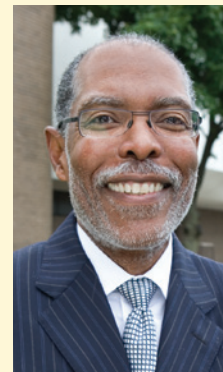


Business Leaders *of* COLOR



Chicago United 2009



BUILDING THE MULTI-RACIAL LEADERSHIP CONTINUUM



Chicago United





LETTER FROM THE CHAIRMAN

Throughout my years in business, I have identified certain traits that fuel profitable enterprises. Integrity, an unwavering commitment to delighting customers or clients, and a genuine concern for the communities in which business is conducted are among those characteristics. One additional quality in particular is really a goal for which leading businesses constantly strive and that is innovativeness.

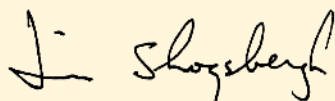
Being innovative requires that an enterprise proactively open itself to new thoughts, methodologies and strategies — no matter the economic climate but especially during extraordinary times like these. C-level executives and board members, who are willing to forge new paths to success, will consider this fourth *Business Leaders of Color* publication an invaluable tool.

It is an understatement to say that the men and women profiled in this publication are qualified to contribute on Fortune 1,000 boards of directors. I'm deeply proud of Chicago United for identifying these executives who are ready to lead American enterprises through bearish markets as well as bullish economies. These individuals are innovators who possess the business acumen and unique life experiences that will be attractive to forward-thinking companies.

When times are difficult in business or any endeavor, the best and brightest minds are required to deal with challenges and provide sustainable solutions. The 2009 Business Leaders of Color possess those minds, and the companies that include them on their boards will open themselves up to new approaches to solving problems and expanding markets making them more attractive to investors, customers, partners and other key stakeholders.

Chicago United promotes diverse and inclusive businesses as a means to steer this metropolis towards growth and prosperity for generations to come. That journey starts with identifying and utilizing all of our talent. The 2009 Business Leaders of Color publication is a talent showcase that demonstrates, once again, the impact that Chicago can and will have on our nation now and in the future.

Sincerely,



Jim Skogsbergh
Chairman, Chicago United
President and Chief Executive Officer, Advocate Health Care



LETTER FROM THE PRESIDENT

In presenting the 2009 Business Leaders of Color (BLC), I am in awe of this unique collection of men and women. I am inspired by their personal paths to success and I am anxious to see the future they will create with their considerable intelligence, charisma and global outlook. As you read Chicago United's fourth Business Leaders of Color publication, I think you will have a similar reaction.

This group of BLC continues a trend that we've seen in the last three groups. They each possess a huge commitment to developing leaders within their respective organizations. Realizing that their extraordinary skills and talents can be of limited benefit if they don't help to nurture others, they all take pride in helping their colleagues grow and succeed. The men and women we present in the Business Leaders of Color publications naturally look to the future and advocate growth within their enterprises. They are highly valued resources.

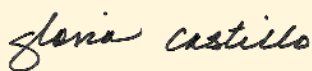
Yet there is another characteristic that seems to set this group apart. Many understand how to be successful business people on a global level and are leading the way operating within the new global business environment. The world of commerce is changing as its key players are increasingly people from different cultures. Our Business Leaders of Color have developed insights into doing business with these players based on cultural competence, integrity and mutual respect. They listen carefully and they collaborate, as the global marketplace dictates, but they also seize opportunities for big decisions. As a result, they run multibillion dollar businesses.

It is for these reasons that Chicago United is once again proud to offer the Business Leaders of Color as undeniably strong candidates for directorships on Fortune 1,000 corporate boards. Our mission is to continue to identify people of color who will keep business competitive in Chicago and beyond. The 2009 BLC are eminently qualified to serve our nation's corporations and through their identification, Chicago United aims to accelerate the rate of change of diverse representation in corporate governance.

Chicago United contends that boards are not meeting their fiduciary responsibilities when they consistently pass over diverse men and women, such as those profiled within this publication, in favor of retired executives to fill board vacancies. Chicago United challenges corporate America to do better, starting now.

The following pages are filled with innovative, global thinkers ready to provide shareholder value in a changing world. It is with great pride that Chicago United presents the 2009 Business Leaders of Color.

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 and the *Business Leaders of Color* publication was born.

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 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 create a stronger social and economic climate for everyone in Chicago.

As the thought leaders that develop the advocacy positions and programs of Chicago United, our members focus on multiracial leadership development in corporate governance and executive level management; developing a pipeline of future multiracial executive leaders; and cultivating multiracial business partnerships to achieve sustainable impact. Through a fierce brand of constructive conversation, 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.

PROGRAMS AND PRODUCTS

Changing Color of Leadership Conference

Bridge Awards

Five Forward

MBE-Source

Corporate Diversity Profile

Business Leaders of Color

Employee Network Group Forums

Boardlink

Business Leaders Forum Speakers Series, *featuring Chicago United's Business Leaders of Color*

The James W. Compton Research Competition

Visit www.chicago-united.org for more information.



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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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David R. Andalcio

Founder, President and Chief Executive Officer, Wynndalco Enterprises LLC

“Being an entrepreneur is a great risk. That’s why we hire the best accountants, the best lawyers, the best tax folks, the best of everyone.”



At fourteen, Trinidad and Tobagonian native David Andalcio worked in a fish market in Trinidad. To survive there, let alone thrive, he had to be resourceful. “Anything you wanted, you had to build yourself.” According to Andalcio, this is when he learned to be a leader. “It gave me a platform so when I came to the United States, I truly thought it was a gold mine.”

Fast-forward only four years to Illinois. Andalcio embarked on his first business venture: an office equipment firm. Managing an ever-expanding portfolio of qualifications, Andalcio was appointed as the leading I.B.M. and Sharp distributor for Illinois, later partnering with Ameritech. This led to the establishment of Interface Cellular Communications in 1994, which he expanded to fourteen franchises in under-served Hispanic markets.

Following this, David entered various industries such as manufacturing, real estate, and wireless

communications. At one point, he was instrumental in the manufacturing of the first CD technology jukebox. At another, he was president of an industrial supply company that fabricated and assembled pistol racks and toe hitches employing 150 people in a four hundred thousand square foot facility.

While there, Andalcio aligned contracts with the Department of Defense, partnering with a firm that manufactured practice bombs for the United States Army and Air Force.

A role model and outspoken advocate for Hispanics, Andalcio created Hispanic Development Enterprise, LLC to focus on the improvement of marginal areas and progress within the Hispanic community.

Most recently, Mr. Andalcio has undertaken a new challenge as president and chief executive officer of Wynndalco Enterprises, focusing on green energy solutions including turnkey services

and wind energy products for both commercial and consumer clients.

Andalcio is quick to anticipate a changing environment and refocus accordingly. At the same time, he advocates a purposeful approach to working with others. “Listen, learn, be patient. Know that someone can always teach you something. Never pre-judge.”

- Appointed by the Illinois Governor as the director of the Illinois State Toll Highway Authority in 2003; while there, he increased DBE participation spend from under 2% in 2004 to over 25% today for construction contracts, totaling nearly \$380 million; DBE spend for engineering services grew from 15% to 22% in one year, totaling more than \$540 million since 2004
- Received a 2007 government leadership award from the Illinois Hispanic Chamber of Commerce

Nancy Andrade

President and General Counsel, Mexifeast Foods, Inc.

“The world is not ours; the world is being loaned to us. We’re only here for a while, we leave our footprints and it is up to those who come after us to do bigger and better things.”

Nancy Andrade began her career in the food industry while practicing law at a large Chicago law firm. At that time, she was one of only four Latino attorneys in the firm and the only one of Mexican ancestry. Many of her colleagues would ask her for sources of authentic Mexican tamales for family events. Since Andrade’s parents operated a part-time catering outfit, she referred the tamale inquiries to them.

The popularity of her parents’ tamales grew and grew. Andrade knew they were on to something, sparking the creation of Mexifeast Foods, Inc. Today, Mexifeast sells tamales to retail outlets including Wal-Mart, Whole Foods, Jewel Stores and select Certified Grocers.

“Food has become very global. Ten years ago, mainstream people would not necessarily have known what a tamale is. Globalization comes in many

forms,” says Andrade. She mentions cable television, magazines, and actual traveling as “exposure to new cultures and ideas which leads not only to understanding, but also to the desire for the authentic experience. That benefits me in the food industry because people then want traditional or authentic tasting food.”

One of few lawyers, and a female lawyer at that, she feels like an anomaly in the food industry. “It’s very old school. A lot is done by gentlemen’s agreements and handshakes. When I say, ‘let’s put this in writing,’ that really scares some people. Once they understand that I’m a lawyer, they’re able to digest it.”

Launching a new business, she had to meet with senior executives as well as interact with those responsible for stocking product on the floor. “You can learn valuable lessons when you are personally

involved and can adjust to circumstances.”

As a lawyer, business owner, person of color, and a woman, Andrade provides unparalleled perspective to any organization in which she becomes involved. “I can offer insights from a legal perspective, from a small business owner’s perspective, and from the perspective of a woman because we women are fierce consumers. I see a lot of nuances that I don’t think a lot of other people notice.”

- Member of the Trinity Advocate Hospital, Governing Council and the Ethics Committee; the U.S. Commission on Civil Rights, Midwest Region; and the ¡Adelante! U.S. Scholarship Fund, Chicago, Advisory Board
- Is a self-proclaimed CNN junkie



Andrea G. Barthwell

Founder and Chief Executive Officer, EMGlobal LLC

“I look for opportunities to give anyone who works with me a chance to discover how much they know and how good they are.”



Dr. Andrea Barthwell is co-founder of EMGlobal LLC, an internationally recognized consulting firm that provides market-based strategies to meet some of the world's most complex problems of mental health, addiction, health disparities, and infectious diseases. EMGlobal works closely with corporations and other organizations seeking to improve public health in the U.S. and across the globe.

Until recently, Barthwell was also the CEO of Human Resources Development Institute, Inc. (HRDI), one of the largest behavioral health and human services organizations in Illinois. Prior to that, and among an impressive list of appointments, she served as a member of President George W. Bush's sub-cabinet from 2002 to 2004 as Deputy Director for Demand Reduction in the Office of National Drug Control Policy (ONDCP). She was a principal advisor on policies aimed at reducing the demand for illicit drugs.

Not only did she tactically implement the administration's policies, but she also improved the overall efficiency of the office itself. “We worked to redeploy human resources to positions where they could have a positive impact or encouraged people to move along beyond government.” This was no small task since it generally took 18 months to solve personnel issues and administrative appointments generally only last 18 months. “I like the challenges of transformation with limited resources.”

During her career, Barthwell has held several medical director positions for Chicago-based community organizations including Interventions, The Women's Treatment Center and BRASS Foundation. Her background is even more impressive when you realize how well she bridges the for-profit and not-for-profit worlds. “I created a for-profit medical group that serviced 18 not-for-profits that were competitors, bringing my not-for-profit sensibilities to my for-profit work.”

Her depth of experience provides an ability to assess issues from differing perspectives, unite seemingly conflicting financial and civic goals, and break through silos.

“I'm somebody who can translate the experiences that I've had to new settings. I look at a grain of sand and see the beach, rather than see the beach and go looking for the grain of sand.”

- Barthwell currently serves on the Wesleyan University, Board of Trustees; Addiction Recovery Foundation, UK, Board of Trustees; and the Editorial Board of the Journal of Global Drug Policy and Practice
- Past President, American Society of Addiction Medicine (ASAM)
- Is a founding member of the Chicago Area AIDS Task Force

Linda Boasmond

President, Cedar Concepts Corporation

“I don’t think I developed as a leader. I think I was developed as a leader. Life prepared me for leadership.”

Cedar Concepts produces key ingredients for cosmetics, lotion, and shampoo; for products used to clean dishes, clothes, carpets, and cars; as well as for industrial formulations used in metalworking, agriculture and aerospace.

Boasmond joined Cedar Concepts as a technical director in 1998, after having previously run chemical manufacturing plants for Fortune 500 companies.

The company’s owner appreciated Boasmond’s value to his organization and began mentoring her. When he became ill, Boasmond considered purchasing the company. With the help of the previous owner and a number of advisors, she negotiated the financing and closed the deal in 2004.

Cedar Concepts is the country’s only African American, woman-owned chemical manufacturer not specializing in pharmaceutical or hair-care products, according to Boasmond.

Her path to leadership is not your everyday story. Prior to joining and later owning Cedar Concepts she worked in the laboratory of a major corporation with 52 plants worldwide. While there, she approached management about taking on the role of the plant’s production manager and became the company’s first minority or woman in that position.

“Coming up in the corporate world, I took a unique path. I started in production and moved on to quality. After quality, I worked in a laboratory. Next, I moved into management and became a director.” Says Boasmond, “Typically, people don’t take that type of a path. Because I’ve had these different positions, I understand stakeholders which would bring great value to a board.”

Under Boasmond’s guidance, Cedar Concepts has nearly doubled its sales to over \$16 million, employs 40 people and ships over 50 million pounds of product annually to many Fortune 500 corporations.

She has also exponentially increased the training budget. “People are what it takes to make a business grow. They have to feel they have a stake. And they have to be appreciated for the things that they have done.”

- The Chicago Urban League selected Boasmond to participate in its 2008 nextONE intensive, nine-month business-acceleration program for African American owned businesses in greater Chicago
- Boasmond received the Women’s Business Development Center 2008 Entrepreneurial Woman of the Year “Rising Star” Award

Her mentoring efforts include:

- Museum of Science and Industry Science Chicago program student mentor
- Continental Society youth mentor



Ramón Cepeda

Senior Vice President – Managing Director, Northern Trust

“People develop into leaders as a result of their life experiences. It’s important to identify these leaders and then put them in positions where they can sharpen their skills.”



