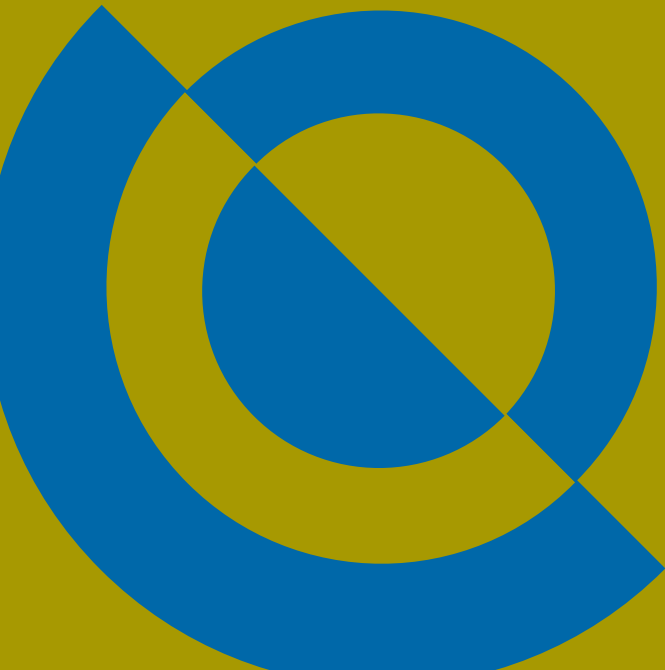




# About the Commission



The Commission on Economic Inclusion, a program of the Greater Cleveland Partnership, is a broad-based coalition of more than 100 Northeast Ohio employers who are committed to making the region's diversity a source of strength. The Commission works to ensure that economic inclusion is integrated into all aspects of the business community's economic development agenda.



## 2010 Board of Advisors

### Commission Co-Chairs

**Lyle G. Ganske**

*Partner-in-Charge, Cleveland Office, Jones Day*

**Kenneth D. Hardy**

*President and CEO, Bonnie Speed Logistics*

### Committee Co-Chairs

#### CERTIFICATION ENABLEMENT

**Thomas E. Hopkins**

*Senior Vice President, Human Resources  
The Sherwin-Williams Company*

**Renee Singleton**

*President, Singleton & Partners, Ltd.*

#### MEMBER PRODUCTS & SERVICE

**Anthony Stallion, M.D., FACS, FAAP**

*Staff Surgeon, The Children's Hospital  
Chair, Diversity Council  
Cleveland Clinic*

**Cheri Webb**

*Senior Vice President, Human Resources  
Huntington National Bank*

#### MEMBERSHIP IMPACT

**Steven A. Minter**

*Interim Vice President for Advancement  
Cleveland State University*

**Charles A. Ratner**

*President and CEO, Forest City Enterprises*

#### MINORITY BUSINESS GROWTH/ ACCESS TO CAPITAL

**Paul Clark**

*Regional President - Northern Ohio  
PNC Bank*

**Lonnie Coleman**

*Chairman, President and Owner  
Coleman Spohn Corporation*

### Committee Co-Chairs (cont.)

#### NOMINATING & GOVERNANCE

**Sari Feldman**

*Executive Director, Cuyahoga County Public Library*

**Carlos Fuentes**

*Director, Minority Business Attraction, Team NEO*

### At-Large Members

**Christopher M. Connor**

*Chairman and CEO, The Sherwin-Williams Company*

**José C. Feliciano**

*Partner, Baker & Hostetler LLP*

**Donet D. Graves**

*Partner-in-Charge, Cleveland Office  
Buckley King*

**Brian E. Hall**

*President and CEO, Innogistics LLC*

**Stephanie McHenry**

*President, Urban Partnership Bank, Cleveland Region*

**Henry L. Meyer III**

*Chairman and Chief Executive Officer  
KeyCorp*

**Ronald B. Richard**

*President, Cleveland Foundation*

**Alan D. Rosskamm**

*CEO, Breakthrough Charter Schools*

**Gareth Vaughan**

*President, The Albert M. Higley Construction Company*

**David W. Whitehead**

*Vice President & Corporate Secretary  
FirstEnergy  
(retired)*

# Message from the Co-Chairs

Dear Friends:

This past year was marked by a series of meaningful strides for the Commission on Economic Inclusion, as we wrapped up this initiative's first 10 years. We continued to build on our successes by focusing on: (1) member engagement and support; (2) enhanced efforts to promote the growth of Northeast Ohio minority business enterprises (MBEs); and (3) expanding and formalizing collaborative relationships with other nonprofits working toward diversity and inclusion goals for the region.

Strong leadership at our member organizations has been a key factor in the Commission's ability to continue growing its membership base (please see page 18 of this report for our 2010 member list) and achieve data-driven results to improve diversity and inclusion in the workplace.

More than 40 CEOs attended each of our two CEO Briefings held in 2010. We followed up on these meetings by delivering on three action items: the creation of the Corporate 5 x 3 Metrics and Measures Scorecard; the development of a Senior Executive Forum to connect the Commission's resources with our members' key decision makers who drive change within their organizations; and, through a partnership with Business Volunteers Unlimited (BVU), co-hosted two sessions on training nonprofit members' board chairs on how to maximize the impact of diversity on their boards; and preparing minority managers from corporate members for nonprofit board positions. More information on these outcomes is included in the accomplishments section of this report on Pages 2-3.

We also made substantial progress in supporting the growth and development of MBEs, with our success in raising \$2.5 million for the first phase of the Commission's Working Capital Loan Back Fund. Moving forward with this initiative will allow us to address the most important factor that limits the expansion and growth of minority-owned businesses—access to capital. It is a significant addition to our toolkit to promote the success of Northeast Ohio MBEs.

One of the Commission's strengths is its ability to broaden and strengthen connections between the region's minority-owned businesses and the Northeast Ohio employer community. While much more remains to be done, significant, measurable progress has been made. Ten years ago, only six organizations participating in our first employers survey could report on their diversity spend. In 2010, 52 organizations reported a total and/or regional diversity spend of \$2.23 billion, an increase from the aggregate group's 2009 diversity spend of \$2.17 billion. This is a very encouraging trend and a strong indication of our members' commitment to increasing the amount of business they do with minority-owned companies. Please see pages 6-7 of this report for more 2010 survey highlights.

*“In 2010, 52 organizations reported a total and/or regional diversity spend of \$2.23 billion, an increase from the aggregate group's 2009 diversity spend of \$2.17 billion.”*



**Kenneth D. Hardy**  
President and CEO  
Bonnie Speed Logistics™

We continue to deepen our partnerships with other Greater Cleveland organizations that are working toward similar diversity and inclusion goals. We are already off to a fast start in 2011, with the re-launch of the Boardroom-to-Boardroom initiative in collaboration with The Presidents' Council, which partners leaders of majority companies with CEOs from high-potential MBEs. Another significant “win” was announced just before this report went to press: the Commission will be the lead partner in a new Minority Business Center, supported by a grant from the U.S. Department of Commerce.

All of us involved in this effort recognize that it requires a long-term commitment of time and focus. Many thanks to our members, volunteers, and partners for their support of the Commission. We appreciate your hard work to advance inclusion and achieve results.



