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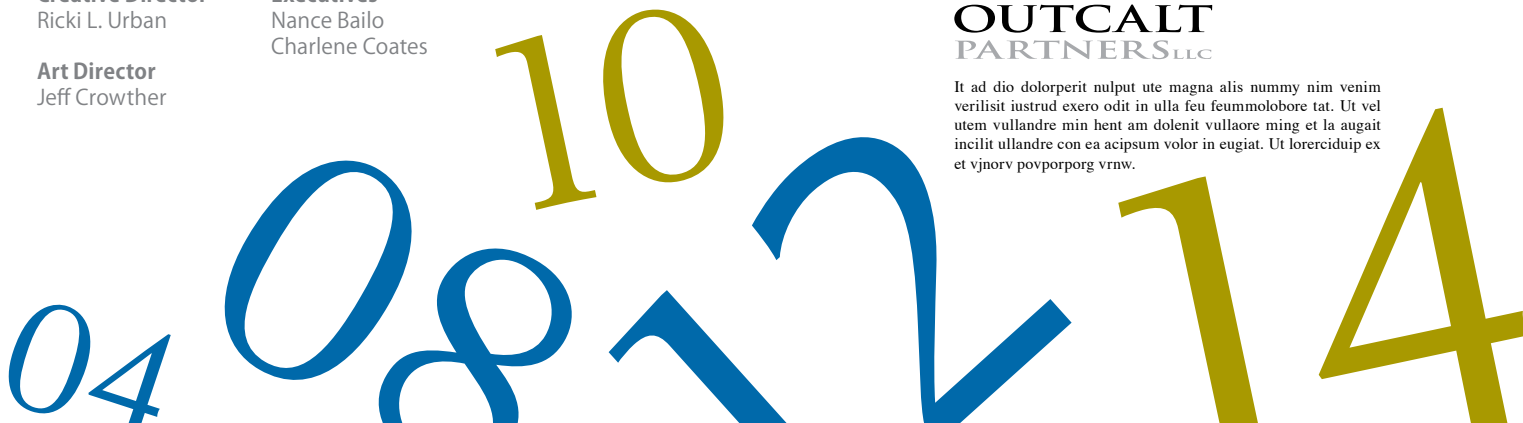
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Healthy Outlook

Major health systems make diversity their business

By Cheryl Higley

The Commission on Economic Inclusion, a program of the Greater Cleveland Partnership (GCP), is a broad-based group of business and community leaders who have joined forces to make Greater Cleveland's diversity a source of economic strength. Through its focus on "Jobs & Opportunities, Wealth & Titles" for minority individuals and minority-owned businesses, the Commission works to ensure that economic inclusion is integrated into all aspects of the business community's economic development agenda. The Commission's membership currently is composed of 101 Northeast Ohio employers who annually measure progress in board, senior management, workforce and supplier diversity.

Co-chaired by GCP Board members Christopher M. Connor, chairman, president and CEO of The Sherwin-Williams Co., and Brian E. Hall, chairman and CEO of Industrial Inventory Solutions LLC, the Commission concentrates on creating win-win value propositions for both its member companies and minority-owned businesses in Northeast Ohio. "Building Relationships," the *Northern Ohio Live* 2007-2008 diversity supplement, includes stories about how majority and minority businesses are forging alliances aimed at making our region more prosperous and enhancing our companies' competitiveness. You'll also read about two unique training programs that are preparing Northeast Ohio professionals to lead and succeed in an increasingly diverse global marketplace.

As some of the largest employers in the region, northeast Ohio's renowned health care organizations serve a very diverse patient and workforce community. Many of these hospital systems are leading the charge in inclusion initiatives – not because it's considered politically correct, but because they want to support the community by building up minority businesses and providing them the opportunity to stay and thrive in northeast Ohio.

A look at four health care systems – Cleveland Clinic, University Hospitals of Cleveland, Summa Health System and the MetroHealth System – reveals diversity initiatives feature prominently in every aspect of their businesses. These companies have made diversity not something they have to do, but something they want to do – for the health of their companies, the community and the people they serve.

MBE Development

The Commission for Economic Inclusion, a program of the Greater Cleveland Partnership led by executive director Andrew Jackson, is working to build a more diverse pipeline of suppliers and contractors by developing minority business enterprises (MBEs). A program currently in the developmental stages would foster MBE development through financial support from the hospitals.

