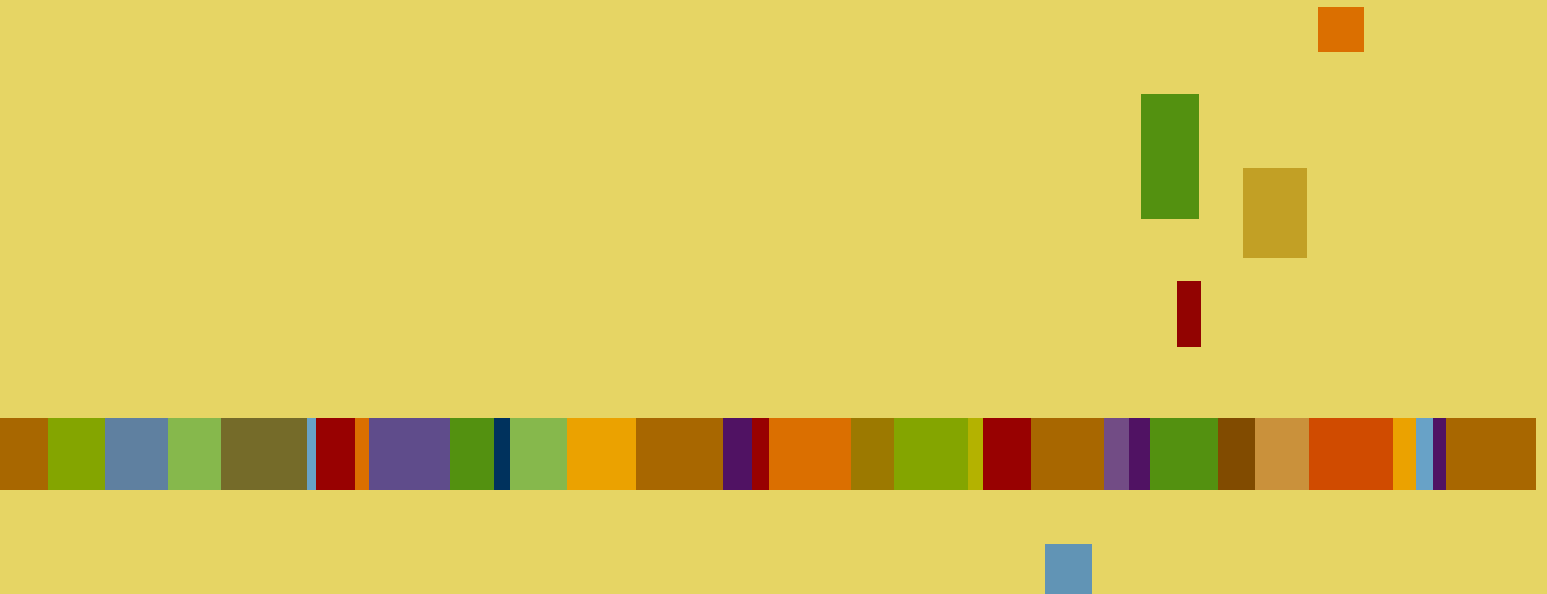


# Chicago United's Corporate Diversity Profile 2004

A SURVEY OF CORPORATE  
DIVERSITY IN THE CHICAGO  
METROPOLITAN AREA



**Chicago United**

Closing the gap between race and business.

## A LETTER FROM THE PRESIDENT

I am pleased to present the 3rd installation of the Chicago United Corporate Diversity Profile, a unique measurement tool that focuses specifically on racial and ethnic diversity in the highest echelons of corporate leadership. As this survey illustrates, large corporations have grown increasingly successful at diversity within their employment ranks, which more often represents the population from which their talent is drawn. Yet, when examined from a leadership perspective in regards to corporate governance and corporate executives, we find that corporations continue to be visibly lacking in racial diversity.

To provide a greater dimension to the Corporate Diversity Profile, this year we have added a comparison with the “Fortune 50 Best Companies for Minorities,” or as they are commonly known, the Fortune Diversity Leaders. The measurement of the Fortune Diversity Leaders provides two points of contrast. First we compare their diversity efforts in overall employment ranks with the diversity performance of the Chicago Metro 100. Second, and more importantly, we wanted to evaluate the Fortune Diversity Leaders, management by measuring leadership with the same criteria that we used to measure the Chicago Metro 100. We felt that only by using the same criteria to measure board diversity as well as positions and compensation in executive level management could we provide Chicago’s business leaders a true comparison and meaningful diversity tool.

The addition of this national benchmark has revealed some interesting nuances about diversity within Chicago corporations. The data revealed that Fortune’s Diversity Leaders, most of whom were not based out of Chicago, actually had greater diversity within their Chicago workforces than Chicago corporations did. This fact appeared counterintuitive since Chicago corporations would seem to have a stronger and more organic reach into Chicago communities. To better understand the findings, we delved deeper into the overall diversity initiatives executed by Fortune’s Diversity Leaders. We found that these corporations had a wide variety of diversity programs in place that had consequently created diverse workforces in all of their various regions and sites. Many of the Chicago corporations did not have the same level of diversity programming in place which explained the lower levels of overall diversity even within their Chicago workforces.

