 (28%)
Employee focus-group feedback on diversity	15/51 (29%)	14/38 (37%)	29/89 (33%)
Industry diversity-benchmarking data	25/51 (49%)	12/38 (32%)	37/89 (42%)

C. YOUR GOVERNING BOARD/COMMITTEE

3.1:

Please provide demographics on your Board of Directors/Trustees on December 31, 2007 (if your organization is a division, please use data for parent company). If your organization has no board, please report numbers on your governing committee.

Board of Directors						
Total						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2007 (64)	80.7%	15.0%	1.4%	2.7%	0.2%	0.0%
Year-to-Year Group 2008 (64)	81.0%	14.5%	1.5%	2.6%	0.1%	0.4%
2008 Aggregate	81.8%	13.9%	1.6%	2.2%	0.1%	0.4%
Board of Directors						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2006 (32)	85.5%	10.9%	0.7%	2.6%	0.3%	0.0%
Year-to-Year Group 2007 (32)	86.2%	10.0%	1.1%	1.8%	0.3%	0.6%
2007 Aggregate	86.4%	10.7%	1.1%	1.3%	0.2%	0.4%
Board of Directors						
Nonprofit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2006 (32)	75.9%	19.0%	2.0%	2.9%	0.1%	0.1%
Year-to-Year Group 2007 (32)	75.7%	19.1%	1.8%	3.3%	0.0%	0.1%
2007 Aggregate	75.7%	18.3%	2.2%	3.4%	0.0%	0.3%

3.3: Does your Board of Directors/Trustees or governing committee have a written statement/policy on diversity and inclusion of board membership? Yes:

	For-profit	Nonprofit	Total
Year-to-Year Group 2006:	18/34 (53%)	17/33 (52%)	35/67 (52%)
Year-to-Year Group 2007:	16/34 (47%)	11/33 (33%)	27/67 (40%)

Aggregate respondents 2007: 20/49 (41%) 12/38 (32%) 32/87 (37%)

3.4: Does your business or strategic plan include diversity management goals and objectives? Yes:

	For-profit	Nonprofit	Total
Year-to-Year Group 2006:	25/38 (66%)	25/34 (74%)	50/72 (69%)
Year-to-Year Group 2007:	26/38 (68%)	21/34 (62%)	47/72 (65%)

Aggregate respondents 2007: 35/53 (66%) 23/39 (59%) 58/92 (63%)

D. YOUR PRACTICES

4.1: Does your organization have a specific written and communicated statement (other than what is legally required) about the organization's policy on diversity? Yes:

	For-profit	Nonprofit	Total
Aggregate respondents 2007:	40/55 (73%)	27/40 (68%)	67/95 (71%)

4.2: Does your organization have written and communicated policies or practices for recruitment and selection of minorities? Yes:

	For-profit	Nonprofit	Total
Year-to-Year Group 2006:	32/44 (73%)	26/37 (70%)	58/81 (72%)
Year-to-Year Group 2007:	30/44 (68%)	24/37 (65%)	54/81 (67%)

Aggregate respondents 2007:	25/40 (63%)	34/57 (60%)	59/97 (61%)
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4.3: Does your organization have written and communicated policies or practices for proactive retention of minorities? Yes:

	For-profit	Nonprofit	Total
Year-to-Year Group 2006:	23/43 (54%)	13/37 (35%)	36/80 (45%)
Year-to-Year Group 2007:	14/43 (33%)	16/37 (43%)	30/80 (38%)

Aggregate respondents 2007:	16/57 (28%)	16/40 (40%)	32/97 (33%)
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4.4: Does your organization have written and communicated policies or practices specifically directed toward the training and development of minorities? Yes:

	For-profit	Nonprofit	Total
Year-to-Year Group 2006:	19/43 (44%)	9/36 (25%)	28/79 (35%)
Year-to-Year Group 2007:	10/43 (23%)	8/36 (22%)	18/79 (23%)

Aggregate respondents 2007:	11/57 (19%)	8/40 (20%)	19/97 (20%)
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4.5: Does your company have employee-resource groups, affinity groups, employee networks or other groups of employees including African American, Latino, Asian or Native American? Yes:

	For-profit	Nonprofit	Total
Aggregate respondents 2007:	21/57 (37%)	21/40 (53%)	42/97 (43%)

