



Greater Cincinnati and Northern Kentucky

DIVERSE BY DESIGN: 2013 COMMUNITY UPDATE



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; and
- 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.”

Evans Nwankwo, President/CEO, 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%**.



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 full-time 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.

DIVERSE BY DESIGN STEERING COMMITTEE

Chair

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

Alfonso Cornejo
President, Hispanic Chamber
Cincinnati USA

Kathy DeLaura
Managing Director, Partners in Change

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

Jack Dominic
Executive Vice President, WCET

Erika Fiola
Manager, Strategic Initiatives,
Agenda 360

Margaret Fox
Executive Director, Metropolitan Area
Religious Coalition of Cincinnati

Kristine Frech
Manager, Strategic Initiatives,
Vision 2015

Vanessa Freytag
Executive Director, The Women’s Fund

Pam Green
President & CEO, Easter Seals TriState

Michelle Harpenau
Executive Director, Greater Cincinnati World
Affairs Council

Kevin Kinebrew
Diversity and Recruiting Manager,
Procter & Gamble

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

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

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

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

Sean Rugless
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 firmly ‘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

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

*Diverse by Design 2012 Regional Indicators Report.

Following the release of *Diverse by Design* last year, nearly 200 people signed up to work on an action team and 15 executive leaders were recruited to lead teams in five areas: Talent; Employee Resource Groups;

Multicultural Leadership Programs; Immigration; and Minority Business Enterprises.

Since June, each team has met three 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.

Talent Action Team

Co-Chairs



Santa Ono, PhD,
President,
University of Cincinnati



William Gipson,
Senior Vice President—
Global Diversity and
Research & Development,
Procter & Gamble



Patricia Smitson,
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-age students); Young Professionals (age 20-34); and Mid-Career 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 buzz about our region in markets from which we want to draw talent and to tell our story compellingly in media of all kinds.

After the Boxes are Unpacked.

This initiative is focused on mid-career professionals who have relocated to Cincinnati. It has three components aimed at reducing retention risk.

- **The Professional.** Connecting them at work, connecting them with professional organizations, connecting them with community in a volunteer role.
- **The Spouse or Partner.** Connecting them with employment opportunities if desired through high-touch connections. In collaboration with the team focusing on employee resource groups, we will develop a group for "trailing spouses" to better imbed them in the community.
- **The Family.** Connecting families to schools, church, and other activities.

Looking ahead to 2014: The Talent Team will be developing metrics for what success looks like as we build a more diverse labor pool and a more inclusive community. It will also work with key influencers in the talent attraction and retention process, 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 Gutierrez,
Senior Operations
& Finance Manager,
The Kroger Co.



Jodi Geiser,
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 seeking ways to share best practices and bring small and mid-sized companies into the 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.

Trailing spouses are a newly identified focus for one of these groups, along with

more traditional ERG focus areas such as veterans, African Americans, women, Hispanics, LGBT, single parents, and more.

Small and mid-sized businesses, which may not have enough employees to form their own ERGs, will be invited to participate in the region-wide groups.

Looking ahead to 2014: A "home" for The Talent Connection will be identified, outreach to small and mid-sized companies will begin, and organizing events will be held.

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

Immigration Action Team

Co-Chairs



Simón Sotelo,
Vice President Community
Engagement, PNC Bank



Evans Nwankwo,
President/CEO,
Meggen Construction



Sr. Sally Duffy,
President and
Executive Director,
SC Ministry Foundation

This team is focusing on the small number 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 in-migration of immigrants. These include Columbus, Dayton, Detroit, 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 the immigration reform** 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 retaining more international college graduates in our region; create more awareness of resources 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 Diversity-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 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 developed, customizable materials to make it easy to promote products and services.
- **Access to Capital**—Information and pathways to access financial resources 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



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



Lisa Knutson,
Chief Administrative
Officer, The E.W. Scripps
Company



Dan Molina,
Senior Capability
Manager, Accenture

This team's focus is to create a stronger and better prepared set of community 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.

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:

- **Intercultural 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.

- **Inclusion Deep Dives**—Periodic experiential learning opportunities about diversity and inclusion that will engage the broader community in examining issues such as unconscious bias, stereotyping, and more.

Looking ahead to 2014: The team will convene diversity and inclusion training experts from across the region to build an intercultural competence program unique to our market needs and will host at least two Deep Dive events.