In 1998, Ramón Cepeda moved from the Community Development Lending Group at LaSalle Bank to Commercial Real Estate Acquisition and Construction. Within a few years, he was managing a portfolio in excess of \$350 million consisting mostly of retail, office, industrial and multi-family properties. This was one of the largest individual portfolios at LaSalle.

Says Cepeda, “It was important that I made a move from community banking to commercial banking, because, many times, Hispanics get pigeonholed into certain positions.” He believes this is true across the financial services industry. “Often, Hispanics are in the community affairs areas or places like that. It was a turning point in my career to focus on business aspects and generating revenue for a company. You’ve got to be successful at what you do before you are able to help other people.”

In July 2007, he joined The Northern Trust Company’s Private Client Services Group as Vice President/Sr. Commercial Real Estate Relationship Manager. By the end of 2008, Cepeda was responsible for generating more than \$120 million in new business for Northern Trust, most of which was in Commercial Real Estate Finance.

Only twelve months after joining Northern Trust, Cepeda was promoted to senior vice president, managing director.

When asked about the attributes shared by successful leaders, he uses the word ‘balance.’ “They can combine generosity and ambition with business know-how and instinct.” Cepeda believes it is critical for leaders to balance many different things at once, including contributing to the civic environment of the city and running their companies, “in a way that is beneficial to the environment around them.”

Cepeda certainly has this ability, but he admits there is another aspect to his success as a leader. “I’m a tireless worker and that has allowed me to develop a pretty big repertoire of ideas and ways to look at things.”

- Cepeda currently serves as a member of the Board of Trustees at the National Museum of Mexican Art; the Advisory Council Nacional Financiera de Mexico in Chicago (The Mexican National Development Bank); the Leadership Advisory Board of Cristo Rey Jesuit High School; and the Board of Directors of the Alliance of Latinos and Jews
- Member/former president of the Hispanic Bankers Association Board of Directors, a 501c3 he established that provides college scholarships to Hispanic/Latino students planning to enter the financial services industry

Pedro Cevallos-Candau

Executive Vice President, Primera Engineers, Ltd.

“The legacy of business diversity programs is developing companies that can stand on their feet and that can fight an even battle in the open market.”

Pedro Cevallos-Candau was born in Cuenca, Ecuador and came to Champaign-Urbana as a college professor. He obtained a Ph.D. in Civil Engineering from the University of Illinois while learning to speak, read and write English with the fluency required to be successful at that level.

He remains active mentoring engineering students at the University of Illinois, as well as advising on academic programs at the Illinois Institute of Technology's Department of Civil Engineering. “The attributes needed thirty years ago required exceptional arithmetic. Lengthy calculations on a slide-rule now take only seconds. This has transformed the way we work. Now, you have the power of a library in your computer. What's needed today is vision to see the big picture problem you are trying to tackle and to absorb and synthesize information.”

In 1987, Cevallos-Candau became a founding partner of Primera Engineers. Beginning with three engineers, the firm is now one of Illinois' leading engineering and design management firms, employing more than 120 professionals. Cevallos-Candau oversees the Infrastructure Business Unit, leading mega projects including O'Hare's Modernization Program and the Illinois State Toll Highway Authority's Open Road Tolling Program.

When it comes to career advancement and credibility, he believes being a person of color is “a sword with two edges.” As a college professor and consultant, Cevallos-Candau was classified as an expert in certain engineering areas. “Fortune 100 companies sent me to look at very complicated issues all over the country. My experience was highly regarded.” Though Cevallos-Candau had even more experience when he started Primera, some clients regarded his expertise less highly. “When I gave my opinion as the owner of a Hispanic-owned company, everybody started to doubt what I said.”

The upside is the ability to work globally. “We are doing projects in Mexico. Engineers identify with me because of their background. I can talk to them in their mother tongue, and they regard me as an expert.”

- The 2009-2010 president-elect of American Council of Engineering Companies (ACEC) Illinois
- Appointed by Justice Ann Burke to the Judicial Appointments Committee
- Appointed by Speaker Michael Madigan to the Citizens Council on Energy Resources
- Primera Engineers, Ltd. was recognized by the Chicago Minority Business Development Council as the 2009 Supplier of the Year Class III



Johnathan U. Choe

Executive Vice President, Retail Banking, Fifth Third Bank

“Integrity is synonymous with character. It is more than avoiding doing the wrong thing; it’s doing the right thing regardless of the cost.”

While working for Wells Fargo in Arizona, Johnathan Choe was recruited to join Fifth Third Bank in 2005 as executive vice president of Retail Banking charged with overseeing and growing the Bank’s Chicagoland and Northern Indiana banking center networks.

Under his leadership, the bank tailored banking centers to more closely represent their local neighborhoods. This included developing partnerships with local grocers and stores, further demonstrating a commitment to their communities. These efforts have resulted in the successful opening of 55 locations.

He is also responsible for the identification and development of a diverse management team and workforce. It is here where Choe’s true leadership skills excel.

First and foremost, he points to integrity. “It is the larger part of the leaders’ responsibility to shape

their organization, allowing individuals in the organization to do great things.”

Next, he points to widening the net of applicants. “I don’t think there’s anything sinister about what allows or doesn’t allow people of color to be given opportunities. Sometimes you have to work a little harder to close gaps.”

Choe describes how he approached balancing diversity at local branches: “I set targets, not only for entry-level positions but also for management. For senior positions, I mandated that diverse candidates be in a final pool that I interviewed myself.”

His goal is not diversity for diversity’s sake, but to use a global perspective and first-hand cultural understanding to grow the business. “The biggest international opportunities in our footprint are here in Chicago. We have a trading desk, the largest international group, and global businesses that we

can expand.” He also points to the hundreds of different languages spoken by Chicago residents. “The best way to take advantage of our opportunities is to really become a part of our communities, to understand these communities one neighborhood at a time and to leverage our diverse workforce. It is really a person to person relationship business.”

- Goodman Theater, board of trustees member (2006 to present); he convinced Fifth Third to offer financial support for Goodman’s Latino Theater Festival, providing Latino students with the opportunity to view live theater
- Korean American Community Services, board member (2007 to present)
- Choe immigrated from Seoul, South Korea in 1972 at age 6



Michele Coleman Mayes

Senior Vice President and General Counsel, Allstate Insurance Company

“When you are in the heat of a battle, don’t lose perspective. Don’t let your goal, which is to win, blind you to lots of other things that need to be in the mix.”



It’s not just the message, but also the way it’s delivered.

While Michele Coleman Mayes considers herself a blunt communicator, she speaks with sincerity and empathy. “I tend to use straight talk and plain language but not in a way that causes someone to become defensive. I am always playing in my head, ‘How would I receive the message I’m about to deliver?’”

Her approach to direct, yet thoughtful communication helped her when she was vice president and deputy general counsel (international and corporate) at Colgate-Palmolive. “I inherited a huge judgment that was on appeal. I had to put together a coalition from all different places to help us address this position in Ecuador.” She worked with the company’s indigenous legal staff as well as with the the U.S. ambassador to Ecuador. “In the end, we paid a fraction of that judgment.”

These same communications skills help her provide career advice, even when delivering tough news. She uses an example from when she was assistant professor, in the political science department at Illinois State University. “My department head said he’d never seen anyone able to fail someone and still have that person come and ask them for advice.”

Mayes is now the first woman ever to serve as chief legal officer for the Allstate Corporation, leading the insurance company’s Department of Law and Regulation, one of the five largest in-house departments in the country.

Her career spans more than 30 years, yet her range of experience is even more expansive. In addition to her positions in education, consumer products, and insurance, she also had roles in government, serving in the United States Department of Justice as an assistant U.S. attorney and chief of the Civil

Division and in workflow management, as senior vice president and general counsel at Pitney Bowes. In the information technology sector, she was the staff vice president and associate general counsel at Unisys.

- Member of the Board of Directors of Legal Momentum (formerly NOW Legal Defense and Education Fund) having served as chairperson from 2001 to 2006
- Member of the Board of Directors of the National Judicial College, RAND Institute for Civil Justice and the U.S. Chamber Institute for Legal Reform

Michelle L. Collins

President, Cambium LLC

“A diversity initiative impacts more than just the number of diverse employees or executives in the company; it affects the culture of the business making it much more open to diverse views, even within a homogeneous group.”

Michelle L. Collins is co-founder of Cambium LLC, an advisory firm serving small and medium-sized companies. Cambium invests directly in seed to small-businesses that have above-average growth potential, while counseling them on growth strategies and day-to-day operations. Engagements have included the full range of strategic initiatives, including business development evaluations, assessments of capital raising alternatives, executive coaching, board development and creating “best practice” governance programs.

“I remain passionate about entrepreneurship and the power of growing small businesses. It’s a long-held goal to see that happen consistently in the minority community.” In addition, Collins co-founded and serves as general partner of Svoboda Capital Partners, a Chicago-based private equity firm that invests in and helps build distribution, business services, and consumer products businesses. Prior to that, Collins was a principal in the Corporate

Finance Department at William Blair & Company where she provided investment banking advice to medium-sized companies. She led the IPO’s for CDW Corporation and Coldwater Creek, and provided advisory and mergers and acquisitions services for leading companies such as United Stationers and Lands’ End.

While at William Blair & Company, she was tapped to serve on her first corporate board. “They needed industry and financial experience because they were going public. I had also shown interest in participating in groups that way. I had been on a lot of non-profit boards.”

Her extensive business experience and expertise regarding acquisitions make her a highly-sought board member. “It’s a combination of being prepared, having an opinion, listening well to the company’s needs, and solving problems. It’s saying, ‘Here’s how to do acquisitions effectively,’ and coming in with resources, people, and a program.”

Collins is also an outspoken proponent on board diversity. “One of my past boards had no diversity program whatsoever. We got diversity on the CEO’s top ten goals. He and his team did a great job and they are out thriving today in the Chicago area.” This same company was later publicly acknowledged through a diversity publication for having a comprehensive and holistic diversity effort.

- Corporate board member of Columbia Acorn and Wanger Advisors Trusts, Molex, Blue Cross/Blue Shield of Illinois, and PNA Holdings
- Board member or trustee of the Field Museum, Erikson Institute, Chicago Symphony Orchestra, Chicago Urban League, Chicago Public Library Foundation, The Renaissance Schools Fund, Chicago Sinfonietta (chairman 2001-2006), Hyde Park Angels, The Chicago Humanities Foundation, and the YMCA
- Featured in *Crain’s* ‘40 under 40’ in 1998 and consistently recognized by *Black Enterprise* as ‘One of the 75 Most Powerful Blacks on Wall Street’



Nelda J. Connors

President, Tyco Electrical and Metal Products, a division of Tyco International Management Co.

“Leadership development must have an equal balance of the person wanting leadership when the opportunities are presented and the business getting value by the placement.”



Nelda Connors meticulously crafted her journey and ultimately her own niche in business. When asked if international assignments early in her career were risky, Nelda Connors replied with assurance. “I felt confident and driven enough in what I intended to learn that it wasn’t going to be a bad experience. Certainly, it will have been formative.” It’s this philosophy that helped Connors tackle a vast array of endeavors that forged an international business leader described as having “a quiet demeanor, but a backbone of steel.”

She earned both her bachelor’s and master’s degrees in mechanical engineering in five years while working full-time with Monsanto. “I had a passion to understand how products were designed and ultimately manufactured.” She wrote her thesis on the then unfamiliar Japanese strategy of employee involvement and lean thinking. After winning a coveted position as a Rotary International Japan fellow, she completed post-graduate studies in international finance and

economics at the University of Tokyo and gained a proficiency in Japanese, all while working at a Toyota supplier. “I honed my understanding of Japanese manufacturing through practical application.”

From there she worked at Chrysler and then Ford, where “the international bug called again.” She became director of Ford Europe’s parts supply and logistics organization in Cologne, Germany.

Next stop? Shanghai to lead Eaton’s Asia-Pacific, Fluid Power Group. Four successful years later, she joined Tyco as the president of their Electrical and Metal Products segment. At Tyco she leads more than 4,000 employees located around the globe. As you now expect, she succeeded here as well, delivering 2008 net division revenue of \$2.3 billion, the second best earnings in Tyco’s history.

All during this whirlwind, Connors remained focused on civic responsibility which is why she joined not-for-profit boards. “I thought I could be president

of something one day, so I needed to understand what it meant to help an organization and grow as a board committee leader while balancing my own job.” Her experiences building value in three major industrialized nations, plus a couple of emerging ones, should certainly benefit any board.

- Board member for Asia-Pacific Chamber of Commerce (MI chapter); board member for Governors State University Foundation; and advisory board member for Rock Gate Partners
- Out-going board of governor for Shanghai Chamber of Commerce to the United States Government (2006-2009)
- Sound engineer and roadie for a couple of nationally known bands. “I wasn’t sure whether I was going to become a mechanical engineer or change to an electrical engineer which would have been more in line with my love of music, but I ended up staying with mechanical in the end.”

Billy Dexter

Managing Director and Partner, Heidrick & Struggles

“I discovered long ago that a full and rewarding life’s journey is not the houses, cars or things. It’s how many people you are able to connect to and how you are able to impact their lives.”



Growing up in Detroit’s inner city, Billy Dexter knew he needed an education, but it would not come easy. “I applied to thirteen colleges and was turned down by all of them.” He drove three hours to Saginaw Valley State University to state his case. “I basically pleaded with them. Two weeks later, I got a letter saying I’d been accepted on probation.” At the time, Saginaw was a liberal arts school with 4,000 predominantly Caucasian students. Dexter joined student government and became their first African-American homecoming king. “It just really changed my life and allowed me to see that there was a different way.”

Since then, Dexter’s career has been all about making connections. “The relationships you develop are at the core of being successful.” Currently, Dexter is managing director-partner at Heidrick & Struggles and a member of their global diversity services practice. He is one of three African-American partners at what is the world’s largest executive search firm. Working across all industry and functional groups, he assists clients in creating diverse leadership teams. “It’s finding solutions that create a more diverse environment and a more inclusive culture.”