4.7: Does the company fund these groups? Yes:

	For-profit	Nonprofit	Total
Aggregate respondents 2007:	18/34 (53%)	14/26 (54%)	32/60 (53%)

4.8: Does the company allow them to meet during the workday? Yes:

	For-profit	Nonprofit	Total
Aggregate respondents 2007:	17/30 (57%)	22/26 (85%)	39/56 (70%)

4.9: Is a senior executive a member of each of these groups? Yes:

	For-profit	Nonprofit	Total
Aggregate respondents 2007:	12/29 (41%)	15/26 (58%)	27/55 (49%)

4.10: Are the groups used to augment recruiting efforts? Yes:

	For-profit	Nonprofit	Total
Aggregate respondents 2007:	19/29 (66%)	12/25 (48%)	31/54 (57%)

4.11: Are the groups used to augment marketing efforts to their communities? Yes:

	For-profit	Nonprofit	Total
Aggregate respondents 2007:	16/27 (59%)	11/25 (44%)	27/52 (52%)

4.12a: Does your company offer diversity training? Yes:

	For-profit	Nonprofit	Total
Year-to-Year Group 2006:	32/45 (71%)	30/38 (79%)	62/83 (75%)
Year-to-Year Group 2007:	33/45 (73%)	32/38 (84%)	65/83 (78%)

Aggregate respondents 2007:	36/55 (65%)	35/41 (85%)	71/96 (74%)
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4.12b: Is diversity training mandatory for the entire work force? Yes:

Aggregate respondents 2007:	For-profit 13/40 (33%)	Nonprofit 14/35 (40%)	Total 27/75 (36%)
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4.13: Is diversity training mandatory for managers? Yes:

Aggregate respondents 2007:	For-profit 22/41 (54%)	Nonprofit 19/36 (53%)	Total 41/77 (53%)
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4.17: Are there metrics in place to measure the success of the training? Yes:

Aggregate respondents 2007:	For-profit 17/42 (40%)	Nonprofit 10/36 (28%)	Total 27/78 (35%)
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4.18: Is there a formal follow-up to training? Yes:

Aggregate respondents 2007:	For-profit 11/42 (26%)	Nonprofit 9/35 (26%)	Total 20/77 (26%)
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4.19: Does your company survey employees on diversity issues? Yes:

Aggregate respondents 2007:	For-profit 28/56 (50%)	Nonprofit 19/40 (48%)	Total 47/96 (49%)
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4.20: Are these surveys mandatory? Yes:

Aggregate respondents 2007:	For-profit 5/37 (14%)	Nonprofit 5/27 (19%)	Total 10/64 (16%)
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4.22: Does your intranet feature content on diversity issues? Yes:

Aggregate respondents 2007:	For-profit 23/54 (43%)	Nonprofit 23/40 (58%)	Total 46/94 (49%)
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4.24: Is there a section of your corporate homepage labeled "diversity"? Yes:

Aggregate respondents 2007:	For-profit 24/55 (44%)	Nonprofit 12/40 (30%)	Total 36/95 (38%)
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4.25: Is this accessible in one click from the homepage? Yes:

Aggregate respondents 2007:	For-profit 18/40 (45%)	Nonprofit 7/30 (23%)	Total 25/70 (36%)
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E. YOUR EMPLOYEES

5.1 Provide a breakdown, in percentages, of your total work force in 2007 (men and women) — Northeast Ohio and Total

Total Work Force						
Total						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2006 (66)	78%	18%	2%	2%	0%	0%
Year-to-Year Group 2007 (66)	77%	17%	2%	4%	0%	1%
Aggregate 2007 (101)	77%	17%	3%	4%	0%	1%
Total Work Force						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2006 (37)	81%	15%	2%	2%	0%	0%
Year-to-Year Group 2007 (37)	77%	15%	2%	5%	0%	1%
Aggregate 2007 (60)	79%	15%	2%	5%	0%	1%
Total Work Force						
Nonprofit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Year-to-Year Group 2006 (29)	74%	21%	2%	2%	0%	0%
Year-to-Year Group 2007 (29)	76%	20%	2%	2%	0%	1%
Aggregate 2007 (41)	74%	21%	3%	2%	0%	1%