"Many of the companies in northeast Ohio want to be inclusive, but they need the right suppliers who can provide what they need on time and on budget," Jackson explains. "Our goal is to identify minority-owned businesses and help them get the right business structure, process, technology and people in place to allow them to compete on that level."

Representatives from both UH and Cleveland Clinic agree that building a diverse supply chain is critical to ensuring their operations reflects the city's diversity.



Deborah L. Plummer
*Executive Director, Office of Diversity
Cleveland Clinic*

Alan Wilde, vice president of supply chain for UH, says: "Our senior leadership is dedicated to increasing the number of minority suppliers and the amount of spend. We want to be more representative of our community."

Dr. Deborah Plummer, chief diversity officer for Cleveland Clinic, agrees. "We are very invested in wanting Cleveland to do well," she says. "Supplier diversity is part of that investment; we seek suppliers who can conduct business to the scale and scope of Cleveland Clinic. We support those organizations that do not have that capacity by providing mentors, partnering with supplier diversity associations and participating in inclusion programs like those of the Commission for Economic Inclusion. We all benefit when this happens."

Construction

As part of its Vision 2010 initiative, University Hospitals will spend approximately \$500 million over the

next three to five years on building projects. Margaret Hewitt, vice president of construction, intends to make sure qualified minority businesses have the opportunity to participate.

Programs like pre-bid conferences give contractors the opportunity to introduce their companies to UH and gather information on supplier qualifications. It continues to build a database of qualified MBEs through its involvement with the Commission on Economic Inclusion and minority associations that are working to ensure that MBEs have the resources to grow and prepare for a higher level of success.

"I believe supplier diversity is a two-sided responsibility," Hewitt says. "We're getting ready for the community in our spending initiatives; I need that community to get ready for us - to put themselves in the best position to win. We want to partner with companies to help them learn and increase their experiences so they can become a viable part of the process."

Recruitment and retention

Summa Health System's commitment to diversity started more than 15 years ago; and today, the company's initiatives touch

every aspect of its business. For Kyle Klawitter, vice president of human resources, it's about the personal touch and making sure Summa provides a respectful, professional workplace.



Kyle Klawitter
*Vice President, Human Resources
Summa Health System*

From a recruiting standpoint, Klawitter says Summa's goal is to hire the most qualified candidate. To ensure diversity inclusion, Summa works with professional associations to spotlight qualified candidates. Once hired, the key is retaining employees; and Klawitter's job is to make sure those employees can succeed in a safe, comfortable work environment. Managers undergo diversity training and take it to a departmental level to ensure a fair, professional workplace. Summa celebrates its differences, encouraging employees to learn about and accept each other. "A lot of attention is paid to the

Photo by Tony Morrison



University Hospitals is committed to maximizing participation of both minority- and women-owned businesses in its Vision 2010 construction projects. This effort is led by (left to right): Alan Wilde, vice president of supply chain; Margaret Hewitt, vice president, construction; and Steve Standley, senior vice president.

culture of our organization. We hold ourselves accountable for ensuring a positive, diverse environment. Our board of directors and senior leadership are passionate about building diversity into the structure of how we do business. It's not a program – it's a way of life."

Looking to the future

The MetroHealth System is going back to school and taking diversity outreach along for the ride. A community program, in partnership with Road of Life-Cancer Prevention for Kids (www.roadoflife.com) and the Cleveland Metropolitan School District, focuses on health education and feeding the pipeline of future health care professionals by exposing students to a full range of careers.



Vince Messina, The MetroHealth System

Robert C. Cohn, M.D., chairman of MetroHealth's Dept. of Pediatrics (left) participates in MetroHealth's Road of Life health careers program.

According to Anuprit Kaur, who oversees the program, at-risk minority children in grades three through five will first learn about how to lead healthy lives and will then learn how to pursue a career in a healthcare field. The accredited lesson plans are easy for teachers to integrate into the classroom.

Celia Solloway, MetroHealth's Marketing Manager of Community Health, says students will explore a variety of careers, ranging from nursing, to respiratory therapy, to pediatrics. Doctors and medical staff will visit classrooms and speak about the daily experience of their profession, the path they took to success and serve as a real life role model.