Prior to Heidrick & Struggles, Dexter held senior management roles at some of the world’s largest companies, including being national director of international and diversity recruitment solutions for Deloitte & Touche, vice president for diversity recruitment initiatives for Monster Worldwide, and executive vice president & chief diversity officer for MTV Networks. At MTV, Dexter partnered with senior leadership and MTV’s diversity councils to develop strategies and create formal structures for furthering diversity and inclusion throughout the global company’s business divisions and networks.

“I feel very confident in my ability to be a visionary and to be strategic in terms of providing solutions.” He says it’s an obsession. “Where should we be trying to go next? What’s the new horizon out there and how do we get there? I want to be the first to figure this out.”

- Recognized by the Society of Human Resources Management (SHRM) as a “Top 100 Global Diversity Thought Leader” in 2008
- Board member for Teen Living Programs, which provides shelters, education, job training and healthcare for homeless teens
- Served as president of the Chicago Association of Minority Recruiters 2003-2006
- Awarded a trailblazer award in 2002 by *Savoy Magazine*; recognized by *Black MBA Magazine* as a “Top 50 MBA under 50” in 2005

Sue Ling Gin

Chairman and Chief Executive Officer, Flying Food Group

“One of the great advantages of being in business is developing people who may not have had the opportunity, watching them excel when the opportunity is given, and seeing them succeed to a very high degree.”

Sue Gin's father died when she was ten. Her mother had limited English skills and, with two younger siblings, she became de facto head of the household. She learned how to manage the household budget and buy groceries, “the right groceries, so we wouldn't have too much of one thing and not enough of another. It wasn't about leadership; it was about challenges.”

A spirited entrepreneur, Gin began by investing in real estate, restaurants and a wholesale bakery in Chicago. In 1983 she formed Flying Food Group (FFG) to provide passenger meals to airlines. Bringing a true partnership approach, Gin helped her first customer, a domestic carrier out of Midway, build its brand.

Though e-mail and social networking have become norms, Gin still champions face-to-face communication. “Whether you're selling, buying or partnering, even in other countries, you must have as much personal contact as possible. Relationships are really very important.”

She also appreciates the importance of understanding your clients' professional and personal goals. “I know my customers intimately. I know their people's needs and the plans they have from the corporate side, so I can marry the two.”

Today, FFG has revenues over \$300 million and more than 3,200 employees in 17 gateway cities across the U.S., plus Shanghai, China. It provides more than 200,000 meals daily to airlines and retail partners. Gin is also president of New Management, Ltd., a flourishing real estate sales, leasing management and development firm she founded over three decades ago. In both businesses, Gin manages a wide range of opportunities from the inception of the idea, through all its phases, to making a profit.

“If I'm on a board, the problem they're discussing could have happened to me six months or a year ago. Being able to give examples often helps others draw different conclusions. It is good to have all of these resources. In business, the one who executes is successful.”

- President and director of the Sue Ling Gin Charitable Fund
- Director on the Boards of Exelon Corporation, Commonwealth Edison, Centerplate, DePaul University, The Field Museum, Chicago Botanical Gardens, Rush University Medical Center and the William G. McGowan Charitable Fund founded in memory of her late husband Bill McGowan
- Recently established an annual women in leadership forum, held at the McGowan Theater, National Archives, Washington D.C.



Quin R. Golden

Associate Vice President Strategic Affiliations and Urban Health Initiative, University of Chicago Medical Center

“Character is important to all that a leader is, knows and does. It is the quality that dictates when we act, how to act and when to take a stand. Teaching ethical underpinnings and developing unquestionable integrity, uncharacterized by color, is the most significant task of a senior leader.”



At the University of Chicago Medical Center (UCMC), Quin Golden is part of the senior management team and responsible for developing strategic partnerships with medical and community providers.

Prior to this appointment, Golden served as the chief operating officer and chief of staff for the Illinois Department of Public Health (IDPH). There she administered the agency's \$400 million budget, oversaw its 1,100 employees, and set objectives for their more than 200 programs. She helped IDPH achieve Gold Standard designation from the Illinois Cancer Registry by the North American Association of Central Cancer Registries (NAACCR).

A formative moment in her career occurred when she was working as a project administrator for a substance abuse program for pregnant women. “We were looking at how you could help women become drug free and improve their

quality of life.” While this introduced Golden to the field of research, it also revealed the hands-on nature of healthcare. She found herself in poor, drug infested communities convincing her patients to re-enter treatment. “I was knocking on doors, one time going around the line where they were selling drugs out of this house and up to the second floor to find a woman who was part of our program.”

Looking back, she wonders at her own fortitude. “I don’t even know how I was able to lead them out of there, but they went with me. It was absolutely rewarding to see women complete treatment.”

Looking forward, Golden sees a growing need for organizational honesty. “There is a thirst in our country right now for transparency. To hold leaders accountable and to reestablish trust in them.” She concludes with her recipe for

organizational success: “Competence, respect, and diversity of opinions. And, at the board and corporate level, not to see diversity as charity but to see it as good business practice.”

- Current board affiliations include Cook County Hospital Governing Board, American Cancer Society, and Chicago Area Project
- Says Golden, “When decisions appear to be motivated by cultural bias, find a common ground that is not an advantage to one culture or the other, but is required or desired by both. That provides a place to share and, in that process, you move to a space of trust and acceptance of differences.”

J.C. Gonzalez-Mendez

President, McDonald's Latin America

"At the end of the day, if you have ten people working for you and five of them think the same way, then you have four too many in that particular role."

J.C. Gonzalez-Mendez was born in Mexico City and earned his biochemical engineering degree from the Instituto Tecnológico y de Estudios Superiores de Monterrey, México in 1981. One of his two minors was in food technology.

In 1984, Gonzalez-Mendez became McDonald's first ever employee in Mexico. He was responsible for developing the sources of supply for McDonald's first restaurant in that country.

He became a manager trainee and moved up the ranks to operations manager as a strategic move to learn the business. "It was a humbling experience, but it taught me the business from the ground up and gave me credibility. It also made me realize that we're not in the hamburger business. We're in the people business, selling hamburgers, which is extremely different."

In 2008, Gonzalez-Mendez was promoted to president, McDonald's Latin America, responsible

for the operations of 1,700 restaurants in 28 countries with sales in excess of \$4 billion.

In between, he held numerous roles for McDonalds, both in North America and Latin America including five years as senior vice president, chief supply chain officer for North America Supply Chain Management, coordinating over \$10 billion of food, paper and toy purchases, as well as managing the logistics and distribution for over 15,000 McDonald's restaurants throughout United States and Canada.

Working closely with leaders throughout the Americas helped Gonzalez-Mendez appreciate that diversity is more than color. "It's diversity of thought we're interested in. If you have a different background, a different upbringing, a different religious belief, you have a completely different way of looking at a particular problem."

Gonzales himself brings unique perspectives to his work. He is a biochemical engineer with two

minors: food technology and marine sciences, as well as an MBA. While contemplating his options in college, he spent time as a marine mammal curator and would observe, tag, and monitor their movements throughout the Gulf of California. "But in life there's what you always wanted to do, and who you really are."

- Member of the Board of Trustees of The People with Disabilities Fund of The Chicago Community Trust, 2004-2009
- Member of the president's advisory council of the Marianjoy Rehabilitation Center, 2006-2009
- Member of the Board of Directors of Ronald McDonald's House Charities of Chicago and Northwest Indiana, 2004-2008
- Founder and president of Fundación Infantil Ronald McDonald-México, 1998-2000



Wallace Harris, Jr.

Senior Vice President, District Executive – Harris Community Banking, Harris Bank

“Our current economic challenges will result in more than just a recommitment to being ethical and responsible, there will be a cultural shift in leadership style that will drive these changes and make them sustainable.”

Wallace Harris, Jr. joined Harris Bank as senior vice president, district executive in April, 2008, leading the Bank's South District, its largest district comprising one-third of all locations.

He combined his leadership and team-building skills to spark a turnaround in financial performance, moving the district from 'bottom of the pack' to #1 in a seven-month period. He believes his success can be attributed to having a wide ranging business background and hands-on experiences.

Though he started in banking and now works in banking, he took a strategic detour to increase his business and leadership skills. “Leaving banking to join Baldwin-Richardson Foods as chief financial officer was my biggest career risk. As the company's first CFO, I had to do a lot of work developing that business.”

The smaller Baldwin had just acquired Richardson from Quaker Oats, and, according to Harris, “was

left with a manufacturing facility, products and some people, but didn't have an accounting group, a finance group, or much of an IT structure.” He had to build those structures and teams. Harris guided the \$41 million recapitalization effort, adding an efficient financial structure and increasing revenues and profits (46% and 25%, respectively) over a three-year period. He personally led the restructured sales team, managing the relationships with the company's two largest customers.

Returning to banking, he had an increased ability to “flow.” He explains this to mean: “I could ‘flow’ from one group in the organization to another, spending time with the plant manager, marketing or research and development, communicating with them all effectively to make sure our business was creating value.”

This helped him as CFO for Irwin Union Bank, where his thorough financial management disciplines

and process improvements contributed to four consecutive years of record earnings and over 244% growth.

He believes all forms of diversity are critical for organizational and board success. “Taking advantage of different experiences and diverse backgrounds generates the innovation and creativity necessary to address the issues and challenges that arise.”

- Director, Metropolitan Family Services, which provides programs and services to help families through difficult times, serving on the Government Affairs Committee and as co-chair for the organization's 2009 holiday gala
- Director, Oak Park Tennis Association (OPTA), dedicated to helping local tennis players compete with other players at similar skill levels. Active in recruitment of new members; participates in the summer leagues



Ted Hawkins

Partner, PricewaterhouseCoopers, LLP

“When I returned home at night as a boy, my father would ask, ‘What did you do for someone else today?’ and the words stuck. It’s my personal decision to help someone else grow just a little bit more each and every day.”

Ted Hawkins serves as a partner in PricewaterhouseCoopers (PwC) Advisory Services Practice and leads their Forensics and Investigations Practice in Chicago. He has provided expert testimony in federal and state courts and led extensive forensic and fraud investigations. These investigation teams have included as many as 185 professionals and have helped large corporations respond to U.S. Securities Exchange Commission inquiries through examination of internal controls and trading orders. He has also assisted clients with mergers and acquisitions navigating the U.S. Department of Justice’s Foreign Corrupt Practices Act.

“I’ve had a ton of exposure to corporations, domestically and internationally,” says Hawkins, “and have a very deep appreciation of the failings that are indicia of poor leadership and cause companies to lose reputation and people and to incur financial issues.”

Not surprisingly, he has no patience for unethical practices. “My approach is to confront it. That is absolutely part of my style. Because whether it’s a small thing or a big thing, it will typically have negative impact on someone else who is trying to do the right thing.” Bearing all this in mind, his next comment might sound a little understated: “I think I’m very well positioned to provide pointed advice about how to guide a company successfully both from a financial standpoint and from a reputational standpoint.”

Hawkins has been a mentor to others and a consistent proponent of inclusion. In 1996, as a staffer, Hawkins led the initiative to develop a relationship with Atlanta University Colleges (AUC), including Morehouse, Spelman and Clark. Hawkins continues to drive the firm’s effort at the AUC through sponsorship, teaching, interaction with the faculty, board participation, and student mentoring.

“For a large part of my career, I have been part of a small group of African-Americans in senior leadership. This has forced me to stretch to understand and connect with people who are different from me. That has helped me tremendously in the global workspace.”

- Member of the Board of Directors of the Better Government Association and the Joffrey Ballet
- His passion includes working with youth and encouraging their exposure to diversity and the arts. One of his favorite events occurs in December when 3,200 Chicago Public Schools students are invited to attend a private showing of the Nutcracker at Joffrey Ballet



Amy S. Hilliard

Founder, President and Chief Executive Officer, The ComfortCake Company, LLC

“I want the people that I work with to develop as thinkers, workers and leaders. I value the specialized input team members bring. There’s no lock on a good idea.”



The ComfortCake® Company, LLC is a marketer and distributor of gourmet pound cakes, frozen batters and proprietary sugar substitutes to the food service, retail and Internet distribution channels. Launched in 2001 from Hilliard’s personal funds, the 15-item product line consists of her recipe for pound cake, “so good it feels like a hug!”

Hilliard was inspired by her chef grandfather to turn her baking hobby into a business. “I have the ability to take a vision and to create something tangible.” Soon thereafter, she was supplying cakes to United Airlines and was featured on CNN and The Food Network.

ComfortCake is currently being tested in McDonald’s. This is one of Hilliard’s greatest achievements as an entrepreneur, “because it took six years of talking to anyone there who would listen.” Prior to owning ComfortCake, Hilliard was a proven and fearless marketing executive. In 1995, she founded The Hilliard Group (THG), providing product development consulting to clients such as IBM, American Express, and HBO. “I have a pretty high tolerance for risk. It didn’t bother me to step into a void and create something out of nothing.”

Before launching THG, she was senior vice president of Integrated Marketing at Burrell Communications Group, working with clients including Coca-Cola and Hasbro. By then, she had already enjoyed global successes, such as the \$100 million White Rain launch for Gillette and the Break-thru product line launch for L’Oreal, which the chairman/CEO of L’Oreal called “one of the most creative and cohesive global launches ever.”

A true team-builder, Hilliard points to her early days at L’Oreal as her greatest corporate-side success. Hired as senior vice president of marketing for the newly-acquired SoftSheen Division, Hilliard was tasked with bringing global brand management systems to the entrepreneurial company, all while moving manufacturing and completely reformulating the products. Her team’s initial product introduction achieved multimillion-dollar results in its first year.

- Founding member of the PepsiCo Multicultural Advisory Board
- Member of the Premier Auto Group Diversity Council of Ford Motor Company
- First African-American elected to the Board of Directors of the National Association of the Specialty Food Trade

Kym M. Hubbard

Chief Investment Officer, Ernst & Young LLP

“If you don’t ask for what you think you deserve, you probably won’t get it.”

