



INTRODUCTION

Few cities, whether they are in America or across the globe, can match Chicago's diverse tapestry of people. Fewer still can point to so much success leveraging this diversity within the business community.

This is the third edition of Chicago United's Business Leaders of Color publication. Within these pages, you will find a selection of the individuals that have helped Chicago become known as one of the world's premier cities for inclusion.

As you look through the forty-five profiles included here, you will see people who are eminently qualified to lead business units and companies, sit on *and chair* corporate boards, energize organizations and communities, and help lift up the next generation of leaders. Each person is impressive in his or her own right. Each one has unique capabilities. Each lends a unique perspective and voice to their organizations, boards and communities. In short, each profile serves as both an example and an inspiration.

As a collection, these leaders are a microcosm of the limitless value that diversity and inclusion brings to Chicago's business community.

What can you do?

You can widen your recruiting net and training strategies to include a more diverse range of people. You can increase the overall perspective and value of your corporate boards by including a more diverse range of individuals, such as the people featured in these pages. You can return the support you receive from your local communities by hiring from the incredible talent that is most assuredly present there.

In addition, you can help Chicago United in its mission by supporting their efforts and nominating candidates for the next issue of Chicago United's Business Leaders of Color.

Chicago has many reasons to be proud. What follows are forty-five of them.

Sincerely,

Michael W. Lewis

Executive Vice President, Harris Community Banking, Harris N.A.

Chairman, Chicago United Board of Directors



LETTER FROM THE PRESIDENT

Members of Chicago United are often praised for publishing *Business Leaders of Color* as a high quality publication presenting a sample of multiracial and multicultural talent resident in the Chicago region. Yet the true significance of it is so much more; it serves to represent the values of Chicago United as an organization.

Chicago United strives to move beyond the basics of workforce and supplier diversity to build an inclusive business environment. The individual Business Leaders of Color symbolize the significant benefits that await us as we strive to fully embrace inclusion. By supporting inclusion, we support Chicago as a great global business center and as a great place for each of us to work and live.

In these pages we meet senior executives and entrepreneurs who are clearly successful as individuals. However, to view their success in a vacuum would be a disservice. Each has added measurable value to their corporate enterprise. Each has served to lift others as they have ascended in leadership. Each, while achieving personal success, has contributed to the cultural, civic and educational life of our region. In this way, they are the embodiment of the mission of Chicago United.

I would be remiss if I didn't address the pleasure and pain in the "back story" of the *Business Leaders of Color*. Many have asked me if there are sufficient candidates to continue to produce the publication. In fact, there is so much talent, the selection process becomes more difficult with each issue. The call for nominations is open and the selection process is rigorous. There are no less than 52 individual members of Chicago United who guide the process through nomination, ranking, and final selection. We are indeed pleased to present the individuals profiled in the publication, and pained that we could not present more who, by all standards, are equally worthy of recognition.

I would like to thank all of the Business Leaders of Color from 2003, 2005, and 2007 for sharing their stories with us. While we cannot feature all of the very worthy nominees, we owe them equally for contributing to the rich tapestry of our city. I would like to express a special thanks to Roxanne Ward for chairing the BLC Committee and to Teresa Sarna, who as project director, ensured each individual was presented with the utmost respect.

Finally, a thank you to the members of Chicago United for providing the commitment and resources to make this important publication possible.

Sincerely,

Gloria Castillo



EXHIBITING LEADERSHIP

THE BUSINESS LEADERS OF COLOR publication was conceived through fierce discussion that has become a trademark of Chicago United.

In 2001, Chicago United launched the *Corporate Diversity Profile* survey. The study, which occurs on a bi-annual basis, was the first national survey of its kind to measure racial diversity specifically in leadership ranks, on corporate boards and in executive level management of large corporations. It serves as a benchmark for corporations to measure their progress in this area.

When examined from a leadership perspective in regards to corporate governance and corporate executives, the study continually finds corporations visibly lacking in racial diversity in senior management.

After the first study was conducted, Chicago United viewed the results as an opportunity to understand resistance to greater board diversity. The debate uncovered a widespread call for the need to identify diverse talent for the Fortune 100, 500, and 1000. Chicago United's leadership took action to create a highly visible publication that demonstrates the level of diverse talent available in Chicago.

While all members engaged in the dialog, two leaders stand out as having extraordinary vision for the project. They are **John W. Rogers, Jr.**, chairman & chief executive officer, Ariel Capital Management, LLC and **Tim Schwertfeger**, then chairman and chief executive officer, current non-executive chairman, Nuveen Investments.

John took the lead, lending credibility to the concept, and reached into his networks to rally support around identifying talent. Because John was already a sitting board director with several corporations, he chose not to pursue his own nomination.



"Diversity is an overarching business imperative and in the best interest of all shareholders. When diversity spans all levels of an organization – from junior staff, to middle management, to executive management, to board members – corporations are better equipped to anticipate and meet customer needs while demonstrating their commitment to the broader community. When a diverse group of people are considered as corporate directors and executives, the very best talent surfaces and the best corporate outcomes result. The Business Leaders of Color publication is a valuable tool for identifying that diverse leadership talent in Chicago. And this is more important than ever before since so little progress has been made over the past decade." – John W. Rogers, Jr.

Tim, as the Chicago United board chairman, supported the development of the publication. True to his passion, he recruited one of the honorees to the Nuveen board.

"The Business Leaders of Color publication is evidence of Chicago United's commitment to identify, cultivate and connect today's diverse business leaders with tomorrow's. The featured leaders represent a sample of the rich talent pool in our region. They should be invited to play an even greater, more visible role in our business and civic leadership circles." – Tim Schwertfeger



As we move forward, we see the *Business Leaders of Color* publication used often as a reference. But most importantly it serves as inspiration, as was envisioned by the Chicago United thought leaders. The publication is a resource for those seeking to increase inclusion of diverse candidates in their boardrooms and business networks.

Chicago United is committed to showcasing diverse talent through our publications, our Race and Business Forums, and during the Changing Color of Leadership Conference.



MISSION/VISION

CHICAGO UNITED is an advocacy organization that enriches the economic fabric of our region by building sustainable diversity in business leadership.

Chicago United is a corporate member organization whose active participants are the most senior level officers of each enterprise. Corporate CEOs work together with minority enterprise CEOs to explore key issues in the business environment that enhance the value of diversity and inclusion in their own organizations and generate a positive impact on the local social and financial structures in which their businesses operate and thrive. As the thought leaders that develop the advocacy positions and programs of Chicago United, our members focus on sustaining diversity in the business community to improve the economic infrastructure of the Chicago Metropolitan Area.

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Chicago United recognizes the following members who were instrumental in selecting and presenting the 2007 Business Leaders of Color. We are extremely grateful for their leadership:

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Roxanne M. Ward

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Marquis Miller

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We have tremendous appreciation for the members of Chicago United and the Chicago business community who provided nominations of exceptional individuals for recognition in this publication.

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Anthony (Tony) Anderson

Vice Chair and Midwest Managing Partner, Ernst & Young LLP

“Inclusiveness is important. As leaders, we have to get it right.”



Anthony “Tony” Anderson returned to Chicago in July 2006 as Ernst & Young’s vice chair and midwest managing partner, overseeing nearly 3,500 employees. He is among the highest-ranking African American professionals at a “Big 4” accounting firm in the United States.

He points out, however, the lack of other African Americans among the upper echelons. “When it was the Big 6, there were four black partners in Chicago. Now, ten years later, we only yielded two more. How can that be? What is happening here?”

Anderson believes there are two important reasons why organizations and their leaders should embrace the business case for being more inclusive. “First, inclusiveness – of everyone – not just other ethnicities, brings diversity of thought. Second, organizations increase their ability to provide quality services and compete in the marketplace when their teams look like their clients and customers.”

In leading the Midwest region, he has made inclusiveness a strategic priority for Ernst & Young. “If you can’t get the inclusiveness thing right, you won’t be able to win,” says Anderson.

Anderson’s leadership style is straightforward: “Hire the best leaders and give them room to operate and the authority to execute. Holding people accountable for their actions achieves stronger results.”

In addition, he promotes open discourse. “Asking probing questions and providing real-time constructive feedback will lead to better decisions and a more successful team.” In fact, he judges leaders by how well they can “...ensure conversations are the right conversations. Their ability to do this tells me a lot about their leadership skills.”

Anderson actively works to develop individuals outside of his firm, via his involvement in organizations such as the National Association

of Black Accountants (NABA) and one-on-one mentoring. “I enjoy participating in people’s success, especially when I hired them and, later, can confidently submit them for partnership.”

- On the Board of Directors of The Chicago 2016 Bid Committee, Chicago Urban League, Lyric Opera of Chicago, and The Field Museum
- Ernst & Young, along with law firm Mayer, Brown, sponsors the Perspectives-Calumet Charter School
- Received the Torrance Chamber of Commerce/Greater Los Angeles African American Chamber of Commerce 2007 Corporate Leadership Award and the NABA National Achievement in Public Accounting Award
- Attended Chicago State University, working 30-40 hours each week as a stock boy at A&P to pay the tuition
- Born in Phoenix, Illinois

Adrienne Banks Pitts

Partner, Sidley Austin LLP

“If my presence inspires other young African-American women to stay the course in a law firm and to seek partnership, that’s success for me.”

There are more than 4,000 partners within Chicago’s largest law firms. Approximately 15% of these are women and less than 1%, about 25 in total, are African-American women.

Adrienne Banks Pitts, who recently joined Sidley Austin LLP as an equity partner, is one of them. She is also the firm’s only African-American female partner in its Chicago office.

She believes strongly in the power of ‘ask.’

“If you do not ask for opportunities that may or may not have been presented, you’re not developing any specific expertise. I always asked, even when people of color weren’t doing that or they were not planning to put me on a particular matter. And when I asked, I usually got it. Now, if someone says, go find a trial lawyer with these experiences, I stand out.”

Her expertise is in federal cases involving antitrust, securities, patent and copyright infringement, tax fraud, and health care fraud. This led her to defending former Illinois Governor George H. Ryan in his seven-month federal corruption trial.

Following Pitts’ career, you find four other key elements: a willingness to work long hours, an ability to excel in both diverse and homogenous environments, taking leadership roles on important committees, and giving back to the community.

She also provides tactical advice for law firms that want to help minority associates become partners. “In the legal realm, success generally means cultivating and maintaining client relationships. Partners and management have a responsibility to provide minorities with these opportunities, allowing us to test our possibilities for success as it’s defined by that organization.”

- Bachelor of Arts in Economics from the University of Pennsylvania; a J.D., with honors, from Boston University School of Law
- Recently elected to the Board of Directors of The Chicago Urban League
- Vice Chairperson, Board of Directors for Lawndale Educational and Regional Network (L.E.A.R.N.) Charter School in North Lawndale
- Member, Board of Directors for Chicago Committee on Minorities in Large Law Firms



Robert D. Blackwell, Sr.

Chief Executive Officer, Blackwell Consulting Services

“The global thrust in the marketplace means there are going to be lots of different people speaking different languages and looking very different.”



In 1966, Robert “Bob” Blackwell joined International Business Machines (IBM) as a systems engineer, designing applications for government institutions, hospitals, and universities. Five years later he left to become the Assistant CIO for the State of Kansas. He rejoined IBM after two years, and twenty years later, left to form Blackwell Consulting Services.

Headquartered in Chicago, and with offices in Bloomington, Miami, Cincinnati and Washington DC, the company provides life-cycle management and information technology consulting to the Global 1000 and middle market enterprises across various industries. With more than 300 professionals, Blackwell is the largest minority-owned management and information technology organization in the Midwest.

He believes that diversity is critical but that businesses also need to be clear-eyed about what they are trying to accomplish. “Their first order of business is to stay in business. For many companies this means giving their investors a good return, or the investors will stop investing.”

If it seems like an either/or proposition, Blackwell Consulting is a case study of how businesses can attract and develop diverse talent, while remaining focused on the bottom line. According to Blackwell, it starts with involving local talent and a realistic approach to mentoring. “Larger firms often have a more structured approach, including sending people off to get MBA’s. Smaller organizations don’t have this economic ability, but can stretch people with a lot of responsibility early on.”

Their successful development efforts also include an understanding of diversity’s value. “Anyone who looks at it from a business point of view knows that without inclusion, especially in the IT business, you’re not going to be successful. “Then, according to Blackwell, the onus is on the employees themselves. “Young people can’t just think locally. They have to be tolerant of other cultures and willing to be uncomfortable with people that you don’t understand or know very well. It’s a whole new environment.”

- National director of the BDPA (Black Data Processing Associates), “Advancing Careers from the Classroom to the Boardroom”
- Board member to the Chicago Council on Foreign Relations; co-chair of the Durban (Africa) Sister Cities Committee; and on the Black Creativity Council
- His firm was the first minority-owned company to sponsor Chicago’s Black Creativity Council’s Technology Innovation in the Arts event; also provides financial and ‘in kind’ support to the Museum of Science and Industry’s KidsTech Expo and the Neighborhood Writing Alliance Foundation

James S. Cabrera

President and Chief Executive Officer, United Building Maintenance, Inc.

“The bottom line grows by doing the right thing.”

James Cabrera started United Building Maintenance in 1979 as a small carpet cleaning company. Since then, Cabrera has led its growth to become the largest Hispanic owned and operated facility maintenance company in the Midwest, with more than 1,000 employees servicing over 350 facilities.

Cabrera has been adamant that any expansion includes hiring from within the community where any new account is located, as well as including that area in the company's and his own extensive philanthropic efforts. These initiatives include job mentoring and business opportunity programs for minorities and scholarships for disadvantaged students.

The recognitions have flooded in. To name three: Illinois Hispanic Chamber of commerce Business of the Year in 2006, DiversityBusiness.Com Top Minority Business in 2005, and 2006 Supplier of the

Year National Minority Supplier Developer Council.

Instead of pointing to the company's community-based practices as a charitable endeavor, Cabrera believes it's a key to his company's success. “A long time ago I realized that if I was going to build a business of some size, I needed to hire the best people we could find.”

The company places a great emphasis on quality. This comes, in part, from Cabrera's experience at Western Electric, but also from a recognition that in order to excel, you need “...a quality program that assures top notch service, but also emphasizes getting the job done.”

He also appreciates that quality programs are not just corporate-level efforts. “The talent in the trenches are the people managing my quality.”

By hiring from local communities, Cabrera seems

to have found a solution that is elusive to other businesses. He gets better talent and improved quality. Plus, his staff tends to remain in that same area, even after receiving promotions. This is beneficial to the local community. It also seems to be beneficial to United Building Maintenance.