That said, the diversity among the corporate leadership ranks of the Fortune Diversity Leaders was no different than that of the Chicago corporations. Our findings indicate that even when corporations have high levels of success in creating an overall diverse workforce, those successes do not necessarily translate into successes in the *leadership* levels. One explanation for this phenomenon is that the higher up one travels on the corporate ladder, the greater the influence of interpersonal relationships and informal networks. Given that many racial minorities are less plugged into these critical informal networks, their opportunities for advancement into corporate leadership ranks decreases as they advance up the corporate ladder, regardless of talent, determination or hard work. Corporations that realize the importance of diverse leadership need to recognize that the strategies employed in creating workforce diversity are not the same strategies necessary to create diverse leadership.

The members of Chicago United express their appreciation to the responding companies that make this a truly valuable diversity tool. The Corporate Diversity Profile is uniquely positioned as measurement tool to focus in on the impact of corporate diversity efforts. Whether used to examine the efficacy of overall workforce development programs or the development of corporate leadership, this important research serves to educate and inspire the Chicago corporate community to embrace diversity best practices.

Sincerely,





Gloria Castillo  
President  
Chicago United



## The Chicago United Corporate Diversity Profile Survey

**LAUNCHED IN 2001**, the Chicago United Corporate Diversity Profile Survey was the first survey of its kind nationally to focus measurement of racial diversity specifically in the leadership ranks of large corporations. It was designed to measure the racial diversity on corporate boards and in executive level management and serve as a benchmark for corporations to measure their progress in this area. Although Chicago United focused primarily on corporations in the Chicagoland area, the representation of national corporations in the survey's sample group makes this a local measurement tool with national reach and application potential. The inaugural survey, published in 2001 was followed by the 2nd edition, which was published in 2002. Given the considerably slow rate of change in racial diversity in corporate leadership ranks, Chicago United made the decision to transition this survey to a biannual basis and is proud to present its 3rd installation of the Chicago United Corporate Diversity Profile.

Since the inception of this research project, Chicago United has presented the data after a careful data collection process, full cooperation of the responding companies and a thoroughly vetted analysis of the data. This methodology has provided statistically valid representations of the corporate populations that we are studying. Although a survey of publicly available data might provide slight variances in the data which might move the percentages slightly up or down, the overall representation of the challenges illustrated in this study would not move with any substantial significance. Chicago United strongly believes that this survey continues to provide our corporate leaders with a valuable tool to inspire new and innovative ways to bring diversity to their management and governance. As corporate leaders continue to realize the growing value that diversity brings to the corporate community, to individual firm value and to the economic health of Chicago, the Chicago United Corporate Diversity Profile enables them to take their leadership dialogues to the next level.





## 2004 Chicago United Corporate Diversity Profile

### **ADDITION OF A “NATIONAL BENCHMARK”**

As Chicago United developed the Corporate Diversity Profile to serve as a measurement tool and a benchmark for Chicago companies to track the progress of diversity in corporate leadership, many Chicago corporations requested the addition of a “national benchmark” component to the survey that would allow Chicago companies to track their progress on a local as well as a national scale. To accommodate this request, Chicago United reached out to companies on the 2003 Fortune 50 Best Companies for Minorities\* (also referred to as Fortune’s Diversity Leaders) to obtain a national comparison sample for the survey. The 2004 Corporate Diversity Profile provides data from these national diversity leaders as a baseline for national benchmark data.

Although Fortune’s Diversity Leaders have been rightfully recognized for their tremendous efforts and achievements in raising diversity in their workforces, the term “national benchmark” is used in this context to connote a point of comparison as opposed to a definitive point of accomplishment. As you will see illustrated in this report, Chicago companies can gain valuable insights both from the perspective of being able to recognize where the Fortune Diversity Leaders have been truly successful such as overall diversity in the workforce to the perspective of realizing that even the corporations lauded as leaders within the arena of diversity have a long way to go in realizing true diversity among the highest echelons of corporate leadership.

We hope you find the addition of this national comparison point useful in placing the data in the larger context of achievements and challenges faced by Chicago and national corporations alike in addressing the complex facets of diversity in large corporations.

## Survey Methodology

**THE 2004 CHICAGO UNITED CORPORATE DIVERSITY PROFILE** is based on a survey of two separate samples: 1) the 100 largest Chicago corporations in 2002 and 2003 as determined by Crain’s Chicago Business; and 2) Fortune Magazine’s Top 50 Best Companies for Minorities (2003). Surveys were distributed to both of these samples in October 2003 with data collection ending in April 2004. The response rate was approximately 21% among the largest Chicago corporations and approximately 14% among Fortune’s Diversity Leaders.

To ensure confidentiality in the data gathering and analysis processes, Chicago United retained the services of The Athens Group to distribute the surveys, conduct necessary follow-up, collect the surveys and provide an initial prescreening process for survey intake. Chicago United also retained the services of the Survey Research Laboratory of the University of Illinois to conduct all data entry and analysis. All individual survey data was kept completely confidential, and only aggregate data, as presented in this report, was shared with Chicago United by either The Athens Group or the Survey Research Laboratory.

\*Chicago United used the companies listed in Fortune Magazine’s “50 Best Companies for Minorities 2003.” ([www.fortune.com](http://www.fortune.com)) Chicago United independently contacted all 50 companies for participation in the Chicago United Corporate Diversity Profile.



## RESPONDENTS IN SAMPLES

The companies listed below are large corporations in the Chicago metropolitan area who completed the 2003-2004 Corporate Diversity Profile. Together, they represent a solid sample of the largest corporations in the Chicagoland area.

