





COMMISSION
on Economic Inclusion

“Jobs & Opportunities, Wealth & Titles”

The Commission on Economic Inclusion, a program of the Greater Cleveland Partnership (GCP), is a broad-based coalition of 100 Northeast Ohio employers who are committed to making the region’s diversity a source of economic strength. Our members are working to advance self-directed goals to build inclusive organizations with a focus on increasing board, senior staff, workforce and supplier diversity. Success in these areas is measured by an increase in “Jobs & Opportunities, Wealth & Titles” for minority professionals and among minority-owned businesses and their full participation in the building of a new regional economic development system.

2006 Leadership Team

Commission Co-Chairs

Christopher M. Connor
Chairman, President and Chief Executive Officer
The Sherwin-Williams Company

Brian E. Hall
Chairman and Chief Executive Officer
Industrial Inventory Solutions LLC

Investment and Growth Task Force Co-Chairs

Carole F. Hoover
President and Chief Executive Officer
HooverMilstein

Henry L. Meyer III
Chairman and Chief Executive Officer
KeyCorp

Supplier Diversity Task Force Co-Chairs

William E. MacDonald III
Vice Chair
National City Corporation

Stephanie McHenry
President, Cleveland Region
ShoreBank

Organizational Development Task Force Co-Chairs

Alan D. Rosskamm
Chairman, President and Chief Executive Officer
Jo-Ann Stores, Inc.

Steven A. Minter
Executive-in-Residence
Cleveland State University

At-large Members

Jose C. Feliciano
Partner
Baker & Hostetler LLP

Ronald B. Richard
President
The Cleveland Foundation

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

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

David W. Whitehead
Vice President & Corporate Secretary
FirstEnergy Corp.

Staff Leadership

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

Deborah A. Bridwell
Director, Inclusion Initiatives
Greater Cleveland Partnership

Judith E. Malone
Director, Corporate Communications
Greater Cleveland Partnership

Shana F. Marbury
General Counsel & Manager, Inclusion Initiatives
Greater Cleveland Partnership

May 2007

Dear Friends,

With so much current emphasis on improving the economic future for Cleveland and Northeast Ohio, the Commission on Economic Inclusion is accelerating efforts to ensure that regional economic development gains also are shared by minority professionals and entrepreneurs. We're pleased that our work is supported by a growing number of Northeast Ohio companies and organizations that represent a broad range of for-profit, nonprofit and government employers.

Over the past year, our membership increased from 87 organizations who participated in the 2005 *Employers Survey on Diversity* to 100 respondents who provided data for the 2006 report. Joining the Commission indicates a readiness to achieve progress in board, senior staff, workforce and supplier diversity. The Commission, in turn, is prepared to help our members set and reach measurable goals.

Through meetings with member CEOs this past year, we learned first-hand about the challenges they face as leaders who have committed their organizations to promoting diversity and inclusion. Supplier diversity emerged as a "hot topic." In response, the Commission partnered with SupplierGATEWAY, Inc., a Greater Cleveland minority-owned business, to introduce a web-based tool that facilitates tracking and reporting diversity spend and conducting matchmaking with diverse suppliers. To date, there have been two sales, and 13 negotiations are in process.

This is another positive indicator of the action Commission members are taking to build viable supplier diversity programs. As you will read in this annual report, there has been a significant increase, for the second consecutive year, in the number of member organizations who track and report diversity spend data and in the amount spent with minority suppliers. But this is only a beginning. In the coming months, we will implement a new model that will help us work more closely with our members to identify specific purchasing needs and connect them with minority-owned businesses who could serve as suppliers.

The work of the Commission continues to evolve, and we are grateful to our Leadership Team and task force volunteers whose input has been invaluable. We wish to acknowledge the contributions of two long-time members of our Leadership Team who stepped down at the end of 2006—Investment and Growth Task Force Co-Chair Carole Hoover and Supplier Diversity Task Force Co-Chair Bill MacDonald. Their dedication and service are greatly appreciated.

Sincerely,
Commission on Economic Inclusion Co-Chairs



Christopher M. Connor
Chairman, President and CEO
The Sherwin-Williams Company



Brian E. Hall
Chairman and CEO
Industrial Inventory Solutions LLC








Christopher M. Connor



Brian E. Hall

2006 Accomplishments

The Commission on Economic Inclusion works through three task forces—Investment and Growth, Organizational Development and Supplier Diversity—to advance its mission of making the region’s diversity a source of economic strength. In 2006, we focused on:

-  Developing new tools to help members achieve organizational diversity and inclusion goals
-  Collaborating to enhance interaction between majority and high-growth potential, minority-owned companies through “Boardroom-to-Boardroom” sessions
-  Identifying challenges to minority business growth
-  Growing Commission membership with an emphasis on large, private-sector employers and companies in the region outside Cuyahoga County
-  Utilizing the Internet to improve communication and the sharing of best practices among member organizations.

Economic Inclusion Supplier Diversity Portal

To facilitate the capturing and reporting of diversity-spend data, the Commission partnered with SupplierGATEWAY, Inc., a minority-owned Northeast Ohio company, to introduce the Economic Inclusion Supplier Diversity Portal, a new online tool to help businesses track and report diversity-spend data. The roll-out provided Commission members with a special opportunity to purchase access to the portal at a discounted price. The offer also included an online matchmaking module to help initiate and maintain contact with diverse suppliers at no charge. To date, marketing efforts have led to two sales, and 13 negotiations are in process.