- On the Board of Directors of the Illinois Hispanic Chamber of Commerce
- Joined Western Electric in 1969 and was promoted to section leader in under four years
- Provides personal mentoring for at least two minority businesses per year
- Received undergraduate business training from Morton Junior College in Cicero; attended Northwestern Kellogg School of Management's NMSDC Advanced Management Executive Education Program



Phil Cabrera

Treasurer - International, McDonald's Corporation

“Act in a reputable way. Stand up for your beliefs. And if you don’t like what you see somewhere, either speak up or move on.”



At McDonald's, Phil Cabrera's areas of responsibility include Capital Markets, Corporate Cash Management, and Global Funding for the corporation. He joined in August 1994 as Director, Latin America Finance.

Before that, he worked for Continental Bank as Managing Director for the Latin America unit in Chicago, handling commercial and investment banking operations in Argentina, Brazil, Chile, Mexico and Venezuela. Prior to Continental, he held management positions at First Chicago in Brazil and at Harris Trust and Savings Bank.

“I managed to work for great institutions utilizing my expertise in international and specifically Latin American finance. I think I left a good mark at each place.”

While Cabrera's resume includes a long list of successful business deals, he emphasizes the reasons for these

successes. “I can name transactions, but it's more that I've worked in all these institutions, been exposed to many volatile environments, made friends and left on good terms.”

As a 'global citizen,' Cabrera has business experience in more than 80 countries. “Globalization is here to stay. People need to be represented and heard. And they have a lot to contribute.”

Most important to Cabrera is integrity, honesty and sticking to your beliefs.

“Basically, I admire a straight shooter that stands up for what they believe in and doesn't waffle at the latest poll. Corporate cultures are really, really important.”

As treasurer for one of the world's largest and most respected corporations, Cabrera advises that

companies take the long-view on social responsibility.

“Obviously you do business to make money, but it's about balance. If board members and companies do the right thing, it may not be the most profitable in the short-run, but in the long-run, it translates into profits.”

- Active on the Saints Peter and Paul School's Development Board in Naperville; lends his skills to leveraging the four funds the Archdiocese of Joliet established to support the school
- Earned a B.A. Degree in Business Administration from Bradley University and a Masters in International Management from the American Graduate School of International Management (Thunderbird)
- Born in Havana, Cuba
- Speaks Spanish and Portuguese

Luz Canino-Baker

Managing Director for Programs & Marketing, Hispanic Alliance for Career Enhancement (HACE)

“It’s all possible. I’m not saying that it’s easy. But you will accomplish the goals you want in life, if you don’t introduce obstacles and simply charge ahead.”

During her 28 year career culminating as a senior business analyst at JPMorgan Chase, Canino-Baker worked with many of the firm’s Fortune 100 clients, as well as leading companies from China, Mexico, and Spain.

She appreciates that her success was due, in large part, to her willingness to learn about her clients’ cultures and not just their business models. “I think the fact that I am a Latina helps me understand there are certain cultural aspects that are important to different groups. I really needed to understand these, I felt, in order to develop the best possible business relationship.”

Canino-Baker believes the ability to embrace diversity will become more and more important to business with each passing day, especially in the United States. “Minority groups are our largest growing populations. Future employees are going to be increasingly diverse, meaning that future business success depends on not only including diversity in the workplace, but including them in the positions of authority and leadership.”

Now in a position to leverage and share lessons learned throughout her career, Canino-Baker joined Hispanic Alliance for Career Enhancement (HACE) in February of 2007. HACE is a leading national non-profit organization dedicated to building Latino careers through leadership and career development of Latino students. HACE also promotes the acquisition of this talent by leading corporations, the government and other institutional employers.

For others, moving from a for-profit financial organization to a not-for-profit human resources organization would be a significant change, but Canino-Baker has been helping others develop professionally since her teens. “I was involved in our high school’s drop out program, counseling others to remain in school. I also helped grammar school students learn to read. Ever since then, people started coming to me, having me review their resume and for encouragement.”

- Raised three children as a single mom, while working full time and completing both her undergraduate degree and MBA from the University of Chicago Graduate School of Business
- Developed “Investing in Your Future” which taught JPMorgan Chase employees the basics of investing with a special segment for women
- Created a vendor management program, which was later used as a model for the bank’s program
- Served as board chair of JPMorgan Chase’s Latino employee network



Judith Carre Sutfin

Former Executive Vice President Finance - Business Decision Support, LaSalle Bank N.A.

“We need to actively reward managers that develop diverse teams.”

In her role supporting all business units spanning the front and back office locally and globally, Carre Sutfin's decisions affected a revenue base of \$5.3 billion, an expense base of \$3.4 billion, a loan portfolio of \$100 billion, and a customer deposit base of \$57 billion. When she started at LaSalle in 1984, the bank had less than \$1 billion in assets.

She started as a management trainee, became CFO of a Services Company that included both Bank Operations and Information Technology and, when promoted to CFO of the Commercial, Consumer and Trust Lines of Business, became the fourth female EVP in the bank's history.

Her ability to develop what she calls “a portable skill set” helped her transition seamlessly from the back office to the front office.

“Many businesses are evolving in terms of competition or changing customer needs. Some

are even changing how they make money.” What she learned, and advises, is that leaders need to develop a wide range of capabilities.

Her portable skills include IT and Consumer experience, as well as a fact-based approach to decision making and the ability to help business units – utilizing business case discipline and peer group comparisons – define and measure the specific value they provide to an organization.

She believes skill portability is important, but also stresses adaptability. “Teams need to continuously improve. To be the best, they must question what's being done today while looking towards the future.”

When it comes diverse hiring, she is a strong proponent of her friend's ‘Wall Principle.’ This takes some explaining:

“Whenever there is a wall, people want to be on the good side. Diverse and inclusive companies are the ones the best people want to get into, that is, the good side of the wall. Because of this, they'll win in the marketplace.”

Carre Sutfin's career at LaSalle was cut short by the bank's recent acquisition. She is unsurprisingly positive, “Every career change is an opportunity.”

- B.S. in Finance from University of Illinois at Chicago; MBA from the University of Chicago
- Mother of “three active and thriving children”
- Believes we're the sum total of the people that we've encountered in our life's journey
- Both of her parents were born in Mexico



Warrick L. Carter, Ph.D.

President, Columbia College Chicago

“I realized that somebody was going to be making decisions about my career. I decided it may as well be me.”



With more than 11,500 students and an endowment approaching \$200 million, Columbia is the nation's largest arts and media college. The college employs over 2,500 people, attracts more than 300,000 patrons and visitors each year, and is the South Loop's largest landowner.

President Warrick Carter, has garnered awards for his musicianship and his academic ability, yet his greatest skill could very well be his ability to discern the future needs of his constituents.

He calls this 'listening to the customer', which to some might sound out of place in an academic setting. He led the establishment of an office of multi-cultural affairs, implemented an aggressive minority recruitment program, increased minority representation on the board, and added more than 600 scholarships for economically disadvantaged students.

He has helped Columbia stay on the cutting edge of course offerings and emerging technologies, “We're a global institution, so we prepare kids for the global workplace. Clearly we have to be aware of all the things that are going on.”

Columbia's film program is an example of their global reach and success. Students have recently won short film awards from the Cannes Film Festival. “There's a new film festival in Hong Kong. There's Sundance. So wherever it's happening, we have to be there.”

Carter's approach has paid huge dividends to the college in measurable ways: Enrollment has increased by 35 percent, the graduation rate has doubled, and the first year retention rates increased by 20 percent. His experiences at Disney and sitting on the other side of the board table helps him appreciate the importance of combining vision with quantitative goals. “I'm running a \$140

billion operation annually with a board that holds me accountable for specifics. We have a surplus from operating annually and we've grown our endowment through prudent investment and judicious use of our funds.”

- Serves on numerous boards, including The International House of Blues Foundation, the Jikei Group (Osaka, Japan), the Illinois Chamber of Commerce and the New Orleans Center for the Arts
- Two time recipient of the National Black Music Caucus Achievement Award
- Has created commissioned works for the Chicago Symphony Orchestra and Chicago Chamber Orchestra
- Has played with the Boston Pop Jazz Quartet and performed at the International Jazz Festival in Montreaux, Switzerland

Wheeler Coleman

Corporate Vice President, Information Technology Group Program Management Office, Heath Care Service Corporation

“You can’t aspire to be what you can’t see.”

Health Care Service Corporation (HCSC) operates through its Blue Cross and Blue Shield divisions in Illinois, New Mexico, Oklahoma, and Texas, and several subsidiaries. Eleven million members rely on them for health insurance and every single penny of their premiums and claims, more than \$36 billion goes through applications within Wheeler Coleman’s group.

“Our projects have a profound impact on whether or not their benefits are being paid in a timely manner; whether or not they and their doctors are getting timely information.”

The scope is far more than payments to and from individuals. His group is responsible for maintaining the IT infrastructure for the Corporation’s investments, payroll and confidential data. For this reason, he has zero tolerance for a lack of integrity. “The

message is quite clear to the 130 plus individuals that work for me. We’ve got to produce high quality. We’ve got to be above board. If you can’t uphold those standards then we don’t want you as part of the team.”

He doesn’t think this is too much to ask of a staffer or even an entire organization. “To sustain greatness and to be successful, you’ve got to have high integrity or you won’t last long.”

Coleman was born in the projects on the South side of Chicago. “I grew up on the low end of the economy and worked my way up to the point I’m at today. I’ve seen a lot of things by which I’ve been personally touched. These life experiences allow me to bring additional value to the table.”

As a volunteer baseball coach and admitted sports

analogy user, Coleman cautions that business networks are only as strong as their weakest players. “We’ve got to invest in the infrastructure and the pipeline to make sure that future employees have the right tools and skill sets to allow Chicago to become the global city that we aspire to be.”

- Chairs the HCSC STARS committee, which recognizes the contributions high-performers bring to the organization; sponsored several teams of interns from Cristo Rey High School
- Believes diversity efforts cannot just be “window dressing” but need to “provide meaningful positions where they can add value to the bottom line”
- 2006 Fellow of Leadership Greater Chicago
- Volunteer coach and manager for the Southside Little League and Upper Deck Cougars traveling team



Michael F. DeSantiago

President, Primera Engineers, Ltd.

“Every organization has a responsibility to develop leaders for a very selfish reason: survival.”



Michael DeSantiago uses the word ‘quality’ more than anyone else you might meet. He believes it’s a differentiator both for his firm and other minority businesses.

“We invested the first six months at Primera in writing a quality plan. The decision to focus on that at the beginning, rather than on anything else, helped us get to where we are today.” He advises minority firms to raise the bar in order to compete with non-minority firms. “You can’t just do it well, you have to do it better. That’s why we started with the quality plan.”

This explains his focus on measurable quality, as well as the importance he places on his firm’s recent ISO certification. “We are one of very few engineering firms in the country, let alone Chicago, to receive our ISO certification. We’re just so proud of this.”

Primera provides professional design and man-

agement services for building systems and power generation, infrastructure design, and construction services. Under DeSantiago’s leadership, Primera developed the prototype design for the Chicago Public Schools’ Five-Year Capital Improvement Program, which has since been implemented in more than thirty new schools.

“We take just about any opportunity that helps the students of Chicago, particularly minority students. It’s the right thing to do because minorities are so underrepresented in our field.”

DeSantiago worked closely with Daley College to develop an innovative certificate program, which reveals his greater vision. “The program develops the talent and capabilities of these paraprofessionals to support our engineers, as opposed to shipping work offshore.”

With his vision comes exceptional judgment and

direct experience helping organizations and boards get in front of the growing focus on sustainability.

“Better corporations are committed to having smaller carbon footprints and greener buildings. My technical background and work in the green engineering world helps me make effective contributions here.”

- On the Board of Logan Square Boys & Girls Club and Brookfield Zoo (also governing member)
- Actively involved with ACE Mentor of Illinois and Madero Middle School Mentoring Program
- Holds a BS in Mechanical Engineering from University of Illinois at Chicago
- His first job was as a paperboy and his work ethic was apparent even then, “Remember the great snowstorm we had in the sixties; I delivered papers on that day, and may have been the only paperboy who made his route”

Lena Dobbs-Johnson

President, Advocate Bethany Hospital

“I think ethical integrity is very, very critical. The ability to discern actions and strategies that are not ethical and to call those out is a great responsibility.”



For Lena Dobbs-Johnson, “stretch assignments” were her greatest teachers and career boosters. She would seek out projects in areas she knew nothing about, and, after mastering those, ask for more.

“I was able to learn and get results, which was pivotal in helping in my development as a leader, as well as pinning me as somebody with potential.”

Now, as President of Advocate Bethany Hospital, she takes it upon herself to present others with the same opportunities. “I put together a developmental program that includes education, experiential learning, mentoring and coaching.” She does this to help develop the next generation of leaders for Bethany, but also for a more direct reason. “It is my obligation. I just hope that all leaders would do something like this to develop future leaders, especially those who are minorities.”

Another obligation for Dobbs-Johnson is maintaining public trust. Again, she leads by example. As she was rising up into management, she encountered an unethical physician. Doctors have a great deal of power at hospitals, so Dobbs-Johnson knew that taking action might lead to her own dismissal. She didn’t waver. “You have to do the right thing regardless of the consequences.”

She brings this commitment to integrity to her board and other corporate roles. She also brings business acumen, fiduciary oversight - which she says helps her “spot changes or troubles before they occur,” a diverse background, and an ability to forge strong relationships with stakeholders.

This last attribute, she believes, is a key component to long-term success. “When the going was tough at Bethany, the relationships I had developed in the community were critical because those people came to the organization’s aide and were able to speak on our behalf. I will continue to cherish and develop stakeholder relationships wherever I go.”

- President of Advocate Bethany Hospital for more than 10 years
- Member of the Board of Directors of the American Cancer Society’s Community Board and Roosevelt University College of Arts and Science Advisory Board
- Under Dobbs-Johnson’s leadership, Bethany Hospital cultivated a Congregational Health program, partnering with local churches to identify health needs and ensure access to services and treatments
- Began her career as a registered nurse

Dr. Karen Eng

President, Cybernet System Management, Inc. (CSMI)

“Show them what you’ve got. Step up to the plate and deliver.”

You’d expect an eye doctor to value focus. You might not expect an eye doctor to head a specialized engineering consulting firm with ties to many Fortune 500 companies.

It was her emphasis on focus that helped Dr. Karen Eng lead Cybernet System Management (CSMI) to such success.