Northeast Ohio Work Force						
Total						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Aggregate 2007 (101)	78%	18%	2%	2%	0%	1%
Northeast Ohio Work Force						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Aggregate 2007 (60)	80%	16%	2%	3%	0%	1%
Northeast Ohio Work Force						
Nonprofit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Aggregate 2007 (41)	74%	21%	3%	2%	0%	1%

5.2 Provide a breakdown, in percentages, of your new hires (men and women) in 2007.

Total New Hires						
Total						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Aggregate 2007 (78)	74%	18%	3%	4%	0%	1%
Total New Hires						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Aggregate 2007 (43)	76%	14%	3%	6%	0%	1%
Total New Hires						
Nonprofit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Aggregate 2007 (35)	71%	22%	3%	2%	0%	1%

Northeast Ohio New Hires						
Total						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Aggregate 2007 (84)	73%	22%	4%	4%	0%	1%
Northeast Ohio New Hires						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Aggregate 2007 (47)	75%	21%	3%	4%	0%	1%
Northeast Ohio New Hires						
Nonprofit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Aggregate 2007 (37)	70%	23%	5%	4%	0%	1%

5.3 – Employee Retention: Provide a breakdown, in percentages, of your annual total retention rate in 2007 for your entire Northeast Ohio work force and for your total workforce for the following categories. Note: Retention rate is defined as the reverse of turnover rate. Please include only full-time employees who were with the company on Dec. 31, 2006, and still are with the company on Dec. 31, 2007. Retention rates are individual for each racial/ethnic group. For example, a company could have a 90% retention rate for whites and a 90% retention rate for blacks simultaneously. They do not need to add up to a total of 100%. As an example, if you have 200 Latinos and 20 leave over the year, your turnover rate is 10% and your retention rate is 90%.

Total Work Force Retention						
Total						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Aggregate 2007 (48)	89%	86%	87%	86%	71%	61%
Total Work Force Retention						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Aggregate 2007 (27)	88%	84%	85%	82%	68%	60%
Total Work Force Retention						
Nonprofit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Aggregate 2007 (21)	89%	89%	88%	90%	75%	62%

Northeast Ohio Work Force Retention						
Total						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Aggregate 2007 (48)	90%	88%	89%	90%	69%	55%
Northeast Ohio Work Force Retention						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Aggregate 2007 (27)	90%	87%	89%	90%	65%	56%
Northeast Ohio Work Force Retention						
Nonprofit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Aggregate 2007 (21)	90%	90%	89%	91%	75%	54%

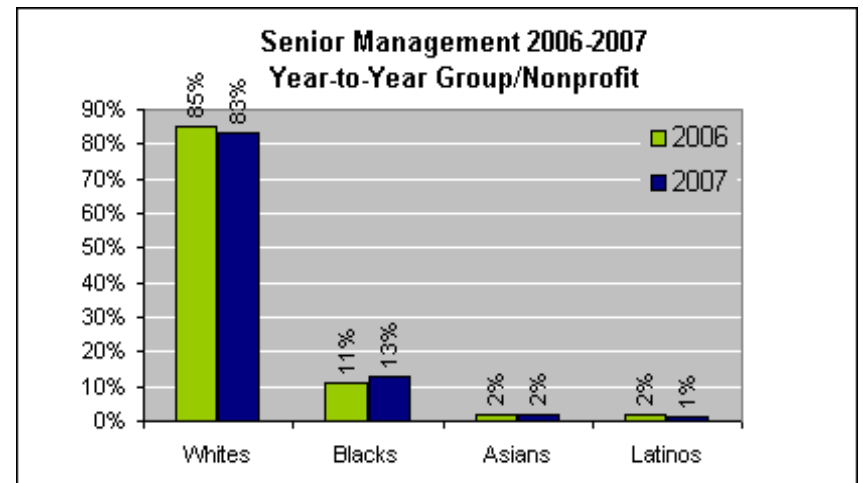
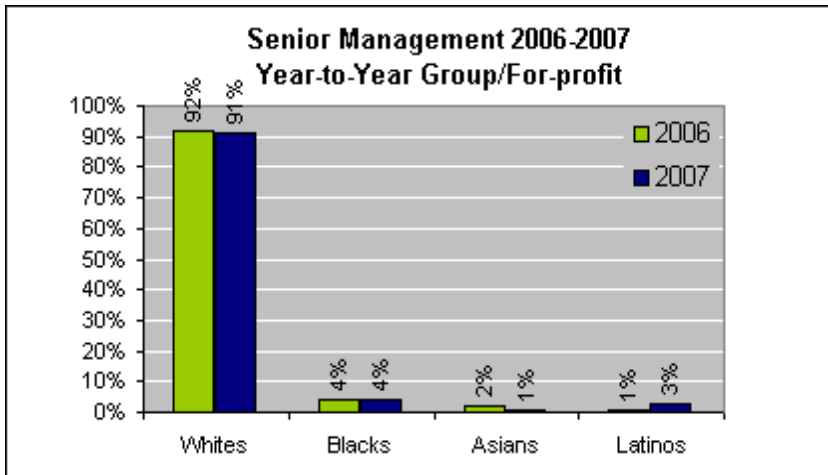
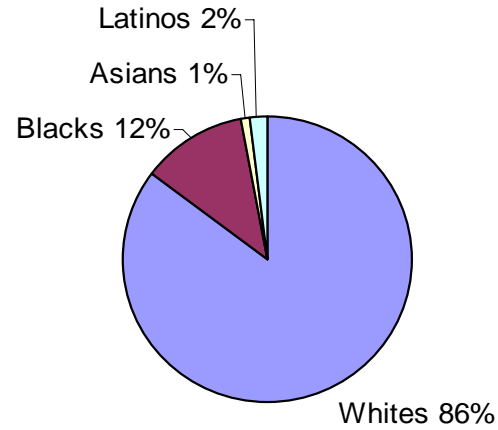
5.4 – Management Retention:

Total Management Retention						
Total						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Aggregate 2007 (33)	90%	87%	87%	90%	79%	77%
Total Management Retention						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Aggregate 2007 (19)	89%	83%	84%	87%	79%	76%
Total Management Retention						
Nonprofit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Aggregate 2007 (14)	92%	93%	90%	93%	80%	78%

Northeast Ohio Management Retention						
Total						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Aggregate 2007 (33)	92%	91%	89%	90%	75%	66%
Northeast Ohio Management Retention						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Aggregate 2007 (19)	91%	89%	88%	88%	77%	65%
Northeast Ohio Management Retention						
Nonprofit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Aggregate 2007 (14)	93%	93%	90%	93%	73%	67%

5.5 – Provide a breakdown, in percentages, of your management employees (men and women) in the following categories in 2007: CEO and direct reports and one level below in Northeast Ohio only.

2007 Aggregate Senior Management



5.6 All other managers/professionals not included in first two levels

Northeast Ohio Management						
Total						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Aggregate 2007 (85)	84%	12%	2%	1%	0%	0%
Northeast Ohio Management						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Aggregate 2007 (51)	85%	12%	1%	1%	0%	0%
Northeast Ohio Management						
Nonprofit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Aggregate 2007 (34)	83%	13%	2%	1%	0%	0%

5.7

Northeast Ohio Promotions in Management						
Total						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Aggregate 2007 (62)	83%	13%	2%	2%	0%	0%
Northeast Ohio Promotions in Management						
For-Profit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Aggregate 2007 (35)	87%	9%	2%	2%	0%	0%
Northeast Ohio Promotions in Management						
Nonprofit						
	Whites	Blacks	Asians	Latinos	Native Americans	Others
Aggregate 2007 (27)	76%	19%	2%	3%	0%	0%

F. MINORITY SPEND INFORMATION

6.1

2007 Minority Spend - Total Aggregate			
	MBE spend	total purchasing	%
For-Profit	\$1,160,346,189	\$25,812,718,554	4.5%
Nonprofit	\$107,029,704	\$2,715,418,878	3.9%
TOTAL	\$1,267,375,893	\$28,528,137,432	4.4%
2007 Minority Spend - NE Ohio Aggregate			
	MBE spend	total purchasing	%
For-Profit	\$68,728,776	\$1,147,045,598	6.0%
Nonprofit	\$12,717,950	\$258,793,361	4.9%
TOTAL	\$81,446,726	\$1,405,838,959	5.8%