Kym Hubbard never held a position she did not fully enjoy. “I got something from everything,” says Hubbard. “There are a lot of people who believe it’s all about them, but at some point in your life, it’s got to be about somebody else or about the greater good.”

This philosophy helped her move seamlessly from more lucrative positions in corporate America to government positions where she could affect great change. She also believes in marketing yourself for your next position. “If you had been a marketer on the sell side, it’s hard for people to see you on the portfolio management side. So I took the opportunity to remarket myself because I knew where I wanted to end up, which has paid off in dividends.”

Hubbard is currently the chief investment officer of Ernst & Young (EY), Americas, where she manages \$7 billion in retirement assets. This involves managing the investments of captive insurance accounts and

working strategically with the firm’s treasurer on the investing of over \$1 billion in short term cash. She also works closely with the firm’s principals on inclusiveness and diversity issues.

Prior to EY, she left an especially lucrative position in the corporate world to apply her financial management skills to the public sector. This included being executive director of the Illinois Finance Authority, where she managed the issuance of \$23 billion in tax exempt bond financing for projects designed to create jobs and grow businesses.

She was also portfolio manager of a \$12 billion pension portfolio for the Illinois State Board of Investment (ISBI). While at ISBI, she designed an emerging/minority investment management program, helping ISBI become the leading public pension fund for allocating assets to emerging, minority and women owned companies amongst all U.S. public pension plans, based on percentage of total asset.

Hubbard believes responsible leaders must “realize the reward and the value of opinions that are different from yours, which may not be status quo or what you want to hear.” She adds, “Responsible leadership also means being accountable for the decisions that are made.”

- Authored pension legislation that unanimously passed the Senate and the House and was signed into law by the Governor
- Serves advisory boards of Digital Divide Elimination, Altura Capital and the Arts and Business Council
- Co-chairs the capital campaign of Muntu Dance Theatre
- Holds ‘new people parties’ to expand her network. “Many leaders only communicate with other leaders. Instead, I invite people I barely know. I am always looking for the next undiscovered leader.”



Robert Johnson

McDonald's Corporation, Managing Counsel

"The strength of any leader is being able to marshal different perspectives, opinions, and ideologies, and coalesce them around a common vision."



As managing counsel at McDonald's Corporation, Robert Johnson oversees the \$55 million worker's compensation program for domestic corporate-owned restaurants.

An expert in risk assessment and reduction, Johnson counsels senior management relative to crisis management, customer relations, and brand protection for McDonald's European, Australian, Latin American, Canadian and Asian markets.

He was assigned his current leadership role after creating a business case outlining the value of creating a department to manage worker's compensation claims.

"There was no team in the legal department responsible for the \$55 million in claims, so I suggested we put a team in place to manage this huge cost." At the time, Johnson was successfully handling customer claims and litigation where he

was respected and comfortable. "I took a risk to help the company in a way it had not been helped before and it worked out very well." In the first two years, his team saved the company well over \$4 million.

He advises that others, also, look for "white spaces."

"What people typically do," he explains, "is see someone who has a position and say, 'I want that person's job or title.'" He points to a problem with this approach: "Somebody's already got that job. Instead look for areas where no one is playing and that need attention."

He believes this is more critical for people of color. "We often don't take the risks that are going to benefit us. The beauty of creating your own job is there's no one to compare you to!"

It also helps if, like Johnson, you can synthesize information quickly and cut to core issues. He has

a strategy here as well, "Listen to all of the information, the sides, and perspectives. Egos and other agendas can dominate if you don't have a leader who allows everyone to be heard, demonstrates an appreciation of their issues, and still brings everyone together in a way that can move these issues forward."

- Board directorships include the National Urban League, Black Executive Exchange Program (BEEP) where he serves on the executive advisory committee; and Center for Disability & Elder Law (CDEL) where he serves as corporate secretary
- As a member of McDonald's diversity and inclusion faculty, Johnson addresses national diversity issues and teaches black career development

Earl Jones

President and Market Manager, Clear Channel Radio Chicago

“Tolerating things you disagree with is a subtle way of losing integrity.”

Earl Jones serves as president & market manager of Clear Channel Radio Chicago. The highest ranking African-American at Clear Channel Radio and its parent company, Clear Channel Communications, Inc., Jones is responsible for the oversight and total operation of the top-rated, multi-formatted Chicago station group, which includes WGCI-FM and five other radio stations in Chicago. Clear Channel Radio Chicago reaches 4,795,500 listeners, ages 6 and older, weekly.

Jones entered radio after spending five successful years as a defensive back for the Atlanta Falcons in the National Football League. He says he knew little about the business side of radio when he retired from football. “My wife was in the business before me and she has been very successful. She explained the business and the assets of the business.”

Since then, Jones’ approach to opportunities and adversity has been as focused as a defensive back trying to tackle a wide receiver. “Athletics created the leader that I am. I take on issues respectfully, but I take them head-on. There’s no dodging as a defensive back.” He believes the straight ahead approach separates him style-wise from many business people. “A lot of individuals look for ways around adversity rather than taking the issues head-on and adapting as you go. So I’ve used that as a method to propel me forward.”

That approach is evidenced through Jones’ leadership around Clear Channel Radio Chicago’s contributions to the needs of our community. Rather than create a product to compete against Chicago’s legendary urban talk station WVON-AM, Clear Channel, with Jones’ direction, leased (including a purchase option) WVON-AM a stronger frequency which allowed them to expand their reach to more African-American listeners in the community with programming that speaks to their lives.

Jones attributes much of his success to his ‘personal board of directors.’ He describes this as, “People who aren’t afraid to speak the truth and that are going to push me by telling me what I need to hear, not what I want to hear and not just the easy things.”

- Member, Board of Directors, Chicago Urban League
- Vice chairman/radio, Board of Directors, Illinois Broadcasters Association
- Named one of “The 35 Most Influential African Americans” in radio by *Radio Ink Magazine*
- Honored by the Loretto Hospital Foundation with naming rights to a hypertension screening and treatment program; The “Earl Jones Hypertension Screening Program” has helped thousands of patients



Dolores A. Kunda

President and Chief Executive Officer, Lápiz Hispanic Marketing and Leo Burnett Puerto Rico

“As an employer, it doesn’t matter to me what kind of degree you’ve got. I need somebody who’s curious, who’s resourceful, who’ll take responsibility, and who’ll get the job done.”



In 1999, Dolores Kunda conceived, and sold Leo Burnett USA, the idea of a separate Hispanic advertising division with its own identity and income statement. Lápiz Hispanic Marketing was born. Under Kunda’s leadership, Lápiz has grown into an award-winning, 40-person shop managing the Hispanic image and communication of blue-chip clients including Allstate, Procter & Gamble, McDonald’s, and DirecTV.

In 2007, Leo Burnett further recognized Kunda’s managerial talents by promoting her to CEO of Leo Burnett Puerto Rico. All told, Kunda manages a staff of nearly 100 people in three locations: Chicago, Detroit and San Juan.

A reason for her success is her greater perspective on the value of Hispanic marketing. “On a broader scale, we’re helping the Hispanic community get a place at the table.” Kunda sees a list of long-term benefits here. “When clients invest in the Hispanic market, not only do we bring sales for the corporation, we also educate those senior leaders and ultimately the country. When you are recognized as a valuable consumer group you get entrée into the economic club.”

She also has a greater perspective on leadership in general. “An effective leader not only inspires people to do great work, but also recognizes that they, themselves, may no longer be able to be in the trenches. They can take joy from what the rank and file is doing, but their view by necessity must be much bigger, and more future oriented looking at how they are setting themselves up for tomorrow.”

She brings this long-view to her board roles, including an innovative “to do” list. “On a corporate board, you are responsible for two things: duty of loyalty and duty of care. Duty of loyalty has to do with the shareholders. Duty of care has to do with the organization and the future of that organization.” She says this requires asking “non-conforming” questions. “Questions which do not simply support decisions being made, but assure those decisions meet the greater goals.”

- Serves as a board member for Lenox Group Inc., member of the Audit Committee, The Finish Line Inc., member of the Compensation Committee, and Casa Central
- Kunda is also a member of the Multicultural Committee for the American Advertising Federation (AAF)
- “I’m astute in business and really enjoy it in a very visceral way. Why watch reality TV when you can turn on CNBC and watch the latest financial scandal unfold? What more reality do you want?”

Deryl McKissack

President and Chief Executive Officer, McKissack & McKissack

“You have to be very careful about which projects you take, how you execute them and how you document them all the way through. The most important part of that is meeting your clients’ expectations every day.”



Deryl McKissack, is the president and CEO of McKissack & McKissack, a firm she founded in 1990 that now encompasses five major divisions: architecture & interiors, program & construction management, planning & facilities management, environmental engineering, and transportation.

As a leading program management firm, McKissack & McKissack manages \$15 billion in construction. Award-winning projects have included the O'Hare International Airport Modernization Program, McCormick Place West Expansion, Chicago Public Schools Owner's Representative Contract, Chicago Housing Authority Capital Improvement Program, and U.S. Cellular Field's New Scout Seating and Lounge.

Her role at Howard University, where McKissack served as the executive assistant to the president and managed the University's 133 buildings and 900 employees, helped forge her leadership skills. McKissack had prior experience in the construction

industry having worked for Turner Construction before taking the Howard role. Her family also happens to have a five-generation legacy in construction, dating to her great-great grandfather, Moses McKissack.

McKissack's pedigree, however, proved less important than her work ethic. She worked 80 hours a week, writing and pitching proposals herself. Five years later she finally matched her previous salary, which she calls a 'pivotal' moment, and in 1996 was awarded the Small Business Administration's (SBA's) Person of the Year and in 2004 SBA's Family-Owned Business of the Year.

In an industry that is predominantly male and not too diverse, McKissack is distinguished from her competitors. "When I go to a meeting, I'm usually the only person of color and the only female." Another point of differentiation is her strategy for competing versus that of far larger companies. She personally provides executive oversight on the majority of the firm's assignments, assuring clients that their

projects are observed at the highest level of the organization. "Because we're a smaller company and a family business, we don't have a lot of bureaucracy. Other companies sometimes operate like large cruise ships. When they say turn right, an hour later the whole thing turns right. We're like a sea boat. When the message goes out, everybody gets it, and we all head in the same direction."

- Board director for the Miami Arts Museum, Living Classrooms Foundation, and the District of Columbia Building Industry Association
- Member of the Corporate Advisory Council of the National Forum for Black Public Administrators, Chicago Chapter; sponsors its scholarship building activities; and participates in Principal for a Day and the Glass Slipper Project which provides students with prom attire
- McKissack & McKissack is consistently ranked by Engineering News Record as a "Top 100 Construction Management for-Fee" firm in the U.S.

Dorri C. McWhorter

Partner, Crowe Horwath LLP

“People have to move beyond race and gender in perception of talent. We need all talent available in the U.S. to continue to be a force in the world.”



In January 2008, Dorri McWhorter became the first African-America partner at Crowe Horwath LLP, a top 10 public accounting firm. An experienced professional with a background in management consulting, business process improvement, enterprise risk management, and internal control design, McWhorter is significantly involved in supporting Crowe's international professional services network, Horwath International. There she works with member firms in the global network to develop and deliver risk consulting services around the world.

“It's important to understand the role the corporation plays in being there not only for customers, but also for the people who work there and their community. It's really important to understand everything that surrounds the corporation.”

“When I learned I became the first black partner, I immediately thought ‘How do I get the next one?’ My goal was to make sure that not only is there

another black partner, but that there is a pipeline of people behind me.”

Prior to becoming partner at Crowe, McWhorter headed Internal Audit for Snap-on Incorporated, a \$3 billion organization. She led the company's worldwide compliance effort for Sarbanes-Oxley, creating a world-class internal audit function and generating significant cost savings.

McWhorter gained experience while in consulting roles at Arthur Andersen, Booz Allen and Hamilton, and Catholic Healthcare Audit Network. She also had a previous senior executive role at Crowe, where she was instrumental in growing their enterprise risk management and internal audit services practice by more than \$30 million.

McWhorter is referred to as a visionary-style leader. “I'm always trying to identify what's next and where we should be going and then

building teams towards that goal.” She believes this requires, “being open to hearing all perspectives people may bring to the table, and when they're not at the table, asking them to the table.”

- Member of the Board of Directors of the YWCA of Metropolitan Chicago, serving on as the audit committee chairperson
- Other board memberships include the Make-A-Wish Foundation of Illinois, Chicago Architecture Foundation and the Chicago Child Care Society
- A member of the American Institute of Certified Public Accountants (AICPA) Minority Initiatives Committee and New Leaders board member for the Executives Club of Chicago
- *New Perspectives Magazine*, 2004 Contributing Author of the Year Award

Verett Mims

Assistant Treasurer, The Boeing Company

“As minorities we are often put in the role of making other people feel comfortable with us. When different countries and different cultures come together in business, I’ve been able to use that skill.”

“You never know what you might want to be when you grow up,” says Verett Mims. “I’ve been a physicist and now I’m a finance and businessperson, but in between I did some sales. People ask, ‘Well, what does that make you equipped to do?’ And I respond, ‘I guess quite a bit.’”

As her comments imply, Mims has been successful in various fields and disciplines. At Boeing, her responsibilities include maintaining sufficient operational liquidity to meet daily requirements, enhancing return on liquid assets, examining global banking structures and developing strategies to better integrate enterprise-wide cash management activities with a special focus on foreign entities. She’s lead a team managing up to \$12 billion in cash and fixed income securities, as well as leading another team that won the Alexander Hamilton Award for excellence in innovation in the use of technology and systems in the treasury arena. Before Boeing, she went from being an entry level manager at Sun

Microsystems, involved in their first jumbo debt offering of \$1.5 billion to the Boeing Company, initially as director—international finance then promoted to assistant treasurer.