Actionable Strategies sourcebook

To increase available “how-to” information, an Actionable Strategies sourcebook was distributed in July 2006 to each member organization’s CEO, senior human resources manager, and purchasing director as a complement to their individual scorecard that summarizes their data from the *Employers Survey on Diversity*. The sourcebook features detailed examples of best practices to increase diversity and inclusion on boards, among senior staff, within the workforce and in the supply chain. Descriptions of the approaches used by the Commission’s Best-in Class award winners also are included.

Boardroom to Boardroom

The Commission partnered with The Presidents’ Council, a group of chief executive officers from some of the largest African American owned-and-operated businesses in Ohio, to present two Boardroom-to-Boardroom sessions. These meetings are designed to help improve the knowledge base and infrastructure of minority businesses to position them for growth and investment. Executives from Dix & Eaton, Inc., and PricewaterhouseCoopers served as consultants to help the minority entrepreneur prepare for a discussion with majority CEOs about business challenges and opportunities. More than 15 majority-company leaders participated in each session. Boardroom-to-Boardroom is a nine-year-old initiative that facilitates quality interaction between successful minority entrepreneurs and local corporate leaders.


Identifying challenges to minority business growth


Research interviews conducted with several minority-company CEOs identified issues that impact their ability to grow their companies. They include: development of strategic partner relationships; challenges of the local economy; access to bonding; access to capital; and talent acquisition. One key outcome of these sessions was the formation of a planning committee to hold a conference in 2007 on helping minority-owned companies in the construction industry obtain bonding.

Member recruitment

During 2006, the Commission increased its overall membership to 100 organizations and expanded representation across Northeast Ohio. Sixteen new members were added during the year, four of which are based outside Cuyahoga County. This growth enables the Commission to increase its impact across the region. By county, the Commission's members are drawn from Cuyahoga (77), Summit (14), Lake (4), Lorain (3), and Portage (2).

Internet communications

 New Web pages on the Greater Cleveland Partnership Web site, launched in July 2006, provide a single source for current information on Commission members, leadership, membership benefits, events, as well as access to Commission publications. The pages also feature links to other economic inclusion resources in Northeast Ohio. With input from the Diversity Professionals Group, a members-only section was designed for an early 2007 launch. Information includes employers diversity survey assistance; best practices in organizational diversity and inclusion management; task force meeting schedules; and reference materials from past Diversity Professionals Group meetings.

 *The Commission Connection*, a quarterly e-newsletter was launched in August 2006 to inform members, stakeholders and partners in the economic development community of our progress to create "Jobs & Opportunities, Wealth & Titles" for minority-owned businesses and minority professionals. The newsletter also reports on important trends that are indicators of progress in achieving board, senior staff, workforce and supplier diversity locally, regionally and nationally.



A new executive director

Andrew Jackson joined the Commission as executive director and also was named as a senior vice president of the Greater Cleveland Partnership. Previously, he was a partner with Accenture, where he focused on transforming large-scale business and technology in the automotive and industrial equipment industries for clients including BP America, DaimlerChrysler, and Johnson Controls.

He has received wide recognition for his civic and professional accomplishments by *Kaleidoscope Magazine*, *Crain's Cleveland Business*, *Black Enterprise*, *Consulting Magazine*, the City of Cleveland, and others.

Commission Annual Meeting

Keynote speaker Luke Visconti, *DiversityInc* partner and co-founder.



Ronald B. Richard, president of The Cleveland Foundation (left), and Steven A. Minter, co-chair of the Commission's Organizational Development Task Force.



2006 Events

CEO Briefings

The Commission hosted two breakfast briefings on “Executive Leadership of Diversity Management Initiatives” for Commission-member CEOs and senior diversity and human resource professionals. The sessions focused on issues, successes, and challenges related to sustaining diversity management as an organizational priority. One key outcome was the recommendation that the Commission provide tools for its members to assist with measuring their diversity spend. To address this concern, the Commission, in partnership with SupplierGATEWAY, Inc., a Cleveland-area minority-owned business, introduced the Economic Inclusion Supplier Diversity Portal.

Commission Annual Meeting

DiversityInc magazine partner and co-founder Luke Visconti was the keynote speaker at the Commission's 2006 Annual Meeting. In his remarks, he noted that good customer service and a commitment to diversity have some things in common, since both are about building relationships and have a positive affect on a company's bottom line. Subsequently, the Commission began discussions with *DiversityInc* about coordinating data for Northeast Ohio companies that complete both the Commission's annual *Employers Survey on Diversity* and *DiversityInc's* annual Top 50 Companies for Diversity survey.



CEO Briefings

National City Corporation chairman and CEO David Daberko (left) and Terri Hamilton Brown, National City's senior vice president, corporate diversity (right), were among the attendees at the Commission's 2006 executive leadership briefings on diversity management.

CEO Briefing, Annual Meeting and Diversity Professionals Photos
by Tony Morrison



Diversity Professionals Group

The August 2006 Diversity Professionals Group meeting focused on strategic mentoring and the diverse employee. Panelists were (left to right): keynote speaker Michelle Fanroy, regional vice president, MENTTIUM Corporation; Carolyn Pizzuto, vice president, human resources, Kent State University; and Cheri Webb, senior vice president, human resources, Huntington National Bank.