When her father gave her the reins, she was determined to show that the company was not only a supplier but could have an impact on even the largest businesses.

Her belief in commitment was critical here. “Do what you say you are going to do. That’s been a model for my business.” This has led to many ‘Supplier of the Year’ nominations and awards, but has also positioned Eng and her company as a leader among MBEs.

“CSMI is active in utilizing minority suppliers, as well as working with companies that support supplier diversity.” This includes creating networking events, both formal and informal, to share best practices, develop relationships, and work directly with leaders to develop their own business.

When you sit down with her, she will hold you to your promises. “We grow on their business ideas. Then I’m really good at follow up. I’ll tell them, if this is what you want to do, in six weeks I’ll give you a call and see how far you came.”

She also believes that the best leaders provide their staff with opportunities to excel.

“My favorite is when new people have the potential to really sky-rocket. We let them get their hands dirty and that knowledge makes them sharper. Their interaction with clients evolves. It’s one of the most phenomenal things to watch.”

The company gains from this, too. “They become respectful of the opportunity, which builds loyalty. It actually builds better character.”

Eng also committed to obtaining ISO 9001 certification for her company and is just as committed to retaining it. CSMI has been an ISO 9001 registered firm since 1997.

- Board member of the Chicago Minority Business Development Council
- Board Member of SKK Optometric Physicians
- Eng’s business education comes from “Books I checked out of the library”
- She believes that small-business owners provide the best free counsel available



Leana Flowers

Executive Vice President and Director of Retail & Human Resource Strategies, ShoreBank

“I recommend that a young person identify someone they think is successful, with whom they can relate, feel vulnerable, and talk freely. And seek them out as a mentor.”



In a world where most executives only make incremental, experience-based moves, Leana Flowers stands out as a risk taker.

She leads the management of Human Resource and Retail Strategies for ShoreBank, the nation's first and leading community development and environmental bank. Her responsibilities put her in touch with virtually every customer and every employee, making her a critical component of the company's overall performance. In fact, more than one third of ShoreBank's entire work force reports to her.

“When I came to ShoreBank, I took a job to create the human resources department, but I knew nothing about HR.” Her next move, taking on the retail division, proved to be a similar triumph of confidence over experience. “I had no specific expertise, but I knew I could deliver results.”

Leana was placed in these leadership positions in 2004, and since then the bank's triple-bottom-line performance has been on a rapid upward trajectory. The years 2005 and 2006 were the bank's best years ever.

Flowers does not believe experience is the critical element to success. “I learned that you don't have to know everything, but you do have to hire the right people. You need to galvanize people around an idea and be a change agent.”

As Chair of the Chicago-based Muntu Dance Theatre for nearly 12 years, Leana has led the board in overseeing the policies, programs, and procedures of one of the most artistically-accomplished and stable dance companies in the city.

Her efforts helped immensely in the successful capital campaign for the organization's new \$15 million home. “The use of art and culture is key in

training young people to be disciplined and how to get back up when they fall down. These lessons of life are so critical and working among children gives me so much joy.”

- Serves as vice president and a charter member of the Bronzeville Area Residents and Commerce Council (BARCC)
- Received the “Women Changing Our World” Award from Alpha Kappa Alpha Educational Foundation
- Recipient of the “Women to Women: Making a Difference” Award from the Illinois Office of the Treasurer
- Flowers and ShoreBank's Human Resources group launched the bank's first ever International Learning Program, which helps the institution share best practices with emerging markets, such as Kenya and Uganda; the initiative has been honored with a Right Workplace Award from the Chicagoland Chamber of Commerce

Sarah Nava Garvey

Vice President, Corporate Relations, Boeing

“We are a lot more the same than we are different. Finding that special aspect about the person you’re dealing with, in terms of their background or culture, can create really strong relationships. This transcends business and even politics.”

Sarah Garvey leads Boeing’s state and local government relation teams. She sets the group’s strategy and direction, while serving as liaison to government, civic and community leaders from China to India, from Europe to Latin America. In her position at one of the world’s largest and most respected manufacturing companies, reported to be the United States’ largest exporter, she has learned a great deal about working with people from other cultures.

While she appreciates that companies and countries are far more intertwined economically than ever before, she also appreciates that money is rarely the driving force in an international relationship. “You have to be very open to other cultures. Not just doing it the ‘American’ way. When negotiating something or having a business meeting, you really need to embrace and understand the culture on the other side of the table or the other side of the ocean.” The word she uses is ‘compassion.’ “You

can’t just turn off your social or cultural background when you go into a business meeting.”

She sees a need for greater cultural understanding on the home front, as well. “We are a country of immigrants. We cannot deny we are part of a global environment and we cannot be isolationists. We can no longer be in our own little world in the United States. Understanding this is the biggest challenge for people who have not had the opportunities to deal with other cultures.”

Garvey’s negotiating skills were built throughout her career which spanned domestic and international responsibilities. She previously served as the director of tax for Boeing where she was responsible for the domestic tax position of the company. Before joining Boeing, Garvey held management positions at Nalco Chemical Company and Navistar. Prior to that, she spent 18 years in public accounting, the majority of that time as

the first female partner at Deloitte in Chicago. In all of these positions, she led tax and accounting functions related to business transactions with a focus on international taxation and mergers and acquisitions. When she looks around Chicago, she is pleased. “Embracing diversity is what our city is all about. We’re a perfect example; we’re a microcosm of global business.”

- Member of the Executive Board of Sister Cities International of Chicago; the Board of the U. S. Mexico Chamber of Commerce (president of the Midwest region); the Board of Scholarship Chicago (vice president and secretary)
- Vice Chair of The Civic Federation Board of Directors, a non-partisan government research organization working to maximize the quality and cost-effectiveness of government services in the Chicago region



Chester A. Gougis

Managing Partner, Cognitive Capital Partners

“If your company can’t embrace a larger pool of talent, then it’s working at a disadvantage to one that’s able to look beyond some of those surface characteristics.”

“As a person of color, you sometimes get reactions that could put you in a box. You realize that’s how people react to a different accent, color, or appearance. When you’ve been looked at that way, it makes you more sensitive.” This is how Chester Gougis explains his ability to focus, specifically, on a person’s abilities over any outward attributes.

“As organizations get larger, more complex, and more global, people are the most important assets. You really have to earn their respect. You gain that respect by showing that you can perform.”

Early in his career, Gougis gave up the opportunity for a more mainstream path at Harris Bank to join a 40-person firm called Duff & Phelps. This was a leap of faith due to the firm’s size and also because, in Gougis’ words, “I was the only person of color in the whole place.” However, he was more concerned about his age. “Some guys were

considerably older and had more experience, but everyone was supportive.”

A couple years later, he was asked to head the firm’s valuations business. “When I took over the unit 20 years ago, it was a \$3.5 million business with about 20 people. Early in 2007, when Gougis left to head Cognitive Capital Partners, the unit was at \$300 million with over 600 people.

He believes his success was due to his overall experience. “To build a business, you have to understand all the pieces of it, not just the finance piece, not just the operations piece, and not just the people piece. You really need that broad scope.”

He provides an example: “I’m on the board for one of my portfolio companies that does manufacturing. I spent a lot of time and effort really understanding the nuts and bolts of the business. I felt I’d better be knowledgeable about every aspect of the business

so I can give them an opinion that matters.”

He also believes a peer perspective helps. “Management likes talking to someone that has had the same burden of decision making. Someone who can take all the issues and constituencies into account.”

- Affiliated with the following boards: The Chicago Symphony Orchestra (Chairman of the Nominating Committee), Ravinia Festival, the Night Ministry (Immediate Past Chairman), and WTTW Channel 11
- Spearheaded an effort at The Chicago Symphony Orchestra to define diversity in social and economic terms, as well as the more typical gender and racial definitions
- Graduated magna cum laude from Harvard with a B.S. in Economics; earned an MBA in Finance and Accounting, with Honors, from the University of Chicago



Marguerite H. Griffin

Senior Vice President, National Director of Philanthropic Services, The Northern Trust Company

“I want to make sure we’re analyzing the situation from all different sides, so when we move forward we’re making a decision that is comprehensive.”

Marguerite Griffin didn’t just create her own career path at The Northern Trust Company, she created her own job.

“I decided I wanted help individuals develop philanthropic plans that become a legacy for themselves, their families, the next generation, and society in general,” explains Griffin. As there was no such position at Northern Trust, she gained the support of her colleagues and the senior management to create it.

It helped that Griffin had a great deal of experience in transfer planning, both at Northern Trust and in previous positions. It also helped that clients were looking for this service and that the bank had this capability already, albeit under utilized. But, perhaps, it helped even more that Griffin understands, at a very basic level, the term ‘socially responsible.’

“It means we are making certain our endeavors to create economic value do not leave a culture or a people any worse off. As the world gets smaller, we need to remain aware of just how interconnected we are.”

Griffin does far more than advise the bank’s clients on how to generate positive, long-term impacts; she makes a difference herself by serving on numerous boards and being active in many community organizations. These include being chairperson of the African-American Legacy Initiative, Board of Advisors; board member of the Donors Forum of Chicago; and national board member of Little Brothers, Friends of the Elderly.

As an attorney, she has been trained to be a critical thinker. But, according to Griffin, nothing substitutes for working on both the front lines and in the boardroom. “Sometimes at the grass roots level, you are so involved that you’re not thinking as resourcefully as possible. Sometimes in the boardroom, you are focusing on the bottom line and not on the people.” Griffin uses her unique experiences to bridge this gap.

- Member of the Chicago Symphony Orchestra Board of Trustees; Planned Giving Advisory Council; Education, Community Relations and Diversity Committee; and Community Advisory Council
- Member of the Chicago Bar Association; Chicago Estate Planning Council; Chicago Council on Planned Giving; Art Institute of Chicago Planned Giving Council and Leadership Advisory Council; WTTW/WFMT Planned Giving Advisory Council; The Ravinia Festival Planned Giving Advisory Council; and IMPACT Art and Business Council.
- B.A. degree from Washington University in St. Louis, majoring in French and International Development; J.D. degree from Northwestern University of Law



David A. Gupta

President, SD-I (System Development Integration)

“Business leaders of color are actually business leaders of cultures.”



David Gupta joined Environmental Systems Design, his father's engineering company, at fourteen. He returned after college and, drawing on his technology experience, launched their computer systems division. In 1996, he split off to form a systems integration business, which has grown from 17 employees and \$250K in revenue to 110 people and more than \$25M in revenue.

Gupta has built something special. The firm is 40% minority and 30% women. “We have team members drawing from seven countries, with nine different languages spoken.” He believes this diversity is one his firm's greatest assets. “If you cannot embrace a diverse model, you are not prepared to embrace a diverse world. We are entering international markets as a firm that is international in thought and diverse in nature.”

Gupta analyzes the growing global economy and calls it “phenomenally positive.” He explains, “We don't have a problem with unemployment here, especially not in the technical sector. By having emerging countries take on more technology assignments, we can fulfill the market demand without skyrocketing costs.”

Taking a further macro view, he underlines the global value. “You want a democracy, like India, to be successful, stable, and move toward a capitalistic sort of mentality, because you don't want to have to intervene with them if something goes wrong. Better to trade with them than aid them. It's a huge opportunity to sell more of our goods.”

The foundation of business, Gupta believes, is not about money. “More than anything else, what I found of the people in my company is that they want a sense of purpose. As a systems integrator that focuses primarily on homeland security solutions and public safety, our company's mission is to ensure the safety and security of the people that work within this city. Being able to explain to their family what they're working on; they're proud of it. If you can provide that, you'll get them a lot more motivated than a lot of other factors, including money.”

- Founding Member of Mayor Daley's Council of Technology Advisors
- Member of the President's Council at the Museum of Science and Industry
- Member of the Board of Trustees of the Chicago Historical Society
- Board of Regents member at the Mercy Home for Boys and Girls

Darrel Hackett

Senior Vice President, Acquisition Integration Office, Harris

“What is important at the board level is understanding how to marry a high level strategy to the practical realities of how it impacts the people on the front line.”

Imagine yourself at a conference table with the leaders of a Fortune 500 company. “When you are in a situation where you have to convince Fortune 500 executive teams, that have considerably more experience than you, know way more about their own company than you and often times have more gray hair than you do, to take a particular strategy, it takes more than the facts; it takes trust, inspiration and confidence.”

Hackett believes his management consulting experience allowed him the opportunity to grow leadership skills. “Because a leader doesn’t always have the ability to directly manage, you have to be able to impact the way that others think and perceive.”

According to Hackett, though, there is more to the equation. “Always have a point of view and

be comfortable sharing it. Sometimes you have to say the things that nobody wants to hear.” As a leader of color, he sees a greater responsibility. “We, especially, need to share our insights or else we aren’t doing our part to help the corporation move forward.”

Much of this confidence comes from his experience advising boards where he has had a chance to both develop the high level strategies and then execute them, proving they made as much sense on the street level as they did around the conference room table.

Before he was a management consultant, Hackett was an engineer. Now he is accountable for the overall profit and loss performance of one of Harris bank’s largest and most diverse regions.

While his career path makes sense to him, he appreciates that others might not see the logic.

Again, he turns this into an object lesson. “You need to be open and adaptable in your career. Changes happen. While you don’t want your changes to be random, they should be expected.”

- On the Board of Directors for the Black Ensemble Theater; serves on the Oversight and Finance Committee
- Bachelor of Science (Cum Laude) in Mechanical Engineering from the University of Tennessee, Knoxville
- 2007 Leadership Greater Chicago Fellow
- Prior to moving to Chicago, Darrel was an active supporter and participant in the “I Have A Dream” initiative of East Palo Alto, California
- A Six Sigma Green Belt
- Born on Clark Airbase in the Philippines



Avis LaVelle

Partner, LaVelle Cousin Issues Management LLC

“Business knows no borders, and that’s a good thing.”



LaVelle Cousin Issues Management, LLC specializes in public affairs and advocacy, media relations, community outreach and crisis management. They represent clients in numerous industries, inside and outside the United States, at municipal, state and federal levels.

LaVelle, herself, has been part of Chicago’s fabric for many years. She was a radio and television reporter, press secretary to Mayor Richard M. Daley, held senior level executive positions at private sector entities such as Waste Management and University of Chicago Hospitals, and also served seven years on the Chicago Schools Reform Board of Trustees, five as vice president. LaVelle was national press secretary for the 1992 Clinton/Gore campaign at the Little Rock headquarters office.