**Lyle G. Ganske**  
Partner-in-Charge, Cleveland Office  
Jones Day

## From the Executive Director

Over the past 10 years, the Commission on Economic Inclusion has been positioned successfully as an independent and trusted advisor for economic inclusion. We have created awareness, measurement tools, processes, and programs to achieve impactful results around economic inclusion. They include:

- Growing membership from 28 companies to 100+ public-sector organizations and private-sector companies
- Receiving written commitments for economic inclusion from 100+ CEOs
- Executing the Employers Survey on Diversity™ for 10 years
- Awarding 80+ Best-in-Class awards to companies for outstanding economic inclusion efforts
- Having four companies achieve Hall of Fame distinction
- Working with member CEOs to establish an economic inclusion CEO Agenda and CEO Scorecard
- Establishing the Diversity Professionals Group for HR professionals
- Establishing the Senior Executive Forum for senior management
- Delivering the Minority Business Accelerator 2.5+
- Driving the Minority Business Development Center for Cleveland, Ohio
- Establishing a Planning and Estimating Room for construction-industry professionals
- Developing a Bonding Prep program
- Creating the Minority Working Capital Fund to facilitate access to capital



**Andrew Jackson**

Senior Vice President, Greater Cleveland Partnership  
Executive Director, Commission on Economic Inclusion

## 2010 Accomplishments

- Developed and strengthened partnerships with other nonprofits focused, solely or in part, on developing minority business enterprises (MBEs) including the Northern Ohio Minority Supplier Development Council (retention, growth and profitability enhancement of MBEs); the Northeast Ohio Hispanic Chamber of Commerce (promotion and support of Hispanic commerce); Team NEO (business attraction) and the Minority Business and Contractors Assistance Program (Commission Bonding Prep partner).
- Raised \$2.5 million for the first phase of the Working Capital Loan Back Fund to be launched in 2011. The fund will be used as collateral to secure working capital lines of credit to support viable African American and Hispanic-owned companies. It will be managed as a restricted fund by the Economic Growth Foundation, an affiliate of the Greater Cleveland Partnership.



- Received funding that totaled \$1.15 million from the Fund for Our Economic Future and Cleveland Foundation to support the Minority Business Accelerator 2.5+ initiative and to help launch the access-to-capital fund.

- Cumulative results of the Minority Business Accelerator 2.5+ between April 2008, when the first deal was announced, and December 2010 include:

- Closed a total of 54 deals (49 deals with African American minority business enterprises (MBEs) and five deals with Hispanic MBEs) valued at \$131.6 million
- Created 249+ jobs
- Secured \$2.2 million in lines of credit and bonding
- Identified more than \$793 million in business opportunities

- Joined with The Presidents' Council to re-launch the Boardroom to Boardroom program, which provides business management and consulting services to African American and other MBEs.



- Expanded the annual Diversity Professionals conference to a full-day format with the focus on applied cultural competence. The session provided more than 200 diversity and HR professionals with tools and strategies to maximize cultural competence within their organizations to improve recruitment, retention and talent development.

- Partnered with Business Volunteers Unlimited to offer "The Role of the Board" training by recruiting 22 minority professionals from 10 for-profit member organizations to participate. The goal is for at least 10 Commission participants to be placed on nonprofit boards in 2011.

- Launched a new tool, the Corporate 5 x 3 Metrics and Measures Scorecard to provide three recommended actions to implement in each key area (board, senior management, workforce, and supplier diversity), along with a tracking schedule to measure change.

- Inaugurated the Senior Executive Forum to create new connections with senior executives from 30 Commission member organizations by providing strategies and information to support their roles as change-management leaders.

- Revamped and re-launched *Commission Connection* e-news as a monthly publication; expanded member and MBE news on Commission Web site.

*The Commission held its inaugural Senior Executive Forum, hosted by Thompson Hine LLP and Forest City Enterprises (photo left), to support C-level executives in their role as change-management leaders. The annual Diversity Professionals conference (photo above right) was expanded to a full-day format. Speakers included Greg Morris, senior consultant, Global Novations.*

# 2010 Events

## Annual Meeting

The Commission honored its 2009 Best-in-Class member organizations for their progress in building and maintaining diverse and inclusive organizations at its Annual Meeting held May 12 at Corporate College East in Warrensville Heights, Ohio. The event drew over 200 guests and the keynote address was delivered by retired Congressman Louis Stokes, senior counsel, Squire, Sanders & Dempsey L.L.P., and a founding co-chair of the Commission. Mr. Stokes commended the Commission's leadership and volunteers who are continuing the work begun in December 2000 with his fellow co-chair, Alexander M. (Sandy) Cutler, chairman and CEO of Eaton Corporation. But he also noted that while the Commission's survey results show steady improvement, work remains. "We can be thankful for this 10-year effort towards parity and inclusion in our community to create a level playing field," Mr. Stokes said. "I think we have made significant progress, but I also think we have a long way to go. I commend all of you who are engaged in this process. I see an urgency about the Commission's work. I think we can be even more creative and aggressive."

## CEO Briefings

The Commission hosted two CEO briefings in 2010, in February and September. The theme of the first briefing was "Executing and Measuring the Agenda" and the event offered breakout sessions led by subject matter experts on board, senior management, workforce and supplier diversity. The second briefing focused on "Measurement and Accountability" and included the rollout of a new tool, the



*Retired Congressman Louis Stokes, a founding co-chair of the Commission, was the keynote speaker at the 2010 Annual Meeting.*

CEO Report Card, a companion piece to the CEO 5 x 3 Agenda, which was introduced in 2009. Luke Visconti, CEO and publisher of DiversityInc magazine, was the keynote speaker of the September briefing and referenced case studies and extensive metrics in building the business case for measurement to achieve diversity and inclusion goals. Seventy-six Commission member CEOs attended one or both of these briefings.

## Bonding Prep

The Commission offered its third annual Bonding Prep course at Corporate College East. Presented in collaboration with the Surety and Fidelity Association of America, the session included comprehensive "primer courses" on construction accounting, estimating and project management. Participants also engaged in one-on-one, in-depth sessions with surety professionals and received individualized, prescriptive plans documenting steps needed to meet bonding requirements.



*Two breakfast briefings engaged the CEOs of Commission-member organizations in discussions about tools and support they need to build and lead inclusive organizations.*

## *Diversity Professionals Cultural Competence Conference*

About 200 diversity and human resources professionals attended the Aug. 18 conference, "Applied Cultural Competence: Getting to the Bottom of the Iceberg to Impact the Bottom Line," at Corporate College East. The event included:

- Opening presentations by Timothy Vigue, executive consultant, and Greg Morris, senior consultant, Global Novations;
- Wrap-up presentation on change management by Rosalind Thompson, senior vice president, human resources, Borders Group;
- Breakout groups and panel discussions covering recruitment, retention and talent/employee development.

Our event sponsors were American Greetings Corp., Forest City Enterprises, Huntington Bank, The MetroHealth System, Parker Hannifin Corp., Thompson Hine, Time Warner Cable, Northeast Ohio, and Summa Health System.