Diversity Professionals Group

The Commission's Diversity Professionals Group is composed of senior-level diversity and human resources professionals who are responsible for developing and implementing diversity management goals and initiatives within their organizations. The group holds quarterly forums for constructive problem-solving, the sharing of best practices, networking and educational programs about diversity and inclusion issues. Meetings in 2006 were hosted by National City Corp., Summa Health System, the Cleveland Indians and American Greetings Corp.

Minority Recruitment Conference

Co-sponsored by the Commission, NASA Glenn Research Center and the Ohio Aerospace Institute, the conference provided strategies for Northeast Ohio employers to recruit and retain minority senior-level employees. The presentation included research findings on how electronic recruitment methods impact an organization's ability to identify and hire diverse employment candidates.

Minority Recruitment Conference

Conference presenters (left to right): Dr. Deborah Plummer, director, Office of Diversity, Cleveland Clinic; Dr. Woodrow Whitlow, Jr., director, NASA Glenn Research Center, and Steve Peterson, vice president, Global Talent Acquisition and Human Resource Functional Excellence, Eaton Corporation.



Minority Recruitment Conference Photo
by Marvin G. Smith, NASA Glenn Research Center

As a reference and guide to the Commission on Economic Inclusion's members and to the larger community, the Commission's annual *Employers Survey on Diversity* has provided contextual information on the status of economic diversity and inclusion efforts in our region for six 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 provide information that can be used to gain insights about the overall diversity management and inclusion practices of the Commission member organizations.

This 2006 preliminary survey analysis includes data from 95 employers who employ 187,511 individuals in Northeast Ohio and a total of 548,730 throughout their operations. Of this group, 60 percent are for-profit companies, 33 percent are nonprofit organizations, and seven percent are government institutions. The selected results below focus primarily on the year-to-year group—the 81 employers who participated in both years. Data comparing the aggregate 2005 participant group to the 2006 aggregate group also is noted.

Each Commission member organization will receive a full survey analysis report and an individual scorecard, which will allow the organization to benchmark effective practices. (Note: The final survey analysis, to be released in July 2007, will include 100 organizations in the aggregate group and 84 employers in the year-to-year group.)

2006 Employers Survey on Diversity

I. Board and Senior Staff Diversity

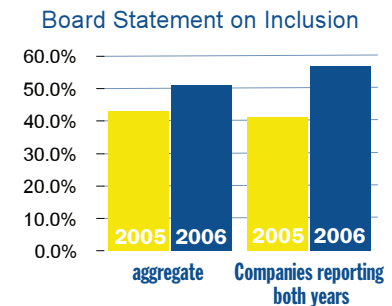
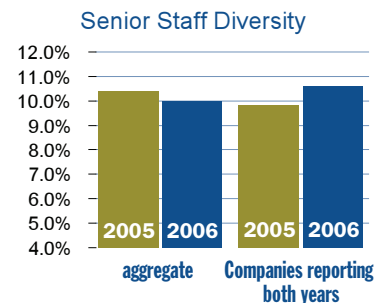
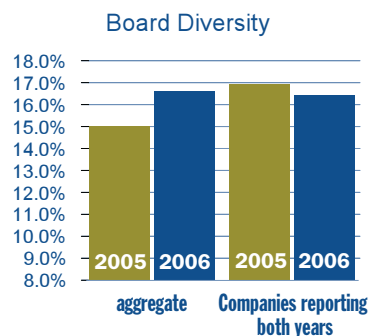
Comparisons of 2006 survey results to those in 2005 present a mixed picture of organizational leadership measures. The percentage of minority representation on boards for the aggregate survey group increased from 15 percent to 16.6 percent. In the year-to-year group, minority board representation declined from 16.9 percent in 2005 to 16.4 percent in 2006, due primarily to a decline in minorities on nonprofit/ government boards. Within the year-to-year group, for-profit incidence of minority members was 15 percent for both years. For nonprofit and government members, there was a decline from 17.5 percent in 2005 to 16.8 percent in 2006. The number of Commission members in the aggregate group with at least one minority board member increased from 58 in 2005 to 62 in 2006.

Minority representation on senior management for the aggregate group dropped from 10.4 percent to 10 percent. The year-to-year group experienced an increase in minority representation, from 9.8 percent to 10.6 percent, reflecting increases in senior staff diversity in both the for-profit and nonprofit/ government sectors. Among for-profit organizations, the increase was 6.4 percent to 6.5 percent, for the nonprofit/government sector, minority representation grew from 14.8 percent to 15.4 percent.

II. Diversity and Inclusion Policies and Practices

Instituting policies and practices is a critical step toward making meaningful change in workplace diversity and inclusion. Monitoring the incidence of such steps taken by the year-to-year comparison group of organizations enables us to assess true change. For this group, there was an increase in the number of organizations that include diversity management goals and objectives in their strategic plan, from 67 percent in 2005 to 72 percent in 2006 (46 to 50 organizations).

Similar improvement was noted among organizations whose board or governing committee has a written statement/policy on diversity and inclusion. For those organizations who reported both years, the number rose from 41 percent to 57 percent, an increase from 28 to 39 organizations. The number



of organizations holding managers accountable through performance appraisals and/or incentives for demonstrated success in managing diversity increased for the year-to-year group from 54 percent to 60 percent, representing a change from 38 to 42 organizations.