6.2: Does your company have a formal supplier-diversity program? (The definition of a formal program includes the presence of a policy, full- or part-time staff dedicated to managing the program, a budget, and outcome measurement) Yes:

Aggregate respondents 2007:	For-profit 18/57 (32%)	Nonprofit 12/40 (30%)	Total 30/97 (31%)
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6.7: Do you integrate supplier-diversity initiatives into your overall corporate-business-plan goals? Yes:

Aggregate respondents 2007:	For-profit 21/53 (40%)	Nonprofit 13/39 (33%)	Total 34/92 (37%)
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6.8: Do you audit your supplier-diversity numbers (audit is defined as an internal or external process of reviewing and verifying pertinent data related to expenditures with diverse suppliers)? Yes:

Aggregate respondents 2007:	For-profit 20/51 (39%)	Nonprofit 13/37 (35%)	Total 33/88 (38%)
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6.9: To whom does your supplier-diversity director report?

Aggregate respondents 2007:	For-profit	Nonprofit	Total
Director of Human Resources	2/29 (7%)	1/23 (4%)	3/52 (6%)
Head of Procurement	10/29 (34%)	8/23 (35%)	18/52 (35%)
Diversity Director	1/29 (3%)	1/23 (4%)	2/52 (4%)
Other	16/29 (55%)	13/23 (57%)	29/52 (56%)

6.10 What number of minority-owned suppliers did you use in 2007?

Aggregate respondents 2007:	For-profit	Nonprofit	Total
Respondents	31	19	50
MBEs used	7,224	913	8,137
Average per respondent	233	48	163

6.11: Do you exclude any categories where you cannot find diverse suppliers from your total spending figures in your supplier-diversity spend-tracking? Yes:

Aggregate respondents 2007:	For-profit	Nonprofit	Total
	7/37 (19%)	6/27 (22%)	13/64 (20%)

6.12: Does your supplier-diversity department meet or communicate regularly with your corporate-communications department? Yes:

Aggregate respondents 2007:	For-profit	Nonprofit	Total
	17/34 (50%)	8/28 (29%)	25/62 (40%)

6.13: Do you communicate supplier-diversity initiatives internally to all employees? Yes:

Aggregate respondents 2007:	For-profit	Nonprofit	Total
	18/48 (38%)	10/31 (32%)	28/79 (35%)

6.14: Do you track your purchases made from minority-owned vendors and suppliers? Yes:

Tracks purchases from MBEs	
Total	
Year-to-Year Group 2006 (66)	67%
Year-to-Year Group 2007 (66)	65%
Aggregate 2007 (82)	62%
For-Profit	
Year-to-Year Group 2006 (35)	69%
Year-to-Year Group 2007 (35)	66%
Aggregate 2007 (49)	61%
Nonprofit	
Year-to-Year Group 2006 (31)	65%
Year-to-Year Group 2007 (31)	65%
Aggregate 2007 (33)	64%

6.15 What measurements are used for tracking the success of your supplier-diversity program?

	For-profit	Nonprofit	Total
Diversity as percentage of total spend	16/27 (59%)	16/18 (89%)	32/45 (71%)
Diversity as percentage of total revenue	8/27 (30%)	3/18 (17%)	11/45 (24%)
Number of diverse suppliers	21/27 (78%)	11/18 (61%)	32/45 (71%)
Revenue growth of diverse suppliers	7/27 (26%)	3/18 (17%)	10/45 (22%)
Diverse-supplier development metrics	4/27 (15%)	0/18 (0%)	4/45 (9%)
Recognitions received for supplier-diversity success from outside organizations	9/27 (33%)	3/18 (17%)	12/45 (27%)

6.16: Do you require second-tier supplier diversity? Yes:

	For-profit	Nonprofit	Total
Aggregate respondents 2007:	10/43 (23%)	4/29 (14%)	14/72 (19%)

6.17: Is your supplier-diversity program part of your procurement department? Yes:

Aggregate respondents 2007:	For-profit 22/43 (51%)	Nonprofit 14/26 (54%)	Total 36/69 (52%)
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6.18

If yes, is procurement-management compensation tied to successful supplier-diversity results Yes:	
Total	
Aggregate 2007 (36)	44%
For-Profit	
Aggregate 2007 (22)	55%
Nonprofit	
Aggregate 2007 (14)	29%
Top 50	90%