Abbott Laboratories  
ABN AMRO North American  
Albertsons (Jewel-Osco)  
Allstate  
Aon Corporation  
Blue Cross / Blue Shield of Illinois  
C.N.A. Financial Corporation  
Exelon Corporation  
Harris Bank  
KPMG  
Leo Burnett  
McDonald's Corporation  
Northwestern Memorial Hospital  
Nuveen Investments  
R.R. Donnelley  
The Tribune Company  
Advocate Healthcare  
Equity Residential Properties Trust  
Ernst & Young  
Hewitt Associates, LLC  
Kraft General Foods  
U.S. Cellular Corp.

The companies listed below are corporations listed in Fortune Magazine's Top 50 Companies for Minorities in 2003. Together, they represent a solid sample of the corporations honored by Fortune Magazine for their overall successes in diversity including diversity on their Boards of Directors and among their senior leadership.

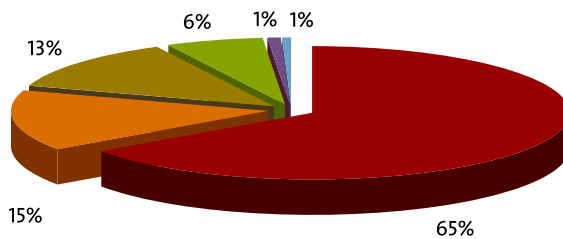
Abbott Laboratories  
Bank of America Corporation  
Consolidated Edison  
Darden Restaurants  
Freddie Mac  
Hyatt Hotels Corporation  
J.P. Morgan Chase  
McDonalds Corporation



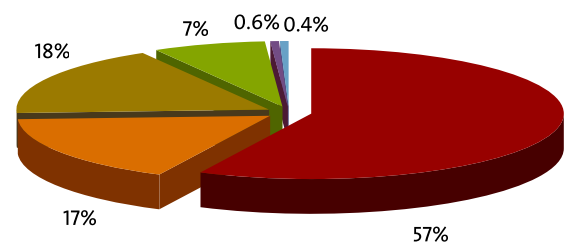
## The Face Of Our Nation's Workforce Is Changing

- **IT HAS BEEN OVER TWO DECADES** since corporations began responding to rapidly changing demographic shifts in the national workforce by focusing on creating inclusive workplaces that allowed racial diversity to take root and flourish within their employee bases. In these two decades, the nation's workforce as well as Chicago's workforce have seen increased diversity; however, that increase has been primarily situated in the lower rungs of corporate hierarchy. When the spotlight focuses on the highest levels within corporations, evidence indicates that the rate of change in corporate leadership has not been commensurate with demographic shifts in the overall labor force or demographic shifts within corporations themselves. As the continuing trends of racial diversity in our nation's as well as Chicago's workforce indicate, the issue of racial diversity in corporate leadership emerges as a critical issue for corporations in positioning their organizations as viable competitive institutions poised for sustained success in this new century.

Diversity in the National Workforce in the Sample of Chicago Companies



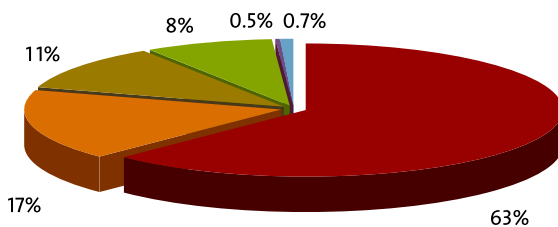
Diversity in the National Workforce in the Sample of Fortune's Diversity Leaders



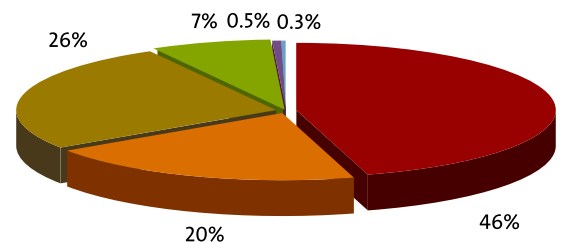
## The Face Of Chicago's Workforce Is Changing Even Faster

- **THE U.S. CENSUS BUREAU PROJECTS** that the percentage of people of color entering the national workforce over the next 10 years will increase by between 25% - 35%. The projected increase for the Chicagoland area is between 35% - 40%.

Diversity in the National Workforce in the Sample of Chicago Companies



Diversity in the National Workforce in the Sample of Fortune's Diversity Leaders



■ Caucasian ■ African American ■ Hispanic ■ Asian ■ Native American ■ Other

Please see page 5 for all respondents in both samples



## The Face Of The Consumer Market Is Shifting Rapidly

- **ACCORDING TO THE UNIVERSITY OF GEORGIA'S SELIG CENTER FOR ECONOMIC GROWTH**, the spending power of America's ethnic minority groups will exceed \$2 trillion by 2007, outpacing the growth in white consumer spending by more than 80%. The chart below illustrates a recent longitudinal study conducted on this issue that shows the dramatic increase in minority spending power in the last decade alone. As the trend continues to evidence greater participation by minorities in the U.S. economy, corporations that align their leadership, workforce and values with racial diversity will be able to better compete in the new economy in comparison to their peers.

