Diverse by Design is a joint project of Agenda 360 and Vision 2015, working in collaboration with many Greater Cincinnati and Northern Kentucky large and small businesses and civic and community organizations. Diverse by Design is intended to grow our region’s ability to attract and retain high potential talent, with an emphasis on increasing the diversity of our talent pool and making our community more inclusive.

Diverse by Design was developed from the conclusion that diversity and inclusion have become bottom-line imperatives and that successful businesses—and regions—embrace this idea. In other words, increasing diversity and growing inclusion is not only the right thing to do, it’s the smart thing.

Diverse by Design has three components:

- Using research and data to determine where we have strengths and where we have room for improvement, summarized in Diverse by Design: Meeting the Talent Challenge in a Global Economy, released in 2012;
- Creating awareness and understanding of the scope of our challenges, starting with an annual diversity leadership symposium presented by Fifth Third Bank;
- Prompting sustained and strategic action to build a region that welcomes all and has the right talent mix to compete in a global economy.

I will know that the Cincinnati region is truly inclusive when every citizen feels welcome, and feels they have the same opportunities to participate and succeed in all aspects of human life—professionally, socially, and intellectually.

Evan Nyanchys, President/CPO, Megen Construction Company, Inc.

THE RIGHT TALENT MIX FOR THE FUTURE

- 16 INVESTORS
- 100+ COMPANIES
- 15 EXECUTIVE LEADERS
- 400 VOLUNTEERS

MAKING CINCINNATI USA DIVERSE BY DESIGN

In 2020, only 23.4% of Greater Cincinnati and Northern Kentucky’s population will be multicultural, compared to a national average of 42.3%.

I seriously believe that providing an intelligent path to the sustainability for the growth of the region is by far the most important thing we need to put energy behind. Diverse by Design is the ONLY thing that could deliver a sustainable path for long-term.

Alfonso Cornejo, President, Hispanic Chamber Cincinnati USA

Greater Cincinnati’s foreign-born population is just 4.1% of the total, compared to 12.2% and 14.6% for top peer set* performers Denver and Austin.

*Diverse by Design 2012 Regional Indicators Report.
A sampling of organizations that have hosted Diverse by Design leaders—

- United Way Toqueville Society
- P&G Best Practices in Diversity Series
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- Presbytery of Cincinnati
- Metropolitan Area Religious Coalition of Cincinnati
- Ft. Wayne 2020
- National Society of Hispanic MBAs
- Midwest Market Research Association
- Human Rights Campaign
- City Connect
- Human Rights Campaign
- City Servants

If you are interested in hosting Diverse by Design speakers at your organization, please contact Stacey Barnes at—sbarnes@cincinnaiteamchamber.com or 513.579.3134.

Greater Cincinnati is second only to Pittsburgh in the homogeneity of its population—it’s 82% Non-Hispanic White.*

*Divorce by Design 2012 Regional Indicators Report.

I will know that the Cincinnati region is truly inclusive when we no longer need initiatives designed to create a more welcoming and inclusive environment. Other cities will benchmark themselves against us. And we will be a destination region that is regarded as vibrant, friendly, and progressive.

Santa J. Ono, PhD, President, University of Cincinnati

Greater Cincinnati has just 6.9 minority businesses per 1,000 people, compared to a peer region* average of 11.9.

*Divorce by Design 2012 Regional Indicators Report.

Our region has strong economic, social, and cultural assets which have made it a great city over the years, but we have fallen behind other cities in diversity and inclusion. Cincinnati welcomed and supported me when I came to this city 29 years ago by opening doors for me to access the opportunities I needed. I appreciate the opportunity to pay forward to the people of this, my home city.

S flashes of, Vice President Community Engagement, PNC Bank

Maria Gracia Di Pasquale
Global Business Services Director, P&G

Maria Gracia Di Pasquale, a Global Business Services Director at Procter & Gamble, joined the Agenda 360 team in April 2013 as a loaned executive to work fulltime on the recommendations of Diverse by Design.

Maria Gracia has been at P&G for nearly 25 years, first in her home of Venezuela and in Cincinnati since 2003. In addition to her responsibilities in business services, she has led P&G’s Multi-Cultural Multi-National Affinity Group. This resource primarily involves employees of Asian and Hispanic heritage working in the Information Technology function at P&G.