“Many times I was the only woman and only person of color in a room. Finding that both perspectives were dramatically absent from the discussion,

I felt compelled to shape the direction of the thought process.”

Her ability to add value to so many different settings comes from her grassroots connection to the community, as well as her access to all levels of business and government. “I have the ability to meet both presidents and teens. This gives me a broad spectrum of friends and associates to remain connected to people in every strata.” She is a great influencer within these communities, whether it’s individually, as part of the boards of numerous civic groups including After School Matters and The Metropolitan Planning Council, or in the conference rooms of her many corporate clients.

The advice she provides transcends all of these constituents. “You need to remain light on your feet. You have to be willing to dive into new settings and new environments.”

She believes that diversity is good for business. “Diversity isn’t about altruism. It’s about doing what’s best for the company. Appealing to everyone requires recognizing the talents of all people.”

- Former Assistant Secretary of Health and Human Services under U.S. Secretary Donna E. Shalala
- Illinois Director for the Kerry/Edwards 2004 Campaign
- Graduated cum laude from the University of Illinois at Urbana; MBA from the Keller School of Management of DeVry University
- Board memberships include The Chicago Cable Television Commission and Amalgated Bank and Trust of Chicago
- Former vice president of communications for Waste Management; assumed the lead communications role in WMI’s and the City of Chicago’s launch of its “blue bag” recycling program

James R. Lewis

President & CEO, Property and Casualty Operations, CNA

“I like to investigate and challenge the status quo.”

Jim Lewis is known as a continuous learner and someone who encourages those around him to prepare for the future, add to their knowledge, and always be open to finding new paths and new solutions.

“Rather than concentrating on every job being a promotion, I concentrated on learning as much as I could about the insurance business. In many cases, I took on lateral jobs and special projects that were totally outside my experience.”

His goal was to acquire learning that he could apply to his company. “I never expected all the skills I’d acquired would come in handy one day, but they did when I took my current position.”

In 2001, Lewis was hired by CNA to lead the turnaround of its struggling Property & Casualty Operations. At that time, the business unit was fragmented, demoralized, and losing a significant amount of money. Today, the \$9 billion business is on very solid financial footing.

To get there, Lewis and the management team had to create an overall vision, as well as “...replatform the organization, upgrade the leadership, and synch compensation to the business accountability. And we had to do that in a very rapid time frame.”

Prior to CNA, Lewis honed his leadership skills at Aetna Life and Casualty, CIGNA, and St. Paul/USFG.

A strong proponent of diverse workforces and management teams, Lewis does not see it as a numbers game. “When you start saying you’ve got to have ‘x’ number of minority or female employees, diversity gets lost.” His belief is to approach diversity based on business need. “The business obtains value from having people with diverse thoughts and ideas. It’s much easier to really grow when you have people in your organization that relate to different cultures.”

- Board member of Metropolitan Family Services, Chicagoland Chamber of Commerce and Goodman Theatre
- Co-chair of Traces 2007, the annual fundraiser of the Centers for New Horizons
- Active in the National African American Insurance Association, and is a mentor to many high-potential African-American employees throughout CNA



Fidel Marquez, Jr.

Vice President, External Affairs and Large Customer Services, ComEd, An Exelon Company

“You become a leader by practicing. The environment, the economy, the people that come to work for you, all aspects are different almost on a daily basis. You need to be flexible and adjust your style to meet new challenges.”



Fidel Marquez is responsible for ComEd’s overall leadership and their relationship management with Chicago and the more than 400 local municipalities they serve. He also heads the utility’s relationships with community and civic organizations, as well as advocating policy, service and other issues.

Learning this, it should come as no surprise he believes leaders have serious and specific duties to fulfill.

“First,” explains Marquez. “Responsible leadership means you’re taking the right measures to bring in revenues and compensate the investors.”

Second, according to Marquez, is the organization’s social responsibility to the community. “This one is very, very important because your customers are the folks in the community. It’s not just a matter of selling a product or a service, but being a good corporate neighbor.”

The third issue, “That the employees, who are in the trenches all the time, be treated with respect and dignity.”

Understanding these three issues positions Marquez to lead ComEd into the future. It also provides guidelines to meet questions that arise from managing a business in an increasingly complex and global marketplace. He provides an example:

“U.S. companies find that a lot of products coming from overseas have different levels of regulation or controls than we have in the United States. How do we deal with a world in which borders are becoming blurred from a trade perspective?”

He then looks at the human side of the global economy and brings it back to the community ComEd serves.

“Immigrant populations have driven this economy and really built this country. Currently, the increase in Chicago’s population is totally driven by the increase in Latinos. A company’s leadership and priorities need to respect and reflect this changing diversity.”

- Prior to his current position, Marquez served as Vice President of Transmission and Substation Operations at Exelon (ComEd’s parent company)
- Was assigned to be lead engineer in one of ComEd’s nuclear power plants
- Is an electrical engineer by training, receiving both his bachelor’s in electrical engineering and master’s in electrical power systems engineering from Illinois Institute of Technology

Michael Mayo

Partner, Public Sector Service, Deloitte & Touche LLP

“Leadership is no good if no one’s following. To be effective, you’ve got to have flexibility to step away from one size fits all solutions and take each person as they come.”



Mayo’s approach is a combination of flexibility for human issues and hard lines for policies. He explains it succinctly as: “Tough on issues, soft on people.”

When asked to elaborate, he explains, “When it’s time to be tough in terms of motivating someone, then you have to be. But when it’s time to be nurturing and patient, because maybe that’s what motivates someone, then I think you have to do that. You need the wisdom to decide in what situations you should apply what skill set. Good leaders can customize the approach, and have the insight to know what might work with what person or what organization, depending on the forum.”

In order to fully understand Mayo’s world-view, you should know that he is the legal guardian for his sister Caroline, a brittle diabetic, who is institutionalized. “It’s a very humbling experience.”

What he has learned both from caring for his sister

and his experiences as a business leader is that people cannot succeed on their own.

“Everyone needs to believe in the ‘each one teach one’ philosophy.”

He brings this to a macro level, advising that there are plenty of qualified applicants and that companies can certainly keep their best people happy, but that everything has to start in the recruiting process.

“If there’s a mismatch up front, then you’ll probably have faster and higher turnover. I think we need to be honest about the requirements and let the applicants self-select.” He also believes companies should focus as much on temperament as they do experience and technical criteria.

“Does someone have the right perspective and the appropriate degree of flexibility for the position?”

“Then, we need to continuously build what I call

bench strength. You always need to be in a recruiting and training mode, and to develop every person that comes in your organization. That means pushing everybody to stretch and develop.”

His strategy includes giving them the support, training, and exposure to get there. “I would triple underline support.”

- On the Board of Lincoln Park Zoo
- Received the Harlem YMCA Black Achievers in Business & Industry Award
- Named one of Crain’s Chicago Business “40 under 40” (1995)
- As part of Mayor Daley’s School Partner’s Program, he supervises summer interns at Deloitte and teaches ACT Exam Preparation Courses at Gage Park High School
- Born and raised in Chicago’s Woodlawn area

Eugene Morris

Chairman & CEO, E. Morris Communications, Inc.

“People respond differently to an African American, so you end up with a very different set of experiences, even though you might have followed a path parallel to someone of another race.”



Eugene “Gene” Morris and his 45-person staff work closely with many Fortune 500 companies. Their approach is to develop a working knowledge of how their clients operate before developing the marketing campaigns.

This extra effort pays dividends for the company. It also provides Morris with a unique perspective on the role of a Fortune 500 company in its greater community.

“I have an opportunity to look at a wide variety of companies; how they operate, how they treat their people, how they go to market, the social responsibility they demonstrate, and the image they project. This gives me a unique perspective as to what is really going on in the world.”

He brings this unique perspective to bear directly on helping Chicago’s workforce and its communities.

“Chicago is perfectly positioned, but there is not enough equality. Part of it stems from the educational system. There are still African Americans and Hispanics that have not had opportunities.”

Morris is helping to change that.

He led the formation of the Association of Black-Owned Advertising Agencies, Inc. (ABAA). Morris is currently working with the American Association of Advertising Agencies (AAAA), ABAA and Howard University to create an institute to train mid-level managers for careers in advertising.

He believes that companies need to do what’s best for their cities, even if it means stepping out of traditional corporate roles. “We can’t have an underclass and think that eventually it’s not going to affect everyone. As Chicago is competing in a global economy and for the Olympics, we need to provide support for these

communities so they are safe and viable.”

“It’s not about doing something good; it’s about doing something to help this city survive and thrive”

- A regional director of the AAAA; a board member of its Diversity Advisory Board
- Active in the Alliance of Business Leaders and Entrepreneurs (ABLE)
- Recently named to the advisory board of the John H. Johnson School of Communications at Howard University
- Serves as a judge for Students in Free Enterprise (SIFE), a worldwide non-profit business and higher education partnership
- Past vice chairman of the Sickle Cell Disease Association of Illinois, where he was the organization’s top fund raiser for almost 20 years

Virginia Ojeda

President & Owner, Midan, Inc. (McDonald's Restaurants)

"Even if the situation is difficult, there's always an opportunity there. That's the difference; a person becomes a leader when they look for the opportunity."

As sole proprietor of three McDonald's with annual sales of \$6 million, Ojeda recognizes the importance of keeping her staff well-trained. In fact, she has won McDonald's coveted Alpha Award for the outstanding training she provides.

"My managers are excellent. I've invested the time and money, and hired a training supervisor to help them get even better. I would compare them with any management team in any business."

Virginia Ojeda is Hispanic and a third generation Chicagoan. While she recalls prejudice from her childhood, she has watched the city evolve to become more accepting of people of color. "Chicago embraced that it was a city of many cultures and many colors."

She brings this respect for all cultures to her own business. "It's so important to pay attention to who our consumers are, and talk to them in the

language and words that will make them interested in our products."

Her appreciation of reaching out to diverse markets comes both from her personal experiences and from McDonald's extensive network and knowledge base. "I've worked with the marketing teams at McDonalds, so I've learned from the master of marketing and advertising."

Prior to owning her own McDonald's franchise, Ojeda held positions at A&P, where she wrote their first affirmative action manual, and the Department of Corrections. In her latter job, she saw too many people get trapped in the system, revealing the importance of hope and support.

"I taught people that, regardless of the situation, they could still make it. They needed to find someone to help them realize they had a voice."

She also felt it was her responsibility to help.

"When you're a leader, you maintain your integrity, and you speak the truth. You're not afraid and you can challenge things if they are not right."

- President of the McDonald's Hispanic Owners of Chicagoland
- Board member of the McDonald's Leadership Council (Chicago Region), WTTW Channel 11, as well as an affiliate board member of Blue Cross Blue Shield
- Inducted into the Woman's Hall of Fame in Chicago; received the Women of Achievement Award from the Anti-Defamation League of Chicago; named the National Business Woman of the Year by the United States Hispanic Chamber of Commerce
- Served as the first Latina chair of the Mexican American Chamber of Commerce (now Illinois Hispanic Chamber of Commerce)



Julian G. Posada

General Manager, Hoy Chicago, Hoy, A Tribune Publication

“Make sure that there is an appetite for risk taking within the corporation; take people of color and talented people in general, and try them at different things. Let them know, ‘You’re going to be successful here because I’m going to make sure you’re successful here.’”

The first job of the General Manager of Hoy, Chicago’s only Spanish language daily newspaper? A paper route, of course.

“My parents said it would be good to get out and start working early.” Perhaps, this early start is why Posada seems so grounded in both his career and what he feels is important.

When asked about his greatest success, he immediately points to his children and family. When pressed for a business perspective, he replies that it’s not a single event. “It’s doing a hundred little things every year.” For Posada, pride comes from helping employees grow. “It’s being able to go home and feel good about how I treated people.”

But don’t let the bigger perspective fool you. Posada is a tough boss and he admits it. “You’ve really got to push. I’m a big fan of throwing people into the

fire and being right there, but letting them fall and letting them learn and figure it out. Where they don’t have experience, I tell them, ‘You better learn, because you might have to deal with people with more functional experience than you.’ Also, as a person of color, they might be judged by what they aren’t doing. Make sure you earn your experience, learn from it and work hard. I mean work really hard.”

He believes this is empowering to his staff. “I think you do people a disservice if you just give them yet another project. People usually come back stronger when they are pushed.”

Vision is one of the critical leadership skills he touts. “You must demonstrate you have an idea of where you want to go, so people can choose to follow or not.” Leaders must also balance responsibility to their employees and the community, while bringing

profits to their investors and value to the company, Posada adds, “In an ethical and responsible way.”

Other skills Posada feels are critical: to listen very well, form an opinion, and be firm.

- Currently serves on the Boards of: Academy for Urban School Leadership, McCormick Tribune YMCA (Chair), Public Allies (Past Chairman), and American Red Cross
- Former General Manager/Director of Marketing at Querico.com, a division of EthnicGrocer.com
- Former President and Chairman for Habitat for Humanity Colombia, in Bogotá, Colombia
- When asked to recommend books to young professionals, he suggests: *The Glass Bead Game* by Herman Hesse and *One Hundred Years of Solitude* by Gabriel Garcia Marquez



Angela D. Robinson

Senior Vice President, Federal Reserve Bank of Chicago

“Gremlins are not going through performance reviews looking for star performers. You have to take responsibility for positioning yourself for advancement.”

The Federal Reserve Bank of Chicago, one of 12 regional Reserve Banks across the United States, regulates financial institutions and manages the nation's money. For more than 30 years, Angela Robinson has lent her diverse talents to ever-important management roles at 'The Chicago Fed.' Her first leadership position was as manager of the Economic Research/Statistics Division. Since then, she has held positions including senior vice president, People Practices and senior vice president, Administrative Services, Statistics and Technology Group.

Currently, she oversees Building Operations, Finance and Accounting and Central Bank Services, including Statistics, Reserves and the Bank's credit risk functions. “In recent years, emerging business circumstances demanded that I acquire a broad range of skills.”

Examples of her leadership capabilities can be found at both the organizational and business unit level. These include revising cost and sourcing strategies for the provision of IT services and new initiatives for building operations and tenant leasing. “I was also a significant contributor to the development of strategy for benefits and compensation within the organization.”

Did we mention that she also serves as the district's EEO officer? This role should come as no surprise, since developing others has been the overarching theme of her career. While she performs this task on a macro level organizationally, she also spends plenty of time working directly with people internally and as part of organizations including Mentium, the Women's Self Employment Project where she serves a board member, and the Athenia Foundation.