Earlier in her career, while designing microwave circuits for Hughes Aircraft, she decided she needed more room for growth. “My role was very narrowly defined, so I decided to pursue an MBA.” With that, she spent seven years as a foreign exchange sales trader at Citibank, consistently exceeding her revenue targets. Her experiences originally lead to discussion of a financial engineering position which she dismissed, “I didn’t want to work on models. I wanted to have clients and be on the profit and loss side of a company.” Having successfully guided her career to a senior role at the world’s leading aerospace company, she now applies this skill set to helping others advance. One of her coworkers explains, “Not only does she continuously challenge her direct reports to reach development goals, she will personally

remove obstacles that would hinder each person from doing so.” Her strategy is straightforward: making direct connections with the appropriate mentor. Says Mims, “If they’re just entering management, they may not approach an executive vice president directly. Instead, I’ll make the introduction. It’s been pretty successful.”

- Serves as a director on the Boards of San Miguel Schools Chicago, chairs the Finance Committee; Arts & Business Council of Chicago, secretary, Board Development Committee; Southern University MBA Board of Advisors, chair finance committee; and Muntu Dance Theatre of Chicago
- “As a community leader on several boards related to education and the arts, my major leadership initiatives ensure they have the financial resources to operate and raise additional funds so they remain viable institutions.”



Ray Mota

President and Chief Executive Officer, Mota Construction Company, Inc.

“You have to be educated and I don’t mean formally so much as informally. You have to keep up on what’s going on in the business world, understand where it is you’re going, and convey those thoughts to your people so that everybody’s working for the same goal.”

Ray Mota owns and manages the day-to-day operations of one of Chicagoland’s largest Hispanic-owned construction companies.

His goal when starting the company was somewhat modest. “If I could do a million dollars in sales, with a certain profit coming from that, I would be good.”

Though he had the necessary experience from his service in the United States Army Corp of Engineers, he was initially in the housing market at a very difficult time. “Worse than it is today. Interest rates were at 22%.” He decided to move away from housing. “It took over a year to transition from no work in residential to some work in commercial.”

Since then his business has grown to hit high water marks in excess of \$30 million, with representative clients including Chicago Public Schools, Chicago Transit Authority, Federal Aviation Administration, the Mexican Consulate of Chicago, Navy Pier/

McCormick Place, and both O’Hare and Midway Airports.

“So it’s worked. But it’s always a question of continuing to pursue new job opportunities.”

He has used his success to help others succeed, including taking the leadership in the development of five African-American and Hispanic American contractors and many other minority and disadvantaged subcontractors. He also provides scholarships for low-income students.

“For the last ten plus years, we’ve established scholarships to support young people who would not otherwise be able to afford private schools.”

Part of his success and certainly his value to his many board roles is the importance he places on remaining educated, both formally and informally. “Continuing to learn is important. There’s just a lot of things that we as board members have to take

into consideration. The only way you can really be in a position to make judgments is having experience and spending enough time keeping up on what’s going on around you.”

- Current board memberships include NorStates Bank, After School Matters and National Museum of Mexican Art
- Prior board participation includes being past chairman of the following organizations: Illinois Capital Development Board, Hispanic American Construction Industry Association, American G.I. Forum, and SER Jobs for Progress
- Awarded the Bronze Hard Hat Award, JC Penney Contractor of the Year, Urban League Contractor of the Year Award, and SBA Contractor of the Year



Linda M. Nolan

Senior Vice President, Personal Financial Services, Northern Trust

“Diversity is not just about having the numbers. It’s making sure we have broad representation through all levels so we can best approach our systems, projects, and planning and leverage all of our strengths to achieve stronger business results.”

Linda Nolan is a senior vice president and managing director in the Personal Financial Services Group at The Northern Trust Company. She leads a team comprised of investment, trust, and banking professionals delivering comprehensive solutions to successful individuals and their families.

She sees her leadership role as one of creating focused collaboration. “I manage groups with various disciplinary expertise, diverse individuals as well as diverse disciplines, pulling these strong experts together to present a holistic solution and results for our clients. The whole together is stronger than what they would have delivered individually.”

At Northern Trust, Linda also chairs the Personal Financial Services-Illinois Deposit Rate Setting Committee and manages emerging markets initiatives.

Prior to joining Northern Trust, Linda was the director of community alliance at Allstate Bank and held management roles at Harris Bank/Bank of Montreal and Bank of Boston.

It was at Allstate where she realized the critical importance of planning new business ventures and “how much fun they can be.” She also sees the value of being part of that process in developing well-rounded leaders. “You can see something go from paper draft into a formed business by walking through all of the processes and setting up company-wide systems.” In short, she says, “We were exposed to the leadership side of every aspect of the business.”

Today’s unprecedented financial turmoil presents new challenges, “Those companies that are going to emerge strong are going to be able to adapt very quickly. Successful leaders will have to manage well in ambiguity. Technical skills, critical thinking, multiple language skills and being able to relate to and identify with people from across the globe are going to be very important.”

- Trustee of The DuSable Museum of African American History
- Board director of the Metropolitan Chicago Information Center (MCIC) and Family Focus Englewood
- Member of the Alpha Kappa Alpha Educational Advancement Foundation Advisory Committee and Chairs the Walter Payton College Preparatory High School local school council
- Program chair of Northern Trust’s Women in Leadership Forum (WILF) Steering Committee and a leader in the Northern Trust Black Business Resource Council



Linda O'Bannon

Medical Director, North Central Region, Aetna

"It's my responsibility to pass the baton and inspire, nurture, encourage, and support others coming along behind me not only through my presence as a role model but also by my actions."



As a medical director, Dr. Linda O'Bannon's job responsibilities include the strategic medical management of subscribers with Aetna plans and the development and implementation of programs that promote high quality, culturally relevant health care. She also serves as a business and clinical liaison to network physicians, hospitals, corporations and the community. She has become the regional resource on health care disparities. "Some of Aetna's plans can be applied to the community at large as a model to eliminate disparities. It's very fulfilling to be able to spread that message to communities of color."

She works directly with organizations as well as speaking at conferences and writing. In 2005, she testified on behalf of Aetna before the Congressional TriCaucus during their Minority Health Summit on the role of health plans in eliminating health disparities. She has also worked directly with the Illinois African-American Coalition for Prevention, League of Black Women, and Institute of Medicine. "The elimination of disparities requires the collaboration of both the public and the private sector, because ultimately we are all responsible. The well-being and the very survival of communities of color are at stake."

Dr. O'Bannon's depth of experience in the medical arena is impressive. Prior to joining Aetna in 1997, she held both leadership and staff physician roles at Blue Cross Blue Shield, Illinois Department of Public Aid, and Humana Michael Reese, to name three.

An illustrative example of her desire to personally close gaps came in 1990. "There was a lack of communication among black physicians in the Chicago community, especially those in solo practice." So she and Dr. Charles DeShazer self-funded and self-published the Urban Physicians Focus newsletter for African American physicians, covering "the business realities of medicine." Soon afterwards, the National Medical Organization asked Dr. O'Bannon to edit their newspaper, raising her ability to disseminate information to a national level.

"Looking back, we were really ahead of the issues. What I learned was just to follow your passion, and your instinct."

- Board memberships include the Lyric Opera serving as a member of the Guild Board, past secretary, treasurer and co-chairperson of Fantasy of the Opera Gala; the Joffrey Ballet, serving as a member of the Women's Board; Goodman Theatre, serving as a member of the Women's Board
- Serves as a fellow of the Institute of Medicine

Nam Hung Paik

Partner, Baker & McKenzie

“Respect everyone. Underestimate no one.”

After graduating from Northwestern University Law School in 1988, Paik wanted to remain in Chicago. It was not only due to the city’s “rich culture, diverse people, and wide variety of businesses,” but also because he felt Baker & McKenzie was a unique place for someone like him.

“At that time, they were one of the few law firms that had a truly international perspective. Joining a firm that understood and appreciated diversity was very important.”

Since then Baker & McKenzie has grown to more than 3,900 attorneys with more lawyers recognized as leading lawyers in the Chambers Global Directory than any other Global 20 law firm.

You could say Paik made the right choice, but you could just as easily say he was a key element to this success. Paik is a widely experienced lawyer advising multinational corporations on a wide variety

of legal issues, including corporate, commercial and foreign investment issues. “I am a member of the International Commercial Practice Group and advise on cross-border issues representing many Asian clients. As a Korean, I’m familiar with the cultural nuances.” He has also worked diligently on diversity and inclusion efforts not just for Baker & McKenzie but for the firm’s clients as well.

Here, he details a three-pronged strategy. The first is identifying opportunities to engage clients in diversity and share the importance of diversity.

Enhancing the firm’s talent through diversity is the second. “It is most important to recruit, hire, retain and promote our associates, especially our diverse associates to really enhance our talent. We continuously need more diversity of thought and to respect other cultures. Embracing diversity makes for a stronger and more interesting workplace.”

And the third is supporting external minority organizations and, specifically, aspiring leaders. “We have given over \$1.6 million in scholarships to minority students.”

- Serves as board director of the Legal Assistance Foundation of Metropolitan Chicago
- Serves on the Advisory Board of the Korean-American Bar Association; He served as president from 1998-2000 during which time the first pro-bono legal clinic for the Korean-American community was founded
- Serves as hearing board member of the Attorney Registration and Disciplinary Commission, and as a member of Cook County State’s Attorney Anita Alvarez’s Asian American Advisory Council
- Chairs the Chicago-Busan Sister Cities International Committee



Terry Peterson

Vice President, Government Affairs, Rush University Medical Center

“We often get stuck on the five percent of what we don’t agree on and forget that we do agree on the other 95 percent. Try to find common ground by which you can reach a consensus and move things forward.”



In 2000, as the 17th Ward Alderman, Terry Peterson was asked to head up the largest public housing reform in U.S. history. “I was a young city councilman serving about 55,000 residents on the South Side. Great things were going on, yet I was presented with this opportunity to head up this 1.5 billion dollar initiative.”

As CEO of the Chicago Housing Authority (CHA), Peterson led the CHA Plan for Transformation, a ten-year effort to create 25,000 public housing units.

He had the support of the Mayor, a strong work ethic, and a vision for change. “If you looked at public housing around the country, how poor people were isolated, I thought that was wrong. They needed to be part of a city, part of a community, with access to the same services and benefits.” The result included combining public and

private investment to transform public housing developments in transitional neighborhoods to healthy, mixed-income communities.

Much of this success was due to Peterson’s ability to develop and unite teams, helping them find common ground and work together to reach ambitious goals. “Leaders can have vision and goals, but the other part of leadership is getting buy-in from others to assist you in moving in that direction.”

Since leading the CHA, Peterson coordinated more than 150 staff, volunteers and outsourced contractors as campaign manager for Richard M. Daley’s recent, landslide mayoral campaign. Now, at Rush University Medical Center, Peterson evaluates and executes local, state, and federal strategic initiatives, and serves as a liaison with

legislative and governmental bodies. “My success has been due to others believing in me and giving me opportunities. Those of us who have succeeded have a responsibility to help others of color come forward.” To this end, along with his numerous civic roles, Peterson directly mentors aspiring leaders. “I have about twenty young men and women that I talk to over time, supporting what they’re doing.”

- Serves as a Roosevelt University board trustee, Leadership Greater Chicago, board director, and Local Initiatives Support Corporation, board director
- Member of the Chicago 2016 Olympic Committee and the 2016 Fund for Chicago Neighborhoods
- Member of the Beloved Community Development Corporation

Anita Ponder

Partner, Drinker Biddle & Reath LLP

“Someone once said, ‘Success is not the key to happiness. Happiness is the key to success.’ I love what I do and, because of that, I do it well.”

Anita Ponder is a partner with the law firm Drinker Biddle & Reath, a member of the firm’s Government and Regulatory Affairs Group and the leader of its Government Contracts Team.

She is the only African-American female partner in Drinker Biddle’s Chicago office and one of three in the entire firm. National statistics show that minority women constitute less than 2% of partners in the nation’s major law firms.

Ponder is responsible for building and retaining “significant volumes of work,” as well as managing client relationships and developing junior attorneys. Ponder practices in the areas of government contracts, relations and procurement. As part of this focus, she represents numerous D/W/MBEs in their efforts to meet certification eligibility and to successfully navigate public sector requirements to obtain government contracts. Anita has undergone a myriad of successful experiences over her 25

years practicing law making her one of the most accomplished attorneys in Chicago. The tangible success of Drinker Biddle’s Contractor Business Forum, which she organized in 2008, is one example.

“The Forum is comprised of approximately 25 large and mid-sized businesses, many of which are minority- and women-owned. It’s uniquely structured to accomplish five goals.” These goals include education regarding government contracting procedures, developing strategic alliances, identifying opportunities, providing reduced price legal services, and developing growth strategies.

Many participating businesses directly credit Ponder with providing invaluable guidance that has helped them expand their businesses through public sector contracting. “Since this initiative is quite unique to law firms, I’m very proud that it’s been successful.” Ponder is a member of Drinker Biddle’s Midwest Region Diversity Committee, chair

of its marketing subcommittee, and is spearheading and moderating the firm’s National Forum for Black Public Administrators (NFBPA) Public Policy Forum.

Prior to Drinker Biddle, Ponder worked with the City of Chicago, ultimately promoted to director of contract compliance, where she developed and implemented programs applicable to 3,000 yearly city contracts in excess of \$700 million.

- Current board directorships include Windows of Opportunity, a nonprofit affiliate of the Chicago Housing Authority; Illinois State Treasurer Women’s Affairs and African American Affairs; and Illinois Attorney General’s Business Advisory Council
- Appointed by Mayor Daley to co-chair the Mayor’s Women’s Peace Task Force.
- Member of Chicago Women in Government Relations



Quintin E. Primo III

Chairman and Chief Executive Officer, Capri Capital Partners, LLC

“Benefits of diversity and inclusion include ably addressing problems with more creative, more effective solutions, seeing market opportunities where others do not and developing unique strategies to pursue those opportunities quickly.”