6.19: Do you have formal external training or mentoring programs for suppliers? Yes:

Aggregate respondents 2007:	For-profit 9/52 (17%)	Nonprofit 6/30 (20%)	Total 15/82 (19%)
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6.20: Do you provide financial assistance for your diverse suppliers? Yes:

Aggregate respondents 2007:	For-profit 7/52 (13%)	Nonprofit 3/29 (10%)	Total 10/81 (12%)
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6.21: Do you require third-party certification of minority-owned vendors? Yes:

Aggregate respondents 2007:	For-profit 16/47 (34%)	Nonprofit 9/29 (31%)	Total 25/66 (38%)
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VII. Conclusions and Next Steps

From a historical perspective, there are positive signs of progress with the survey. Over the seven-year history of the survey, in comparing 2001 to 2007 results, there is no doubt that the region is much better off today than it was seven years ago. We have many more survey participants, higher levels of board representation, and higher levels of senior management representation in organizations across the region. This sets the stage for higher levels of performance throughout the organization with leadership driving the change.

In the areas of workforce and supplier diversity spend, there were no significant changes or slight decreases between 2006 and 2007. While there has been progress in these areas between 2001 and 2007, the region has to be careful to not rest on its accomplishments. . With all of the downtown development, business/residential development, public/private partnerships, infrastructure improvements and neighborhood improvement efforts, there are tremendous opportunities to increase supplier diversity and workforce. Couple this with the financial services, higher education, and medical institutions in the region, and there is even more opportunity to create knowledge-based jobs, with a focus on a more inclusive workforce.

Going forward, the challenge is to avoid becoming complacent and, more importantly, not go backwards. The Commission is planning to work closely with its members to identify, recommend, support, and drive positive results around economic inclusion. The Commission is uniquely qualified as a program of the Greater Cleveland Partnership to move the pendulum forward. The Commission brings:

- 101+ Commission members (and growing) who have taken our survey and submitted signed CEO commitment letters to drive inclusion
- A Diversity Professionals Group (DPG) serving as representatives of our Commission membership to help drive change into their organizations
- A new governance structure that provides broad community reach and executive leadership that will drive results through seven committees
 - Minority Business Development
 - Minority Access to Capital
 - Minority Certification and Enablement
 - Membership Impact
 - Membership Products and Services
 - Marketing and Communications
 - Nominating and Oversight

- A regional economic inclusion model that drives win-win business relationships between minority-owned businesses and larger public/private sector companies
- The ability to bring a collective of resources together around the common cause of economic inclusion
- A reputation for being unbiased, with the primary focus on improving jobs, wealth, and titles for the region

The Commission will bring these resources to the table, with the intent to execute in the most effective and efficient manner.

Specifically, the next steps include:

1. Disseminating this final report to the 101 survey participants including the CEOs and their diversity leadership
2. Issuing individual score cards to the 101 survey participants that represent their specific survey results
3. Disseminating this final report to all other Commission stakeholders including the committee leaders, DPG members, and volunteers
4. Organizing meetings with member CEOs and their leadership to discuss the survey results and opportunities to grow inclusion in their boards, management teams, workforce, and supplier diversity
5. Working with member organizations to develop action plans for improving inclusion
6. Continuing to bolster the regional economic inclusion model for the purpose creating access to business opportunities for minority-owned businesses
7. Continuing to bolster the regional economic inclusion model for the purpose of building capability and capacity for minority-owned businesses so that they are prepared to take advantage of potential opportunities

This will be done in the spirit of collaboration by leveraging existing resources in the region to provide the best services to our constituents in order to maximize the results.

In closing, a hearty “thank you” goes out to the 101 survey participants for the 2007 *Greater Cleveland Employers Survey on Diversity*[™]. The Commission looks forward to continued progress in the future, as well as growing the number of participants for next year.