Robinson's career path proves she has equal footing on both the people and the process sides, making her an incredible resource for a board. The plan she puts forward reads like a bulleted agenda: “Commit to life long learning, focus on results, engage staff, remove obstacles, continually refine and improve, and never walk away from a challenge.”

- On the Boards of Western Michigan University, Haworth College of Business Advisory Board and Western Michigan University Alumni Association
- Received the Cultural leadership Award and the President's Award for Excellence from the Federal Reserve Bank
- Participates in Principal for a Day, Chicago Board of Education



Allen A. Rodriguez

Senior Vice President of Community Affairs, Charter One Bank

“You cannot be successful exclusive of your community. Chicagoland is multicultural; organizations should reflect that.”



The ‘dynamic duo,’ Allen Rodriguez explains, is when a corporation invests in its leaders and those leaders take personal responsibility for their own careers.

Let’s look at them separately. He ties an organization’s leadership development efforts to its continued success. “Longevity means building future leaders, which means creating programs to keep them at the forefront of your industry.” Rodriguez believes one of these leading edge advantages includes adapting to the global, multicultural economy. “First, I already view us as a global society, meaning, any leadership programs and initiatives need to address globalization.”

The second half of the duo is personal responsibility. “I mention to individuals I mentor that all I can offer is an opportunity. What you do with it is up to you. I can’t give you the fire or the drive.”

Rodriguez serves as a personal example. In an industry where the name carved on the front of the building seems to change daily, he has remained in a leadership role throughout. “My organization has spanned eight different mergers.”

His strategy is to remain flexible and view changes as opportunities. He also works hard to remain a step ahead of the changes. “Don’t wait for your company to offer the training. You have to invest in your own self.” Rodriguez walks the talk. “On my own, I pursued my investment licenses. Then the institution entered this business, which allowed me to lead the effort.”

He is also always looking to leverage the value of diversity, both at his own company and for those he helps in his civic engagements and board involvements. “I’ve benefited from being involved in multicultural initiatives, whether I created them or whether I’ve led them. I’ve been very responsible for building profitability and coupled with doing that, I understand the dynamics of multicultural colleagues, multicultural customers, and a multicultural environment.”

- First job was a management trainee at Lakeview Bank, which he took to get real-world experience prior to graduating from Loyola University of Chicago
- Launched the Chinese American Service League’s Housing center in 2006
- Board member of Better Business Bureau, Neighborhood Housing Services, Metropolitan Family Service and Metropolitan Planning Council

J.D. Salazar

Founder and Managing Principal, Champion Realty Advisors, LLC

“These people didn’t just show up at our door. We decided who we wanted. We determined what level of talent and diversity we were trying to achieve. And, we went and found them.”

As the board chair for the Greater Chicago Food Depository (GCFD), Salazar noticed that the board was not diverse enough. He led an initiative to add more people of color, as well as to diversify professionally.

“We were very heavy with financial industry professionals, then. And now, if you look at our board, we’ve got a dean, a head minister and a school coordinator.” Salazar believes this adds considerable depth and coalition-building capabilities to the board.

This was not the path of least resistance for the GCFD. “I think that boards get into a routine. We’re all guilty of this. Someone knows someone, and you go that route because it’s easy.”

He believes his ability to build coalitions, even when not everyone subscribes 100% to the direction, is what has enabled him to accomplish his career

goals, as well. Salazar points to a recent example. “We just finished building the first modern motor freight terminal in the I-55 corridor in the last 35 years.” A motor freight terminal is, typically, a very long building that requires a large plot of land. Companies use motor freight terminals to expedite the transfer of freight. “It’s a critical part of the supply chain, but it’s not a pretty building. It’s not what most politicians want in their town.”

Another success of Salazar’s is more ongoing. He and his firm provide training and encouragement for other minorities to enter what Salazar calls “the clubby, homogenous commercial real estate market.”

“If you talk to most college kids, it doesn’t matter what color they are, most of them are not aware that the commercial real estate industry is a

career option for them. I take that very seriously. Here [at Champion Realty Advisors], we have internship programs with local colleges, such as Elmhurst College, Benedictine University, and College of DuPage.”

- On the University of New Mexico National Alumni Board; Board President (Since 1988) of University of New Mexico Chicago Alumni Association
- On the Board of Rediehs Foundation, a privately funded foundation dedicated to providing financial support for new and ongoing worldwide Christian Mission initiatives
- Founding Member of the Commercial Real Estate Fellowship
- Former drilling engineer in the Gulf of Mexico



Manuel (Manny) Sanchez

Founder and Managing Partner, Sanchez Daniels & Hoffman LLP

“We can never lose sight that the core to job development and success, ultimately, is education.”



Looking at Manny Sanchez’ accomplishments, you would never guess that he had to attend summer school during his high school years. For Sanchez, poor academics meant listening to a guidance counselor dismiss his dreams of becoming a prominent lawyer. But Sanchez knew the counselor was right. He was on the wrong path.

“I got so mad my hand was literally shaking. I decided to turn my life around and actually open the books at home. I knew I was a good student, but I had gotten into some stupid activities.”

Not only did Sanchez have to improve his habits and his grades, he also knew his parents could not afford a 4-year college, let alone law school. He needed to do well enough to earn scholarships. During his college years at Northern Illinois University and after he had been accepted to the University of Pennsylvania Law School, he

encountered another hurdle: his draft lottery number was 127. “Rather than be drafted, I enlisted in the United States Marine Corps officer’s candidate school in Quantico, Virginia.”

After serving his duty and applying himself at law school, Sanchez graduated president of his class with the necessary tools to become a lawyer and, ultimately, founded what has become one of the country’s largest minority-owned and controlled law firms.

Sanchez is now in a position to influence students to take a more positive path. To this end, he co-founded Scholarship Chicago, serves as a Director of Jr. Achievement Chicago, and is a member of Real Men Read.

He is also able to help boards gain a better “...appreciation and recognition of the Hispanic

community and all the beauty it brings, both culturally and economically.” In fact, he issues a challenge: “It behooves today’s corporate leaders to embrace diversity and see the value Hispanics can bring into that corporate boardroom.”

- Serves on the boards of Scholarship Chicago (co-founder and director), Chicagoland Chamber of Commerce (vice chair), New America Alliance (founder, director and general council) and Metropolitan Bank
- Trustee Children’s Memorial Medical Center, Northern Illinois University, and Steppenwolf Theater
- Founder of both the Mexican American Lawyers Association and the Latin American Bar Association
- Police Commissioner of Lisle since 1989

Deborah M. Sawyer

President and Chief Executive Officer, Environmental Design International, Inc.

“Education is the cure for poverty. Nothing else.”

Deborah Sawyer keeps learning that her firm is the first African American- or woman-owned civil and environmental engineering firm to accomplish specific goals or be awarded certain projects. While this is encouraging, she also finds it equally frustrating.

“Every single day, I have to explain my existence. And this is with more than 80 employees and \$10 million in revenue.”

On the other side of the coin, she applauds Chicago’s strategy for inclusion and confirms the decision to start her business here was not accidental. “The City started having large, majority companies joint venture in a significant way. Prior to that as a sub, we never had access to the client. If anything went wrong, we might get blamed. If things went right, we never got credit.”

Sawyer says this approach to capacity building opened the eyes of an increasingly wider circle. “They made other people look. Then the State did it, IDOT did it. And now the Tollway is doing it. We are lucky to have a mayor and a governor who dramatically support this approach. Affirmative action programs are just talk unless the person at the top is behind it.”

As a minority and female entrepreneur, she believes she can, in turn, support her community and other organizations in two unique ways.

“My stature has allowed me to give back to a community that has served me well. I am currently president of the board of Young Woman’s Leadership Charter School that focuses on science and technology. Many of their mothers didn’t even go to high school, but over 90 percent of these girls are graduating from college.”

The second is more business related.

“I could benefit a bank board. As a big borrower, I think I could help them improve their thinking around how they deal with small minority and women owned businesses.”

- Board member for Bradley University College of Engineering
- On the Board of Directors and chair of the Site Development Committee of the Joseph Corporation, an organization that provides affordable housing
- Awarded the Business Person of the Year from Women of Color in Technology (1998), Entrepreneur of the Year Award by the Women’s Business Development Center (1997), and the Rising Star Award (1992) one year after starting her business



Amir Shahkarami

Senior Vice President, Engineering & Technical Services, Exelon Nuclear

“If you are not better than you were yesterday, you are losing momentum.”

As chief engineer at Exelon Nuclear, Shahkarami holds fundamental responsibility for nuclear safety. He directs all engineering and technical initiatives and provides oversight to more than 800 employees of seventeen nuclear power units, the nation’s largest, most consistently reliable, lowest cost fleet and host for frequent industry-wide benchmarking visits.

Shahkarami spent the first three years of his career designing and constructing offshore oil platforms and pipelines in the Gulf of Mexico. He then moved from an engineering consultancy to Entergy Nuclear, the country’s second largest nuclear power organization where he spent the next 12 years.

He joined Exelon in 2002 as engineer director of the Dresden nuclear station, was promoted to vice president, Engineering in 2004, and to his current position in 2006. His strategy includes discipline

and building intellectual strength. “I am a very systematic and structured person.”

It also includes expecting others to strive for continuous improvement. Here, he leads by example.

“Learning is a never-ending challenge. You have to force yourself, maybe in an academic way or some other way, to have a learning attitude on a daily basis. I continuously assess myself against what I want to be and what the gaps are. And I create a plan to get there.”

He uses this approach to help others succeed.

“The majority of my time is about people. Not only bringing them in to the organization, but training them, creating a succession map for them, and supporting them to fill the gaps for their next job.”

He encourages other people and organizations to become more involved in their local high schools and technical institutions. “Invest in them. Serve on their boards. Create a sense of urgency for math or science. This would help Chicago move to the next step.”

- Key sponsor of the Exelon Nuclear college intern program, which provides career opportunities for more than 50 students annually
- Member of numerous university advisory boards, including Texas A&M, Illinois Institute of Technology, Tulane, and the University of Puerto Rico
- Member of numerous industry Executive Committees, including: Nuclear Power Council, Boiling Water Reactor Owners Group (chairman), and Pressurized Water Reactor Owners Group



Luis Sierra

Vice President, BP Aromatic Chemicals

“When dealing internationally, the ability to build trust, and a sense of wanting to do right for both parties, is increasingly important for the United States as a reflection of this country.”

Luis Sierra is vice president and performance unit leader for BP's PTA (purified terephthalic acid) and NDC (naphthalene dicarboxylate) businesses in the Americas. PTA is used in clothes, plastic bottles and many other food and non-food products. NDC serves as the foundation for a new generation of versatile, high performance specialty polyesters. These two chemicals form the basis for a \$2 billion, global business unit with more than 400 people handling manufacturing, marketing, sales and distribution. Sierra heads this group, while also representing BP on the boards of a two international joint ventures.

His ability to navigate a technical product through a complicated, international structure comes from his business experience and an ability to understand the people sitting across the table. The fact he deals with so many different customers and people all over the world provides many opportunities to find common ground and win people's trust.

Perhaps more importantly, Sierra has seen the United States from an outside perspective, having lived in Paris and London, to name two. The London move came right after BP's acquisition of Amoco, where Sierra worked at the time. He realized that the new company's 'center of influence' would be at the parent company, so, in a bold move especially during a time of corporate restructuring, he asked his boss to send him to headquarters. "I kind of describe it as doubling down on blackjack, but I really wanted to understand the new company's culture and thinking from the inside. And that's exactly what happened."

To Sierra, the value of international experience cannot be underestimated. He believes this is true on the job as well as when you are sitting on a board. "The responsibility of the board is to really understand and to represent all the constituencies dealing with that entity. Governance is something that is not natural; it's something you have to work at. You've got to have the right ingredients; the right foundations and principles."

- Holds a bachelors and masters degree in mechanical engineering from the University of Florida and Georgia Tech, respectively
- Received his MBA with Distinction from the University of Chicago's Graduate School of Business
- Board Memberships include: Rhodiaco Industrias Quimicas Ltda., a joint venture company of BP and Mossi & Ghisolfi of Italy, Sao Paulo, Brazil; Tereftalatos Mexicanos, a joint venture company of Amoco and Grupo Industrial Alfa, Monterrey, Mexico; and Asociación Nacional de la Industria Química, the chemical industry association of Mexico



Melody Spann-Cooper

Chairman, Midway Broadcasting Corporation, President, WVON 1690 AM/WRL 1450 AM

“In a world of media outlets, I’m a rare, independent broadcaster. Commitment to community first and capitalism second makes me unique as well.”



At fourteen, Melody Spann-Cooper entered the family business for reasons that were beyond showing her the ropes. She had fallen into a rough crowd and her father, a legendary disc jockey, wanted to keep her away from them. “Every Saturday night I was confined to this station. It was a form of punishment, but it turned into a career.”

Fast forward to today. Spann-Cooper is now recognized by the *Sun-Times* as one of the 10 most powerful women in media after buying out family and partner interests in WVON. The station which occupies the old Soft Sheen Products headquarters is teaming with students looking to learn about and, they hope, break into the broadcasting business.

Spann-Cooper is admittedly firm. “I am hard on them, because that is what they are going to

get out here in the world.” She explains that the interns pitched her a radio program idea and, though “cutting them apart,” she took the time to help them prepare the presentation for the next meeting. “I want them to work and learn. I want them to be better because they’ve had this experience.”

Thanks to Spann-Cooper, the office building also houses a community resource center and a museum celebrating Blacks in Chicago radio. All three facilities provide interns with valuable opportunities for visualizing and furthering their careers.

Spann-Cooper thinks all successful people and corporations owe their communities such a straightforward effort. “Corporations need to be able to define, to quantify, what they’ve given

back. And they should.”

“We need to be passionate at making sure that the things we need in our community get done.”

- On the boards of Medill School of Journalism, the National Association of Black Owned Broadcasters, the Alliance of Business Leaders and Entrepreneurs, and the National Association of Female Media Executives
- Holds a Bachelors of Science Degree in Criminal Justice from Loyola University of Chicago
- *Crain's Chicago Business* ranks her as one of the 100 most influential women in Chicago
- She is the daughter of legendary radio personality Pervis Spann “The Blues Man”

Guy Summers

President, Farrell Group, LLC

“Leaders of color bring value because they have navigated through organizations in a different way. Lessons learned can be replicated and modulated to benefit the whole organization.”

When Guy Summers began the Farrell Group, which delivers services that improve relationships between business partners, he became an example of risk taker that moved from the relative safety of a large corporation to new horizons. He was an SVP at Northern Trust at the time.