Category	1991	2000	% Change
Total Minority	\$439.9	\$860.6	◀ 95.6%
Asians	\$112.9	\$253.8	◀ 124.8%
Blacks	\$307.8	\$572.1	◀ 85.9%
Hispanics	\$207.5	\$452.4	◀ 118.0%
Native Americans	\$19.2	\$34.8	◀ 81.0%
White	\$3715.0	\$6219.8	◀ 67.4%
Total All Races	\$4154.9	\$7080.4	◀ 70.4%

Selig Center for Economic Growth Report, "Buying Power at the Beginning of a New Century: Projections for 2000 and 2001," July-August 2000. The numbers reported represent billions.

## Our Leaders Recognize The Impact Of This Change For Corporate Leadership

- **WORLD BUSINESS CHICAGO**, a public-private economic development corporation co-chaired by Chicago Mayor Richard M. Daley and Michael D. O'Halleran, President and Chief Operating Officer of Aon Corporation, seeks to "expand the Chicago regional economy through the growth of the private sector...to build the world's best metropolitan area in which to live, work and play." In recognizing the increasing impact of diversity in building a sustainable metropolitan economy, World Business Chicago articulated the following challenge in fulfilling its mission:

*"to figure out how to broaden the racial and generational diversity of the corporate leaders in Chicago. The challenge includes both identifying and engaging new leaders."*

CEOs for Cities, "New Models of Corporate Civic Leadership" 2002

## Organizations Tracking Shareholder Value Recognize The Impact Of This Change For Corporate Leadership

- **A STUDY IN THE FINANCIAL REVIEW** (2003) entitled "Corporate Governance, Board Diversity, and Firm Value" found that "After controlling for size, industry, and other corporate governance measures, we find significant positive relationships between the fraction of women or minorities on the board and firm value. We also find that the proportion of women and minorities on boards increases with firm size and board size but decreases as the number of insiders increases."

The Financial Review (February 2003)

*"Boards are not social agencies, and it is not their job to create cultural diversity. Yet, they are discovering that a diverse board helps generate better return for shareholders."*

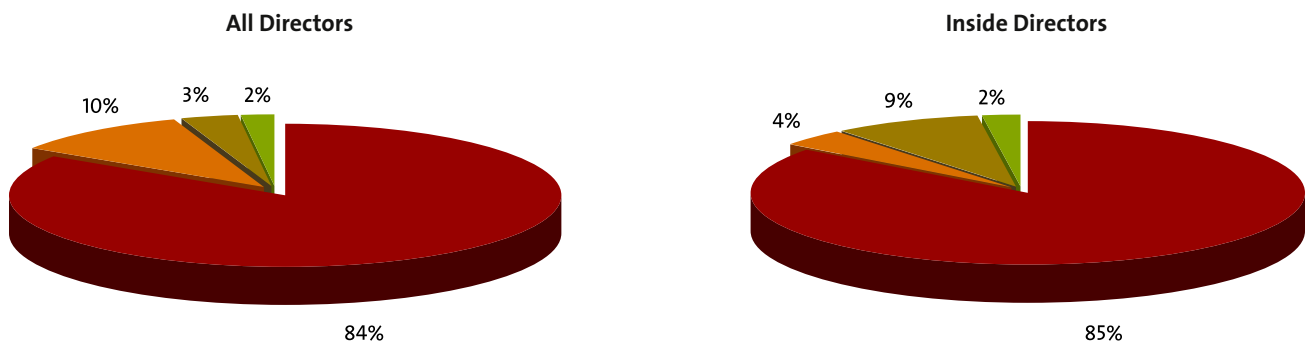
J. Veronica Biggins, Heidrick & Struggles (quoting The Conference Board/Heidrick & Struggles study entitled Board Diversity in U.S. Corporations: Best Practices for Broadening the Profile of Corporate Boards)

## But, Are Corporations Changing At Their Highest Levels?

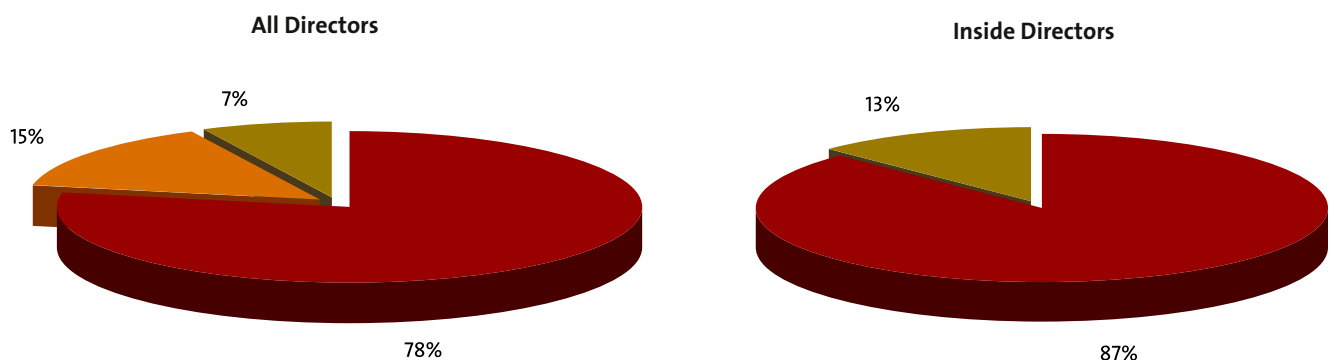
### ► INSIDE THE BOARDROOM...