## *Senior Executive Forum*



*Luke Visconti, president and CEO of DiversityInc, praised Northeast Ohio for its workplace diversity and inclusion initiatives.*

The Commission on Economic Inclusion's first Senior Executive Forum was held in October and sponsored by Thompson Hine LLP and Forest City Enterprises. The forum is intended to connect the Commission and our resources with C-level executives who oversee and maintain change efforts within their organizations and hold others accountable to achieve results. Forty-eight senior executives from 30 of our Commission members

attended. Paul Clark, regional president, Northern Ohio, PNC Bank, set the context for the meeting in his opening remarks. Following breakout discussion sessions, Luke Visconti, president & CEO of DiversityInc, delivered a thoughtful and energizing keynote address that combined research on current and future business trends with a message about the business value of maximizing diversity and inclusion within an organization. He also praised our region for its attention to these issues.

*The full-day Diversity Professionals conference on applied cultural competence attracted more than 200 HR and diversity professionals.*

# 2010 Employers Survey on Diversity™

The Commission on Economic Inclusion's annual Employers Survey on Diversity™ has provided contextual information on the status of economic diversity and inclusion efforts in Northeast Ohio for the past 10 years. The survey serves two purposes: (1) to provide individual organizations with a tool for examining their own diversity and inclusion efforts; and (2) to offer insights about the overall diversity management and inclusion practices of the Commission member organizations. Survey participants receive individual scorecards, based on survey comparative data.

The 97 Commission members (47 for-profits and 50 nonprofits) that participated in the 2010 survey represent about 181,000 employees in Northeast Ohio and almost 560,000 employees in total. Results below focus on the year-to-year group, the 95 organizations that participated in both the 2009 and 2010 surveys.

- **Board minority representation remained stable** at 15.8 percent, while **senior management minority representation rose slightly** from 12.7 percent to 13.4 percent.
- On measures related to three critical aspects of a successful diversity and inclusion strategy, responses were mixed.
  1. **CEO commitment:** CEOs who personally sign off on executive compensation tied to diversity increased from 36 percent to 38 percent.
  2. **Holding managers accountable:** The percentage of organizations that hold managers accountable through performance appraisals and or incentive processes for demonstrated success in managing diversity effectively remained unchanged at 62 percent.
  3. **Employee resource groups (ERGs)** focused on business outcomes: The percentage of organizations reporting having ERGs decreased from 45 percent to 44 percent, and funding for such groups fell from 79 percent to 72 percent.

- Total dollars spent with minority-owned enterprises (MBEs) increased. However, for those organizations in the year-to-year group, MBE spend as a percentage of both the total and regional spends decreased.

## Historical Perspective

Looking at the survey results from the survey's inception in 2001 through the current 2010 survey, a few general areas represent positive progress from 2001 to 2010. These results compare the aggregate groups in 2001 and 2010. They include:

**Minority inclusion on boards increased** from 14 percent to 15 percent.

**Minorities as a percentage of senior managers increased** from 9 percent to 12 percent.

**The number of participants reporting and the corresponding spend with minorities increased.** Six organizations reported a negligible amount for 2001, while 52 organizations reported total and/or regional spend in 2010. Total 2010 aggregate minority spend was \$2.23 billion.

# Survey Highlights

## Organizational Leadership

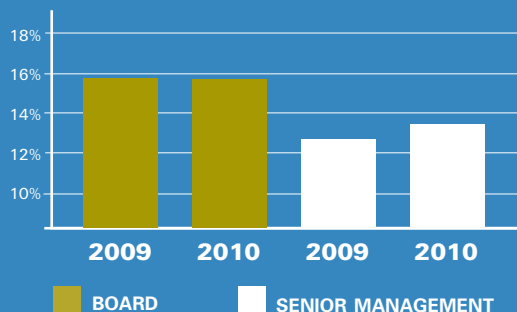
Organizational leadership measures inclusion in board and senior management positions. Among the year-to-year group, board diversity held steady at 15.8 percent, and senior management diversity increased slightly (12.7 percent to 13.4 percent) from 2009 to 2010. Additionally, in comparing 2009 to 2010, the number of organizations whose boards had a written policy on diversity and inclusion for board membership increased from 49 percent to 53 percent.

## CEO Commitment

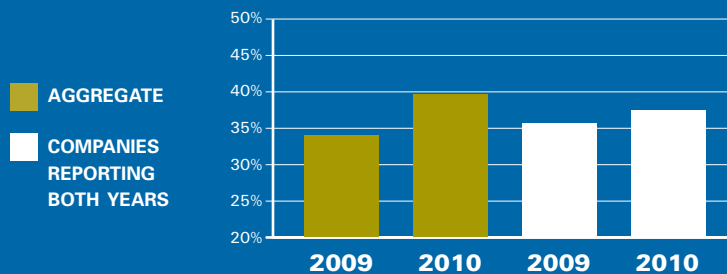
This section measures: (1) CEO leadership role on diversity council(s); (2) CEO commitment to diversity council(s); (3) CEO participation in diversity council(s); (4) compensation tied to diversity goals; (5) evidence of diversity metrics; (6) supplier diversity goals; and (7) appointment of a chief diversity officer.

For the year-to-year group, results improved on five measures, CEO participation in diversity council(s) stayed constant, and CEO leadership role on diversity council(s) declined.

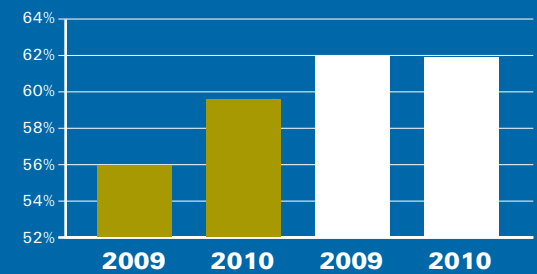
Board/Senior Management Diversity



CEO personally signs off on executive compensation tied to diversity



Organizations that hold managers accountable for demonstrating success in managing diversity



## Human Capital - Workforce and New Hires

This area measures minority inclusion in the workforce and among new hires. There were increases in two important elements of an inclusive workforce strategy: (1) organizations having a policy on recruitment of minorities increased from 64 percent in 2009 to 68 percent in 2010; and (2) minority employee training and development increased from 34 percent to 36 percent. Between 2009 and 2010, the percentage of minorities in the workforce for the year-to-year group decreased slightly from 23 percent to 22 percent. Among aggregate 2010 survey participants, minorities comprised 24 percent of new hires, compared to 28 percent for the 2009 aggregate group of respondents.

## Human Capital - Retention

This area focused on the level of inclusion related to retention in the workforce and on senior management teams. For the aggregate group for total workforce retention and in Northeast Ohio workforce retention, white employees were at the lower end of the range of averages for racial and ethnic groups. For the total workforce group, whites averaged 79 percent retention, and minorities ranged from 80 percent to 86 percent.

For Northeast Ohio workforce retention, whites averaged 78 percent, while African Americans averaged 79 percent, and other minorities ranged up to 88 percent. Another way of looking at retention is to understand management representation and promotions, comparing whites to minorities. As with workforce retention, white managers' retention fell at the lower end of the racial group year-to-year comparison, both for total management retention (whites, 76 percent; minorities 78 percent to 91 percent) and in Northeast Ohio, (whites 75 percent; minorities 77 percent to 91 percent).