"Giving students this knowledge increases the chance they'll make healthier choices," Solloway explains. "It will also spark an interest in a medical career. By reaching children when they're young and impressionable, we can really make a difference and also provide insight to the various health care career options available to them."



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Model for Success

A business match game brings companies together
By Cheryl Higley



Christopher Thompson
Fund for our Economic Future

Sometimes, all you need is a helping hand to get started on the path to success. The Commission on Economic Inclusion, a program of the Greater Cleveland Partnership, is hopeful that it can help guide minority business enterprises down that path with a new economic inclusion model launched in November.

The model brings together MBEs with Northeast Ohio companies in a business “match game.” The Commission helps minority businesses prepare to shoulder the load by giving them assistance to develop the tools they need to succeed – access to capital, bonding, technology, a skilled workforce and more. On the corporate side, the Commission provides assistance that will prepare its members to better open the door for MBEs capable of providing services that businesses require.

“Rather than just recommending this model, we’re actually shepherding companies through it and giving them access to resources that will help take them to the next level,” says Andrew Jackson, who recently celebrated his first anniversary as the Commission’s executive director.

Christopher Thompson, spokesman for the Fund for Our Economic Future, says the model will allow MBEs to boost sales and employment, increasing the number of significant-sized minority companies in Northeast Ohio.

“Opportunities are out there, but there’s not a good system in place to help them take advantage of that. This model can help to change that,” he says.

Darrin Redus, chief inclusion officer for Jumpstart, Inc., agrees. By giving companies access to strategic and managerial talent on an ongoing basis, it enhances the companies’ overall value proposition; expands their scale and capacity; and fosters a new cadre of leaders both in business and the community.

Leveraging Partnerships

One of the model’s strengths is that it draws on the strengths of the Commission’s partners. For example, Jumpstart provides intensive and focused management assistance to those companies in need.

“We have a lot of ‘been there, done that’ people who have been down this road, ready to take these rising entrepreneurs down that path,” says Redus.

Initially, the model will target companies with \$2.5 million or more in annual revenue that want to grow that amount. “We think there are companies out there who are diamonds in the rough, sleeper companies who have not necessarily been as successful as

they could be,” Jackson says. “We’re nurturing both parties and bringing them together to get deals done.”

For Emmitt Jordan, vice president of Five Star Title Agency in Bedford Heights, all the company needed was an opportunity to prove



Andrew Jackson
Commission on Economic Inclusion

itself. Five Star, he says, has the capabilities to perform, state-of-the-art technology, certification as a minority entity and needed a foot in the door.

With all the pieces in place, why the barrier to entry? Jordan believes it is twofold: often a lack of trust in the minority population’s ability to perform on a large stage and companies’ allegiance to long-standing suppliers.

“We’ve done our homework,” Jordan says. “I just keep knocking on the door, knowing that sooner or later they’ll get tired of me knocking and give me the business!” Five Star received that opportunity when the Northeast Ohio Regional Sewer District awarded the company a contract.



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Photo by Tony Morrison

Emmitt Jordan
Five Star Title Agency

"It's extremely important to give MBEs and smaller businesses an opportunity because it allows them to gain more of a representative client base," explains Julie Blair, the District's assistant general counsel. "We then gain the ability to see resources from a larger pool of contractors. Otherwise, those that we are unfamiliar with may be passed up for those that are larger or better known."

Jordan says helping MBEs increase their bottom line makes good business sense. "If you embrace minority companies and help make them viable businesses, you'll grow your economy. The key is the Commission advocating for small businesses and the region coming to an understanding that without small business, the city will stay stagnant. We can be a strong, viable part of the economy; we just need opportunities to make it happen." 

The first phase of the Commission on Economic Inclusion's Regional Inclusion Model, underwritten by a \$1 million grant from the Fund for Our Economic Future, is expected to be launched in early 2008. The Commission's partners that will deliver services for this phase are Jumpstart, Inc., the Northern Ohio Minority Business Council, the Hispanic Business Association and the Akron Urban League.