Although Chicago companies have less diversity overall on their Boards of Directors in comparison to Fortune's Diversity Leaders, Chicago companies have better representation across the various races and have greater diversity among their Inside Directors. However, the representation of minorities on Boards in relation to the representation of minorities in the workplace continues to be a challenge for Chicago companies as well as Fortune's Diversity Leaders.

**Diversity on Corporate Boards in the Sample of Chicago Companies**



**Diversity on Corporate Boards in the Sample of Fortune's Diversity Leaders**



■ Caucasian ■ African American ■ Hispanic ■ Asian ■ Native American ■ Other

Please see page 5 for all respondents in both samples



## Why Aren't Corporations Changing At The Boardroom Level?

- **ONE OF THE TRADITIONAL IMPEDIMENTS** to board service by women and minorities – lack of qualified candidates – no longer exists. Today, more than at any other time in history, there is a large and ready pool of seasoned executives and experts from a broad array of organizations, including large corporations, academic institutions, non-profit enterprises, and privately held businesses. Yet traditional director searches often focus solely on candidates who have many years of service as senior corporate executives or directors, which automatically eliminates otherwise qualified minority and female candidates. Hence, it would be wrong to characterize the under-representation of women and minorities on boards as a depth-of-talent issue. The minds are there, the problem is on the demand side.

*While Calvert has long focused on promoting diversity, recently proposed listing guidelines on the part of the two major US exchanges (the NYSE and the NASDAQ) will, if enacted, require boards to have a majority of independent directors, with key governance committees composed exclusively of independent directors. As possibly hundreds of corporate boards bring on new, independent members, this presents a historic opportunity to change the face of corporate boards in America.”*

Calvert Group, Ltd. 2004

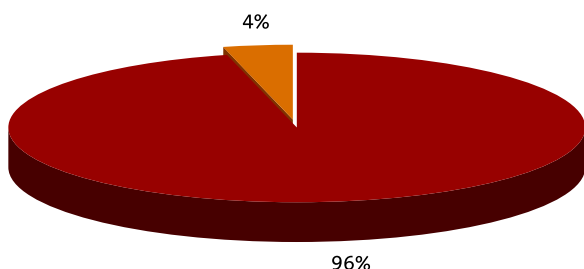


## Diversity On The Executive Floor As A Stepping Stone To Diversity In The Boardroom

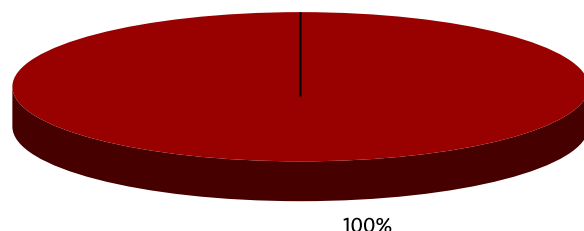
► **ONE PROVEN METHOD OF INCREASING DIVERSITY** in corporate boardrooms is to increase diversity at the highest executive levels within corporate leadership. The following data reveal that the executive ranks of both Chicago corporations as well as Fortune's Diversity Leaders are woefully unprepared to bolster the diversity on Boards of Directors. Many of the diverse Directors currently recruited to serve on corporate boards are being sought from alternative sources such as entrepreneurial ventures, accounting firms, law firms, and other such non-corporate sources. As the business case for diversity in corporate leadership reaches a critical point for corporations, diversity on the executive floors becomes paramount.

### Diversity On The Executive Floor

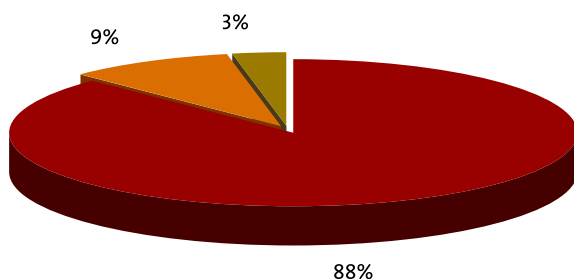
Chief Executive Officers in the Sample of Chicago Companies



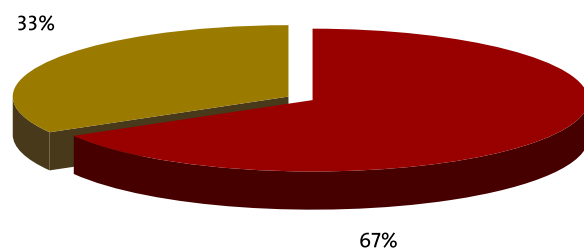
Chief Executive Officers in the Sample of Fortune's Diversity Leaders



Presidents in the Sample of Chicago Companies



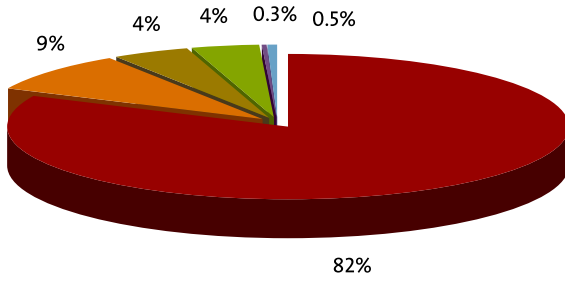
Presidents in the Sample of Fortune's Diversity Leaders