Chair
Karen Baniatson, PhD
Associate Dean Clinical Practice, Partnership and Community Engagement, UC College of Nursing

Affinze Carmejo
President, Hispanic Chamber Cincinnati USA

Kathy DeLauro
Managing Director, Partners in Change

Maria Gracia Di Pasquale
P&G Director, Loaned Executive, Agenda 360

Jack Domino
Executive Vice President, WCET

Erika Flores
Manager, Strategic Initiatives, Agenda 360

Margaret Fox
Executive Director, Metropolitan Area Religious Coalition of Cincinnati

Kristina Fross
Manager, Strategic Initiatives, Vision 2015

Vanessa Freytag
Executive Director, The Women’s Fund

Pam Green
President & CEO, Easter Seal Tristate

Michelle Harpan
Executive Director, Greater Cincinnati World Affairs Council

Kevin Kline
Diversity and Recruiting Manager, Archer & Gamble

Dr. Ericka King-Bell
Executive Director, Cincinnati Human Relations Commission

Mary McFarland
Vice President, Culture and Inclusion Partner Employer of Choice, Fifth Third Bank

Jim Raymond
Vice President, Customer Experience Manager, U.S. Bank

Pam Rincones
Vice President, Employer of Choice Director, Fifth Third Bank

Sean Riegles
President, African American Chamber

Mary Stagaman
Executive Director, Agenda 360

I have always felt that in order for goals to be achieved or for dreams to become real, the first work is to be firm “intentional” about the outcome. It seems—by definition—that Diverse by Design meets that criteria of intentionality for inclusion.

Donna J. Baker, President/CEO, Urban League of Greater Southwestern Ohio

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Donna J. Baker, President/CEO, Urban League of Greater Southwestern Ohio
Talent Action Team

Co-Chairs

Santa Ono, PhD
President
University of Cincinnati

William Gissen
Senior Vice President –
Global Diversity and
Research & Development
Proctor & Gamble

Patricia Smolenski
CEO, American Red Cross,
Greater Cincinnati/Dayton Region

This group quickly identified three key
groups on which to focus interventions:
Emerging Talent (high school and
college students), Young Professionals
(age 20-34), and MidCareer Talent (more
than 10 years of work experience).

- Examples of programs or initiatives
  under development from this team are:
  'Passport to Live Your Dream Here.'

This tool will introduce students to all of
the assets of our region to increase the
likelihood that they will stay in Cincinnati
for college and to start their careers.
Connect, Educate, and Amplify: Two
ideas are emerging – first, a web-based
platform that allows young professionals
to network and connect while exposing them
to opportunities to fully engage in the life
of the community.

Second, to support efforts already
underway to increase the visibility and
brand awareness of our region in markets
where we want to attract talent and tell our
story compellingly in media of all kinds.

After the Bases are Unpacked,
this initiative is focused on midcareer
professionals who have relocated to
Cincinnati; it has three components aimed
at reducing retention risk:

1. The Professional: Connecting them at
work, connecting them with professional
organizations, connecting them with
community in a volunteer role.

2. The Spouse or Partner: Connecting
them with employment opportunities
if desired through hightouch-connections.
In collaboration with the team focusing on
employee resources groups, we will develop
a group for “ticking spouses” to better
integrate them in this community.

3. The Family: Connecting families to
schools, church, and other activities.

Looking ahead to 2014: The Talent Action
Team is developing metrics for what success
looks like as we build a more diverse labor
pool and a more inclusive community.
It will work to amplify the effects of these
initiatives on talent attraction and retention
processes, such as relocation specialists.

Employee Resource Groups Action Team

Co-Chairs

Leigh Prop, Senior Vice President and
director of Talent Acquisition and
Engagement, Fifth Third Bank

Robert Jones, Human Resources Senior
Executive, GE Aviation

Orlando Guillen
Senior Operations & Finance Manager,
The Kroger Co.

Jodi Giner, Tax Partner, Ernst & Young LLP

This team was charged with exploring how
employee resource or affinity groups
(ERGs) are being used in local companies,
and assessing ways to share best practices
and bring small and mid-sized companies
into this conversation.

The big idea coming out of this team is
The Talent Connection, an integration of
ERGs across local companies, building
on the success of similar efforts for women’s
groups, LGBT groups, and African
Americans.

By creating opportunities for members
of ERGs to meet employees with shared
interests from other companies in the
region, we will create social connections
that will reduce retention risk and
increase ideas coming from the ERGs
to make their companies and our region
more competitive.

Greater Cincinnati’s population is
not growing as fast as its
top-performing peer regions.

Multicultural Leadership Programs;
Immigration; and Minority Business
Enterprises.

Since June, each team has met at least
times and small groups have worked on
specific challenges and ideas. A series
of initiatives is emerging from the teams
and 2014 will be a year for development
of Implementation plans and execution
of the ideas. All of the initiatives are
focused on making our region a magnet
for talent, especially diverse talent.

Immigration Action Team

Co-Chairs

Simón Botsós, Vice President Community
Engagement, PNC Bank

Evan Tawness, President/CEO,
Megen Construction

Sr. Sr. DePuy, President and
Executive Director,
SC Minority Foundation

This team is focusing on the smallnumber of
immigrants in our overall population and
looking at ways to increase the percentage
of immigrants in our community. Increasing
immigration can help our region grow and
develop a more entrepreneurial culture as
immigrants are four times more likely than
natives to start their own businesses.