Bonding Time

Commission programs help minority-owned businesses obtain surety bonding

For minority-owned businesses, a key hurdle – particularly for those in the construction industry – is the ability to secure surety bonding. With about \$4 billion in construction projects occurring in Greater Cleveland through the next few years, the Commission on Economic Inclusion wants to help minority businesses understand the bonding process, the roadblocks to obtaining bonds and how to overcome them, to ensure they can be viable competitors in the bidding process.

In 2007, the Commission sponsored both a conference and a hands-on workshop to help bring minority contractors together with bonding experts, larger contractors and business owners who are willing to help them through the process.

"Many contractors are finding bonds harder than ever to obtain," explains Scott Liptak, a partner in the surety firm of Drengler Liptak & Keller. While more than 82,000 licensed property and casualty insurance agents are legally licensed to sell surety bonds in Ohio, very few specialize in the construction industry. That is where some minority-owned companies run into trouble.

"Contractors need to surround themselves with business partners who are specialists in construction," says Liptak. "Specialists have the ability to find creative ways to obtain bonds."

Two minority-owned companies that participated in the Commission-sponsored workshop and conference agree that the key to eliminating the barriers is mentoring from established companies and finding creative ways past the challenges.

Daryl Lackey, president of Key General Contractors in Cleveland, has yet to apply for bonding because he doesn't meet all the criteria; but that's not stopping him.

"A small contractor needs a big brother to share their experiences. Some large contractors are willing to mentor, if asked. Make sure you are the contractor that asks. Mentoring gives you an opportunity to interact



Photo by Tony Morrison

Robert Porter
Porter Cement Finishing, Inc.

with owners, developers, architects, suppliers and good subcontractors, insurance agents and reliable surety bonding producers," Lackey says. "You gain a lucid picture of the construction industry and a knowledge base that you can't get anywhere else."

Porter Cement Finishing, Inc. is an African-American and woman-owned concrete construction company in Akron. General Manager L. Robert Porter says the company's goal is to be one of the fastest-growing African-American cement contractors in the U.S. by 2010 – yet bonding remains an issue.

"What minority businesses need is the support from larger contractors that are able to receive bonding on a larger scale," he says.

While minority businesses must shoulder most of the load, owners like Case Western Reserve University are doing their part to help knock down the barriers to minority participation, including relaxing its bonding threshold, eliminating or waiving bonding in some cases and reducing the pay cycle for MBE firms to ensure timely cash flow.

"As an academic institution, we believe in inclusion. It's the right thing to do, and it's very important economically for our community," explains Heidi Holeman, director of construction services. "Our goal is to make sure minority businesses have the same opportunity to be successful." – CH 

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Value of Membership

Commission on Economic Inclusion offers rewarding programs for diversity professionals

By Lori Brandt and Sarah R. Sphar

The Commission for Economic Inclusion's Diversity Professionals Group is a quarterly forum that provides members with networking opportunities, a chance to share information and generate new ideas. "Executives are able to talk to other executives," says Terri Hamilton Brown, senior vice president of Corporate Diversity at National City Corporation.

Nicole Schiro, part of the bank's Talent and Sourcing group, recently attended one of the forums and was able to reach out to other businesses to discuss utilization of diversity in companies and in employment opportunities, as well as share ideas about marketing products through brochures and branding.

"We have a diverse range of candidates seeking employment at National City," Schiro says. "We hire 9,000 people a year and have made it a priority to invest in avenues that will attract top talent to National City."

Says Brown: "New channels for employee recruitment will focus on certain segments of the population to reveal employment opportunities and for them to see National City as an employer of choice. We need to communicate in different channels, and we've broadened our approach to do that with good results."

Brown notes that the bank retains top talent through a sponsor program in a supportive environment. "We bring in new executives and help them build networks internally. The new hire teams with an existing employee to learn about his or her experience and navigate National City."

The Commission's Employers Survey on Diversity and its Supplier Diversity Task Force have been valuable tools



Photo by Jerry Mann

Terri Hamilton Brown (left), National City Bank's senior vice president of corporate diversity, and Nicole Schiro, a member of the bank's talent and sourcing group

for National City to advance its supplier diversity mission of strengthening and growing women, minority, veteran and service disabled veteran-owned businesses (WMVBE).

The National City supplier diversity strategy includes WMVBE recruitment/advocacy and outreach; proactive networking forums; training and education; strategic sourcing and performance measurements. In the past few years, it has experienced program growth by supporting targeted MBE development/sourcing opportunities and focusing on Tier II sourcing opportunities.