Quintin E. Primo III is the co-founder of Capri Capital Partners, a real estate investment management firm headquartered in Chicago. The firm has approximately \$4.4 billion in total real estate assets under management and is an active investor in all major property sectors.

“We are classically and serially entrepreneurial. Instead of having a hundred above average people, we have fifty extraordinarily gifted people. That allows us unusually high productivity. It also allows us to shift gears quickly.”

A key element to what he calls “gifted” people is the firm’s unrelenting focus on multi-cultural understanding. “We have people from all over the world, and we encourage our employees to spend time in emerging markets to expand their experience base.”

Recently, Primo has set his sights on expanding in India and the Middle East. “The engine of growth lies

overseas.” Growing internationally, advises Primo, requires an honest assessment of your diversity and an ability to share power outside your core circle.

“We brought on, in essence, two co-CEOs, one Indian, one Pakistani, to help go after these markets. We would not have had the ability to move as effectively if we were stingy with respect to sharing authority.”

Primo understands that not everyone shares his business ethics, but believes this should not stop his company from approaching new markets, particularly overseas. “Standards of conduct, laws, or the lack of laws, and ethics are different. You have to be sensitive to culture. If you take a holier than thou attitude, you won’t do business globally. But if you bring clear governance, share best practices, and create checks and balances, always dealing with absolute transparency, you will find ways of being flexible without compromising your own ethics and

integrity.” This flexibility ends at a very firm line. “Being responsible at the corporate level means a lot of different things, but when it comes down to ethics and integrity, there is only one right answer.”

- Appointed by Mayor Richard M. Daley as the chair elect of The Chicago Alliance to End Homelessness
- Chairman of the Primo Center for Women and Children, a transitional shelter serving the homeless
- Honored with the Harvard Business School Bert King Award for Community Service
- Chairman and co-founder of the Real Estate Executive Council (REEC), which promotes the interests of minority executives in the commercial real estate industry



Nazneen Razi

Executive Vice President and Chief Human Resources Officer, Jones Lang LaSalle, Inc.

“Make yourself relevant by understanding the environment and its demands, staying technically current, staying connected to the community, and adapting to the current times.”

In 2000, Nazneen Razi left a successful 16-year career at CNA Insurance Companies to join a company facing the bankruptcy of its largest division.

Razi was senior vice president and senior human resources officer for CNA. As a member of the senior leadership team, she was responsible for all strategic and operational human resources initiatives within a 3,600-employee business unit. One of her successes there was designing and implementing all human resources systems for the launch of a new business unit with 2,400 employees.

She then moved to Comdisco, as executive vice president and chief administrative officer. “Prior to my taking the job, the CEO said, ‘Look I have to warn you, we’re shutting down one of our largest businesses.’ He gave me the grim picture and said, ‘If you want to join, we’d love to have you on board.’”

Razi helped take the company through bankruptcy process. “It was a form of enlightenment. And we learned to do things differently.” She had to keep the employees engaged and morale high, all while making sure creditors and the bankruptcy court approved proposed compensation plans. Amazingly, Razi maintained a 95% retention rate. “We learned how to make people feel valued.”

Currently, Razi is executive vice president & chief human resources officer for Jones Lang LaSalle, a \$2.4 billion global real estate services leader with 35,000 employees, where she developed a global human resources platform that provides a consistent framework for operation in 60 countries.

Razi also brings a “zero compromise” approach to both her business and board roles, as well as a critical eye for uncovering risk. “You’re making decisions that are going to alter the course of many people. The bottom line cannot be so important that everything else doesn’t matter. You have to be able to discern risk, ask the questions, do the due diligence and understand the details. You have to have that moral framework.”

- Advisory Committee member for Menttium 100, a mentoring organization for women in management
- Member of the Board of Directors of the Chicago Sinfonietta, serving as co-chair of the 2009 Gala
- Former board member of Human Resources Management Association of Chicago (HRMAC) for six years; having held the position of chairman in 2006
- For 15 years, Razi has managed and been an instructor for Kumon Math and Reading Center of Downers Grove, a learning center which teaches children reading and math basics; current enrollment stands at 100 students of which over 60% are students of color



Eric A. Reeves

Vice President, General Counsel & Secretary, The Duchossois Group, Inc.

“Success requires creativity and the ability to build broad networks across diverse groups.”



The Duchossois Group, Inc. (TDG) is a privately-held company with holdings in the industrial, consumer products, and technology and service sectors. The company employs over 6,000 people around the world, including the United States, Mexico, Europe, Australia and Asia.

As Vice-President, General Counsel and Secretary, Eric Reeves is responsible for all legal matters related to The Duchossois Group and its affiliated entities and subsidiaries. He also serves as legal advisor for the Duchossois family's private trust company.

Prior to TDG, Reeves was a partner at McDermott Will & Emery, serving as a member of their Banking and Mergers & Acquisitions groups. While there, he represented financial institutions and corporate borrowers in a wide variety of commercial transactions. In addition, Reeves represented businesses in connection with asset

and stock transactions and advised on corporate governance matters.

Reeves considers incorporating civic and community responsibilities into his business leadership roles as an integral part of professional success. “Increasing access to the legal system for all communities has always been important to me.”

To this end, Reeves served on McDermott's Pro Bono and Community Service Committee and was co-chair of their Corporate Department's Pro Bono Initiative. “This allowed me to integrate my service to the community, my service to the firm, and my development as a corporate lawyer.”

“I value relationships. I value people.” Reeves values the impact that his relationships with people have had on his career, and he strives to use his networks to further the goals of the organizations in which he is involved.

He also researches opportunities carefully and is selective about where he volunteers. “I do due diligence to pick boards that can gain from what I can contribute and fit my values.”

- 2009 Henry Crown Fellow at The Aspen Institute
- Chair, Advisory Board of Family Focus (Englewood)
- Member, Board of Directors of the Advocate Illinois Masonic Charitable Foundation
- Fellow, Leadership Greater Chicago
- Appointed by Mayor Richard M. Daley to the Mayor's 21st Century Leadership Council

Judith C. Rice

Vice President, Director of Government Relations, Harris Bank

“Leaders are creative and bold in their thinking, know their own limitations, and can reach out to the right people that will help them move forward and get things done.”

Judith Rice serves as liaison between Harris Bank and political and government officials on issues that have a direct impact on the bank or the banking industry. She is also responsible for business development and creating opportunities for investment management and new government banking relationships.

“Access to capital and access to jobs is a great equalizer and allows people to pull themselves out of poverty. They are able to do that through education, training, and different types of jobs. We need to strengthen communities in terms of job readiness and get more people into businesses and the business market.”

Judy led the initiative to create a Political Action Committee (PAC) at Harris Bank to ensure that the financial service sectors' best interests were being addressed in the political arena. Her change management skills, ability to communicate with clarity, and influence with the executive team resulted in the creation of the PAC as well as the PAC Management

Committee which provides oversight and approval of all requests to ensure alignment to strategy.

Prior to Harris Bank, Rice served as treasurer for the City of Chicago. Mayor Daley appointed her to this position in 2000 after which she was elected to the office in 2003. The Office of the City Treasurer acts as the custodian and manager for the City's cash and investments. In addition, the Office manages a number of programs that promote economic development and financial literacy.

Immediately preceding, Ms. Rice served as the first woman commissioner of two of the biggest infrastructure agencies in City of Chicago. From 1999 to 2000, she headed the Chicago Department of Transportation and, from 1996 to 1999, she was commissioner of the Chicago Department of Water. Prior to those, she was director for the Department of Revenue where she led the complete overhaul of the City's parking tickets fine collection system.

Throughout her career, she has been an outspoken advocate on corporate involvement in local communities, which she says is a “good business model.”

“People do business with people they know and trust. The way to gain that trust is to have your executives and staff be involved in the community. It's right for the community and a way to get involved with your potential customers.”

- Member of the Board of Directors of the Better Boys Foundation Family Services, the March of Dimes, the Uhlich Children's Advantage Network, United Negro College Fund, and Working in the Schools
- Member of Mayor Daley's River Walk Task Force charged with design, programmatic development and creation of operating strategies for a new river walk from the lakefront to the south branch of the Chicago River in order to spur greater economic growth



Brenda A. Russell

Director and Client Relations Executive, PricewaterhouseCoopers, LLP

“Chicago is unique in the way that business is invested in social issues. Almost every major non-profit has a strong business connection. That speaks volumes about how this community draws on the talent that’s here.”



As director & client relations executive for PricewaterhouseCoopers (PwC), Brenda Russell drives growth of the firm’s relationships with key Midwest-based companies and their C-suite executives. She positions the firm and identifies opportunities for PwC to provide distinctive service in tax and consulting matters.

“I bring a critical eye and a penchant for observation and analysis to situations, particularly ones that require accountability.” Since arriving at PwC, market leadership has recognized Brenda as a valuable resource to the firm’s public service sector, and she has provided perspective and connectivity to grow the firm’s presence and practice.

As director of the Illinois Department of Employment Security prior to PwC, Russell retained ultimate responsibility for an annual operating budget of over \$280 million, over 1,700 employees distributed throughout nearly 70 locations within the state, along with the efficient and accurate payment of an average of \$2 billion annually in unemployment insurance benefits.

Under her leadership, the department initiated many key programs, such as statewide filing of claims on the internet and direct deposit of benefit checks. A key success included accomplishment of a \$712 million revenue bond issuance in July of 2004 to finance an unemployment insurance funding shortfall during a declining economy. She led the agency through the legislative process to receive authorization to proceed with the financing and then built and led the bond team that creatively addressed the insolvency saving Illinois businesses over \$100 million in interest charges and ensured Illinois’ unemployed continued to receive assistance checks.

She believes in developing the people around her because they represent the “capital equipment” of any organization. “If you’ve got great equipment, you certainly want to maintain it. Successful leaders need a standard of growth that’s longer than just this quarter compared to the same quarter a year ago. If people are your strongest asset, they’re worth making an investment in for more than just this year.”

- Member of the Board of Directors for City Year Chicago serving on the development committee and the Chicago Children’s Choir serving on the outreach committee
- Corporate counsel committee co-chair of the Black Women Lawyers’ Association

Gene Saffold

Chief Financial Officer, City of Chicago

“Corporations that focus on mobility opportunities, diversity of experiences, leadership development, and personal development are the ones that create the environment where people can envision long careers.”

Richard M. Daley appointed Gene Saffold to chief financial officer of the City of Chicago in March of this year. At the time of his appointment and also his selection to appear in this publication, Saffold was managing director—national accounts for JP Morgan Chase & Co. (JPMC), where he led the delivery of JPMC’s products and services to public sector and pension fund clients nationwide.

Saffold provides two reasons for making the leap: “To develop skill sets and serve the community. I have a lot to offer the city during this time of economic crisis.”

He is also a strong proponent of the value of corporate leadership to the City of Chicago. “Heavily involved civic leadership has been a hallmark of Chicago for years. Many large projects and cultural institutions throughout the city are strongly supported by this.”

Listen as he combines these two priorities: “I’m seeing how the city executes on its priorities through its budget from the inside out. I am interacting with corporate and civic leaders to really bring the best we can to benefit of the city as we try to work through this crisis.”

Prior to JPMC, Saffold was head of public finance investment banking for J.P. Morgan Securities, Inc. Before that, he served as managing director for Banc One Capital and managing director in the Public Finance Department of Salomon Smith Barney (now Citigroup).

Saffold believes leadership development is a two-way street. “It’s the individual’s responsibility to seek opportunities for leadership, and it’s the corporation’s responsibility to provide them.” He sees this not only as a professional development strategy, but also as a financially sound business strategy. “It’s difficult to recruit talent. It’s expensive to lose talent. You need to provide your people with leadership development and leadership opportunities. The corporations that are good at it are the most successful in the long run.”

- Member of the Board of Trustees of Window To The World Communications, Inc., serving as a Finance/Investment Committee member
- Former board trustee of the Chicago Board of Education and of the Teachers Pension and Retirement Fund of Chicago from 1995-2005
- Previously honored for his public service by organizations such as the Chicago Youth Centers, National Conference for Community and Justice and Urban Financial Services Coalition of Chicago



Donna Sims Wilson

President, M. R. Beal & Company

“Vision, cultural sensitivity, calculated risk taking, fearlessness, and being able to utilize technology to advance a project forward are necessary skills in today’s global business environment.”

At M.R. Beal & Company, Wilson is responsible for the firm’s revenue growth with corporations, public pension plans and institutional asset management firms. She is the primary interface with federal government departments and agencies, collaborating on mortgage related legislation and the country’s economic stimulus strategy.

Though never living in West Africa, Donna Sims Wilson has worked there for approximately 20 years. There has been almost no capital market development in West Africa. There were also strict controls limiting outside investments, so most institutional assets from life insurance companies to public pension plans, conservatively estimated at \$150 billion, are invested in cash at 3% interest.

As a member of the Board of Directors of the Intercontinental Life Insurance Company (ILICO), Sims saw an opportunity on both sides of this equation. “I said ‘We have to do something with this cash.’ So I convinced the Board to go into real

estate development.” ILICO, through a subsidiary, built over 1,000 single-family homes in suburban Dakar. “These are middle class homes we sell on the Internet to Senegalese who live in the U.S. and Europe as well as to Senegalese who live right there in Senegal.”

This built value and brought additional families to Dakar. It also benefited ILICO. “Now our housing business is bigger than our insurance company business.” Her efforts led directly to a global investment conference entitled, “Destination Africa: The New Capital and Investment Frontier” that took place in February of this year in Dakar, Senegal. “The idea was to bring U.S. based institutional asset management firms together to meet with their African counterparts to learn directly from fiduciary to fiduciary about global investing and to do business. All together the American delegation was about 45 people. The United States ambassador to Senegal spoke at the opening ceremonies. Ten countries in the region participated and brought

the heads of their government pension and social services programs and other government officials. It worked quite well.”