“My reasons for moving were all about leadership. This was an opportunity to illustrate to my children and associates that life is all about taking on new challenges.”

During his nearly 20 years at Northern Trust, Summers’ impact was not just on the organization itself, but also on their constituent communities.

“We opened two financial centers in Chicago, one in an African American neighborhood and another in a Latino community.” While these multi-million dollar operations were cornerstones by themselves, Summers and his team made sure

that 70% of the construction dollars went to minority- and women-owned businesses.

If there are two attributes that highlight Summers’ career and capabilities, it is developing others and leading by example. He sees these more as a continuum than two separate items. His ability to help others was shown at Northern in his role as manager of the commercial banking training program, where he positioned MBAs for management roles.

“This also required me to deliver finance, accounting, and communications instruction to classes of up to 25 banking associates at a time.”

“Initially, the hurdle is skill; you’ve got to have a real developed skill. High performance and integrity are really important. Communication skills, probably more than anything else, can be a turbo charger or an accelerator. Be a life-long learner. And

then, the further up you go the more it’s the ability to manage yourself and your relationships.”

As far as leading by example goes, you only need to watch and listen.

- Board member of Heartland Alliance for Human Rights and Human Needs and Illinois Institute of Psychology Center For Research and Service (advisory board co-chair)
- Mentors at the THEO Group, a leadership advisory firm, and Kaleidoscope, where he is a coaching practice leader focused on diversity issues at Fortune 500 organizations
- Chair of the University Relations Committee of the Chicago State University Board
- Professional Advisor at DePaul University School of New Learning, where he helps students that previously stopped their studies complete their undergraduate degrees



Nathaniel K. Sutton

President, Sutton Auto Team

“Teach them to read. Teach them how to do math. Teach them a skill so they can help themselves up that ladder. Also teach them to accept responsibility for their situation.”



Nathaniel “Nate” Sutton grew up in Detroit. At Michigan State University, he interned with Oldsmobile. It would be easy to draw a line from that point to his Auto Team which franchises Ford, Lincoln, Mercury, Suzuki, Chrysler, Jeep, Dodge and Honda, but the path was not so direct.

Sutton graduated with a degree in packaging engineering and accepted a job with a leading insulation manufacturer. Three years later, he left to sell mainframes for IBM.

In 1989, the Suttons purchased Olympia Fields Ford. He left IBM, they relocated the dealership to Matteson, and they changed its name to Sutton Ford, since Olympia Fields Ford no longer made sense. “And that’s how we got here.”

Sutton was always focused on the end goal of owning a business. “From the beginning, my wife and I lived on my income and saved hers. We wound up buying multi-family units in the early ‘80’s. When I turned 30, we sold all our units. That gave us the seed money to buy the dealership.”

The decision to buy a car dealership was the result of analytical thinking. “As we investigated businesses to buy, what segment, what industry and why, a major factor was capitalization. We only needed 20% for the dealership, whereas for a manufacturing company, banks wanted 50% equity.” The timing was also good. Ford Motor Company’s dealer development program had just recently started accepting minorities.

Sustained success took a commitment to business fundamentals and an impressive work ethic. “The basics of determination, establishing goals, staying focused. Spend less than you make. When you think about it, that’s really what all businesses are about.”

His approach to civic involvement is just as fundamental. “Corporate America’s largest challenge is accepting responsibility for making a positive contribution. When people ask for a donation, I ask them ‘What is the impact you’re going to make on the community to help folks help themselves.’”

- On the board of Ingalls Hospital and Village of Matteson Economic Development Commission (chairman)
- When Sutton was at Oldsmobile, the company was delivering over a million cars a year and now they are out of business; “There’s a lesson there, think outside of the box or become a dinosaur”
- One of his favorite phrases is “Success is short”

Andrés T. Tapia

Chief Diversity Officer/Emerging Workforce Solutions Leader, Hewitt Associates

“In order to make a great city, country, or corporation, we need to tackle issues holistically, from economics, education, development, environment, justice, and equality, and work a comprehensive agenda.”

Andrés Tapia’s position at Hewitt Associates, where he works directly with CEO’s and senior vice presidents of HR in a variety of industries both nationally and internationally, gives him an unparalleled perspective of hiring and development requirements. “We have a situation where everything is happening at once. The focus on inclusion is hitting boards, CEOs, and SVPs of HR as a vitally important part of sustainability for the long haul.”

He points to the University of Michigan’s affirmative action case that went to the Supreme Court to show that the country’s more visionary leaders saw this coming and are part of the movement. “Over a hundred corporations signed a friends of the court brief in favor of affirmative action, saying we need the talent. That’s very powerful.”

His role requires melding vantage points on current national and global demographic trends; implications of varying worldviews around health, wealth, and performance by the growing number of diverse groups in the workplace; and business and people strategies to increase value through diversity and inclusion into actionable recommendations for his own company and its more than 2,500 global clients.

Tapia has a strategy. “Articulate a strong vision at the CEO level and a simple but convincing strategy about how to get there that includes innovative programs and processes.” He calls them ‘programmatic solutions’ and they include aligning the vision with the business strategy, making it relevant, creating a compelling message, and having a passionate drive to get the message out. His training and experience in journalism, history, political science, and HR provide the insight for innovative approaches to the firm’s attraction, retention, and development strategies. This includes shifting the diversity paradigm from one being based on tolerance and sensitivity to one based on cross-cultural competence.

While most people consider ‘diversity and inclusion’ as one and the same, Tapia says people need to appreciate their difference. “Diversity is the mix. Inclusion is making the mix work.”

- Has written several white papers published by Hewitt which appeared as conference papers and/or in diversity best practices publications. Among them are “Sustainable Diversity: Ensuring Diversity’s Staying Power” Fall 2006; and “The Diversity Pipeline Challenge: If Not Addressed It Could Sap the Very Sustainability of US Corporations” Fall 2006
- As a freelance writer, he wrote a book that focused on married couples which was published in January 1996 and sold nearly 10,000 copies; wrote and published 100+ magazine and newspaper articles



David P. Thomas

Group Senior Vice President & Head of Diversity and Inclusion, LaSalle Bank Corporation/ABN AMRO North America

“Responsible leadership will look at human capital as the very vital asset and maybe the most precious commodity of the organization.”

In 2003 while at Sprint, David P. Thomas was called into the CEO's office and was surprised to be offered the position of Chief Diversity Officer.

Since he knew he already had a key ingredient to success, he accepted the role. “You've got to have CEO support. Inclusion is not a social issue, but a business issue. It requires the same kind of diligence and attention you would have in any other corporate area.”

Thomas was a perfect fit. Barely a year later, Sprint was on Diversity's Top 50 list and has remained there ever since. Now at LaSalle, Thomas uses diversity to win the war for talent. “There is also a war for customers. If focused properly, inclusion can have a positive impact.”

He says a critical element to success is realizing there are three camps of people. “One third thinks

the playing field is level and doesn't understand why it's an issue. Another third thinks it's not level and they're angry about it. And there's another third that thinks it's not level, and are glad corporations are improving it.”

Another element is changing management's thinking. “The challenge is getting everybody to realize this is food, not medicine. This will make the company more competitive and increase shareholder value.” Thomas points out another important factor, making sure everyone appreciates its value. “When people hear ‘diversity,’ they must realize it's not just about minorities and women. It's about everybody, including hetero Caucasian males. They stand to gain just as much if the environment is more inclusive.”

Thomas believes diversity also extends to hiring non-Americans, which turns international

companies into global ones.

He explains the difference: “You look at their management teams in far off places, and they're American. There's a big difference between having a global mindset and having a very cautious approach to moving people around globally.”

- Past chair of the Kansas Workforce Investment Partnership (KWIP) Council (appointed by former governor Bill Graves)
- While at Sprint, launched inclusion training for over 6,500 managers and directed investment of \$14M in minority-owned financial institutions
- Chaired the 2004 United Way Campaign, raising more than \$38.3 million for the greater Kansas City metropolitan region



Don Thompson

President, McDonald's USA

"Many people say that your ethnicity, background and color can hold you back, but I view them as strengths."



As President of McDonald's USA, Thompson, is responsible for the \$27 billion organization. Raised by his grandmother on the Near North Side of Chicago, he values the influence she provided, "One of the things that she instilled was that you always treat people the way you would want to be treated."

Thompson explains that his job is not just about hamburgers. "It's about changing people's lives. If people have an aspiration to reach a certain point, I want to be able to help them." This also goes for people who do not work for McDonald's, such as the families who benefit from Ronald McDonald House Charities, which houses the families of ill children during their medical treatment.

Thompson also proudly points to McDonald's success with diversity and as a breeding ground for talent. "A lot of our senior leadership team started as crew. Others see them and the broad base of diversity they reflect and they believe, 'I could do

that as well.' The pipeline needs to see that there are senior executives that look like them, that have similar backgrounds to what they have."

However, he remains vigilant. He works to leverage McDonald's current success to create ethnic-, gender- and lifestyle-based networking groups.

"It's the responsibility of folks like me and of companies like McDonald's to reach out and help people that may be on a different point on this continuum. It only takes a day of slipping and you don't develop that pipeline."

He then turns the McDonald's success story into a lesson plan. "If you stick to your knitting and provide the right environment, then you'll recruit great talent."

When it comes to board diversity, his opinion does not waver. "You've got to believe that by having people around the table with different

backgrounds, ethnicity, gender, age, lifestyle preference, and disabilities you will have better solutions coming out of the thought process."

He takes this one step further. "Boards I serve on have got to be aggressive with diversity. It can't just be lip service. If I don't see it, then I don't want to be a participant."

- Helped lead the reorganization of the US business, now in its fourth year of unprecedented positive sales growth
- Serves on numerous boards, including Mayor Richard Daley's Task Force on the Employment of People with Disabilities, Salvation Army Steering Committee, and Goodman Theatre
- Recognized by *Black Enterprise Magazine* as one of the "75 most powerful African Americans in Corporate America" (February 2005)

Donna J. Thompson

Chief Executive Officer, Access Community Health Network

“I try to bring on leaders who are incredibly bright and who also think outside the norm. They challenge everything, but the return is a better outcome, a better product and a new way of thinking.”

With 48 clinics, Access is the nation’s largest network of community-based health centers.

Donna Thompson, the network’s CEO, recognizes that staffing her centers with people that look like the local constituents is not enough. They have to really understand the community.

This understanding comes first hand. Early in her career, she was a nurse on a 60-bed pediatric unit. “Hour by hour I couldn’t predict what would happen, but I knew I had to make decisions that could affect a person’s life. I learned the value of effective communication.”

She is proud to tell people that she’s a nurse since she feels it’s what gave her the foundation to effectively lead an organization that makes a difference in 200,000 lives everyday.

She also learned that solving problems fast requires that no one play the ‘hierarchy game.’

“Whenever you see something... call me. Patient care and patient safety are of the utmost. I’m not asking you to fix it, just describe the situation and we can address it together.”

Every organization, Thompson believes, needs a clear tone. “When you talk about social responsibility, it’s got to be so explicit that there’s never any grayness. It starts with leadership and the board really taking a stand. It can be uncomfortable when it affects market share, but in the end, what you have is a value-based organization.”

The full circle here is Thompson’s ability, even as a CEO, to connect to people on a personal level. “I take time and talk to everyone. I think, as leaders, we have to tell our staff what we see in them, especially young leaders.”

She also believes many organizations have more talent than they appreciate. “Look at the skill sets

you have in house. Invest in these folks to get them to the next level.”

- Under her leadership, Access’ quality of care standards are defined and monitored by a continuous quality improvement process that links best practices and accreditation requirements with public health goals set by the Centers for Disease Control and are further enhanced by public health concerns, especially those characterized by racial/ethnic disparities; are benchmarked against internal data and reviewed monthly; and are linked to physician and health center staff compensation levels
- In 2002, organized a statewide Stand Against Cancer initiative, bringing together a diverse coalition of 1,400 business and community leaders; resulted in funding being doubled to \$4 million
- Serves on the Boards of Directors of Illinois State Chamber of Commerce and St. Francis Hospital & Health Center



Joyce E. Tucker

Vice President Global Diversity & Employee Rights, The Boeing Company

“People want to work in places where they see people like themselves being successful.”

Joyce Tucker starts with a question. “Is the debate for diversity properly framed?” Her answer: “It should not be framed at all. It should be what we do. It should be recognizing that all people can contribute and that talent comes in every shape, size, color, orientation, and cultural background.”

She adds that education and opportunity are critical components. “Great potential with poor education and little access to opportunity is just squandered; it’s lost. So we shouldn’t be debating it. We need to go out and get it, access it, retain it, and put it in our pipeline. We should recognize that diversity is a competitive advantage.”

She concludes with advice: “Don’t spend a lot of time trying to change people’s minds. Spend that time living those values and modeling desired behavior.”

At Boeing, Tucker is responsible for the development and implementation of initiatives that create inclusion and leverage the talents of the company’s global workforce of 159,000 employees. Part of this role is managing the executive mentoring program. “A key part of this program is the multi-cultural understanding.” Tucker is proud that Boeing requires all 270 of its executives to take part in the program. “Even the CEO has a mentee.”

Prior to Boeing, Tucker’s experiences in Illinois government led her to be appointed by George H.W. Bush (and unanimously confirmed by the United States Senate) as commissioner of the U.S. Equal Employment Opportunity Commission, where she served from 1990-1996. While there, she learned that leaders had to combine difficult decisions with course correcting. She also learned that you “...need to continue to support the people that helped you get to where you are, because you might need them to stay there. They can attest to your abilities and can come to your aid when you require it.”

- Board member of the National Conference for Community and Justice (NCCJ) Chicago & Northern Illinois Region and the Dr. Martin Luther King, Jr. Boys and Girls Club of Chicago
- Helped develop and implement the Illinois Human Rights Act, the Americans with Disabilities Act, and the Civil Rights Act of 1991
- The recipient of many awards and honors including: Chicago Defender’s Salute of 50 Women of Excellence award; Cook County Bar Association’s Edward H. Wright Distinguished Service Award; City of Chicago Women’s Hall of Fame Award



Mark A. Urquhart

Vice President, Facilities, Design & Construction, The University of Chicago Hospitals

“I act as a catalyst internally to help our organization consider differences within our diverse constituency while making decisions that impact them.”



When Mark Urquhart joined The University of Chicago Medical Center, he was given the autonomy to, in his words, “create a civic minded service organization.”