A sampling of organizations that have hosted Diverse by Design leaders —

United Way Toqueville Society

P&G Best Practices in Diversity Series

WKRC Newsmakers

World Affairs Council

Nielsen Diverse Intelligence Series

Presbytery of Cincinnati

Metropolitan Area Religious Coalition of Cincinnati

Ft. Wayne 2020

National Society of Hispanic MBAs

Midwest Market Research Association

Human Rights Campaign

CET Connect

City Servants

“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.”

Simón Sotelo, Vice President
Community Engagement, PNC Bank

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

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

*Diverse 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





Presents

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.



“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

“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.

2013 INVESTORS



ArtsWave
Catholic Health Partners
Cincinnati Children's Hospital Medical Center
The Dental Care Plus Group
The Greater Cincinnati Foundation
Megen Construction
Miami University
PNC Bank
SC Ministry Foundation
TriHealth
United Way of Greater Cincinnati
University of Cincinnati

For more information, to get involved, or to invest in Diverse by Design, please contact Mary Stagaman, Executive Director, Agenda 360, at 513.579.3129 or mstagaman@cincinnatiachamber.com.

ORGANIZATIONS REPRESENTED IN DIVERSE BY DESIGN ACTION TEAMS

Accenture
Affordable Language Services
African American Chamber of Commerce
Agency Seven PR
Allergy and Asthma Specialty Center
Allied Construction Industries
American Financial Group/Great American Insurance Group
American Red Cross
ArtsWave
Bi-Okoto Cultural Institute
Branstetter, Stranch and Jennings
Brighton Center, Inc.
Catholic Health Partners
CBRE, Inc.
Champlin Architecture
Che International Group, LLC
Cincinnati Children's Hospital Medical Center
Cincinnati Convention and Visitors Bureau
Cincinnati Human Relations Commission
Cincinnati MD Jobs - The Health Collaborative
Cincinnati Nature Center
Cincinnati Public Schools
Cincinnati Reds
Cincinnati State Technical & Community College
Cincinnati USA Regional Chamber
Cintas Corporation
City of Cincinnati
Community Learning Center Institute
connXus
Consider The Poor
Convergys
Cornerstone Corporation for Shared Equity
DIGS
Downtown Cincinnati Inc.
Duke Energy
dunnhumbyUSA
E.W. Scripps Co.
Easter Seals TriState
Elevate Your Image
Ernst & Young
Fifth Third Bank
Frost Brown Todd LLC
G2Local LLC
Gateway Community & Technical College
GBBN Architects
GE Aviation
Global Diversity Consulting
Greater Cincinnati Chinese Chamber of Commerce
Greater Cincinnati Health Council
Greater Cincinnati World Affairs Council
Greater Cincinnati Microenterprise Initiative
Health Care Access Now
Hispanic Chamber Cincinnati USA
Hobsons
Housing Opportunities Made Equal
Human Rights Campaign
J. Powdrill & Associates
JANCOA
Jewish Federation of Cincinnati
Kolar Design, Inc
Kroger Co.
Lakota Local Schools
Linnea Lose Strategic Communications
LOTH Inc.
Macy's Inc.
Make It Plain Consulting

Metropolitan Area Religious Coalition of Cincinnati
Megen Construction
Mercy Health
Messer Construction
Miami University
myActions
National Underground Railroad Freedom Center
Necco
Nielsen
Northern Kentucky Area Planning Commission
Northern Kentucky University
Northern Kentucky Chamber of Commerce
Ohio Valley Goodwill Industries
OKI Regional Council of Governments
Pacific Manufacturing Ohio
Partners in Change
Patina Solutions
Peoples Church
PEP
PNC Bank
Procter & Gamble
PuroClean Property Rescue
Quest Management Consulting
Qvidian
RethinkHR.org
SC Ministry Foundation
Sixth Circuit U.S. Court of Appeals
St. Xavier High School
Taft Stettinius & Hollister
The Fleischer Law Firm
The INTERalliance of Greater Cincinnati
The Perfect Brew
The Women's Fund
Thembi Speaks LLC
Thompson Hine LLP
TIER1 Community Engagement Services
Toyota Motor Engineering & Manufacturing, North America
TriHealth
TriVersity Construction Company
U.S. Bank
UC Economics Center
UC Health
United Way of Greater Cincinnati
University of Cincinnati
University of Phoenix
Urban League of Greater Cincinnati
WCET
Western & Southern Life
wg:Architecture
Wisdom Nuggets, LLC
World Pac Paper, LLC
Xavier University
YWCA

Agenda 360 is an initiative of the Cincinnati USA Regional Chamber.