VIII. Appendices

A. 2007 Commission on Economic Inclusion Leadership Volunteers

Commission Co-chairs

Christopher M. Connor
Chairman & CEO
The Sherwin-Williams Company

Brian E. Hall
Chairman & CEO
Industrial Inventory Solutions LLC

Leadership Team

Lonnie Coleman
President
Coleman Spohn Corporation
Co-chair, Investment and Growth Task Force

Thomas E. Hopkins
Senior Vice President, Human Resources
The Sherwin-Williams Company
Co-chair, Supplier Diversity Task Force

Henry L. Meyer III
Chairman & CEO, KeyCorp
Co-chair, Investment and Growth Task Force

Jose Feliciano
Partner
Baker & Hostetler LLP

Steven A. Minter
Executive-in-residence
Cleveland State University
Co-chair, Organizational Development Task Force

Ronald B. Richard
President
The Cleveland Foundation

Alan D. Rosskamm
Chairman, President & CEO,
Jo-Ann Stores, Inc. (retired)
Co-chair, Organizational Development Task Force

Hilton O. Smith
Senior Vice President, Community Affairs
Turner Construction Company

Stephanie McHenry
President
ShoreBank, Cleveland Region
Co-Chair, Supplier Diversity Task Force

Anthony Stallion, M.D.
Chair, Diversity Council
Cleveland Clinic

David W. Whitehead
Vice President & Corporate Secretary
FirstEnergy Corp. (retired)

Investment and Growth Task Force Co-chairs

Henry L. Meyer III
Chairman & CEO
KeyCorp – Co-chair

Lonnie Coleman
President
Coleman Spohn Corporation – Co-chair

Investment and Growth Task Force

Brent D. Ballard
Managing Partner, Calfee
Halter & Griswold LLP

Dale LaPorte
Senior Vice President for Business Development & General Counsel
Invacare Corporation

Paul Clark
President, Northern Ohio
National City Bank

Ari Maron
Partner
MRN, Ltd.

Edward C. Coaxum, Jr.
Partner
Buckley King LPA

Kathleen Obert
Chairman and CEO
Edward Howard & Co.

Bruce Goode
President
Goode Investment Management

Daniel D. Porras
President
Hispanic Business Association

Christopher Gorman
Executive Vice President
KeyBanc Capital Markets

John L. Renner
Economic Development Specialist
U. S. Small Business Association

James D. Ireland
Managing Partner
Early Stage Partners LP

Eric L. Small
President & CEO
SBK-Brooks Investment Corp.

Robert J. King
Managing Director
Western Reserve Partners LLC

Brenda Y. Terrell, Ph.D.
Founder & Principal
Terrell & Associates

Investment and Growth Task Force (continued)

Les C. Vinney
President & CEO
STERIS Corporation

Eric Von Hendrix
President
MWV Pinnacle Management Corporation

Loyal W. Wilson
Managing Director
Primus Venture Partners, Inc.

Organizational Development Task Force Co-chairs

Steven A. Minter
Executive-in-Residence
Cleveland State University – Co-chair

Alan D. Rosskamm
Chairman
President & CEO, Jo-Ann Stores, Inc.(retired) – Co-chair

Organizational Development Task Force

Renee Batts
Diversity Management Officer
NASA Glenn Research Center at Lewis Field

Sari Feldman
Director
Cuyahoga County Public Library

Charmaine Brown
Director of Diversity & Inclusion
Forest City Enterprises

Jose C. Feliciano
Partner
Baker & Hostetler LLP

Eral Burks
President
Minority Executive Search, Inc.

Donet Graves
Partner-in-Charge
Buckley King LPA

Margot Copeland
Executive Vice President and
Director, Corporate Diversity & Philanthropy
KeyCorp

Karrie Jethrow
Director of Diversity
Lubrizol Corporation

Organizational Development Task Force (continued)

Winnie Mason
Chief Diversity Officer
The MetroHealth System

Cheri Webb
Senior Vice President, Human Resources
Huntington National Bank

Supplier Diversity Task Force Co-Chairs

Stephanie McHenry
President – Cleveland Region
ShoreBank – Co-chair

Supplier Diversity Task Force

Norman Bliss
President
Polytech, Inc.

Kathryn M. Hall
Director, Equal Opportunity & Diversity
Case Western Reserve University

Charles Heyman
Supply Chain Manager
FirstEnergy Corp.

Carolyn Lee
Vice President & Vendor Diversity Manager
National City Corporation

Idelle Wolf
President & CEO
Barnes Distribution

Peggy Zone Fisher
President & CEO
The Diversity Center of Northeast Ohio

Thomas E. Hopkins
Senior Vice President, Human Resources
The Sherwin-Williams Company – Co-chair

Joe Lopez
President
New Era Builders, Inc.