III. Supplier Diversity

All preliminary survey results related to this critical aspect of diversity and inclusion reflected positive change, with a mix of incremental and strong movement. For the year-to-year group, there was a significant increase between 2005 and 2006 in the percentage of survey participants who track diversity spend, from 54 percent to 64 percent (from 39 to 48 employers). For the aggregate group, this number grew from 54 percent to 60 percent (from 45 organizations to 53 organizations).

An extremely encouraging 2006 survey result was the increase in the number of organizations that reported their diversity-spend data on the regional and/or national level. Forty-seven employers provided this information on this year's survey compared to 41 organizations in 2005. This 14 percent increase follows an 86 percent increase from 2004 to 2005. Between 2004 and 2006, the number of members reporting this information has grown from 22 to 47 (an increase of 114 percent).

The regional diversity spend reported by the 23 employers in the year-to-year group declined from \$131 million in 2005 to \$124 million in 2006. The 28 organizations in the 2005 aggregate group spent \$132.3 million with minority suppliers in the region; in the 2006 aggregate group, 35 employers reported \$450 million spent with Northeast Ohio minority suppliers.

The total diversity spend by the 34 organizations in the year-to-year group was \$1.78 billion in 2005 increasing to \$1.93 billion in 2006. In the aggregate group, the total 2005 diversity spend, with 41 employers reporting, was \$1.84 billion, and the 2006 reported total was \$2.16 billion spent by 47 organizations. (Note: The totals in both years include a \$1 billion national diversity spend by one Commission member.)

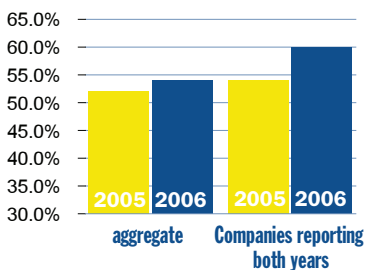
Conclusion

Overall, the most promising results of the preliminary survey analysis are the continued increases in the reporting and tracking of diversity-spend figures, as well as the overall increase in diversity spend by Commission members. In addition, continued growth in Commission membership and survey participation adds strength to our regional efforts and validity to our measurements. Levels of minority representation at the senior levels of organizations and on boards were relatively flat for the second year. Interventions in these areas are being developed during 2007 to mirror those undertaken, with some success, in supplier diversity in 2006.

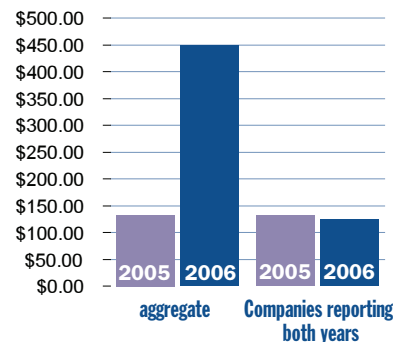
Introducing our Best in Class

Substantiated by quantitative results from the 2006 *Employers Survey on Diversity* and documented policies and procedures that impacted those results, the following member organizations, recognized on Pages 8-15, have been named "best in class" for board, senior staff, workforce and supplier diversity. For the first time, two winners—for profit and nonprofit/government—were selected in each category.

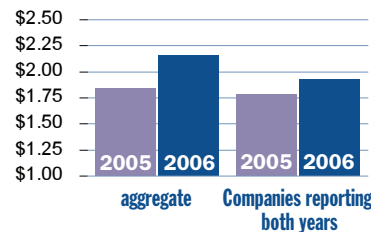
Managers Accountable through Performance Appraisals



Regional Supplier Diversity Spend (in millions)



Total Diversity Spend (in billions)





BOARD DIVERSITY FOR PROFIT

"ShoreBank has demonstrated that a bank can harness the mechanisms of capitalism for a social purpose. This is what drives us in our commitment to those who are often discriminated against. It is only with a board make-up that reflects that of our customers that we can determine and deliver the best financial products for their needs."



*Stephanie McHenry, president,
Cleveland region, ShoreBank*

ShoreBank was founded by two African Americans, a white woman and a white man during the height of the Civil Rights movement. By providing African Americans and other minorities with access to credit, the bank created opportunities that catalyzed the transformation of underserved urban neighborhoods into desirable places to live. Diversity is at the core of the bank's foundation and is an inherent value within its culture. In 2006, minorities represented 36 percent of ShoreBank's Board of Directors. The average for for-profit respondents to the Commission's 2006 *Employers Survey on Diversity* was 15 percent. Effective strategies include:

- 1 To ensure a diverse board, the Nominating Committee reaches out to community leaders and personal networks to recruit directors, with an emphasis upon creating a strong board that represents its customers, priority communities, which have traditionally been African American, and shareholders.
- 2 Between 2005 and the present, ShoreBank's holding company, ShoreBank Corporation, has spent over \$150,000 on diversity training for all directors and employees.
- 3 The board actively reviews the diversity of the staff. At least twice a year, the board receives a report showing the current racial and gender composition of the employee base by job grade level, with a comparison to previous years.
- 4 Diversity is also exemplified in ShoreBank's Cleveland Advisory Board, of which 44 percent of the seats are filled by minorities. Of ShoreBank's entire senior management, 64 percent of officers and 63 percent of executives are minorities.
- 5 ShoreBank also strives for diversity in its board leadership positions. Minorities chair both the Board of Directors and the Cleveland Advisory Board.