## Corporate Practices

The level of commitment to diversity training and employee resource groups is the primary focus of these items. For the year-to-year group, the percentage of organizations offering diversity training increased from 70 percent in 2009 to 75 percent in 2010. Among those having official employee resource groups, there was a slight decrease in the year-to-year group from 45 percent in 2009 to 44 percent in 2010. For-profits remained at 45 percent in the year-to-year comparison, while nonprofits decreased from 45 percent to 43 percent. A decrease from 79 percent to 72 percent was reported in funding for such resource groups among overall survey participants.

## Supplier Diversity

This section tracks procurement dollars spent with Minority Business Enterprises (MBEs). Substantial progress was reported by the aggregate group where the total diversity spend increased from \$2.17 billion in 2009 to \$2.23 billion in 2010. At the regional level, the aggregate group spent \$339 million with minority-owned companies in 2010, compared with \$283 million for the 2009 aggregate group.

Among the year-to-year group, there was a decrease in the percentage of total procurement with MBEs from 9 percent to 7.3 percent. In Northeast Ohio, the year-to-year group decreased its regional spend with minority companies from 8.8 percent to 8.1 percent of overall spend. Among the same group, there was a slight decline among those who reported having a formal supplier diversity program from 52 percent to 51 percent.

## Conclusion and Next Steps

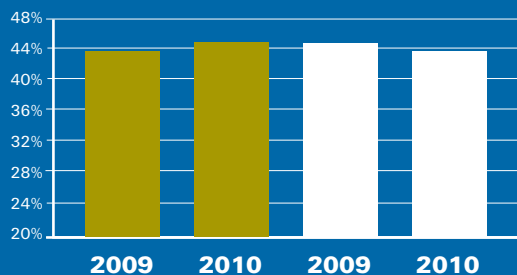
The 2010 survey's quantitative results should cause Commission members to look closely at the rate of progress on our four diversity and inclusion metrics (board, senior management, workforce and supplier diversity) over the past decade.

For leadership (board and senior management) and workforce metrics, the survey reflects incremental increases year-to-year that have not kept pace with national workplace averages.

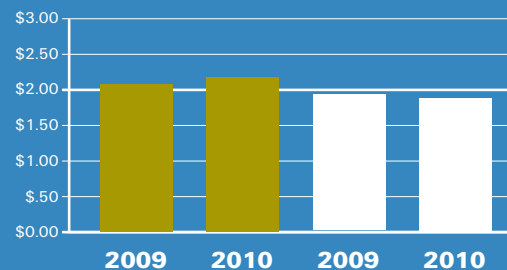
Although our membership has shown a substantial increase in their focus on, and tracking of, expenditures with MBEs since 2001, we have yet to create and sustain relationships with the local minority business community in ways that could capitalize on both procurement and the current significant construction opportunities in the region.

The Commission will continue to offer our members a range of resources that can facilitate a more substantial pace of improvement. We strongly encourage all survey participants to utilize the results of this survey to identify meaningful opportunities for change that will benefit their organizations, local minority businesses, and the region's economy.

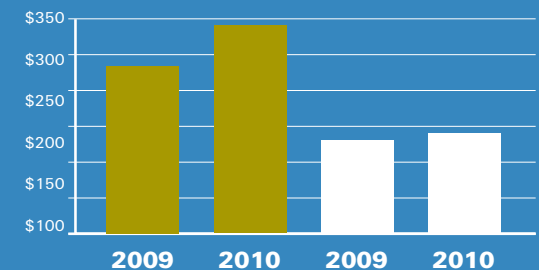
Organizations that have employee-resource groups or other groups for minorities



National Supplier Diversity Spend (in billions)



Regional Supplier Diversity Spend (in millions)



## BEST IN CLASS - BOARD DIVERSITY



*“Diversity and inclusion are woven into the fabric of University Hospitals, starting with the composition of our Board of Directors. Our commitment to diversity extends to our patients and families, employees, business partners, and the communities we serve. Diversity throughout our system is essential to our vision: providing the highest quality of care and the best patient experience while innovating and pursuing new medical discoveries.”*



**Thomas F. Zenty III**

President and Chief Executive Officer  
 University Hospitals

The University Hospitals Health System (UH) Board, the “parent” board for the entire system, is composed of a very diverse group of highly accomplished community leaders. In 2010, the UH Board of 41 individuals included nine, or 22 percent, racially diverse individuals. This compares with an average of 16 percent for the nonprofit/government comparison group. To achieve this level of representation, the UH Board utilizes strategies that include:

- Developing and implementing a “Diversity Scorecard” to ensure that UH strategic plans incorporate key diversity goals. The scorecard’s four parts are: (1) attracting diverse talent; (2) building a diverse culture; (3) partnering with minority suppliers; and (4) meeting the needs of the community.
- Review and approval of all diversity goals, as well as the organization’s strategic plans. Discussions of strategic plans include review and consideration of UH diversity goals.
- Making every effort to locate and recruit minority candidates for Board membership including using recruitment firms, following up on personal contacts and leads, as well as recommendations made by current leadership, medical staff, personnel and other UH constituents.
- Focusing on the development of a system-wide diversity recruitment and retention framework and strategy that includes introducing ethnicity to leadership-review discussions and notifying recruiters of potential candidate pools, as well as UH’s focus on achieving its diversity goals. This ensures that recruitment firms: (1) fully understand UH’s diversity goals and efforts to maintain a culturally and ethnically diverse Board; and (2) have the resources and experience to identify a satisfactory pool of potential candidates.
- Working with the UH Cultural Diversity Committee and UH Board leadership, the Board Governance and Education Committee ensures that the processes for consideration of diversity and inclusion in succession planning for Board officers is consistent with UH diversity goals.
- Communicating the Board’s stand on diversity that includes: (1) discussions/presentations regarding UH’s commitment to diversity as part of the Board orientation for new directors; (2) defining UH’s core values, a key component of which is the organization’s commitment to diversity; (3) setting the tone for the entire organization through UH communications to all personnel and medical staff, emphasizing UH’s diversity efforts; (4) establishing a system-wide Code of Conduct that expressly states diversity as a core value of UH and further confirms that UH promotes diversity and equality in the workplace; and (5) ensuring that UH marketing and communications efforts recognize and include central aspects of the organization’s commitment to diversity.