"The Commission has increased the regional spotlight on diversity by sharing the message on the business case for economic inclusion. Having a diversified supplier base fosters a stronger, more stable economy by spreading the wealth," says Carolyn Lee, National City's vice president of supplier diversity and development. "By driving local corporate participation, the Commission has established performance benchmarking, the tracking of progress and year-to-year improvement goals. These efforts have provided a platform for National City's diversity strategies by enhancing internal and external awareness and commitment."

"The demographics of the world are changing; we're competing for the best talent," Brown says. "We talk about the competitive advantage of having an idea ahead of the pack. Innovation, efficiency and diversity align with that. The idea is to bring in different streams of thought – and experience – to approach problem-solving in a new, broadened way. Using strategies involving diversity and inclusion helps us to be a better bank."

Diversity drives Rock Hall's mission

The Rock and Roll Hall of Fame and Museum is an institution dedicated to sharing the history and cultural significance of rock and roll music – itself a very diverse and inclusive art form. Over the past few years, the Rock Hall has established an active supplier diversity program, yielding higher-than-average levels of diversity spend.

"To continue moving Northeast Ohio forward, attract new businesses, create new jobs and encourage visitors to flock to our cities, we must actively reach out to people of all different backgrounds," says Brian Kenyon, vice president of finance and administration for the Rock Hall. "Honoring diversity is a core value of the Rock and Roll Hall of Fame and Museum, and we've made doing so



Photo by Jerry Mann

Brian Kenyon

*Vice President, Finance & Administration
Rock and Roll Hall of Fame and Museum*


a priority at the top levels of our organization." The Rock Hall was honored in 2006 as the Commission's Best-in-Class for senior management diversity.

Kenyon adds that making diversity a priority requires action in every part of an organization. "We must seek out well-qualified, cost-efficient minority-owned businesses with which to partner if we are to honor diversity at all levels. (We do this) by outlining the importance of considering and supporting minority-owned business to our senior-level management by measuring results where the decisions are made. We do this at the line of business level, and review it annually. It's all about measurement and visibility."

The Rock Hall also takes advantage of the Commission's products and services for members. "We continually strive to improve our organizations and the ways that we do business," says Kenyon. "As such, best practice sharing opportunities with diversity professionals are extremely beneficial." Kenyon also points out that the Commission offers actual hands-on tools. "The Commission has also agreed to create a database of qualified minority vendors for diversity professionals to consult when an

opportunity arises. Doing so will create a key tool for us to refer to at a moment's notice and will save valuable time within our organization."

Since the Rock Hall's mission to be the home of the celebration and study of rock music dovetails with the values of diversity and inclusion, the organization has an opportunity to be a community leader in this

regard. "Throughout its history, rock and roll has given a voice to people who were traditionally marginalized in our society," says Kenyon. "The art form they created became a touchstone for cultural advancement. The music lets us hear that new, different, exciting – and good – ideas come from all different kinds of people. Those ideas motivate us to think, act and grow as individuals, and as a society." 



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Head of the Class

Education programs take the lead in diversity training

By Cheryl Higley

Two Cleveland-based programs are helping professionals get to the heart of cultural competence, providing them the opportunity to explore their own biases and learn to manage themselves appropriately with diverse populations.



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

Diversity Center of Northeast Ohio

The Diversity Center of Northeast Ohio provides diversity education and training to schools, corporations and organizations. Its LeadDIVERSITY program links emerging leaders with experienced civic leaders who have been positive forces of change – embracing not only a diversity of people and culture, but also a diversity of ideas.

In its seventh year, LeadDiversity focuses on the importance of diversity and how participants can effect positive change, both individually and as part of a group. Between 30-35 class members from a variety of backgrounds are selected for the program that is designed to expand participants' knowledge of their own and others' cultural, racial, and social identity; how to reduce prejudice, discrimination and stereotyping and the impact of those practices; and

how leaders have improved their organizations by making diversity a critical component to success.

"It is really important for leaders to first understand their own identities and then to understand the divergent perspectives," explains Peggy Zone Fisher, president and CEO. "By realizing their own biases, they can use their experiences to improve their organizations and understand why it is good business to provide an accepting, diverse culture."