William Mickey
Controller
Plain Dealer Publishing Company

Poppie Parish
Vice President & MWBE Manager
KeyCorp

Steven Sims
Director, Office of Business Development
Greater Cleveland Regional Transit Authority

Supplier Diversity Task Force (continued)

Steven D. Standley
Senior Vice President
University Hospitals Health System

Ernest Wilkerson
Managing Partner
Wilkerson & Associates Co., LPA

B. 2007 Participating Organizations

1. Akron Children's Hospital
2. Akron General Medical Center
3. Aleris International Inc.
4. American Greetings Corporation
5. American Red Cross - Greater Cleveland Chapter
6. AmTrust Bank
7. Baker & Hostetler LLP
8. Baldwin-Wallace College
9. Benesch, Friedlander, Coplan & Aronoff LLP
10. Buckley King LPA
11. Calfee, Halter & Griswold LLP
12. Case Western Reserve University
13. City of Cleveland
14. Cleveland Cavaliers/Cavaliers Holdings LLC
15. Cleveland Browns Football Company
16. Cleveland Clinic
17. The Cleveland Foundation
18. Cleveland Indians Baseball Club
19. Cleveland Metropolitan School District
20. The Cleveland Museum of Art
21. Cleveland Orchestra/Musical Arts Association
22. Cleveland Public Library
23. Cleveland State University
24. Cuyahoga Community College
25. Cuyahoga County Board of Commissioners
26. Cuyahoga County Public Library
27. DayGlo Color Corp
28. Developers Diversified Realty, Inc.
29. Diversity Center of Northeast Ohio
30. Dix & Eaton, Inc.
31. Dominion East Ohio
32. Eaton Corporation
33. Edward Howard
34. EMH Regional Healthcare System
35. Ernst & Young, LLP
36. Federal Reserve Bank of Cleveland
37. Fifth Third Bank, Northeastern Ohio
38. FirstEnergy Corp.
39. First Merit Bank, Cleveland Region
40. Forest City Enterprises, Inc.
41. Frantz Ward LLP
42. Goodyear Tire & Rubber Company
43. Great Lakes Science Center
44. Greater Cleveland Partnership
45. Greater Cleveland Regional Transit Authority
46. Hiram College
47. Huntington National Bank
48. Industrial Transport, Inc.

49. InfoCision Management Corporation
50. Invacare Corporation
51. John Carroll University
52. Jones Day
53. Kaiser Foundation Health Plan of Ohio
54. Kent State University
55. KeyCorp
56. Krill Co., Inc.
57. Lake Hospital System
58. Lakeland Community College
59. LifeBanc
60. Lubrizol Corporation
61. Marcus Thomas
62. Marous Brothers Construction
63. Medical Mutual of Ohio
64. The MetroHealth System
65. Myers Industries, Inc.
66. NASA Glenn Research Center
67. National City Corporation
68. New Era Builders, Inc.
69. Nordson Corporation
70. Northeast Ohio Electric LLC
71. Northeast Ohio Regional Sewer District
72. Olympic Steel
73. Ozanne Construction Company
74. Parker Hannifin Corporation
75. The Plain Dealer Publishing Company

76. Polytech, Inc.
77. Progressive Group of Insurance Companies
78. Roadway Express
79. Rock and Roll Hall of Fame and Museum
80. The Sherwin-Williams Company
81. ShoreBank, Cleveland Region
82. Spero-Smith Investment Advisers, Inc.
83. Squire, Sanders & Dempsey LLP
84. St. Vincent Charity Hospital
85. Summa Health System
86. Taft Stettinius & Hollister LLP
87. Things Remembered, Inc.
88. Thompson Hine LLP
89. Time Warner Cable of Northeast Ohio
90. Tremco
91. Turner Construction Company
92. U.S. Bank
93. Ulmer & Berne LLP
94. United Church of Christ
95. United Way of Greater Cleveland
96. University Circle Incorporated
97. University Hospitals
98. WEWS NewsChannel 5
99. WVIZ/PBS & 90.3 WCPN ideastream
100. YWCA of Greater Cleveland
101. ZIN Technologies, Inc.



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