## BEST IN CLASS - SENIOR MANAGEMENT



*“Every employer should have a workforce that reflects the rich diversity of the community in which they work and live. At RTA, we encourage, value and celebrate the diversity we have, because it makes us a stronger organization and gives us a real competitive advantage in fulfilling our important mission.”*



**Joseph A. Calabrese**

General Manager

Greater Cleveland Regional Transit Authority

The Greater Cleveland Rapid Transit Authority (GCRTA) is intentional in its creation and maintenance of an inclusive senior management team. Thirty-three percent of the senior-management direct reports to GCRTA’s general manager are minority individuals, and 41 percent of those reporting to senior managers are minority individuals. The combined average of 37 percent for these top two levels, compares favorably to a 17 percent average for the nonprofit/government survey group. This level of diversity is maintained through the provision of tools, support and training to create an inclusive environment for senior managers. Effective strategies include:

- Three of the GCRTA’s six divisions—legal, human resources, and finance and administration—are headed by executive managers from minority groups. Most minority senior managers are concentrated in operations, legal, and finance and administration.
- The GCRTA’s affirmative action program ensures that its senior management reflects diversity. Senior management conducts an annual workforce analysis to determine areas of underutilization in all EEO job categories, such as officials/administrators, professionals, protective services workers, administrative support, skilled craft, service maintenance and technicians. This information is used to develop and pursue hiring strategies that address areas of underutilization, with progress reported to, and monitored and approved by, the GCRTA Board.
- The senior management team uses data to monitor affirmative action progress, as well as internal and external complaints, and offers pertinent training. Progress in these areas is formally reviewed and evaluated by senior and executive management at regularly scheduled Equal Employment Opportunity Committee meetings.
- The Management Development Program provides cross-functional skills and relationship development through rotational assignments throughout all divisions. Career development includes the enhancement of new skills sets and provides a pipeline of new leaders.
- Minority employees can use internal and external educational and development resources such as the Tuition Reimbursement Program, as well as through internal classroom and computerized resource training programs.
- Recruitment resources to identify diverse applicants and candidates include more than 70 organizations in the GCRTA service area. In addition, to ensure top-quality minority candidates for potential senior management placement, individuals are selected from Historically Black Colleges and Universities and Hispanic Serving Institutions and identified through internal promotional opportunities.

## BEST IN CLASS - WORKFORCE DIVERSITY



*“The creative energy and variety of insights that result from diversity are vital to intellectual rigor and social fabric of Case Western Reserve University. We believe in a culture of inclusion that enhances human dignity, and improves the quality of life for everyone in our community.”*



**Barbara R. Snyder**

President

Case Western Reserve University

- Case Western Reserve University has created a multifaceted approach to build and maintain a diverse and inclusive student body, faculty and staff. The positive impact of this effort is reflected in its 2010 workforce data: 31 percent of the University’s workforce is diverse, along with 40 percent of newly hired employees. These numbers compare with averages of 24 percent and 25 percent respectively in these categories within the comparison nonprofit/government group. Effective strategies include:
  - The Diversity Leadership Council (DLC) advises on campus diversity initiatives and assists with the development of a diversity strategic action plan. The DLC membership includes deans and associate deans and others representing the eight schools, diversity change agents, the chair of the Staff Advisory Council and the vice president of inclusion, diversity and equal opportunity.
  - The University utilizes these tools for attracting and retaining a more diverse workforce:
    - Presence and partnership with diverse referral groups
    - Targeted advertising via local and national diversity channels
    - Talent retention through training opportunities
    - Mentoring and professional development
  - In addition to obtaining a diverse pool of applicants, the University’s hiring process includes:
    - Determination of underutilized status prior to posting a job on the HR Web pages
    - Coordinating all recruiting through the employment office to ensure compliance with the University’s Affirmative Action Plan and EEO requirements
    - Hiring supervisor responsible for coordinating with the employment office to identify minority and women candidates and completing the Recruitment Strategy Checklist.
  - Over the last three years, students assisted in the development of a Mentoring Handbook for Faculty and a companion Mentee Handbook for Students. The handbooks contain information about the importance of the mentor-mentee relationship with a focus on developing rapport with diverse groups of graduate students.
  - The University recently completed a diversity climate survey and is currently developing a diversity strategic action plan (DSAP). For the first time, the diversity climate survey simultaneously polled, staff, faculty and students. The DSAP process will inform the Diversity Leadership Council and other campus leaders and will be aligned with the University’s strategic plan, “Forward Thinking.”

## BEST IN CLASS - SUPPLIER DIVERSITY



*“The Federal Reserve Bank of Cleveland began a formal diversity and inclusion journey several years ago, and in 2009, we launched a supplier diversity program. I am proud of the results the leadership team and staff have achieved thus far, and I firmly believe diversity and inclusion will continue to be important to the Bank’s future success.”*



**Sandra Pinalto**

President and Chief Executive Officer  
Federal Reserve Bank of Cleveland

The Federal Reserve Bank of Cleveland (FRB) has invested significant time and resources to establish a comprehensive supplier diversity strategy. As a result, it achieved positive results in its diverse spend both nationally and in Northeast Ohio. Eight percent of its national spend (\$2 million of \$30 million) was with minority business enterprises (MBEs), compared to five percent for the nonprofit/government comparison group. Regionally, 20 percent of its spend was with MBEs. Effective strategies include:

- Communicating the Bank’s supplier diversity commitment to its management and staff. A review and discussion of planned and anticipated business opportunities takes place so that the contracts and procurement staff can source MBEs in advance of the proposal process.
- Locating vendors and suppliers by accessing the Minority Business Information System through its corporate membership with the Northern Ohio Minority Supplier Development Council (NOMSDC) and the Dunn & Bradstreet Supplier Locator. Additionally, in June 2010, a vendor registration process was added to its external diversity Web site.
- Obtaining and providing feedback to enhance business relationships via the contracts and procurement staff and business areas. This includes working with FRB’s office-supply provider to identify diverse suppliers and provide easy access to products from diverse suppliers on the online order site. This process has increased diversity spend and realized cost savings.
- Attending the 2010 National Minority Supplier Development Council conference in Miami and participating in the planning and coordination of a supplier diversity program on a Federal Reserve system level. The contracts and procurement manager, along with the Bank’s diversity officer, participate in supplier diversity-related events offered by NOMSDC and the Commission on Economic Inclusion.
- Placing the supplier diversity mission, purchasing policy and registration link only one click from the home page on the Bank’s external Web site. Producing and disseminating a brochure on doing business with the Federal Reserve Bank of Cleveland which includes this statement: “The Federal Reserve Bank of Cleveland is committed to providing equal access to potential business opportunities for qualified minority-owned and small businesses.”
- Offering feedback to unsuccessful bidders via the contracts and procurement team. This has been useful for building and enhancing vendor relationships and has resulted in very successful outcomes.

## BEST IN CLASS - BOARD DIVERSITY



*“First Energy recognizes that a diverse board is consistent with the company’s Corporate Vision of being driven by the leadership, skills, diversity and character of its employees. We are committed to ensuring that our leaders and decision makers possess a wide range of perspectives and experiences, which, in combination, enable us to excel as a leading regional energy provider.”*



**Anthony J. Alexander**  
 President and Chief Executive Officer  
 FirstEnergy

The FirstEnergy Board of Directors currently has 13 members (12 outside, independent members and the FirstEnergy CEO). Members include two African-American males and one African-American female, representing 23 percent of the full Board. The Board recognizes that a diverse board ties into the company’s corporate vision of having a company driven by the leadership, skills, diversity and character of its employees. Board candidates are reviewed based on a matrix of skills and experiences to ensure that an appropriate balance exists among Board members. Effective strategies include:

- Incorporating the company’s commitment to diversity in its Corporate Vision: “FirstEnergy will be a leading regional energy provider, recognized for operational excellence, customer service and its commitment to safety; the choice for long-term growth, investment value and financial strength; and a company driven by leadership, skills, diversity and character of its employees.”
- Identifying diversity as an assessment criteria used by the Corporate Governance Committee (per FirstEnergy’s Corporate Governance Policies). The charter of the Corporate Governance Committee further supports diversity as a requirement in any assessment of a prospective Board or committee candidate.
- Creating and utilizing a “Female and Minority Candidates for Consideration” list, which is updated and discussed regularly at Corporate Governance Committee meetings. The Corporate Governance Committee, supported by the Corporate Governance Policies and Charter, actively seeks and reviews such candidates for recommendation to the full Board.
- Encouraging all Board members to participate in training programs that include, as available, director programs that encompass diversity and inclusion issues. Information about available programs are communicated monthly to Board members.
- The Corporate Governance Policies and Charter of the Corporate Governance Committee are publicly available and posted on the Company’s Web site. Any assessment of a prospective Board or committee candidate includes, at a minimum, issues of diversity, age, background and training; business or administrative experience and skills; dedication and commitment; business judgment; analytical skills; problem-solving abilities; and familiarity with the regulatory environment.
- At the annual Board of Directors strategy retreat, the Board reviews a workforce update that specifically addresses staff diversity.