“It’s truly a time of renaissance for Africa. Many Africans, who have risen to levels within corporations and governments, are coming home. They are facilitating trade and investment in ways that have never been experienced before. Prior to re-joining M.R. Beal, Sims Wilson was a founder and managing director of Loop Capital Markets where she managed equity sales. Before that, she was senior vice president and director of the Federal Finance Group at M.R. Beal and a vice president at Bear Stearns.

- Member of the Board of Directors of Kohl’s Children’s Museum of Greater Chicago serving as chair of the Finance Committee; National Association of Securities Professionals serving as chair of the National Legislative Committee; and Intercontinental Life Insurance Company/ SAGEF, Dakar, Senegal



Michael Sutton

President and Chief Executive Officer, Infrastructure Engineering, Inc.

“The skills needed today are no different from the skills needed years ago; the ability to adapt to change, the ability to be flexible, and the wisdom to make many decisions that move us forward.”



Infrastructure Engineering, Inc. (IEI) is a leading consulting engineering firm that provides design engineering, program management, and construction engineering and inspection services.

Michael Sutton acquired the firm in 1997, bringing 31 years of civil engineering experience, including ten years with the Illinois Department of Transportation.

At the time, IEI was a two-person firm. “We grew from myself and a CAD operator to approximately 90 people.” With a mission of “sustaining and connecting communities, while at the same time promoting economic development,” IEI has completed projects for the city’s rail lines, roadways, exposition centers, schools and libraries.

He attributes this success to hard work and an unwillingness to shirk responsibility. “I accept responsibility for what goes right and what goes wrong.” He says this provides, “the

ability to regroup and move on in the face of adversity.”

As impressively, he has never had an unprofitable year. “I have the ability to look at financial information, as well as marketing and operations, and give good recommendations and provide sound judgments.” He has plans to further expand his business globally, while always remaining “local.”

“Currently we have offices in Chicago, Indianapolis, Cleveland and Peoria, because the community wants us there. Even in a global sense, you have to deal with things locally. If I were in Johannesburg, I’d have to meet and greet and do business with people on a local level.”

His other expansion goals include increasing the number of minorities in engineering. “We have more African-American engineers working for us than companies with thousands of people. I’m very proud of that.” That being said, he’s a strong

advocate of education and has taken a leadership role with regards to improving those numbers.

He has already founded a scholarship fund at Northwestern University, but his long-term plans are even grander: “Infrastructure University, where we can train people to be promoted to future responsibilities. We can also offer courses at junior colleges.”

- A member of the Board of Directors of the Illinois Road and Transportation Builders Association, the Cosmopolitan Chamber of Commerce and Architecture, Construction and Engineering (ACE) Technical Charter High School
- Serves on the Evanston Zoning Board
- Founded the IEI Scholarship fund for economically disadvantaged students at Northwestern University

Sheila G. Talton

Vice President, Cisco Globalization Office, Cisco Systems, Inc.

“Global expansion is dependent on the ability of U.S. corporations to partner with emerging market companies. To be successful, these partnerships need to be based upon superior ability to adapt to many different cultures.”

The status quo has a worthy adversary in Sheila Talton. “If a business isn’t changing, it’s going to die.”

This isn’t to say Talton acts with impunity. “I assess risks by looking at backstops. I have metrics and key indicators that tell me, early enough, when we’re not moving in the right direction. So I can make the corrective action to stop anything non-recoverable from happening.”

As vice president, Cisco Globalization Office, she is the most senior African American woman at Cisco Systems, Inc. She has responsibility for Central and Eastern Europe, Latin America and the Caribbean, the Middle East, Africa, and Russia, as well as global profit and loss for all consulting services and resulting product pull-through for Cisco Systems.

Prior to joining Cisco, Talton helped Cap Gemini Ernst & Young develop their Technology Consulting

Practice (where she had responsibility for over 800 professionals), was president of a \$6 billion division of EDS (with 5,000 professionals), and, prior to that, founded and ran Unisource Network Services, which helped define the network integration-consulting segment. At its peak, Unisource employed 120 people.

Clearly, she knows how to build high performing global teams. “Developing leaders requires recognizing people’s strengths, stretching them, and giving them, again, backstops on the team to support what may not be their strength.”

She sees a number of critical elements: “You need an environment in which taking risk is good, but you have to put in the backstops, and you have to let people know that it is okay to make a mistake.

The other piece is that people have to believe that you believe in them and you’re willing to invest in them.”

To her business and board roles, she brings strategic thinking with a global purpose. “It’s understanding countries’ global competitive strengths and which offer an advantage to the overall business strategy.”

- Member of the Board of Directors of Northwestern Memorial Hospital Foundation serving on the Philanthropic Committee
- Former trustee of the Rensselaer Polytechnic Institute
- Served a four-year term as Congressional appointee on the US White House Women’s Business Council and World President’s Organization (1996-2000)
- Honored as a Top Woman in Technology by “Power” Women in Power 2007



Nigel F. Telman

Partner, Sidley Austin LLP

“The wonderful thing about President Obama is that he remains true to who he is. He is not downplaying his background; he uses it to bolster what he’s doing. That encourages all of us to draw on our experiences rather than downplay them.”

Nigel Telman is a partner in Sidley Austin’s Employment and Labor Law group, where he concentrates in litigating single and class action disputes arising out of claims of workplace harassment and employment discrimination. He also has significant experience defending and enforcing restrictive covenant agreements, as well as protecting employers’ trade secrets from misappropriation by seeking temporary and permanent injunctive relief.

He uses his experience to counsel clients on effective ways to avoid such litigation and to improve all aspects of the employment relationship.

His diverse background is one of his strongest assets. Telman lived in the United Kingdom and Guyana before immigrating to the United States. He gained an additional perspective as an analyst on Wall Street, prior to attending law school.

“You’ve got to be open to other cultures and other points of view.” He does not see this as a historic strength of U.S. business. “Unfortunately, traditional American leaders took the approach that the way we do it in America is the right way. We have to understand that we have something to learn from corporations based outside the United States. We need to take the best of what they have and combine it with the best of what we have to come to the right solutions.”

Telman believes that the approach is the important part of the decision-making process. “I really like to see a rigor of thought. I want to see someone looking at a problem from all sides, considering all issues, and utilizing all resources. There’s never really a “right answer” to the types of issues we face.” For this reason, he challenges businesses, as well as boards, to improve their diversity of thought.

“Leaders of color bring something that no one else would be able to bring. And, by that fact, the board can make better decisions. Boards that don’t utilize diverse leaders are doing their organizations a disservice.”

- Member of the Board of Directors of the Art Institute of Chicago serving on the Leadership Advisory Committee; Chicago Committee on Minorities in Large Law Firms; Chicago Metropolitan Agency for Planning, appointed by Mayor of City of Chicago; Chicago State University Foundation, and Project Match
- Serves on the Advisory Board for Jamal Place
- Member of the Chicago 2016 Housing Committee



Shundrawn A. Thomas

President, Northern Trust Securities, Inc., a wholly owned subsidiary of Northern Trust Corporation

“You manage things and processes, but you lead people.”



When developing strategic business plans, Shundrawn Thomas believes there are three C's: climate, competition and clients.

Using a proprietary “outside-in” framework focusing on external analysis of the three C's above, Thomas has led the development of a revised strategic framework for Northern Trust Securities. He also facilitated the strategic planning process for the firm's primary businesses and the development of the corporate strategic plan. During this process, he analyzed business trends and operating performance metrics across all businesses, served on numerous corporate committees across the globe, and ensured global strategic alignment.

His contributions and recommendations led to a new organizational structure and an expanded focus on capital markets capabilities. Thomas also led the firm's Global Operating Model initiative, resulting in the opening of an India office to support their Asia Pacific region. In just three years, the India office grew to be their second largest operations center in the world. Additionally, Thomas has worked with other companies and organizations to introduce the three C's framework as a best practice for their strategic planning.

He also introduces a very sharp definition of leadership. “To get people to buy into a shared mission, to consistently demonstrate mutual respect, and to make people feel they're a part of what they're doing. Not to just think about your aims, but think about ‘Why does this individual show up for work every day? What do they want to get out of it?’ How do they want to grow and develop? And how do we best tie that to the aims of the organization?’ That's when you get the maximum results.”

Prior to joining Northern Trust, Thomas served as a vice president in the equities division of Goldman Sachs, advising some of the world's leading institutional investors. There, he was directly responsible for a sales team that generated over \$50 million in annual revenues.

- On the Board of Directors of Communities in Schools Chicago and Florida A & M University (FAMU) Foundation, Inc.
- Board member for Urban Ministries, as well as Sunday school teacher, resident financial advisor, and project manager for their new \$1.6MM facility
- Founded Look Up and Live Full Gospel Ministries, Inc., a non-denominational organization that develops leaders and serves Chicago's Southside communities.
- Leading fundraiser for the Chicago 2016 Next Generation Leadership Advisory Council, an official component of Chicago 2016's governance structure

Darryl Tom

Partner, Gonzalez, Saggio & Harlan, LLC

“You need to recognize when someone has that spark and help them grow.”

Darryl Tom is a partner at Gonzalez, Saggio and Harlan, one of the largest minority-owned law firms in the nation. He has served as co-bond counsel, issuer's counsel, and underwriters counsel on municipal finance transactions for clients such as the State of Illinois, the City of Chicago, and the Chicago Transit Authority.

When Darryl Tom was asked to take his father's spot on the Board of the Chinatown Chamber of Commerce, he did not see it as a courtesy position. “I could really add to the organization, give guidance, and have an impact.” Around the same time he got involved in several other organizations in Chinatown, “I found a lot of worthy causes. It did take time and effort, but I thought it was rewarding and that the work that I did was appreciated.

It would be unfair to say that Darryl Tom stepped into his father's shoes. “Since he passed away, I've met so many people who looked up to him which influenced me to get more involved in the

community.” Tom was already a successful lawyer at this point. In addition to being an exceptional networker, Tom brings critical thinking and humility to his business and board positions. “I'm not afraid to ask questions when there's something I don't understand. A lot of times, I'm not the only one who has the question. The issues I focus on tend to be relevant and have valuable insights for other board members.”

Tom's father was Ping Tom, a Chinese-American businessman who was one of the thirteen original founders of the Asian American Coalition of Chicago. An advisor to U.S. Senators, Illinois governors and Chicago mayors, Ping Tom formed the Chinese American Development Corporation, which transformed a 32-acre rail yard into Chinatown Square.

As a Chicago native, Darryl boasts about the City's cultural diversity. “Chicago is a globally recognized city. We have so many different ethnic cultures and an educated diverse workforce speaking

many different languages. Through the Sister Cities Program, we are reaching out to make connections.” “Companies are doing business all over the world. If we're going to try to maintain those relationships and have a bigger presence, firms will either have to add offices in other countries or merge with firms that already do.”

Previously, Darryl was a founding partner of Burris, Wright, Slaughter & Tom, LLC.

- Vice president and director for the Chinatown Chamber of Commerce
- Board director for Erie Family Health Center, Chinese American Service League, and Asian American Alliance
- Member of the Chicago Sister Cities Delhi Committee
- Past president of the Chinese American Bar Association of Chicago



Jason Tyler

Senior Vice President, Investment Committee and Director of Research Operations, Ariel Investments, LLC

“To be a great mentor and leader in an organization, and a great contributor to its core business, you have to be a great communicator and a positive influence, both up the ladder as well as down.”



Jason Tyler oversees the analytic work for Ariel Investments' Investment Group, specializing in the financial services and telecommunications industries. Tyler serves as the department's liaison to institutional clients, as well as managing the Investment Group's broker and vendor relationships. This latter role provides him with an opportunity to include more minority- and woman-owned businesses.

“We've developed the value of corporations allocating dollars to minority- and woman--owned businesses, but too often that has resulted with procurement in commodity-like businesses, and frankly it hasn't changed wealth. When corporations are selecting the law firm to represent them, or the investment firm, they need to fight for minority-owned firms to be at the table.”

He believes this “fight” needs to take place at the board level and that it should extend to the teams selected even at majority-owned business. “Corporations are not pushing hard for minorities to be represented in the senior management ranks of the professional services firms with which they work. When you get an audit engagement with millions of dollars in fees, ask, ‘Who's on the team? How many minorities are there?’ Boards are the perfect place to be asking these questions.”

Tyler has proven his ability to manage boards, serving as the president of The Emergency Fund for five years. He had three goals: increase the annual budget from \$400,000 to \$1 million, move to a governance model, and develop a financial structure where board donations cover all overhead. Three years later, when he ended his tenure, Tyler had achieved all three goals, with the budget reaching \$1.5 million, while elevating the Emergency Fund from a small community based non-profit to a national leader in homelessness prevention.

Jason joined Ariel in 2003 after ten successful years at Bank One/American National Bank, ultimately as a manager in their planning and analysis group.

- Member of the Board of Directors of First Chicago Bank & Trust serving as chair of Planning Committee and a member of the Audit Committee
- Member of the Board of Directors of The Joffrey Ballet serving as treasurer and chair of the Finance committee
- Volunteer for the Ariel Community Academy teaching financial literacy to students
- A frequent guest analyst for television and print news, including ABC News, Fox Business, Crain's, Bloomberg TV, and the Wall Street Transcript

Neli Vazquez-Rowland

Chief Executive Officer, Be! Products and Co-Founder, A Safe Haven, LLC

“My goal is to influence a paradigm shift in the way that we address issues of substance abuse and alcoholism.”

Be! Products is Chicago's leading nail lacquer company. The company's philosophy of “doing well by doing good” has been a guiding principle in Neli Vazquez-Rowland's success as an entrepreneur. Be! is more than an amazing nail care line it is a “movement” towards recovery by empowering those in need with jobs and opportunities.

Be! Products is just one of two businesses that have emerged as an outgrowth of A Safe Haven (ASH), the largest recovery home operator in the country that has served more than 25,000 people.