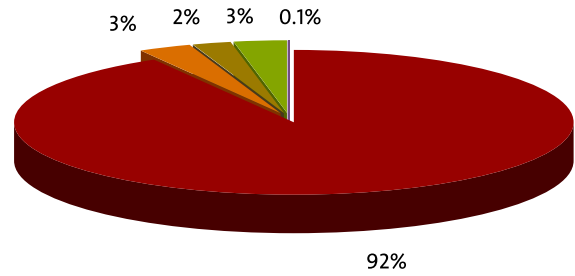
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Please see page 5 for all respondents in both samples

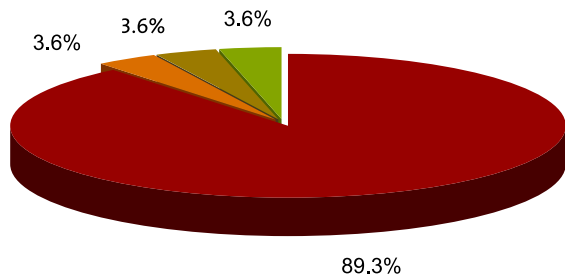
**Corporate Officers in  
the Sample of Chicago Companies**



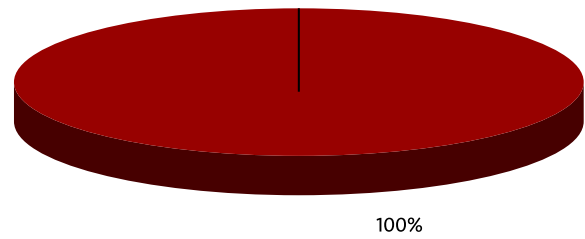
**Corporate Officers in  
the Sample of Fortune's Diversity Leaders**



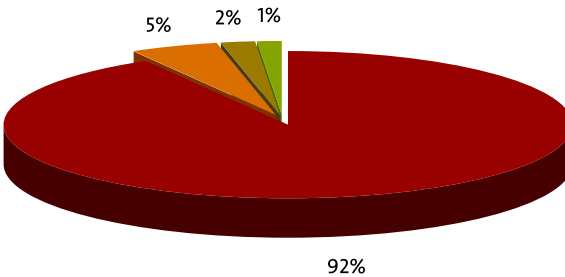
**Senior Executive Vice Presidents in  
the Sample of Chicago Corporations**



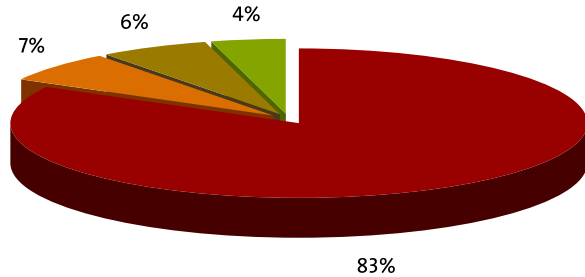
**Senior Executive Vice Presidents in  
the Sample of Fortune's Diversity Leaders**



**Executive Vice Presidents in  
the Sample of Chicago Corporations**



**Executive Vice Presidents in  
the Sample of Fortune's Diversity Leaders**



■ Caucasian
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 ■ Native American
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Please see page 5 for all respondents in both samples

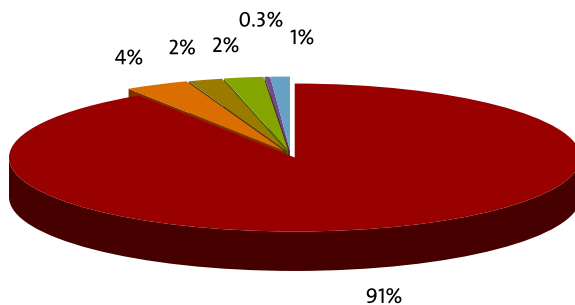
## What About The Pipeline Of Talent For Diverse Corporate Leadership?

- **“DIVERSE BOARDS HELP TO BETTER REPRESENT** *all shareholders, nurture better appreciation of ‘intangibles’...and can help recruit and retain top executive women and minorities.”*

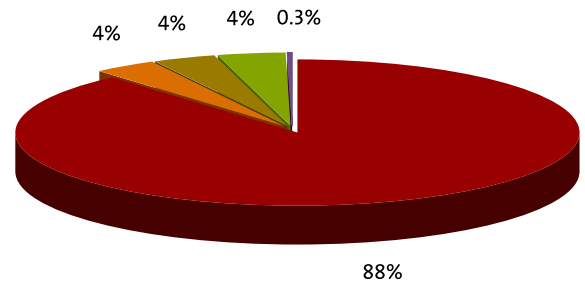
J. Veronica Biggins, Heidrick & Struggles (quoting The Conference Board/Heidrick & Struggles study entitled Board Diversity in U.S. Corporations: Best Practices for Broadening the Profile of Corporate Boards)

Not only is diversity an emergent challenge for corporations at its highest leadership levels, an examination of diversity in the pipelines for the highest leadership levels illustrates the long-term nature of the challenges facing corporations in truly creating sustainable diversity in their governance and leadership ranks. Not only does diversity at the highest levels increase shareholder value, but it also increases a corporation’s internal ability to retain its top emerging talent. Even though the evidence for this is mounting, corporations in Chicago and nationally continue to struggle with creating diversity in the pipelines leading up to the executive ranks and corporate governance.