2006 BEST IN CLASS

Forty-six percent of Kaiser Permanente's board directors are minority individuals. The average minority board percentage for the Commission's nonprofit and government membership was 17 percent. Reaching this level of diversity requires a concerted effort and the strategies by which it is achieved have a positive impact at the organization's regional level as well. Employee policies, recruitment strategies, and Web site communications all reflect the value of diversity as it relates to member service and culturally competent patient care. Effective strategies include:

- 1 The board ties diversity goals to the overall strategic plan for Kaiser Permanente through the National Diversity Agenda, which contains the cornerstones of quality care, membership growth, and workforce – each of which are central components of the strategic plan.
- 2 The board's policy on diversity is mirrored by a similar policy for employees. The board's Principles of Responsibility (POR), Board of Directors Code of Ethics, contains key guidance for directors and addresses "workforce diversity" and "member and patient diversity."
- 3 Search firms are explicitly informed not only of the need for diversity among the candidate pool, but at times, specifically of the requirement that the opening be filled by diverse candidates only.
- 4 Two standing board committees support diversity issues. The Quality and Health Improvement committee supports initiatives that aim to improve cultural competency and linguistic programs. The Community Benefit Committee approves grants and donations that support research and education initiatives focused on diversity issues. This committee also presents annual community service awards related to diversity and inclusion.



BOARD DIVERSITY NONPROFIT/GOVERNMENT



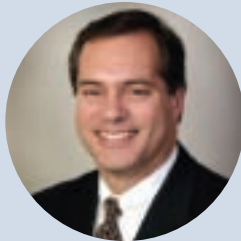
Kaiser Permanente believes in the power of diversity. We are committed, at all levels of the organization, to fostering an inclusive environment in which unique talents, perspectives, and needs are understood and valued. Embracing diversity in meaningful ways allows us to better serve our members, celebrate our differences, and be a true partner in creating healthier communities."

*Patricia Kennedy-Scott, regional president,
Kaiser Foundation Health Plan of Ohio*



SENIOR STAFF DIVERSITY FOR PROFIT

"Incorporating diversity is seen as an investment in the community and the company's future. I, along with Fifth Third's executive management team, am committed to the further development of our diversity programs."



*Todd Clossin, president and CEO,
Fifth Third Bank, Northeastern Ohio*

Fifth Third Bank, Northeastern Ohio actively works at modeling internally the diversity which it desires in its customer, supplier, and partner bases. This modeling starts at the top of the organization where 30 percent of its senior staff are minority individuals. These individuals lead line, community, and finance functions. This high percentage compares to a 6.5 percent average for the Commission's for-profit member organizations. Fifth Third Bank understands the value and positive economic development results it can facilitate through its hiring practices as well as its lending practices. Seeing minority individuals as senior managers sends a powerful positive message to current and prospective employees. Incorporating diversity is seen as an investment in the community and the company's future. Effective strategies include:

- ④ The affiliate president is measured and evaluated on his ability to diversify senior management within the affiliate. All diversity initiatives are reviewed against plan on a quarterly basis. The affiliate president makes quarterly reports on these results to the board. Diversity is focused on as part of the succession management process. Development activities and feedback are explicit components of the performance evaluations of the managers and the employees being groomed for succession.
- ④ Diversity is incorporated into the talent review process to identify high-performing/high-potential minorities in the organization. Career interests and the skills and experiences needed to progress are discussed as well as how these individuals will acquire these skills and experiences. Mentors also are discussed along with building relationships with key internal and external contacts. Quarterly meetings are held between human resources and senior managers in which employees to be considered for promotion are identified. The end product is an action plan for the individual that is reflected in their overall development plan. These discussions also include attention to high-performing minority employees at risk to leave the bank, so that preventative action can be taken.
- ④ Senior management identifies and addresses obstacles and barriers to diversity. 5/3 developed a Business Resource Group, an affinity group for minority employees. The advisory board is made up of minority senior managers and the director of human resources. The Operating Committee is made up of individuals representing all lines of business and staff functions. Their mission is to identify barriers to organizational diversity and to co-develop plans with senior managers to address these barriers.
- ④ The senior diversity officer reports directly to the affiliate president, serves as the chairman of the Affiliate Business Resource Group, and oversees the bank's Akron market operations.

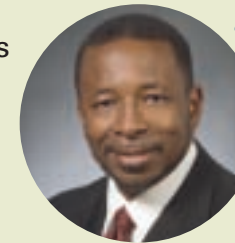
2006 BEST IN CLASS

The mission of the NASA John H. Glenn Research Center at Lewis Field is to work as a diverse team in partnership with government, industry, and academia to develop critical spaceflight systems and technologies to advance exploration of space, while maintaining leadership in aviation propulsion research. The Center pursues this mission led by a diverse senior staff of 23 professionals, 48 percent of whom are minority individuals. This percentage compares to 15 percent for the Commission's nonprofit/government members. These minority individuals hold senior positions in both the technical and administrative areas of the organization. Effective strategies include:

- Senior managers are directly involved in employee recruitment. They make recruitment visits across the country to sites that include minority universities and diversity events.
- For the past 13 years, the Center has hosted an annual Historically Black College and University/and Other Minority University Research Conference. Students and professors are invited to participate, and a career fair for students is held concurrently.
- Senior staff are visible in their support of diversity and inclusion. The Center celebrates diversity events, and the event's welcome always includes senior staff participation and involvement by the Center Director.
- The Center has a Diversity Management Council that is chaired by the Center's associate director. Each organization at the Center (branch, division, and directorate staff levels) has a bi-monthly diversity dialogue and provides input to the Center's diversity management officer. The Center recognizes managers and employees for their accomplishments, and the Glenn Research Center Diversity Leadership Award is included in the annual Honors & Awards Program.
- Senior management identifies obstacles and implements recommended strategies on diversity through a coordinated, three-pronged approach: (1) an Equal Opportunity and Diversity management plan; (2) the Diversity and Equal Opportunity Office; and (3) the Diversity Council.
- NASA Glenn's senior diversity officer reports directly to the Center director. As a member of the Director's Leadership Team, she is responsible for engaging all lines of business at the Center in embracing diversity as a part of their organizational culture.



SENIOR STAFF DIVERSITY NONPROFIT/GOVERNMENT



"NASA Glenn's leadership team actively supports diversity in all that we do, from recruiting new scientists and engineers for research and project management, to providing opportunities for leadership development, promotions, and awards. As a science and engineering organization committed to diversity, we have created an effective and diverse senior leadership team. Together, we reflect our workforce, our partners, and the nation we serve."

*Dr. Woodrow Whitlow, Jr., director,
NASA John H. Glenn Research Center
at Lewis Field*







WORKFORCE DIVERSITY FOR PROFIT

"This has been an exciting year of change for Time Warner Cable. The integration of all cable systems into one Northeast Ohio operation could not have been accomplished without a motivated team of diverse, talented associates, sensitive to the needs and desires of our wide-ranging customer base. The collaboration of these multi-talented individuals will drive future innovation, as we introduce the next generation of telecommunication services."



*Stephen R. Fry, president,
Time Warner Cable of Northeast Ohio*

Time Warner Cable (TWC) of Northeast Ohio is committed to diversity in its workforce, its supply chain and in its community involvement. The company brings this commitment to life through its public face on its Web site and through its employment policies and practices. More than 31 percent of Time Warner Cable's Northeast Ohio employee population is comprised of minority individuals compared to the 23.5 percent average for the Commission's overall membership. Nineteen percent of the company's officials and managers are minority individuals compared to 12 percent for the overall for-profit membership. Effective strategies include:

-  TWC of Northeast Ohio established its diversity council two years ago in tandem with all divisions across the company. All divisional councils, cross-functional groups of employees, convene in a joint meeting five times a year to review advances, best practices and forecasts in diversity and inclusion. Based on this information, each council identifies how it can impact these specific happenings at the divisional level and then implements these actions at home.
-  Performance evaluations and expectations for diversity are applied to all employees at the supervisory level or higher. Bonuses are based in part on these results.
-  The company incorporates the use of nontraditional sources of applicants and candidates at the divisional level in Northeast Ohio and takes steps to foster close active relationships with these sources.
-  Outcome data is tracked on recruitment activities, including those at minority colleges, job fairs, and through minority publications. In 2006, 12 percent of the total population hired at job fairs were minority individuals.
-  A diversity audit is conducted every six months by the divisional human resource department. Results are evaluated against business plan goals and objectives and shared with managers.

2006 BEST IN CLASS

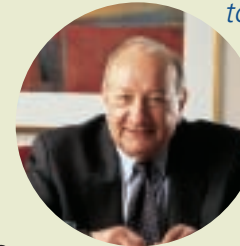
Cleveland State University values a diverse workforce. After winning the Commission on Economic Inclusion's Workforce Diversity Best-in-Class award for 2005, Cleveland State continued to build its diverse workforce in 2006 with 29 percent of its workforce composed of minorities. The workforce diversity average reported by the aggregate respondents to the Commission's 2006 *Employers Survey on Diversity* was 23.5 percent. Effective strategies include:

- The President's Advisory Council on Equal Access and Opportunity (PACEAO) is Cleveland State's diversity council composed of 17 members, four of whom are ex-officio representing administrative units of the university. The charge of PACEAO is to provide recommendations and feedback to the Director of Affirmative Action concerning issues related to equal access, accommodations, and opportunity.
- Faculty and staff affinity groups at Cleveland State include: Black Faculty and Staff Organization; Chinese/Asian Faculty and Staff Association; and the Organization of Faculty and Staff from the Indian Subcontinent.
- The Affirmative Action Office is engaged in continual review of the workforce composition, underutilization and fairness of the search process at all levels of the organization. The office also meets with administrators to review the workforce diversity in their areas. Where underutilization is determined to exist, goals and opportunities are explored. Progress toward goals is reviewed periodically.
- At its diversity conference, the Office of Diversity and Multicultural Affairs recognizes departments and individuals for their outstanding contributions to multicultural excellence.
- Academic departments use discipline-specific minority listservs to increase the diversity of the applicant pool, contact colleagues to identify and encourage applicants, and/or participate in professional/scientific conference placement activities and career fairs.
- The Office of the Vice President of Student Affairs and Institutional Diversity monitors and analyzes diversity-related data including institutional research, Book of Trends, special analysis of patterns and trends, affirmative action data, and reports the state of diversity at the University annually to the president and to the Board of Trustees. At the institutional level, the President's Commission on the Conduct of Searches assesses the hiring process to strengthen diverse workforce outcomes.