## BEST IN CLASS - SENIOR MANAGEMENT DIVERSITY



*“We are recruiting and developing leaders and a workforce that reflects our clients and communities, which are as diverse as the cities and towns across America where Key operates. Our goal: a diverse, engaged and empowered organization that bridges our workplace and our marketplace.”*



**Henry L. Meyer III**  
Chairman and CEO  
KeyCorp

With minority individuals in C-level positions across the company, KeyCorp has reaped the benefits of a well-executed comprehensive strategy to build a diverse senior management team. These leaders are found in administrative services, community banking, corporate banking, finance, and risk management divisions of the bank. Fifteen percent of the top two levels of the organization are racially diverse (12 of 81 individuals). This percentage compares to an 8.6 percent average for the overall for-profit reference group. Effective strategies include:

- Requiring interview slates to be diverse for all senior management opportunities. In 2010, 25 percent of KeyCorp’s minority senior managers were external new hires or promoted into the position.
- Including “engage a talented and diverse workforce” as one of five KeyCorp enterprise strategic priorities and as a specific measure on senior-management performance scorecards. Quarterly diversity performance scorecards, which include metrics on hiring, turnover, and workforce representation at management levels of the enterprise, are distributed to all senior managers as well as to diversity human capital stakeholders.
- Diversity performance, including human capital, is factored into incentive compensation rewards for the CEO and direct reports.
- Emerging minority leaders are identified by line-of-business leaders and human resources partners to be named to enterprise-wide critical project teams, as well as to participate in leadership and talent development programs. As part of the succession planning process, minority individuals who have demonstrated strong performance/potential are identified as succession candidates.
- Thirty percent of leadership positions (executive sponsors, group champions, and project managers) for KeyCorp’s nine employee resource groups, known as Key Business Networking Groups, are held by minorities. These leadership opportunities provide for frequent interactions with senior management and the development of cross-organizational relationships. Minorities comprise 25 percent of KeyCorp’s analyst programs, which offer talent pipelines for revenue-generating lines of business in the community bank and corporate bank, as well as in the finance support line of business.
- KeyCorp conducts comprehensive bi-annual employee engagement surveys to assess organizational culture and employee satisfaction. In addition to measuring overall levels of engagement, the survey includes specific questions regarding how diverse employees at Key are valued, respected, and provided equal opportunity. All Employee Engagement Survey results are categorized by race/ethnicity, gender, and manager status to pinpoint areas of diversity opportunity.

## BEST IN CLASS - WORKFORCE DIVERSITY



*“Everyone counts at U.S. Bank. While we embrace our differences, we also realize how alike we are, sharing the same values and goals. And while we are proud of the resources available for our diverse employees and customers, we are even prouder of the tools we provide to develop careers and turn dreams into realities.”*



**Kurt Treu**  
 Market President  
 U.S. Bank Cleveland

U.S. Bank, both regionally and nationally, has established an array of strategies to recruit, develop, and retain a diverse workforce. In Northeast Ohio, those efforts have paid off with minority employees comprising 31 percent of the bank’s workforce, compared to a 17 percent average among the for-profit comparison group. In addition, 40 percent of new hires are minority individuals, compared to 18 percent among the for-profit comparison group. Effective strategies include:

- Establishing multicultural task forces and programs. U.S. Bank, Northeast Ohio, has a highly effective task force that meets regularly to analyze emerging market trends including populations around its branches to enable managers to hire branch personnel who reflect the neighborhood demographics and to determine the best-selling products for that market. The task force also determines what marketing outreach events should be conducted to effectively reach customers.
- Participating in two corporate-sponsored internship programs. INROADS, is a nonprofit organization that trains and develops talented diverse youth for professional careers in business. It is a multiyear, paid internship program designed for college students. STEP-UP is a summer jobs internship for diverse and motivated young people. The program recruits, trains and places participants in paid summer jobs. It matches young people with jobs based on their career interests and skills. Many of the bank’s lines also participate in local internship and work-study programs that target diverse populations, including the Genesys Works Program that focuses on diverse student interns with an interest in information technology.
- Making managing diversity a part of manager-performance plans. Managers are reviewed and rewarded based on their performance to goal. There are special incentive opportunities for branch referrals, hires and retention. Managers are also eligible for various corporate and business line awards and recognitions, such as Circle of Service Excellence, Distinguished Leadership Award, and Excellence in Ethics Award.
- Conducting formal internal audits on a biannual basis. The human resources department and managers track diversity performance on a quarterly basis.
- Involving employees as ambassador recruiters for the bank: posting many job openings with social networks including Linked In, Twitter, Facebook, and Craigslist, using nontraditional recruitment sources (community festivals, retail stores, minority chambers of commerce, and supplier diversity contractor conferences and business expos as channels) and automatically posting openings to more than 25 diversity Web sites, as well as with global, military and college alumni networks.

## BEST IN CLASS - SUPPLIER DIVERSITY



Turner maintains a nationwide network of offices, including its Cleveland office, performing work on more than 1,500 projects each year. The company's commitment to working with minority-owned business enterprises (MBEs) is long-standing both nationally and locally. In 2010, with a construction volume of \$5.7 billion, Turner spent \$568 million—10 percent of its total budget—and \$21 million, which is 14.5 percent of its \$143 million regional spend, with MBEs. Such success is a result of best practices developed over several years. Effective strategies include:

*“Turner is always looking to increase our efforts to further develop partnerships with diverse suppliers. We are continuously committed to improving the economic viability, increasing the exposure, and expanding the opportunities for M/WBE-owned businesses. In our communities where we do business their growth is critical to the success of our industry.”*