The team is benchmarking Cincinnati
against other regions in the Midwest that
have developed robust strategies for
overcoming barriers to immigration and
have increased the immigration of
immigrants. These include Columbus,
Cuyahoga, and St. Louis.

In addition, the team is looking at how
we attract more international students
to Cincinnati and retain them on graduation.
Members of this team and members of the
Cincinnati USA Regional Chamber are
supporting immigration and making its way
through Congress, which will facilitate the
attraction and retention of more immigrants
to our region.

Looking ahead to 2014: Working with
community partners, the team will develop
strategies for attracting more international
college graduates in our region; create
more awareness of vacancies in the
community for immigrant entrepreneurs;
and promote awareness and understanding of
the value of attracting more immigrants to our community.

Minority Business Enterprises Action Team

Co-Chairs

Darryl Peal, President and
CEO, South Central
Minority Supplier
Development Council

John Munson, Jr.,
Assistant Manager,
Supplier Development/Purchasing,
Toyota Motor Engineering &
Manufacturing North America

This team’s initial focus was to encourage
more companies to develop sustainable
supplier diversity programs and to increase
the amount of spend with minority
business enterprises. While these goals are
still on the team’s agenda, there is an increasing
recognition of the need for support to
start and grow minority-owned businesses in
our region.

The Cincinnati USA Regional Chamber’s
Minority Business Accelerator focuses on
businesses with revenues beginning at $1
million, so there is room for programs that
work with entrepreneurs at earlier stages
of the business development process.

Emerging ideas:

- Information Portal—A comprehensive
online resource for entrepreneurs covering
what they need to know about starting and
growing a business.

- Marketing/PR Platform—Professionally
devloped, customizable materials to make
it easy to promote products and services.

- Access to Capital—Information and
pathways to access financing opportunities
for growing and sustaining minority
businesses.

Looking ahead to 2014: The team will
seek resources and support to execute on
at least one of these ideas.

Multicultural Leadership Action Team

Co-Chairs

Kama Jones Baker, President & CEO,
Urban League of Greater
Southwestern Ohio

Lisa Knudson,
Chief Administrative
Officer, The C.I.W. Sprout’s
Ponds

Dan Misina,
Senior Capability
Manager, Accenture

This team’s focus is to create a stronger
and more unified voice to attract and
retain diverse talent and who will be empowered
to share their knowledge with the community
at large.

The team is building on successful
leadership programs that already exist in
our region, such as the Cincinnati USA
Regional Chamber’s Leadership Cincinnati
and the Urban League’s African American
Leadership Development Program.

Emerging ideas:

- Cultural Competence—Build cultural
competence through a new training
program targeted to community leaders
from grassroots to executive suites who
want to take a personal role in making our
region more inclusive by sharing their
skills with their respective spheres of influence.

- Greater Cincinnati—Periodic experiential
learning opportunities about diversity and
inclusion that will engage the broader
community in examining issues such as
conscious bias, stereotyping, and more.

Looking ahead to 2014: The team will
converse diversity and inclusion training,
experts from across the region to build an
intercultural competence program unique
for our market and will host at least
two Greater Cincinnati events.

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inclusion that will engage the broader
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experts from across the region to build an
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for our market and will host at least
two Greater Cincinnati events.
ACTION TEAM UPDATES

Following the release of Diverse by Design and USA 2020, many people signed up to work on an action team to develop goals and initiatives to make all three of these a reality. The result of that work is this report, which outlines the strategies and actions that will guide the work to make diversity a reality in our region.

Talent Action Team

Co-Chairs
Santa Ono, PhD, President, University of Cincinnati
William Gisser, Senior Vice President – Global Diversity and Research & Development, Procter & Gamble
Patricia Simmons, CEO, American Red Cross, Greater Cincinnati/Downtown Region

This group quickly identified three key groups on which to focus interventions: Emerging Talent (high school and college students). Young Professionals (age 20-34); and Midcareer Talent (more than 10 years of work experience). To achieve these goals, the Talent Action Team has focused on:

- Family Connect, Educate, and Amplify: Two ideas emerged from this group, issued by professional networking and community engagement, connecting them to opportunities to fully engage in the life of the community.
- The Plan: To build partnerships and develop a group for greater inclusiveness within the community.
- The Team: Connecting families to schools, churches, and other activities.

Looking ahead to 2014: The Talent Action Team will work with the University of Cincinnati on the projects to build a more diverse labor force and create a more inclusive community.

Employee Resource Groups Action Team

Co-Chairs
Leigh Prop, Senior Vice President and Director of Talent Acquision and Engagement, Fifth Third Bank
Robert Jones, Human Resources Senior Executive, GE Aviation
Orlando Guillen, Senior Operations & Finance Manager, The Kroger Co.
Jodi Gieser, Tax Partner, Ernst & Young LLP

This team was challenged with exploring how the organization uses their affinity groups (ERGs) to help employees, and to develop ways to make these groups a better place to work. This group has identified several projects to improve employee engagement.