WORKFORCE DIVERSITY NONPROFIT/GOVERNMENT

"Our strength lies in our diversity and our tolerance of differing viewpoints, opinions and cultures."



*Dr. Michael Schwartz,
president,
Cleveland State University*

2006 BEST IN CLASS









SUPPLIER DIVERSITY FOR PROFIT

"Eaton is committed to the growth and development of minority-owned businesses. We believe that our corporation and our communities benefit from providing equal opportunities for all business enterprises to compete for Eaton business. Our suppliers are our business partners, and it is important that these partnerships reflect the communities where we live, work and serve."



*Alexander M. Cutler, chairman and CEO,
Eaton Corporation*

Supplier diversity is a priority for Eaton Corporation. In order to achieve its supplier diversity goals, Eaton welcomes employees and suppliers that exhibit a passion for excellence, a can-do attitude and a continuing thirst for knowledge. Securing these committed employees and suppliers has resulted in Eaton's 2006 national spend of \$186 million with minority suppliers and \$18 million with minority suppliers in Northeast Ohio.

-  Eaton Corporation holds an Annual Supplier Diversity Conference to connect capable companies with senior leadership at Eaton to identify strategic suppliers who can support its global manufacturing strategy and build sustainable relationships. The total spend with 2006 conference attendees grew 35 percent by the end of the year.
-  During the Supplier Diversity Conference, the supply chain function at Eaton awards three Peak of Excellence awards to an Eaton business operation, functional department and an Eaton supplier that have demonstrated "Best in Class" support of Eaton's supplier diversity initiatives and have made a continual commitment to the program.
-  Eaton has sponsored a Six Sigma Training Development Program for the past five years as part of its supplier diversity efforts. Over this time, the program has certified 75 minority business entrepreneurs in Six Sigma processes. Five of these companies attest that through the application of the Six Sigma principles, they were successful in avoiding business closure. The program is delivered by local minority-owned business, ATS Training & Consulting.
-  Through participation with several regional minority purchasing councils, Eaton offers scholarships to executive MBE training programs for owners of diverse firms.
-  Eaton utilizes several methods to stay connected to its minority-owned supply base and provide a mechanism for feedback including: visiting Eaton's top minority-owned suppliers at least once each year and leading a Cleveland-area Partners First business module comprised of local corporations and minority-owned businesses.
-  To monitor its suppliers' commitment to diversity, Eaton requires its major suppliers, through contractual arrangements, to purchase from minority-owned businesses. In cases where contractual arrangements exist, Eaton's suppliers report expenditures to the supplier diversity area on a monthly basis. Eaton currently requests Tier II reporting from its top 30 suppliers.

2006 BEST IN CLASS

Cleveland Clinic has a vested interest in the economic well-being of Cleveland because it is the community the hospital serves. Cleveland Clinic's commitment to supplier diversity is based on a strategic premise of increasing and aiding economic growth in Cleveland and the greater Cleveland region. In 2006, Cleveland Clinic spent \$93 million nationally with minority suppliers and \$81 million dollars with minority suppliers in Northeast Ohio. Effective strategies include:

- Annually, two to three minority businesses are selected for targeted projects in the Division of Construction and Facilities, to help increase the MBEs' capacity and scope. The MBEs are monitored and given feedback to enhance relationship building. In 2006, two out of the three contractors in the mentoring program successfully completed the projects that provided them with the experience and capacity necessary to bid on larger projects.
- Cleveland Clinic hosts two to three Minority Vendor Meet & Greets throughout the year, each with an attendance of 20-25 businesses. Vendors are selected from: applications submitted through the website; contacts made to the Office of Diversity; and based on upcoming procurement opportunities by category.
- Cleveland Clinic Supply Chain uses the CVMDQ (Comprehensive Vendor Management DiversityQuest) sourcing tool to identify current minority and women owned suppliers.
- Category managers in Supply Chain Management offer feedback and coaching to minority owned businesses as part of the potential bidding process. Managers also conduct interviews on "How to do Business with Cleveland Clinic," which includes the bidding process, at local minority vendor events.
- Senior leaders on the Cleveland Clinic Supplier Diversity Committee meet on a monthly basis with Tier 1 suppliers/general contractors to monitor supplier diversity efforts and measure targeted goals. Cleveland Clinic Tier 1 vendors must meet or exceed established target diversity goals.
- Vendor Purchase Agreements for Supply Chain Management include the following: "Vendor recognizes that Cleveland Clinic supports Minority Business Enterprises ("MBE") and will support opportunities, as they become available either through direct relationships through Vendor or indirect partnerships fostered between Vendor and MBE."



SUPPLIER DIVERSITY NONPROFIT/GOVERNMENT



"We are honored that our efforts to enhance supplier diversity have been recognized. Through a variety of new and innovative programs, we are working concertedly to increase the number of minority, female and small businesses with whom we do business, furthering Cleveland Clinic's commitment to the economic well-being of Cleveland."