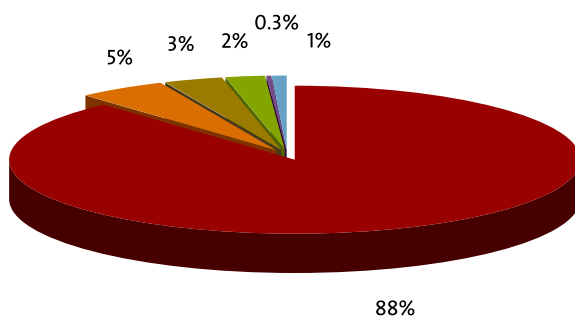
**Senior Vice Presidents in  
the Sample of Chicago Companies**



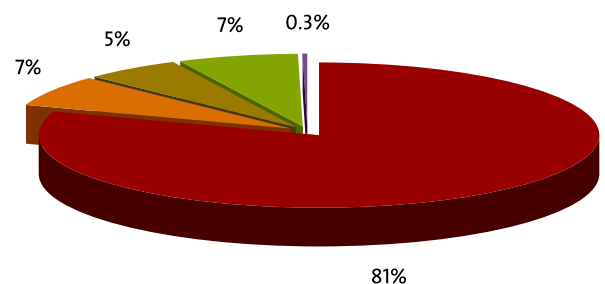
**Senior Vice Presidents in  
the Sample of Fortune’s Diversity Leaders**



**Vice Presidents in  
the Sample of Chicago Companies**



**Vice Presidents in  
the Sample of Fortune’s Diversity Leaders**

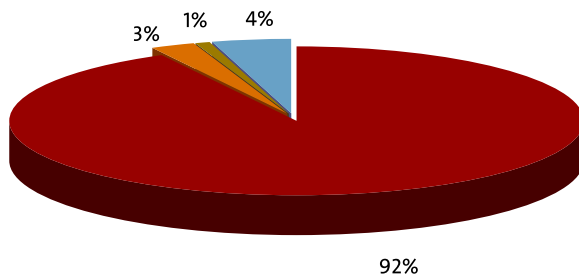


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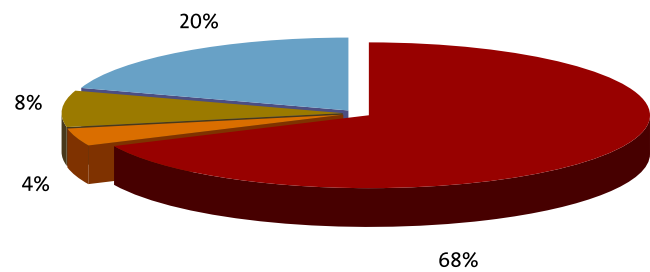
Please see page 5 for all respondents in both samples

► **EVEN THOUGH CHICAGO CORPORATIONS WERE IN STEP** with the diversity at most levels with their peers among the Fortune Diversity Leaders, one area where the Chicago corporations trailed noticeably behind their national peers was the area of diversity among their highest compensated employees.

**Diversity among Highest Compensated Employees in the Sample of Chicago Companies**



**Diversity among Highest Compensated Employees in the Sample of Fortune's Diversity Companies**



■ Caucasian 
 ■ African American 
 ■ Hispanic 
 ■ Asian 
 ■ Native American 
 ■ Other

Please see page 5 for all respondents in both samples

## Best Practices

- **RESEARCH STUDIES IN THE AREA OF DIVERSITY** in corporate boards continue to emphasize tried and true best practices that have worked in the past as well as generating new best practices that offer innovative ways to achieve board diversity. Chicago United has surveyed the various published best practices and has developed the following synthesis of what works best in diversifying corporate boards. We encourage you to consider the following best practices in light of the unique structure and culture of your individual organizations.

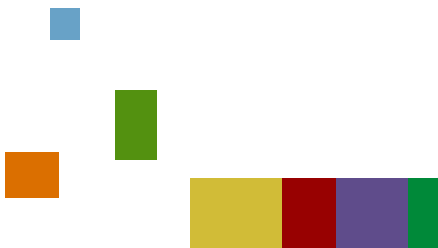
### CHICAGO UNITED'S BEST PRACTICES FOR DIVERSIFYING CORPORATE BOARDS OF DIRECTORS

- Formally commit to creating diversity on your corporate board in a strategic way.
- Diversify the backgrounds from which you seek new board members. According to Corporate Board Member magazine, successful boards have members from a wide variety of backgrounds including human resources, law, marketing, information technology, international operations, finance, and strategic planning. The broader the base of backgrounds you seek, the more organically racial/ethnic diversity will enter into your leadership.
- In addition to the traditional executive levels in large corporations, successful boards look to the next level of leadership in corporations to recruit new board members including CFOs, General Counsel, COOs, CIOs, and other heads of corporate departments and divisions.
- Explore middle market companies and smaller entrepreneurial ventures for talented individuals who fit your requirements. Often times, minorities leave large corporations and take on high levels of leadership responsibility in smaller companies without sacrificing any of their professional development, expertise or experience.
- Expand recruitment beyond the networks of current board members.
- Think long-term. There may be excellent diverse recruits who can be identified now for possible consideration in a few years. If current board members develop relationships with these recruits, they can be nurtured to be ideal board members in just a few years.
- Use a professional recruiting option if necessary to diversity a slate of candidates before making a final decision.