Looking ahead to 2014: A “best practices” report will be developed for the ERG community, which will be shared among the groups to help them learn from each other.

Immigration Action Team

Co-Chairs
Simone Sotola, Vice President Community Engagement, PNC Bank
Evan Trenneman, President/CEO, Magen Construction
Sr. T. Anthony, President and Executive Director, UC Minority Foundation

This team is focusing on the small number of immigrants in our workforce and looking at ways to increase the percentage of immigrants in our community. Increasing immigration can help our region grow and develop a more diverse and entrepreneurial culture. For immigrants, it is often a matter of survival.

Looking ahead to 2014: Working with community partners, the team will develop strategies to retain more international college graduates in our region, create more awareness of recruitment in the community for immigrant entrepreneurs, and provide greater understanding of the value of attracting more immigrants to our community.

Minority Business Enterprises Action Team

Co-Chairs
Darryl Peel, President and CEO, South Central Minority Supplier Development Council
John Munson, Jr., Assistant Manager, Supplier Diversity/Purchasing, Toyota Motor Engineering & Manufacturing North America

This team’s initial focus was to encourage more companies to develop sustainable minority supplier diversity programs and to increase the amount of spend with minority business enterprises. While these goals are still in the team’s agenda, the team has focused on the need for support to start and grow minority-owned businesses in our region.

The Cincinnati USA Regional Chamber’s Minority Business Accelerator focuses on businesses with revenues beginning at $1 million, so there is room for programs that work with entrepreneurs at earlier stages of the business development process.

Looking ahead to 2014: The team will seek resources and support to execute on at least one of these ideas.

Multicultural Leadership Action Team

Co-Chairs
Debra Jones Baker, President & CEO, Urban League of Greater Southwest Ohio
Lisa Knott, Chief Administrative Officer, The C.J. Dennis Group
Dan Misner, Senior Capability Manager, AccountHQ

This team’s focus is to create a stronger and more diverse pool of leaders who will play a key role in attracting and retaining diverse talent and who will be empowered to share their knowledge with the community at large.

An important aspect of this team is to create a culturally diverse pipeline of leaders who will be part of the team. The team is building on successful leadership programs that already exist in our region, such as the Cincinnati USA Regional Chamber’s Leadership Cincinnati and the Urban League’s African American Leadership Development Program.

Looking ahead to 2014: The team will continue its efforts to develop and include women and minorities in leadership positions.
**A sampling of organizations that have hosted Diverse by Design leaders—**

- United Way Toqueville Society
- WKRC Newsmakers
- Nielsen Diverse Intelligence Series
- Metropolitan Area Religious Coalition of Cincinnati
- National Society of Hispanic MBAs
- Human Rights Campaign
- City Servants

P&G Best Practices in Diversity Series
- World Affairs Council
- Presbytery of Cincinnati
- Ft. Wayne 2020
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- CET Connect

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*Sourced by Design 2012 Regional Indicators Report.*

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Alfonso Cerny, President, Hispanic Chamber Cincinnati USA

**DIVERSE BY DESIGN: LEADERSHIP SYMPOSIUM**

Awareness and understanding of our community’s progress are key components of Diverse by Design. In 2012, the first Diverse by Design report was unveiled at a community leadership symposium presented by Fifth Third Bank. Hundreds of leaders had the opportunity to hear insights gained from the research in the report and to learn about best practices in diversity and inclusion from around the world.

The idea behind Diverse by Design—that diversity and inclusion are now business imperatives—aligned completely with Fifth Third Bank’s efforts to build an inclusive culture throughout its organization. So a new collaboration was born between the bank, Agenda 360 and the Cincinnati USA Regional Chamber to make the annual symposium a must-attend event for business leaders. Fifth Third Bank’s support of Diverse by Design continued with the 2013 Leadership Symposium in November, where they were once again the presenting sponsor.

**Greater Cincinnati’s foreign-born population is just 4.1% of the total, compared to 12.2% and 14.6% for top peer set* performers Denver and Austin.**

*Diverse by Design 2012 Regional Indicators Report.

**Diverse by Design is about creating innovative solutions for real community issues. In order to achieve our diversity and inclusion goals and to create sustainable progress, we need the power of our community. Diverse by Design brings together people who are passionate about making a meaningful difference for the entire region.**

Lisa Knutson, Chief Administrative Officer, The E.W. Scripps Company
For more information, to get involved, or to invest in Diverse by Design, please contact Mary Stagaman, Executive Director, Agenda 360, at 513.573.3125 or mstagaman@cincinnati-chamber.com.

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