The second business is the development of an affordable housing portfolio. “At ASH, going home meant risking the possibility of relapsing. So we have invested in hundreds of apartments throughout the City that our clients are proud to move into and reunite with their families. Unfortunately, the demand is greater than our supply so we continue to invest whenever possible.” Vazquez-Rowland not only provides leadership-by-example, she develops

programs that help women advance in the world and extends this to all people that are “off their game.”

Arguably Vazquez-Rowland's greatest achievement along these lines was a direct result of her greatest challenge. A personal family experience with alcoholism led Vazquez-Rowland and her husband Brian to start ASH in 1994. “Governments need to invest more in the treatment and supportive components of substance abuse versus investment in the consequences of the disease which lead to seven times the cost and include incarceration, homelessness, foster care, and collateral damage to families.”

Vazquez-Rowland is also shifting the paradigm for private-public partnerships by keeping ASH as a for-profit entity. “We call ourselves a socially responsible business enterprise with a not-for-profit mission. I'm really big on making sure there's accountability and that funding sources are getting a return on their investment that's measurable.”

Vazquez-Rowland worked as a stockbroker for more than 13 years. During that time she established a proven track record in identifying business opportunities and providing the venture capital and management expertise necessary to grow companies from the conceptual stage to multi-million dollar businesses. She is a former vice president of Oppenheimer & Co. and president of DNB Financial Services, Inc.

- Member of the Board of Directors of Access Community Health Networks and Bradley University
- Serves the Small Business Task Force for the Small Business Committee in Washington, D.C.
- Received the 2009 National Green Museum Silver Trumpet award for A Safe Haven's role in garnering a unanimous General Assembly vote to restore funding for substance abuse and alcohol programs in Illinois



George A. Williams

Senior Vice President, Operations, ComEd, An Exelon Company

“The earlier we let kids know there are options and get them focused on education, the better our chances for their success as significant contributors to not only Chicago, but to the country and the world.”



George Williams is the senior vice president of Operations at ComEd, which delivers electricity to 70 percent of the state's population and businesses. His responsibilities include overall coordination of operations, managing 3,000 ComEd and contractor personnel and a \$700 million operations and maintenance and capital budget. This includes operating the electrical transmission and distribution system, distribution maintenance and construction, new business, work management and outage and emergency response.

An up-and-coming Williams asked the president of PECO, an electric and natural gas company, in his first position after graduating college, “Hey, what does it take to advance to senior leadership?”

“The president told me, ‘Engineers typically don’t know anything about business. If you really want to be a senior leader, you need to know something about business.’” This prompted Williams to study nights to earn his MBA. “It really opened up a lot of doors for me.” During his 15-year tenure there, Williams served in various nuclear engineering, operations and technical positions. He was the first African-American at PECO, or any other company, to obtain a senior reactor operator’s license. But he was unwilling to rest on his laurels, no matter how ground-breaking. He soon became PECO’s youngest ever plant manager, only the second African-American to hold that position. He later moved to their headquarters as Director of Corporate Planning & Analysis.

Between that position and ComEd, Williams held senior leadership roles at Entergy Nuclear South, PPL Susquehanna, LLC, and Progress Energy Company. His value to the utility industry and the businesses it affects comes from his unique depth of experience. “I’ve worked every side of the industry, at every level, whether it was nuclear operations, fossil operations, combustion, turbines, and energy delivery. I’ve worked in corporate doing business planning and budgeting. And, I’ve worked in start-up businesses.”

He also sees the greater role that utilities play. “This exposure helped me learn how this particular business ties into the global world and how it helps the global economy.”

- Member of the Board of Directors of the (national) American Association of Blacks in Energy also serving as a member of the Chicago Chapter’s Advisory Board; Underwriters Laboratories serving as a member of Compensation, Finance, and Public Safety & Consumer Affairs Committees; and Hull House serving as a member of Program Committee
- Named to U.S. Black Engineer & Information Technology magazine’s 100 Most Important Blacks in Technology (2006, 2008); Also appeared on its 2005 list of the 50 Most Important Blacks in Technology

James H. Wooten, Jr.

Senior Vice President, General Counsel and Secretary, Illinois Tool Works, Inc.

“Hold onto your identity. If you try to subdue everything you are in order to get along, then you’ll lose a good part of your value.”

James H. Wooten, Jr. is the senior vice president, general counsel and secretary of Illinois Tool Works (ITW). He oversees the legal, environmental health and safety, risk management and government affairs departments for this global diversified manufacturer with 2008 revenues of \$17.1 billion.

Wooten joined ITW in 1988 as senior attorney providing legal counsel to the company’s decentralized business units around the world. Since then, he has acted as lead attorney on a number of significant acquisitions, including Premark International, which significantly increased the revenues of ITW and broadened the company’s presence in the food equipment market.

Both inside and outside of ITW, he is a champion of diversity. When he entered the legal department, he was the only person of color out of four attorneys, and there were no females. Now there are thirteen lawyers, including three African-Americans, one Asian and six females.

Says David Speer, ITW Chairman and CEO, “James brings a rich point of view that I highly value. His calm demeanor, carefully chosen words and sensible approach have earned him high regard at ITW, from the line workers in our manufacturing facilities to the board of directors.”

His “rich point of view” is due to his wide range of experiences and his willingness to share his opinion. “You’ve got to speak up when there’s something that needs to be said, and you’ve got to be yourself. It’s important not to follow the crowd. You have to have internal strength to look at the range of options that are available, and try to make the decision that provides the best outcome for the company and the shareholders as a whole.”

Prior to joining ITW, he was in private practice with the law firm of Gardner, Carton & Douglas. Prior to that, he was on the Chicago Police Force. “There were real limitations on where I could go in the police department. You have to assess where you are, where you can go, and decide if that’s really where you want to be.”

- Board member of Children’s Memorial Hospital serving on the Audit Committee and as chair of the Legal Affairs Committee; Congo Square Theatre; Goodwill Industries of Metropolitan Chicago, Inc.; and Window to the World Communications, Inc.
- Member of the Legacy Advisory Council of the 2016 Committee
- Active member, mentor and role model in Junior Achievement.



Chicago United Members



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Jewel-Osco



Paula Allen-Meares
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Martin Cabrera

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Cabrera Capital Markets, LLC



James S. Cabrera

President & CEO
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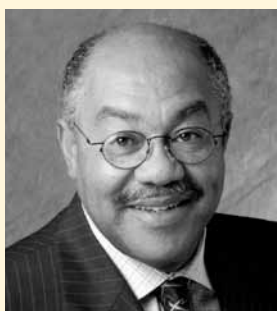
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Warrick L. Carter

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Martin R. Castro

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Glenn Eden

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Loop Capital



Bob Graham
Managing Director, Market Area
Manager, Chicago Metro
UBS Financial Services Inc.



Joseph A. Gregoire
Regional President – Illinois
National City, now a part of PNC



Ben Grigaliunas
Senior Vice President,
Human Resources
Advocate Health Care



David A. Gupta
President
SD-I
(System Development-Integration)



Heather Haberaecker
Executive Assistant Vice President
Office of Business and Financial
Services
University of Illinois at Chicago



Brett J. Hart
Executive Vice President, General
Counsel and Corporate Secretary
Sara Lee Corporation



Patricia Harris
Global Chief Diversity Officer
Inclusion & Diversity Department
McDonald's Corporation



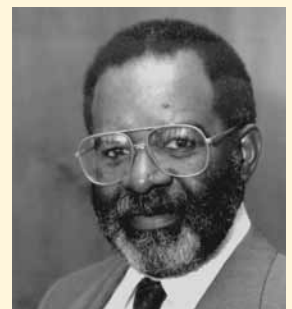
Dean Harrison
President & Chief Executive Officer
Northwestern Memorial Hospital



Patricia Hemingway Hall
President & CEO Health Care Service
Corporation d/b/a Blue Cross and
Blue Shield in Illinois, New Mexico,
Oklahoma, Texas



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Vice Chairman, Client Service
PricewaterhouseCoopers LLP



Odell Hicks, Jr.
Principal
Odell Hicks & Company, LLC



James Hill, Jr.

Managing Partner -Chicago Office
Mitchell & Titus LLP



Lawrence I. Hollins

President
The Hollins Group Inc.



Beverly B. Huckman

Associate Vice President for Equal
Opportunity
Rush University Medical Center



Ralph V. Hughes

Regional Vice President
Macy's Inc.



Cheryl Jackson

President & Chief Executive Officer
Chicago Urban League



Debra Jennings-Johnson

Director, Supplier Diversity
BP America Inc.



Kenneth J. Johnson

Managing Partner
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Resident Managing Director,
Aon Risk Services Central, Inc.,
Illinois Division
Aon Corporation



Valerie King

Director of Marketing
Holland Capital Management



Janine Ladow-Esser

Partner & Chair, National
Diversity Committee
Quarles & Bradley LLP



William E. Lee

Director, Corporate Diversity,
Inclusion & Compliance
Abbott



Stefanie Ann Lenway

Dean
College of Business
University of Illinois At Chicago



Deidra J. Lewis

Interim Chancellor
City Colleges of Chicago



Michael W. Lewis

EVP, Central District Executive
Harris Bank



Fawn Lopez

Vice President & Publisher
Crain's Communication Modern
Healthcare



Garry Maddox

Chief Executive Officer
A. Pomerantz & Co.



Brian Marsella

Vice President, Sales & Service
National Accounts - Market Head
Aetna, Inc.



Jeanne Mason

Corporate Vice President
Human Resources
Baxter International Inc.

Chicago United Members



Terry Mazany

President & Chief Executive Officer
The Chicago Community Trust



Lester H. McKeever

Managing Principal
Washington, Pittman &
McKeever, LLC



Thomas L. McLeary

President
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Creative Printing Service, Inc.



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James Reynolds

Chairman & Chief Executive Officer
Loop Capital



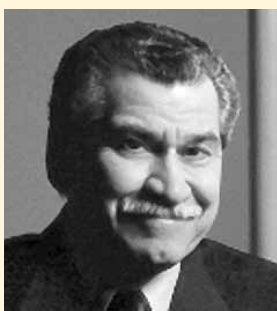
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Ariel Investments LLC



Hipolito (Paul) Roldan

President & Chief Executive Officer
Hispanic Housing Development
Corporation



Belinda Rosenberger

Financial Advisor
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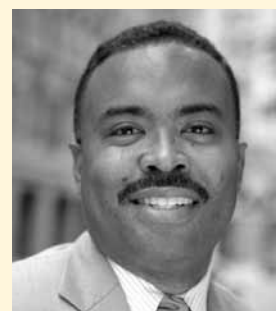
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Manuel Sanchez

Founder & Managing Partner
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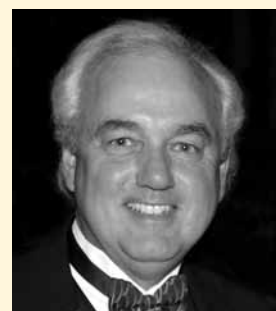
Deborah M. Sawyer

President & Chief Executive Officer
Environmental Design
International Inc. (EDI)



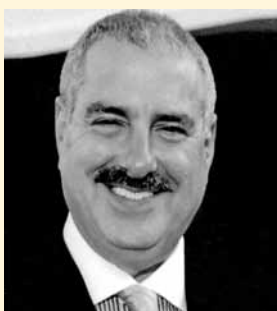
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Baxter International Inc.



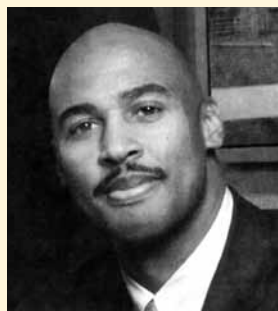
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Arthur Velasquez

Chairman, President & Chief
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Azteca Foods, Inc.



Sharon Verbos

Vice President of Sales – Chicago
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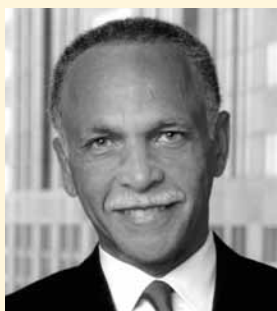
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Roxanne Ward

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Wayne D. Watson

President
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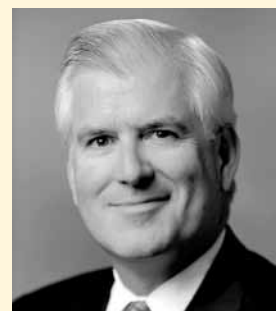
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Wedgeworth Business
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Leslie A. Williams

Vice President Business
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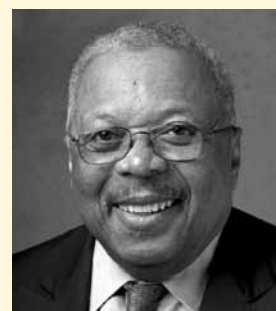
James S. Williams Jr.

Business Diversity Officer
University of Chicago
Medical Center



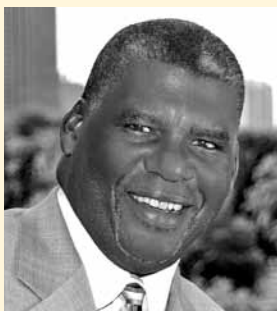
Donald J. Wilson

Vice President-Global Inclusion
Baxter Healthcare



Eric V.A. Winston

Vice President, Institutional
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Timothy Wright

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Gonzalez, Saggio & Harlan LLP



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President
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Director of Sales
United Building Maintenance, Inc.

Jeff Dailey
Chief Engineer
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Mark Demich
Vice President of Diversity
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Adela Cepeda	G.A. Finch	Cheryl Mayberry McKis-	Steven Rogers	
Thomas F. Chen	Raymond Grady	sack	José L. Santillan	
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Martin Cabrera	Phil Fuentes	Bernard Loyd	James Reynolds	
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Alison L. Chung	Mellody Hobson	Francisco Menchaca	Alejandro Silva	



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