*Delos M. "Toby" Cosgrove, M.D.,
CEO and president,
Cleveland Clinic*

2006 Member Organizations

Akron Children's Hospital	Fifth Third Bank, Northeastern Ohio	Notre Dame College
Akron General Health System	FirstEnergy Corp.	Olympic Steel, Inc.
The Fred W. Albrecht Grocery Company	Forest City Enterprises, Inc.	Ozanne Construction Co., Inc.
American Greetings Corporation	Frantz Ward LLP	Parker Hannifin Corporation
AmTrust Bank	GE Consumer & Industrial	Plain Dealer Publishing Company
Applied Industrial Technologies, Inc.	Goodyear Tire and Rubber Co.	The Progressive Group of Insurance Companies*
Baker & Hostetler LLP*	Great Lakes Science Center	Roadway Express
Baldwin-Wallace College	Greater Cleveland Partnership	Rock and Roll Hall of Fame and Museum, Inc.
Barnes Distribution	Greater Cleveland Regional Transit Authority	The Sherwin-Williams Company
Benesch, Friedlander, Coplan and Aronoff, LLP	Hahn Loeser + Parks LLP	ShoreBank, Cleveland Region
Calfee, Halter & Griswold LLP	Henkel Consumer Adhesives, Inc.	Spero-Smith Investment Advisors, Inc.
Carter Exterminating Company	Hiram College	Squire, Sanders & Dempsey L.L.P.
Case Western Reserve University	Huntington National Bank	State Industrial Products Corporation
Cavaliers Operating Company, LLC	Industrial Transport, Inc.	STERIS Corporation
City of Cleveland	InfoCision Management Company	Summa Health System
Cleveland Browns Football Company*	Invacare Corporation	Things Remembered, Inc.
Cleveland Clinic	Jo-Ann Stores, Inc.	Thompson Hine LLP
The Cleveland Foundation	John Carroll University	Time Warner Cable of Northeast Ohio
Cleveland Indians Baseball Club	Jones Day	Turner Construction Company
Cleveland Municipal School District	Kaiser Permanente	U. S. Bank
Cleveland Orchestra	Kent State University	University Hospitals Health System/The Sisters of Charity of St. Augustine Health System Cuyahoga, Inc.
The Cleveland Play House*	KeyCorp	Ulmer & Berne LLP
Cleveland Public Library	Lake Hospital System	United Church of Christ
Cleveland State University	Lakeland Community College	United Way of Greater Cleveland
Cuyahoga Community College	The Little Tikes Company	University Circle Incorporated
Cuyahoga County Board of Commissioners	The Lubrizol Corporation	University Hospitals of Cleveland
Cuyahoga County Public Library	Marcus Thomas LLC	WEWS NewsChannel 5
Developers Diversified Realty Corporation	Medical Mutual of Ohio	WVIZ/PBS and 90.3 WCPN ideastream
Diebold, Incorporated	The MetroHealth System	YRC Regional Transportation
The Diversity Center of Northeast Ohio, Inc.	Myers Industries, Inc.*	YWCA of Greater Cleveland
Dix & Eaton, Inc.	NASA John H. Glenn Research Center at Lewis Field	
Eaton Corporation	National City Corporation	
EMH Regional Healthcare System	New Era Builders, Inc.	
Ernst & Young LLP	Nordson Corporation	
Federal Reserve Bank of Cleveland	Northeast Ohio Regional Sewer District	

*Participants in Greater Cleveland *Employers Survey on Diversity* only

Looking Ahead

The Commission on Economic Inclusion is poised to take a leadership role in providing strategies and tools that support the creation of “Jobs & Opportunities, Wealth & Titles” for Northeast Ohio’s minority communities. Looking ahead, we will concentrate on creating win-win value propositions for our constituent groups, which include Minority Business Enterprises (MBEs), private-sector companies, and public and nonprofit entities.

All constituents need to be ready to do business with each other. To facilitate this preparation, we will continue to assist Northeast Ohio employers with becoming more diverse in board composition, leadership and staffing mix, and purchasing. This will ensure that they are ready to do business with, and are willing to provide opportunities for, minorities. We also will help MBEs to be ready to capitalize on these opportunities, by assisting with growth planning, technical development, access to capital, access to bonding, and other challenges.

Our three task forces will continue to be responsible for driving our efforts and delivering results.

Investment and Growth

Focus: Growing and developing MBEs by:

- Assisting in growth and development planning
- Providing access to development tools and resources
- Supporting a “one-stop” process for city, county, state, federal and private sector certification
- Facilitating access to bonding
- Facilitating access to capital

Organizational Development

Focus: Improving diversity among employers in the private, public and nonprofit sectors by:

- Promoting diversity awareness
- Advocating metrics and measures around diversity
- Supporting recruiting efforts for increasing staff diversity
- Supporting search efforts for increasing board diversity

Supplier Diversity

Focus: Connecting MBEs with private, public and nonprofit entities to develop win-win business relationships by:

- Understanding and aggregating the diversity-spend opportunities available for MBEs
- Assisting in educating large-scale companies about effective supplier diversity programs
- Assisting MBEs in building relationships with potential customers

The Commission on Economic Inclusion is a program of the Greater Cleveland Partnership (GCP), the primary voice for businesses in Greater Cleveland. The GCP seeks to create jobs and improve the economic vitality of the region. Through the Commission, the GCP is working to enhance wealth creation in minority communities by facilitating the growth of promising minority-owned businesses through access to capital and other key resources.

GREATER CLEVELAND
partnership





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