This year's program includes visits to Eaton Corp., the Maltz Museum of Jewish Heritage, and a former stop on the Underground Railroad.

CSU Diversity Management Program

Celebrating its 10th anniversary, the Cleveland State University Diversity Management Program is the first and only master's level program of its kind in the country. Designed for professionals who want to work in the field of diversity, it provides participants with the skills and cultural competence necessary to lead in a complex, diverse global environment.

The program is geared toward adults with a minimum of 10 years of work experience, but qualified 20-somethings are also welcome. This year's class, for example, ranges from 25- to 75-year-olds. Structured like an executive MBA program, students are at CSU three days once a month and work independently between program sessions. By interweaving theory with hands-on application, the group is able to learn and grow from their own experiences and biases.


The program, according to director Lisa Gaynier, M.A., is centered on developing three competencies:



Lisa Parola Gaynier
Director, Diversity Management Program
Cleveland State University

knowledge, skills and awareness. "To succeed in today's environment, you must develop a high level of sense of yourself in society. Understanding your own biases and how they get in the way is crucial, because as a manager, if you can't see your own biases, how can you help others learn to thrive in a diverse workplace?" says Gaynier.

Gaynier believes the growing importance of CSU's diversity management programs is reflected in the changing global marketplace, where diversity encompasses race and gender, but also age, culture, able-bodiedness and sexual orientation.

"For the first time we have four generations in the workplace, all with different value systems," Gaynier says. "And technology has allowed for global commerce and interaction with diverse cultures as never before. Our country needs to develop a cultural competence for working with diverse populations. Closer to home, Cleveland, like many other industrial cities, is reinventing itself. Our program provides critical skills and abilities needed to succeed in the 21st century." 




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Setting the Pace

Commission members recognized for progress in diversity and inclusion

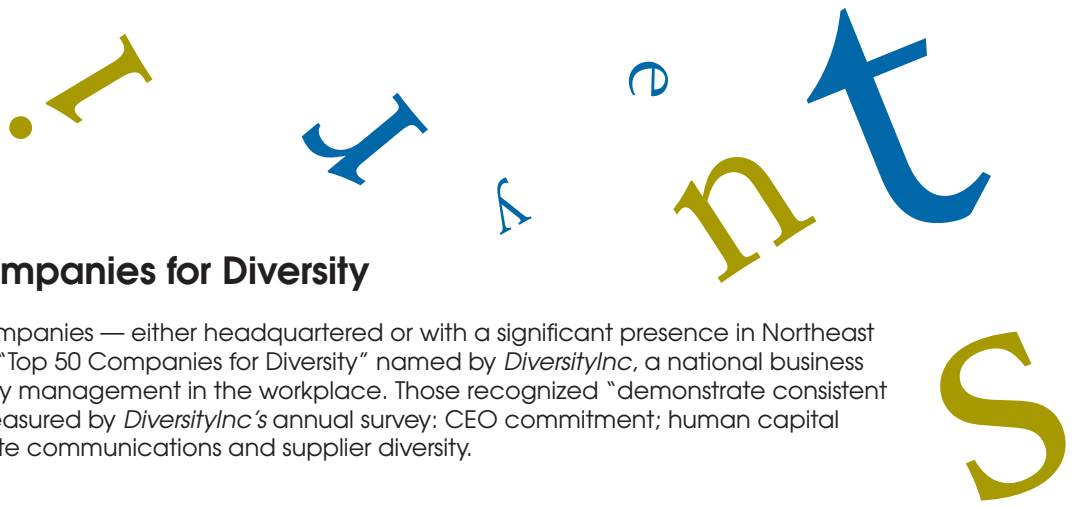
The Commission on Economic Inclusion's 101 member companies and organizations are committed to making sure that minority individuals and minority-owned businesses are part of, and contribute to, Northeast Ohio's economic development. In 2007, several Commission members received local and/or national recognition for progress made in developing and maintaining diverse and inclusive organizations and for successfully building relationships with minority-owned businesses.