As the organization’s first African American male vice president, Urquhart is administratively responsible for the departments of Security, External Transportation, Parking, Environment Services, Safety, Gift Shops/Retail Shops, Physical Plant, Planning, and Design and Construction. This last area makes Urquhart accountable for a new construction budget in excess of \$1 billion, putting him in a position to make a significant difference. And he has.

Under Urquhart’s leadership, they have awarded more than \$70 million in contracts to diverse suppliers. Urquhart and his team believe the value is even greater. “We acted as an economic engine to create jobs for community residents and initiated a Chicago residency goal, requiring a percentage of employees working on the project to be Chicago residents, so we could recycle these dollars.”

This is only a portion of Urquhart’s impact. He is one of the organization’s catalysts for encouraging minority employment. “We see patients from more 100 different countries. An employer that has a diverse work force, that thinks about its workforce internally and its community externally, can meet the needs better.”

With more than 800 employees in his various departments, Urquhart also sees plenty of viable candidates for leadership positions. “I have the good fortune to work with a number of talented individuals. Either through informal or formal processes, I identify individuals that show the talent, the aptitude and the willingness to become a leader.”

While he believes developing minority leaders helps an organization directly, yet again, he sees the greater impact. “We must see people of color through the educational process and mentor the leaders that are going to shape our world. They will, then, carry on this mission.”

- Board Member for Ronald McDonald Charities (Chicagoland/Northwestern IN Chapter), Southside YMCA, and Uhlich Children’s Advantage Network (UCAN)
- Fellow, Leadership Greater Chicago
- Won the Chicago Urban League Beautiful People Award in 2004 and the Chicago Cosmopolitan Chamber of Commerce “E. Johnson” Service Excellence Award in 2005

Sona Wang

Managing Director, Ceres Venture Fund, L.P.

“Being the first to do something significant is what positions you for leadership.”

Sona Wang is a nationally recognized venture capitalist with a reputation as a pioneer in creating new funding vehicles. Since 1987, she has raised three Chicago-based venture capital funds with approximately \$100 million under management.

A venture fund she co-founded in the mid-80's is recognized as the first in Illinois to specialize in technology companies. Her experiences as an engineer at Intel in Silicon Valley gave her the experience to recognize these valuable emerging technologies.

More recently, she is pioneering new funding vehicles for women- and minority-owned business. One of her firm's funds, INROADS, was the first national venture capital fund to target women and minority owned businesses. INROADS was also the first fund approved by the Federal Reserve and the Office of the Comptroller of the Currency for

community reinvestment credit (CRA) to banks as investors in a nationally focused venture fund.

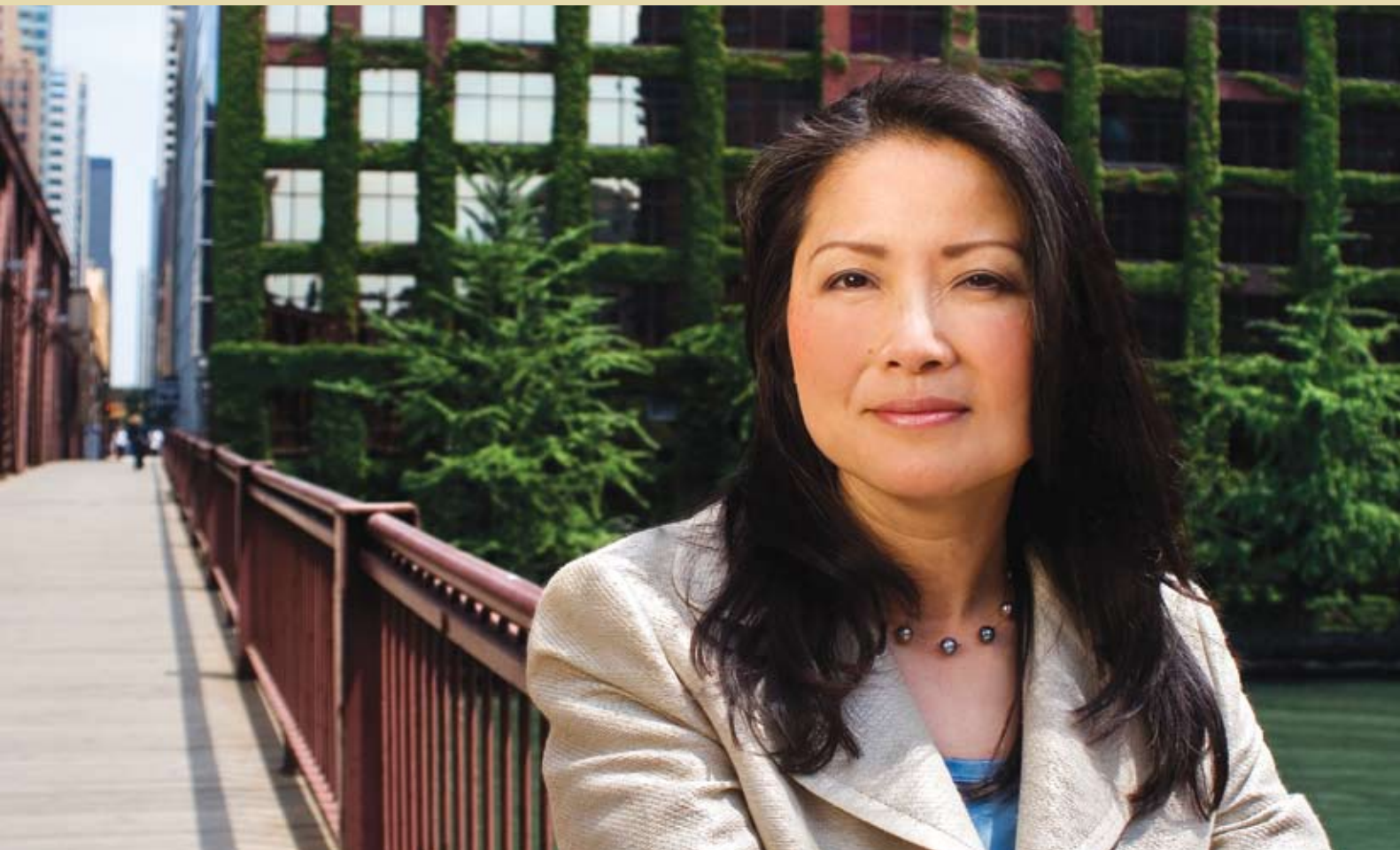
She applied this pioneering spirit to her own career. Wang left a secure position as an investment manager with Allstate Insurance Co., one of the largest US venture pools at the time, and started a firm from scratch.

“We literally had no working capital. We scrambled to raise ‘grocery money’ to support our fundraising efforts.” When she started the firm, she was one of the first women to become a founding partner in the venture capital industry nationally.

What she learned during that period, she says, serves her and her clients well. She also adds these lessons enhanced her ability to help boards with their fundraising and investment strategies, as well as her mentoring efforts. Her greatest skill,

however, might be her ability to create consensus. “I am often the board director who facilitates the dialog amongst disparate positions taken by others. The key to successful negotiations is not to win, but to arrive at an outcome about which both parties can feel good.”

- A founding Member of the Advisory Board of Northern Trust Company's Vision Keepers's Forum for women and minority business owners
- Member Blue Cross and Blue Shield of Illinois Affiliate Board, Chicago Symphony Orchestra Board of Trustees and Metropolitan Planning Council Board of Governors, the Boards of Directors of VIP Desk, Inc. (chairperson), and High Tower Software
- Served on the Board of Advisors to Illinois Governor Rod Blagojevich's Transition Team in 2002-03



Rufus Williams

President and Chief Executive Officer, Olympus, LLC

“It is never enough to be better than everybody else; it’s only good enough if I’m doing as well as I possibly can.”



Olympus, LLC is a management and contract negotiation firm providing business and financial strategies to individuals, particularly athletes and entertainers.

As President, Rufus Williams’ leverages his ability to assess, design and implement organizational systems and talent structures. His unique capabilities come from two distinct, yet connected, experiences. He was an accountant in the audit department at Arthur Andersen and a vice president at Harpo Studios.

“I learned how to develop people, systems, and processes – and really operate at the highest standard. I gained perspective on how various entities work.”

He brought an understanding of how organizations and people work together to his position at Harpo, directing their growth from 34 employees to

more than 230, as well as helping manage Oprah Winfrey’s numerous philanthropies.

A proud product of the Chicago Public Schools, Williams is currently the President of the Chicago Board of Education, the second largest employer in the state. (The Federal Government is the first.) His passion for public education is what drove him to this role, but it’s his business acumen and his ability to move large groups of people towards important visions that makes him so successful at it.

“I think the responsibility to develop other leaders of color rests solely with my generation. We are our brother’s keeper. We are responsible for making sure a pipeline of people is coming through to fill our positions and to exceed us.”

Williams is also a strong proponent of not accepting “group think.” He counsels people to

understand the reality of the situation and not accept it on someone else’s word.

“You need to rely on the individual that you are and the perspective that you have.”

- He was the first black audit manager at Arthur Andersen in Chicago “I stayed a few years more than I planned, because I wanted to be in the room when decisions were being made about promotions and decisions that helped others move forward”
- As the President of the Chicago Board of Education, launched the Real Men Read literacy and mentorship program
- Graduated magna cum laude, with a degree in accounting, from Southern University in Baton Rouge, LA
- Is inspired by the lives of Nelson Mandela and Muhammad Ali

Ernest C. Wong

President and Founder, Site Design Group, Ltd.

“We’ve gone through two generations talking about ‘me, me, me.’ Now America really needs to focus on ‘us,’ to be successful and reclaim its place as a leader in the world.”

The award-winning Ping Tom Memorial Park in Chinatown, Calhoun North Campus Park, CHA Halsted, and Harbor Park at Lakeshore East all were designed by Site Design Group, showing that Ernest Wong and his firm have literally become part of Chicago’s landscape.

He sees being one of the few Asians in the field of urban design as an asset in his career. “It has been distinguishing and our clients appreciate that it helps us look at things a little bit differently.”

This unique perspective includes an emphasis on doing more than creating pleasant settings.

“There are three things that I stress. Our work has to be socially responsible to the end user, it has to be sustainably accountable, and because of what we do, we all have to be stewards of this land.”

In his day-to-day interactions, whether its working with his staff, mentoring up-and-coming architects, or rolling up his sleeves around the board table, he tries to find actionable insights to help everyone move forward.

“My philosophy is that you should try to gain something out of every experience.”

His approach is very personal.

“You need to treat everyone with respect. You need to interact with people on a one to one basis. Maybe that’s a little old school, but I truly believe that’s the key to leadership. I think we all learn best by an apprenticeship method.”

As he looks around Chicago, which as an architect, he does more often than most leaders, he sees strength in the cooperation between the business and government leadership.

“The key to Chicago’s success has been public/private partnerships. The fact Chicago is leading by example here is truly a great thing.”

- Serves on the boards of The Chinese American Service League, The Chicago Public Art Group, Friends of Downtown and more.
- Commissioner, City of Chicago Commission on Chicago Landmarks
- Active guest lecturer and serves often as an architectural honor selection committee juror.
- Named Business Person of the Year, Asian American Alliance (2004)
- His father, born in China, was also a successful American architect.



Joset B. Wright

Senior Director Institutional Advancement, Orchard Village

“I really like people. I like seeing them be successful and live up to their fullest potential. And, I think that’s probably helped me more than anything else.”



Joset Wright’s first job was at a nursing home, caring mainly for Jewish seniors. “Many had been Holocaust survivors. Many had been successful business people. They led lives very different from anything I had ever known.” She arrived early to listen to their stories and to gain new perspectives.

A lawyer by education and experience, Joset Wright has worked in the law department at Ameritech, as Vice President and Chairman of Property Services of Ameritech, and as Vice President and Managing Director of The Hollins Group, an executive recruitment firm.

There are two threads here. The first is her ability to become a lead innovator, even within a large organization. At Ameritech, for example, Wright implemented initiatives that reduced procurement expense by over 10%, leveraged relationships with outsource partners to reduced real estate expenses by 15%, and increased utilization of diverse suppliers by 50% while reducing overall corporate spend.

The second is her ability to assemble a network of diverse constituents and harness the power of diversity to improve a company’s ability to succeed in a global world.

“As a person of color, you learn early to be bilingual and bicultural. In order to get through school, I’d had to learn how to navigate in a world that was very different from the life that I lived at home. I developed skills that allowed me to listen to nuance, read signals and understand what people were saying, even when they weren’t saying it. So when I came into the business community, I knew how to build alliances. That was an advantage.”

She also appreciates the importance of working to improve individual lives and careers, especially for the young, by working at organizations like the Children’s Home and Aid Society of Illinois, the Illinois Math and Science Academy, and the McGaw YMCA of Evanston.

In a move that serves as inspiration to others, she has recently brought this passion to The Orchard, a leading provider of support to people with developmental disabilities.

- Was the first African American and female president of Ameritech of Illinois following the company’s merger with SBC Corporation
- Prior to joining Ameritech, Ms. Wright practiced law in Nashville, Tennessee, and served as deputy prosecuting attorney of Marion County, Indiana
- A regular participant and speaker at the National Minority Supplier Development training conference in Chicago



Founded in 1968, Chicago United hales as the city's original multiracial business leadership organization. Chicago United was the first to bring together racially diverse CEOs with a common goal: creating a stronger social and economic climate for everyone in Chicagoland.

Chicago United fosters inclusion and provides an opportunity for senior executives from all racial and ethnic groups to learn from one another, confront and break down racial barriers, and achieve shared objectives. The members of Chicago United appreciate that personal relationships are key to Chicago's future.

Listed on the following pages are the current members of Chicago United. These members strive to build upon the contributions of past members and challenge future members to discover new and better ways to bring diverse leaders together and to continue to open the lines of communication.

Chicago United members remain at the heart of the City's multiracial leadership continuum and are proud to welcome others to their ranks.

Chicago United Members



Miguel Alba

Public Affairs Director
Jewel-Osco - Midwest Division



Lenny D. Asaro

Attorney at Law
Neal & Leroy, LLC



Anita Beard

Travel Consultant
Tra-Val Services



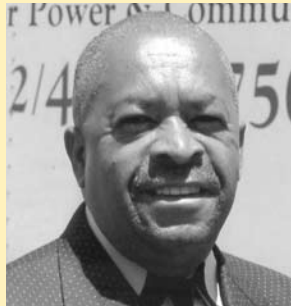
David H. Blake

Publisher
Crain's Chicago Business



Jason Bonaparte

President
Bonaparte Corporation



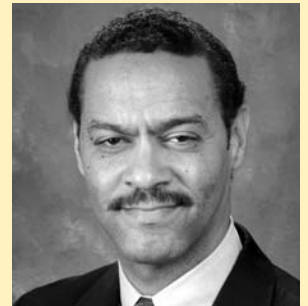
William Bonaparte

Chief Executive Officer
Bonaparte Corporation



Sonja Boone

Director of Diversity/Medical Director,
Physician Recruitment
Northwestern Memorial Hospital



Kevin B. Brookins

VP of Work Management & New
Business
ComEd



Todd Brown

Vice Chairman
ShoreBank Corporation



James S. Cabrera

President
United Building Maintenance, Inc.