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### CHICAGO UNITED'S BUSINESS LEADERS OF COLOR

In an effort to identify and highlight minority business leaders who have achieved high levels of success in the corporate arena, Chicago United has implemented a bi-annual publication that screens and selects business leaders of color who are excellent candidates for open corporate board positions. The 2003 Business Leaders of Color publication is available by contacting Chicago United directly.



## CHICAGO UNITED'S BEST PRACTICES FOR DIVERSIFYING CORPORATE LEADERSHIP

Similar to the preceding synthesis of best practices for diversification of Boards of Directors, Chicago United has surveyed the various published best practices for developing diversity among the executive leadership of large corporations and has developed the following synthesis of what works best in creating a diverse leadership team as well as a diverse pipeline of future leaders. We encourage you to consider the following best practices in light of the unique structure and culture of your individual organizations.

- Create a formal commitment from the Board of Directors and the CEO to increase sustained diversity in the corporation's top leadership ranks that includes a clearly defined accountability mechanism for integrating diversity into corporate leadership.
- Link executive performance objectives and compensation strategies to efforts to develop diversity in your organization's leadership ranks.
- Articulate a tailored business case for your corporation as to why a diverse leadership is essential to the continued vitality and success of your organization.
- Identify the key characteristics of successful leaders within your corporation and identify how these characteristics can be articulated, measured and developed in an objective and methodical way.
- Integrate diversity into all succession planning protocols and strategies for management positions.
- Assess your current workforce to analyze the depth of diversity in your management pipeline. If there is a dearth of diversity in the pipeline for senior management, consider retaining an executive search professional to help you find qualified diverse talent.
- Establish leadership development and mentoring programs that are based on clearly articulated criteria for leadership within your organization. Ensure the integration of diversity within these programs.
- Utilize internal minority networks to identify minorities with high potential and allocate resources to develop this potential.

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### OTHER BEST PRACTICES FOR DIVERSIFYING CORPORATE BOARDS

#### THE LATEST RESEARCH:

##### **Board Diversity in U.S. Corporations: Best Practices for Broadening the Profile of Corporate Boards**

**By Carolyn Kay Brancato and D. Jeanne Patterson**

**January 1999**

Working groups of senior corporate executives from Pitney Bowes, ABB, PepsiCo, Texaco, FMC Corp., Bank of America, Chevron, Safeway, Sara Lee Corporation, Motorola, Inc., Sundstrand Corporation, Tenneco Packaging, Tribune Company, Chronicle Broadcasting Company, and Newport News Shipbuilding, among others, participated with investors such as TIAA-CREF and LENS Inc. in this study and found:

- Board diversity should be considered in the context of improving shareholder value.
- Shareholder value is strengthened when intangibles such as diversity, workplace practices, and customer satisfaction permeate a company.
- Diversity is a key part of good governance – boards should professionalize themselves to achieve the company's strategic goals.
- Boards, as fiduciaries, represent all shareholders – a diversity focus does not change that, but rather helps a board fulfill its duties and mission.
- Diversity should not be limited to gender and race – as companies internationalize, cultural diversity becomes increasingly important.



Closing the gap between race and business.

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

Chicago United works on its advocacy mission through its organization as a corporate member organization whose active participants are the most senior level officers of the corporations. Our membership is made up of both corporate CEOs and minority enterprise CEOs. These leaders are closest to the key issues in the business environment and recognize the value of diversity and inclusion in their own organizational health and success as well as the larger positive impact on the economic fabric of Chicago and our nation. As the thought leaders that develop the advocacy position and programs of Chicago United, our members focus on sustainable diversity in the business community as a channel through which they can contribute to and impact the local social and economic structures in which their businesses operate and thrive.

**The work of Chicago United is made possible by the support of our members:**

Abbott Laboratories, Inc	Cub Foods	Nuveen Investments
Advocate HealthCare	Earl Neal & Co.	Odell Hicks & Company
Aon Corporation	Electronic Knowledge Interchange (E.K.I.)	Peoples Energy Corporation
Ariel Capital Management, Inc.	Endow, Inc.	Primera Engineers, Ltd.
Azteca Foods, Inc.	Ernst & Young	RGMA
Bank of America	Harris	Rush University Medical Center
Baxter International, Inc.	Hill, Taylor LLC	Sanchez & Daniels
Blue Cross and Blue Shield of Illinois	Hispanic Housing Development Corporation	Sara Lee Corporation
Bonaparte Corporation	Interface Computer Communications, Inc.	Seaway National Bank of Chicago
BP	Jewel-Osco	Shore Bank Corp.
Burris, Wright, Slaughter & Tom	LaSalle Bank N.A.	Sidley, Austin, Brown & Wood
Cabrera Capital Management	Loop Capital Markets, LLC	Smith Whiley & Company
Carrington & Carrington, Ltd.	Marshall Field's	Synch Solutions
Chicago State University	Mayer, Brown, Rowe & Maw	United Airlines, Inc.
Chicago Symphony Orchestra	Mesirow Financial	United Building Maintenance, Inc.
Chicago Tribune Company	Neal, Murdock & Leroy, LLC	University of Chicago Hospitals
Chicago Urban League	NJW & Associates	University of Illinois Chicago
Citibank	Northern Trust Corporation	USG Corporation
Commonwealth Edison Company	Northwestern Memorial Hospital	Washington, Pittman & McKeever
Crain's Chicago Business		Winston & Strawn