Commission Best-in-Class

For the fourth consecutive year, the Commission honored its "Best-in-Class" for achievement in board, senior management, workforce and supplier diversity, based on quantitative results from the Commission's annual *Employers Survey on Diversity* and documented policies and procedures that impacted those results. Honorees are:

Board Diversity:	for profit	ShoreBank
	nonprofit/government	Kaiser Permanente
Senior Management Diversity:	for profit	Fifth Third Bank, Northeastern Ohio
	nonprofit/government	NASA Glenn Research Center at Lewis Field
Workforce Diversity:	for profit	Time Warner Cable of Northeast Ohio
	nonprofit/government	Cleveland State University
Supplier Diversity:	for profit	Eaton Corporation
	nonprofit/government	Cleveland Clinic

To read more about these companies, please visit the Commission's Web site at www.commission-inclusion.com



DiversityInc Top Companies for Diversity

Five Commission member companies — either headquartered or with a significant presence in Northeast Ohio — are among the 2007 “Top 50 Companies for Diversity” named by *DiversityInc*, a national business magazine focused on diversity management in the workplace. Those recognized “demonstrate consistent strength” in the four areas measured by *DiversityInc*’s annual survey: CEO commitment; human capital (workforce diversity), corporate communications and supplier diversity.

Ernst & Young

Ernst & Young (E&Y) was noted for participation by Americas Area Managing Partner Steve Howe (who functions as the CEO in the United States) in the firm’s diversity management efforts. Howe chairs the firm’s diversity council and appoints members of the council. In addition, all E&Y managers participate in a mentoring program. And, in 2006, the firm invited Mitchell & Titus, the nation’s largest African-American owned accounting company, to join the E&Y global organization, Ernst & Young Global Limited. The firm also was among the Top 10 companies for recruiting, promoting and retaining Asian Americans.

Kaiser Permanente

Kaiser Permanente was included in part because of its high retention rates across race/ethnicity and gender for both its workforce and management. Also noted: 39 percent of Kaiser’s managers are people of color, compared with 24 percent for the entire Top 50 list and that of the top 10 percent of Kaiser’s highest-paid employees, 42 percent are people of color, compared with 19 percent for the Top 50 average. In addition, Kaiser’s board of directors is 50 percent people of color and 36 percent women.

KeyBank

KeyBank was recognized for several diversity strengths, particularly the commitment of its Chairman and CEO Henry Meyer, who chairs the bank’s diversity council and appoints its members. He is also a co-chair of the Commission’s Investment and Growth Task Force. “To design the most effective solutions with the greatest impact requires a comprehensive understanding of the population for which they are intended,” said Meyer, “and that population is changing.” The bank surpassed its goal of a 10 percent procurement spend with minority- and women-owned businesses, reaching 11.6 percent or \$94 million. This achievement earned Key a spot among the Top 10 Companies for Supplier Diversity.

PricewaterhouseCoopers

PricewaterhouseCoopers (PwC) was honored, in part, because of its workforce retention rates, which “are level, regardless of race/ethnicity and gender,” compared to an overall corporate trend showing that retention rates for minority professionals are generally low. In addition, the firm is working to ensure an ongoing pipeline of diverse candidates. For the past two years, the firm has hosted more than 700 high school students, guidance counselors and partners at its offices across the country. PwC also was among the Top 10 Companies for Asian Americans.

Wal-Mart Stores Inc.

Wal-Mart Stores Inc. was recognized, in part, because it connects executive bonuses (15 percent) to diversity results. Additionally, 30 percent of Wal-Mart’s board of directors are people of color, compared with a Top 50 average of 19 percent. The retailer also was commended for its mentoring program, with 76 percent of managers participating compared to a Top 50 average of 32 percent, and for receiving the American Bar Association 2007 Spirit of Excellence Corporate Award for its legal diversity program.

National award recognizes supplier diversity success

Turner Construction Co.

Turner Construction Co. received the National Minority Supplier Development Council’s (NMSDC) 2007 Corporate Leadership Award for its support of minority business development, utilization of Minority Business Enterprises (MBEs) and its MBE education programs. This included the awarding of 2,800 contracts totaling over \$1 billion to women- and minority-owned businesses during 2006. The NMSDC Network, which includes the Northern Ohio Minority Business Council, provides a direct link between its 3,500 member corporations and 15,000 minority-owned businesses.

Correction

The e-mail address for the Road of Life Cancer Prevention for Kids
(story on Page 6) is www.roadoflife.org