**Mark Dent**  
 Vice President and General Manager  
 Turner

- “The utilization of minority- and women-owned business enterprises throughout the Company will continue to have high priority within our affirmative action programs. The Company continues to lead the industry in utilizing MBEs and women-owned business enterprises (WBEs) to the fullest extent possible in all geographical locations. Our purchasing efforts must be responsive to this commitment.” (An excerpt from Turner’s EEO policy)
- The Turner School of Construction Management (TSCM), a nationally recognized program teaches how to do business in the construction industry with major corporations. Founded in 1996 in partnership with the City of Cleveland, under the leadership of former Cleveland Mayor Carl B. Stokes and Case Western Reserve University, it provides minority, women, disadvantaged and small-business owners with courses on topics such as green building, developing business plans, financial planning, estimating, construction law, bonding and insurance. TSCM has been held in more than 70 cities and is offered annually in major Ohio cities including Akron and Cleveland. To date, the program has graduated nearly 32,000 business owners and generated more than 48,800 contracts valued at \$17.6 billion.
- Turner conducts outreach and networking by organizing, sponsoring, and participating in meet- and-greets, MBE-support organizations’ conferences, and construction-related events. Organizations include National Minority Supplier Development Council, National Association of Minority Contractors, US Pan-Asian Chamber of Commerce, and Contractors Assistance Association. Turner actively assists MBEs to market to potential business customers and partners.
- Monitoring is placed directly into the contract with a 20 percent goal established in the contract with the prime contractor. The prime must identify Tier 2 MBEs, who must be written into the contract. Copies of Tier 2 tier contracts and/or purchase orders must be provided with a certified payroll.
- The company routinely provides constructive criticism guiding unsuccessful bidders to improve their proposals, presentations and pricing. This feedback enables MBEs to bid successfully on future projects.



*The Commission on Economic Inclusion is pleased to present the inaugural inductees into our Hall of Fame, member companies that have consistently demonstrated their commitment to workplace diversity and inclusion and*

**BOARD DIVERSITY: NONPROFIT/GOVERNMENT**

Founded in 1945, Kaiser Permanente is one of the nation’s largest not-for-profit health plans. It is a four-time Best-in-Class winner (2006-2009) in this category, which reflects its organization-wide strategy that permeates each functional area and is communicated to patients, employees, Board members and the public. Commenting on the 2009 award, Patricia D. Kennedy-Scott, president of Kaiser Foundation Health Plan of Ohio, said: “Ensuring that our leaders and decision makers incorporate a wide range of perspectives, opinions and experiences enables Kaiser to successfully drive culturally competent medical care to our increasing diverse membership.”



**BOARD DIVERSITY: FOR PROFIT**

KeyCorp is a five-time winner (2004-2005, 2007-2009) as best-in-class in this category because the company has continued to refine and apply its effective Board recruitment strategies. As the global economy diversifies, Key has realized that diversity in the boardroom leads to greater creativity, more vigorous deliberation, and more integrity of process. Chairman and CEO Henry L. Meyer III said of the organization’s 2009 award: “Diversity and inclusion are now embedded in our overall strategy and evidenced at the Board of Directors level, and also in our workplace, supplier base, and community outreach efforts.”

*have been multi-year winners of our Best-in-Class awards. We congratulate them on their achievements and accomplishments as pacesetters within the Northeast Ohio business community for their effective diversity management and inclusion policies and practices.*

**SENIOR MANAGEMENT DIVERSITY: FOR PROFIT**



Eaton Corporation, a global technology leader in diversified power management solutions, is a four-time winner (2004, 2007-2009) of the Commission’s Best-in-Class Award in this category. Eaton’s systematic approach to managing diversity and inclusion has had a tremendously positive effect on the company’s performance. In acknowledging the 2009 award, Chairman and CEO Alexander M. (Sandy) Cutler said: “We value inclusion because employees who bring with them a broad spectrum of skills, ideas, experience and background are crucial to our global success.” Mr. Cutler and retired Congressman Louis Stokes are the Commission’s founding co-chairs.



**WORKFORCE DIVERSITY: FOR PROFIT**

As a four-year Best-in-Class honoree (2006-2009) in this category, Time Warner Cable of Northeast Ohio (TWC) has continued to demonstrate its commitment to diversity through its employment policies and practices and its community involvement. TWC management has noted that diversity and inclusion are a “commitment and an attitude impacting the way we involve, understand and meet the needs of our employees, customers and communities. An open environment blends the experiences, cultures, influences, languages and perspectives of our employees and customers into everyday business practices. It is the framework that helps us compete in today’s multicultural marketplace.”

## 2010 Member Organizations

Akron Children's Hospital  
American Greetings Corporation  
Aultman Hospital  
Baker & Hostetler LLP  
Baldwin-Wallace College  
Beck Center for the Arts  
Benesch Friedlander Coplan  
& Aronoff LLP  
Bonnie Speed Logistics™  
Calfee, Halter & Griswold LLP  
Case Western Reserve University  
Cavaliers Holdings LLC  
City of Cleveland  
Cleveland Clinic  
Cleveland Foundation  
Cleveland Indians Baseball Club, Inc.  
Cleveland Institute of Art  
Cleveland Institute of Music  
Cleveland Metropolitan School District  
Cleveland Museum of Art  
The Cleveland Play House  
Cleveland Public Library  
Cleveland State University  
Coleman Spohn Corporation  
Cuyahoga Community College  
Cuyahoga County Board of  
Commissioners  
Cuyahoga County Board of  
Developmental Disabilities  
Cuyahoga County Public Library  
Cuyahoga Metropolitan  
Housing Authority

Developers Diversified Realty, Inc.  
The Diversity Center of Northeast  
Ohio  
Dix & Eaton, Inc.  
Dominion East Ohio  
Eaton Corporation  
EMH Regional Healthcare System  
Energizer Global Technology Center  
Ernst & Young LLP  
Federal Reserve Bank of Cleveland  
Fifth Third Bank, Northeastern Ohio  
FirstEnergy Corp.  
FirstMerit Bank, Cleveland Region  
Forest City Enterprises, Inc.  
Frantz Ward LLP  
Gilbane Building Company  
Great Lakes Science Center  
Great Lakes Theatre Festival  
Greater Cleveland Partnership  
Greater Cleveland Regional  
Transit Authority  
The Albert M. Higley Construction Co.  
Hiram College  
Huntington National Bank  
InfoCision Management Company  
Innogistics  
Invacare Corporation  
Jones Day  
Kaiser Foundation Health Plan of Ohio  
Kent State University  
KeyCorp  
Lake Health

Lakeland Community College  
LifeBanc  
The Lubrizol Corporation  
Marous Brothers Construction  
Medical Mutual of Ohio  
Mercy Medical Center  
The MetroHealth System  
Museum of Contemporary  
Art Cleveland  
Myers Industries, Inc.  
NASA Glenn Research Center  
New Era Builders, Inc.  
Nordson Corporation  
Northeast Ohio Regional  
Sewer District  
Olympic Steel, Inc.  
Ozanne Construction Company  
Parker Hannifin Corporation  
PlayhouseSquare  
The PNC Financial Services Group  
Porter Wright Morris & Arthur LLP  
Rock and Roll Hall of Fame  
and Museum  
The Sherwin-Williams Company  
Spero-Smith Investment Advisers, Inc.  
Squire, Sanders & Dempsey LLP  
Summa Health System  
Taft Stettinius & Hollister LLP  
Thompson Hine LLP  
Time Warner Cable, Northeast Ohio  
TLC Springwater LLC  
Turner

U.S. Bank  
Ulmer & Berne LLP  
United Church of Christ  
United Way of Greater Cleveland  
University Circle, Inc.  
University Hospitals  
The University of Akron  
Vertex Computer Systems  
Visiting Nurse Association  
Walsh University  
WEWS NewsChannel 5  
WVIZ/PBS and 90.3 WCPN  
ideastream  
YWCA of Greater Cleveland

# Looking Ahead



After 10 years in business, before looking ahead, we should take a look back. The Commission began in 2001 as a result of great leadership. The organization was founded under the leadership of Alexander M. (Sandy) Cutler, chairman and CEO of Eaton Corporation, and former Congressman Louis Stokes, as the original co-chairs (2001-2004).