Martin Cabrera

President
Cabrera Capital Markets, LLC



Luz Canino-Baker

Managing Director, Programs and
Marketing
Hispanic Alliance for Career
Enhancement (HACE)



Deborah Card

President
Chicago Symphony Orchestra



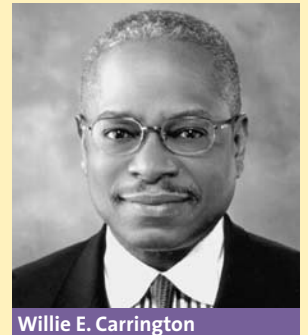
Walter C. Carlson

Partner
Sidley Austin, LLP



Marian H. Carrington

Principal
Carrington & Carrington, Ltd.



Willie E. Carrington

Principal
Carrington & Carrington, Ltd.

Chicago United Members



Geoffrey Centner

Regional Sales Manager
Merrill Lynch



Pedro J. Cevallos-Candau

Executive Vice President
Primera Engineers, Ltd.



Lamont Change

Senior Vice President
LaSalle Bank



Alison L. Chung

President & CEO
TeamWerks



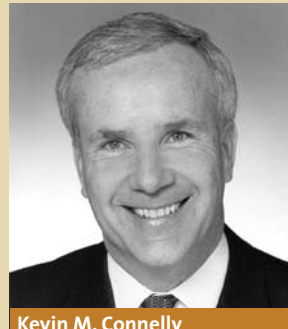
Lawrena Colombo

Partner, Advisory
PricewaterhouseCoopers LLP



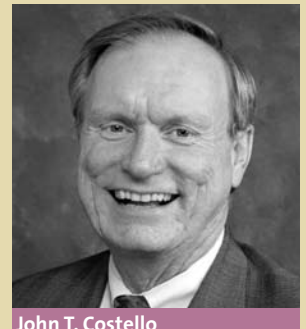
Lester N. Coney

Executive Vice President/
Office of the Chairman
Mesirow Financial



Kevin M. Connelly

Chairman
Spencer Stuart



John T. Costello

SVP, Operational Governance
& Quality Assurance
Exelon



Elnora D. Daniel

President
Chicago State University



Unis Davis

Vice President of Operations
Endow, Inc.



Robert Der

Partner
Ernst & Young, LLP



Michael F. DeSantiago

President
Primera Engineers, Ltd.



Jacoby Dickens

Chairman
Seaway National Bank



Jeff Dorsey

Production Director
Chicago Tribune Company



Glenn Eden

Vice President
Weber Shandwick WorldWide



Charles Evans

President & CEO
Federal Reserve Bank of Chicago

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Senior Managing Director
Smith Whiley & Company



Richard Fleming

Executive Vice President &
Chief Financial Officer
USG Corporation



Leana Flowers

Executive Vice President & Director
Retail & Human Resource Strategies
ShoreBank Corporation



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Vice President
RGMA, Inc.



Russ P. Fradin

Chairman & CEO
Hewitt Associates



Ross Glickman

CEO
Urban Retail Properties Co.



Douglas M. Goare

Vice President
McDonald's Corporation



Bob Graham

Regional Managing Director
Merrill Lynch



Joseph Gregoire

President & CEO, Illinois Banking
National City Bank



Larry J. Goodman

President & CEO
Rush University Medical Center



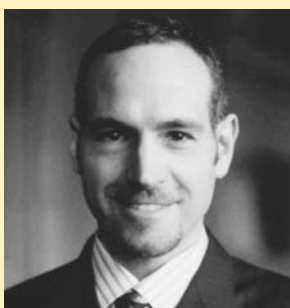
Albert Grace

President
Loop Capital Markets, LLC



Ben Grigaliunas

Senior Vice President, Human
Resources & Administration
Advocate Health Care



Charles Grode

Vice President Education, Community
Relations & Diversity
Chicago Symphony Orchestra



Patricia Harris

Global Chief Diversity Officer
McDonald's Corporation



Dean Harrison

President & CEO
Northwestern Memorial Hospital



David Hefner

President
The University of Chicago Medical
Center

Chicago United Members



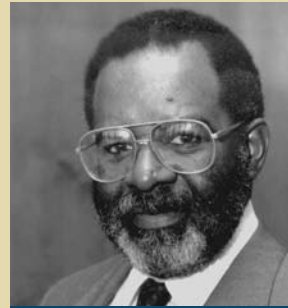
Jay L. Henderson

Vice Chairman, Client Service
PricewaterhouseCoopers, LLP



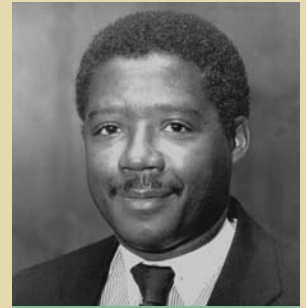
Darryl P. Hendricks

Illinois President
Citibank, N.A.



Odell Hicks

Principal
Odell Hicks & Company



James Hill, Jr.

Chairman & CEO
Hill, Taylor LLC



Larry Hollins

President
The Hollins Group



James D. Holzhauser

Chairman
Mayer Brown LLP



Beverly Huckman

Associate Vice President for Equal
Opportunity
Rush University Medical Center



Kip Kelley

Resident Managing Director
Aon Risk Services, Inc. of Illinois



Ralph V. Hughes

Regional Vice President Corporate
Communications
Macy's Inc.



Cheryle Jackson

President and CEO
Chicago Urban League



Sonya Y. Jackson

Managing Director, Corporate
Social Investment
United Airlines



Debra Jennings-Johnson

Director of Supplier Diversity
BP America Inc.



Linzey D. Jones

Shareholder
Pugh, Jones, Johnson & Quandt,
P.C.



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President
Prout Group Chicago



Margaret D. Laney

General Manager, Public &
Government Affairs - Midwest U.S.
BP America Inc.



William E. Lee

Director, Corporate Diversity,
Inclusion & Compliance
Abbott

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Dean and Professor of Management
University of Illinois at Chicago



Darlene Lewis

Vice President & Chief Human
Resource Officer
The University of Chicago Medical
Center



Michael W. Lewis

Executive Vice President,
Community Banking
Harris, N.A.



Laura Linstrom

Financial Advisor
Merrill Lynch



Alexander F. Locker

Financial Advisor
Merrill Lynch



Fawn Lopez

Vice President/Publisher
Crain's Communication/Modern
Health Care



Fiona MacLeod

President
BP Convenience Retail America



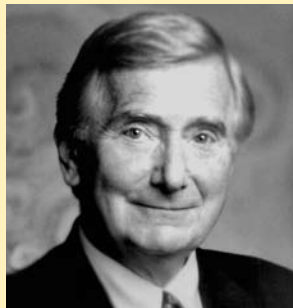
Sylvia Manning

Chancellor
University of Illinois at Chicago



Jeanne K. Mason

Vice President of Human Resources
Baxter International Inc.



Raymond McCaskey

President & CEO
Blue Cross Blue Shield of Illinois



Lester H. McKeever, Jr.

Managing Principal
Washington, Pittman & McKeever,
LLC



Thomas (Tom) McLeary

President
Endow, Inc.



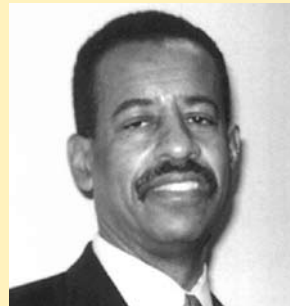
Haves L. McNeal

President & CEO
Creative Printing Service, Inc.



Marquis Miller

Executive Director
Chicago State University



Dennis Montgomery

Vice President
COR Consulting Group



Ralph G. Moore

President
Ralph G. Moore & Associates, Inc.
(RGMA)

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Senior Vice President
Human Resources, Illinois
National City Bank



Sharon Morrow

Senior Vice President, Marketing
Smith Whiley & Company



K.C. Mosley

Senior Manager, Strategic Sourcing
& Supplier Governance, U.S.
Harris



Jean Mulder

Principal
TeamWerks



Langdon Neal

Attorney at Law
Neal & Leroy, LLC



Melissa O'Neill

Director, Management Selection &
Planning
Advocate Health Care



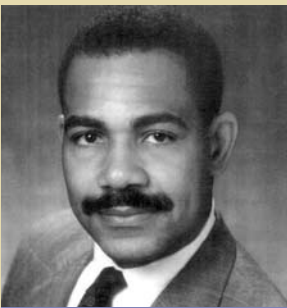
William A. Osborn

Chairman & CEO
Northern Trust



Marjorie Paddock

Vice President, Director of Diversity
& Workplace Equity
Harris



Roderick Palmore

Executive Vice President,
General Counsel and Secretary
Sara Lee Corporation



Robert Parkinson

Chairman & CEO
Baxter International Inc.



Jean Pogge

Executive Vice President Funding &
Operations Division
ShoreBank Corporation



Maria Prado

Partner
Prado & Renteria CPAs Prof. Corp.



Stephen H. Pugh

President
Pugh, Jones, Johnson & Quandt,
P.C.



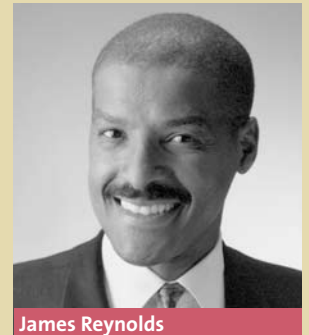
Sandra Rand

Director - Supplier Diversity
United Airlines



Hilda S. Renteria

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James Reynolds

President & CEO
Loop Capital Markets, LLC

Chicago United Members



Thomas A. Reynolds III

Partner
Winston & Strawn



Angela Robinson

Senior Vice President
Federal Reserve Bank of Chicago



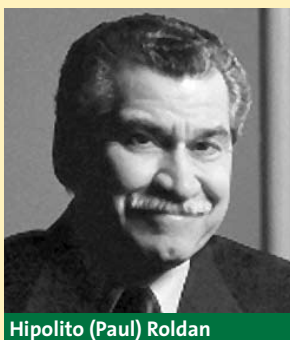
Jaclene Robinson-Ivy

Vice President, Public Affairs &
Government Relations
Northern Trust



John W. Rogers Jr.

Chairman & CEO
Ariel Capital Management, LLC



Hipolito (Paul) Roldan

President & CEO
Hispanic Housing Development
Corporation



Belinda Rosenberger

Financial Advisor
Merrill Lynch



Chris Rosenthal

Director, Talent Management and
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USG Corporation



Lisa A. Rowe

Senior Vice President,
Strategic Procurement
Aon Corporation



David Rudd

Vice President
Weber Shandwick WorldWide



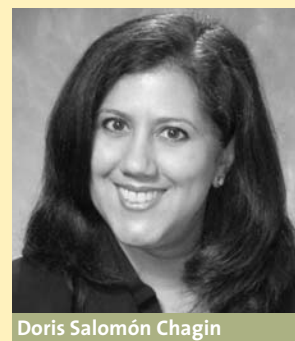
Larry Richman

President & CEO
LaSalle Bank



Andrea Saenz

Executive Director
Hispanic Alliance for Career
Enhancement (HACE)



Doris Salomón Chagin

Community Affairs Director -
Midwest U.S.
BP America Inc.



Manuel (Manny) Sanchez

Founding & Managing Partner
Sanchez Daniels & Hoffman LLP



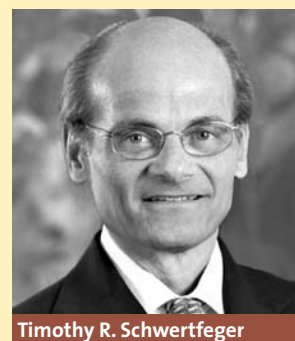
Gail C. Saracco

Partner
Mayer, Brown LLP



Andrea Schwartz

External & Public Relations
Manager
Macy's Inc.



Timothy R. Schwertfeger

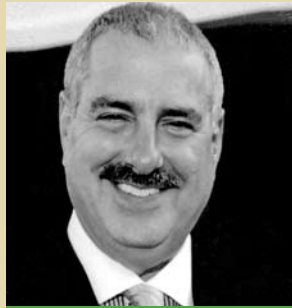
Chairman & CEO
Nuveen Investments

Chicago United Members



William Sharp

Vice President Corporate
Community Affairs
Blue Cross Blue Shield of Illinois



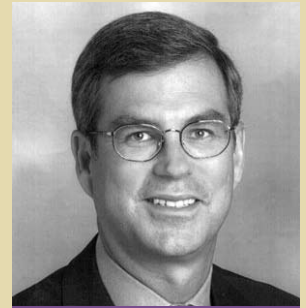
Fred H. Siegman

President
Siegman Consulting Services



Jim Skogsbergh

President & CEO
Advocate Healthcare



Scott Smith

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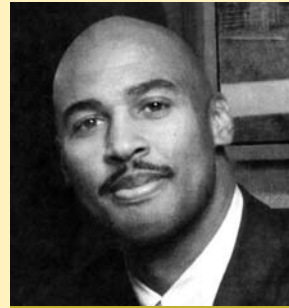
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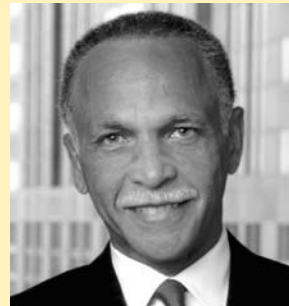
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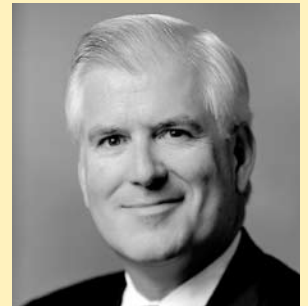
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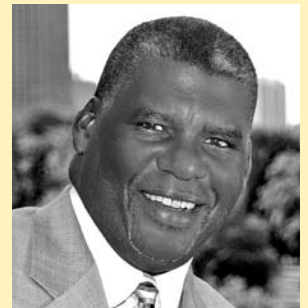
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