They were followed by Christopher M. Connor, chairman and CEO, The Sherwin-Williams Company, and Brian Hall, chairman and CEO, Innogistics, LLC (2004-2008), who transferred leadership to the current co-chairs Lyle G. Ganske, partner-in-charge, Cleveland Office, Jones Day, and Kenneth D. Hardy, president and CEO, Bonnie Speed Logistics™ (2008 - present). The organization began with great leadership, which it continues to have to this day.

In addition, the Commission has been established appropriately as a program of the Greater Cleveland Partnership. This made a clear statement that the business community recognized the need for economic inclusion and made a commitment to improving board, senior management, workforce, and supplier diversity and inclusion. Leadership, coupled with business community commitment, has given the Commission on Economic Inclusion 10 years of staying power.

## The Next 10 Years

As the Commission embarks on the next 10 years, we must build on our momentum. Our goal is to achieve economic inclusion, not just inclusion. True economic inclusion allows individuals and organizations who are traditionally underrepresented to be engaged in a meaningful and impactful way. Inclusion without economics is nonsense; it must be coupled with impactful economics.

True economic inclusion requires legitimate opportunities for minorities to participate in this economy. We need an environment that supports minorities and minority-owned businesses in building capability and capacity. This needs to be coupled with receptive customers, business partners, and employers who create an environment in which minorities can fully plan, control, and execute. The ultimate goals are personal development, business profitability, growth, and sustainability.

The road to achieving true economic inclusion is filled with challenges that the Commission seeks to address for its members and for the minorities and minority-owned companies with whom our members do business. We will continue to create awareness, measure results, drive processes, and create programs. But more importantly, we will strive for impactful outcomes around board, senior management, workforce, and supplier diversity and inclusion.

Andrew Jackson  
Executive Director  
Commission on Economic Inclusion

# Commission Programs

The Commission on Economic Inclusion has a multifaceted approach to delivering services and achieving impact through initiatives that include:

## ACCESS TO CAPITAL

### **Facilitating financial options for minority businesses**

With the support of the business community and committed volunteers, the Commission has created a working capital fund to serve as an essential component of the MBE's toolkit for success and growth. This fund can be used as collateral to secure working capital lines of credit to support viable minority-owned businesses.

## BONDING PREP

### **Improving bonding capability of minority-owned businesses**

In collaboration with the Surety & Fidelity Association of America, the Commission launched this professional development course for minority business owners. The program improves the ability of MBEs to obtain a bond or increase their bond capacity.

## EMPLOYERS SURVEY ON DIVERSITY™

### **Measuring diversity and inclusion progress for Commission members**

The Employers Survey on Diversity™ is a confidential tool designed to help Commission members assess their commitment to diversity and inclusion. It allows companies to identify strengths and weaknesses that will be addressed in their diversity plans and identifies regional trends and changes affecting the workforce.

## DIVERSITY PROFESSIONALS GROUP

### **Providing tools and direction to Commission members' senior diversity managers**

The Diversity Professionals Group (DPG) is composed of senior-level diversity and HR staff from Commission member organizations, who are responsible for developing and implementing diversity management goals and initiatives within their organizations. The DPG offers quarterly forums for constructive problem-solving, the sharing of best practices, networking and participation in educational programs.

## MINORITY BUSINESS ACCELERATOR 2.5+

### **Connecting capable minority businesses with capacity to regional business opportunities**

The Minority Business Accelerator 2.5+ operates in a 16-county area of Northeast Ohio and provides financial, technical and consultative services to minority-owned businesses that have annual revenues of at least \$2.5 million. The goal is to double company size over a three-year period.



# Commission Staff



**Andrew Jackson**

*Senior Vice President, Greater Cleveland Partnership and Executive Director, Commission on Economic Inclusion*

**Brian Barnes**

*Assistant Minority Business Portfolio Manager  
Greater Cleveland Partnership*

**Deborah A. Bridwell**

*Senior Director, Inclusion Initiatives  
Greater Cleveland Partnership*

**Scott Harrington**

*Program Coordinator  
Greater Cleveland Partnership*

**Wyatt Brownlee III**

*Minority Business Portfolio Manager  
Greater Cleveland Partnership*

**Tinita Jones**

*Administrative Coordinator  
Greater Cleveland Partnership*

**Judith E. Malone**

*Director, Corporate Communications  
Greater Cleveland Partnership*

MINORITY BUSINESS ACCELERATOR 2.5+ CEO BRIEFING DIVERSITY PROFESSIONALS GROUP BEST IN CLASS BEST PRACTICES REGIONAL METRICS DIVERSITY SPEND BONDING PREP ACCESS TO CAPITAL EMPLOYERS SURVEY MINORITY BUSINESS ACCELERATOR 2.5+ CEO BRIEFING DIVERSITY PROFESSIONALS GROUP BEST IN CLASS BEST PRACTICES REGIONAL METRICS DIVERSITY SPEND BONDING PREP ACCESS TO CAPITAL EMPLOYERS SURVEY DIVERSITY PROFESSIONALS GROUP CEO BRIEFING EMPLOYERS SURVEY BEST PRACTICES REGIONAL METRICS DIVERSITY SPEND BONDING PREP ACCESS TO CAPITAL DIVERSITY PROFESSIONALS GROUP BEST IN CLASS REGIONAL METRICS EMPLOYERS SURVEY MINORITY BUSINESS ACCELERATOR 2.5+ CEO BRIEFING EMPLOYERS SURVEY REGIONAL METRICS DIVERSITY SPEND BONDING PREP ACCESS TO CAPITAL MINORITY BUSINESS ACCELERATOR 2.5+ CEO BRIEFING DIVERSITY PROFESSIONALS GROUP BEST IN CLASS BONDING PREP ACCESS TO CAPITAL EMPLOYERS SURVEY PROFESSIONALS GROUP BEST IN CLASS BEST PRACTICES EMPLOYERS SURVEY MINORITY BUSINESS ACCELERATOR 2.5+ REGIONAL METRICS DIVERSITY SPEND BONDING PREP ACCESS TO CAPITAL MINORITY BUSINESS ACCELERATOR 2.5+ CEO BRIEFING DIVERSITY PROFESSIONALS GROUP BEST IN CLASS BEST PRACTICES REGIONAL METRICS DIVERSITY SPEND BONDING PREP ACCESS TO CAPITAL PROFESSIONALS GROUP BEST IN CLASS BEST PRACTICES EMPLOYERS SURVEY MINORITY BUSINESS ACCELERATOR 2.5+ CEO BRIEFING DIVERSITY PROFESSIONALS GROUP BEST IN CLASS BEST PRACTICES REGIONAL METRICS DIVERSITY SPEND BONDING PREP ACCESS TO CAPITAL



A program of  
GREATER CLEVELAND  
partnership

P: 216.621.3300 F: 216.621.0831  
www.commission-inclusion.com

